



**BADMINTON
EUROPE**

2019



ANNUAL REPORT

WE LIVE BADMINTON

*Report & Financial Statements
For the year ending 31st December 2019
Order Papers & Agenda - 2020 Annual Delegates' Meeting*

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Badminton Europe Confederation
Brøndbytoften 14
2605 Brøndby
Denmark



THE BOARD OF DIRECTORS





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ANDREY ANTROPOV
VICE-PRESIDENT



JOÃO MATOS
VICE-PRESIDENT



KLAVS ANDREASSEN
DIRECTOR



ROBBERT DE KOCK
DIRECTOR



MARTIN KRANITZ
DIRECTOR



EMMA MASON
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ANDREJ POHAR
DIRECTOR



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DIRECTOR



SVEN SERRÉ
DIRECTOR



RENNA UNT
DIRECTOR



RICHARD VAUGHAN
DIRECTOR



MIKE ROBINSON
DIRECTOR FOR
FINANCE



KAI SCHÄFER
ATHLETES' REPRESENTATIVE



EUROPEAN BWF COUNCIL MEMBERS 2019



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PRESIDENT



JOÃO MATOS
VICE-PRESIDENT FOR EUROPE



PAUL KURZO
VICE-PRESIDENT FOR PARA BADMINTON



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CHAIR OF EVENTS COMMITTEE



MARC ZWIEBLER
CHAIR OF ATHLETES' COMMISSION



DAVID CABELLO
CHAIR OF DEVELOPMENT &
SPORT FOR ALL COMMITTEE



ETIENNE THOBOIS
CHAIR OF MARKETING COMMITTEE



NORA PERRY
MEMBER



SERGEY SHAKHRAI
MEMBER



EMMA MASON
MEMBER



ROBERT DE KOCK
MEMBER

OFFICE STAFF



BRIAN AGERBAK
GENERAL SECRETARY



JIMMY ANDERSEN
DEPUTY GENERAL SECRETARY



JACOB OEHLenschlaeger
DEVELOPMENT & HIGH PERFORMANCE
SENIOR MANAGER



RASMUS BECH
MANAGER



TAMARA GEERAERTS
MANAGER



CHRIS SPITERI
MANAGER



TANIA TEOH
MANAGER



ANDREJA TURK
MANAGER



ALAN RAFTERY
OFFICER



LAURA MARTÍ
OFFICER



MATTHIEU HECKER
OFFICER



LUCA CRIPPA
OFFICER



EMILIE SOMMER
INTERN



JEROEN VAN DIJK
COE HEAD COACH



KESTUTIS NAVICKAS
COE COACH



PETER JENSEN
COE COACH



JUDITH MEULENDIJKS
COE COACH

FORMER STAFF:

Officer: Annika Langrock (until 1st July)

Senior Manager: Michael Nørbæk (until 15th July)

Intern: Aidan Jones (until 31st July)

Manager: Alexander Regel (until 1st November)






COMMITTEES AND WORKING GROUPS 2019

INTERNATIONAL COMMITTEE

- Peter Tarcala (Chair)** 
- João Matos 
- Robbert de Kock 
- Emma Mason 
- Brian Agerbak 



FINANCE COMMITTEE

- Mike Robinson (Chair)** 
- Peter Tarcala 
- Brian Agerbak 

HR COMMITTEE

- Mike Robinson (Chair)** 
- Peter Tarcala 
- Sven Serré 
- Brian Agerbak 

BEC DISCIPLINARY COMMITTEE

- Andrej Pohar (Chair)** 
- Emma Mason 
- João Matos 

HISTORY WORKING GROUP

- João Matos (Chair)** 
- Torsten Berg 
- Gisela Hoffmann 
- Horst Kullnigg 
- Jadwiga Slawska Szalewicz 

GOVERNANCE COMMITTEE

- Mike Robinson (Chair)** 
- Peter Tarcala 
- Emma Mason 
- Andrej Pohar 
- Brian Agerbak 

COMMISSIONS 2019

52ND
AL DELEGATES' MEETING
MEMBERS' FORUM 2019

ATHLETES' COMMISSION

Kai Schäfer (GER, Chair)
Selena Piek (NED)
Ernesto Velazquez (ESP)
Richard Perot (FRA)

CIRCUITS COMMISSION

Martin Kranitz (GER, Chair)
Sven Serré (BEL, Vice-Chair)
Renna Unt (EST)
Espen Larsen (NOR)
Ratko Galjer (CRO)
Radomir Jovovic (SRB)
Tina Riedl (AUT)

COMMERCIAL COMMISSION

Robbert de Kock (SUI, Chair)
Emma Mason (SCO, Vice-Chair)
Richard Vaughan (WAL)
Andrej Pohar (SLO)
Adrian Christy (ENG)
David McGill (IRL)
Simone van den Bergh (NED)

COMMUNICATION & MEDIA COMMISSION

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Richard Vaughan (WAL, Vice-Chair)
Robbert de Kock (SUI)
Sven Serré (BEL)
Cecilia Lunell (SWE)
Simone van den Bergh (NED)

GENDER EQUITY COMMISSION

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Jean-Marc Serfaty (FRA, Vice-Chair)
Ella Diehl (RUS)
Cecilia Lunell (SWE)
Radu Stefanescu (ROU)

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Andrey Antropov (RUS, Vice-Chair)
Martin Kranitz (GER)
Ratko Galjer (CRO)
Keith Russell (SCO)
Ella Diehl (RUS)
Giovanni Esposito (ITA)





MAJOR EVENTS COMMISSION

Renna Unt (EST, Chair)
 Sven Serré (BEL, Vice-Chair)
 Robbert de Kock (SUI)
 Adrian Christy (ENG)
 Carmen Martínez Villanueva (ESP)
 Keith Russell (SCO)
 Matevz Srekl (SLO)

PARA BADMINTON COMMISSION

João Matos (POR, Chair)
 Klavs Andreassen (DEN, Vice-Chair)
 Martin Kranitz (GER)
 Andrey Antropov (RUS)
 Carmen Martínez Villanueva (ESP)
 Matevz Srekl (SLO)
 Richard Perot (FRA)

MEMBER SUPPORT COMMISSION

Emma Mason (SCO, Chair)
 Andrej Pohar (SLO, Vice-Chair)
 João Matos (POR)
 Renna Unt (EST)
 Klavs Andreassen (DEN)
 Jean-Marc Serfaty (FRA)
 Espen Larsen (NOR)
 Radomir Jovovic (SRB)
 David McGill (IRL)

SPORT FOR ALL COMMISSION

Jean-Marc Serfaty (FRA, Chair)
 Andrey Antropov (RUS, Vice-Chair)
 João Matos (POR)
 Emma Mason (SCO)
 Tina Riedl (AUT)
 Radu Stefanescu (ROU)
 Giovanni Esposito (ITA)





PRESIDENT'S REVIEW

(Order paper item 3.1)

Dear badminton family,

Welcome to our Annual Delegates' Meeting in the capital of Romania, Bucharest.

This is my first President's review since my election in April 2019 and it is a great honour for me to lead this organisation. After almost one year of occupying the President's chair I hope I was able to satisfy your expectations. Thanks again for your confidence in me.

We are an organisation with a long history. Formed in 1967 as EBU the organisation has existed through turbulent times both in the European continent but also in the global badminton context. We have done well to get to where we are today, and I would like to start by paying tribute to those who have given their time and efforts for the betterment of our sport and our Confederation over the years.

A special tribute to my mentor, the late Tom Bacher who taught me many lessons in terms of working in the Board of Directors of BEC. He taught me to be precise and well prepared. He taught me to check and double check. He taught me that we must work hard but that we must also find time to enjoy. To attract talents to the organisation, we have to ensure that it must also be fun to work with us. Tom Bacher was a great motivation and an inspiration. He meant a lot to me and to the organisation.

I was impressed with the Congress in 2019 in Kyiv, Ukraine. The Awards Gala evening, that I could still enjoy without too many official duties, was magnificent. It was a historical hotel and beautiful setting for the first Board meeting that I chaired. I am pleased to have taken over a very qualified Board of Directors that bring a wealth of experience and great enthusiasm for our sport. I am sure that we will continue to develop badminton in Europe in the years to come.

One of my first duties as President of BEC was to attend the 2019 European Games in Minsk, Belarus. I was very impressed with the organisation at these Games but especially with the presentation of the badminton competition. I am pleased that we will be part of the third edition of these Games in 2023 in the city of Krakow and the Małopolska region, Poland. In Minsk we had several meetings with EOC, and I am also very proud that we managed to secure badminton's participation in the European Youth Olympic Festival in 2021 in Banska Bystrica, Slovakia.



I also look back with excitement on the Board and Commission meetings as well as the European Club Championships in Luxembourg at the beginning of July. It is very pleasing to see Member Associations taking on the task of organising both meeting activities and Championships for the first time and I was truly impressed with the quality.

I would like to congratulate Swiss Badminton and the local organisers in Basel for organising an outstanding World Championships in August. It is fantastic when we are able to bring the best of the best to Europe to compete for major titles. This requires ambition, commitment and a solid business plan to ensure appropriate funding. I commend Swiss Badminton on a job well done.

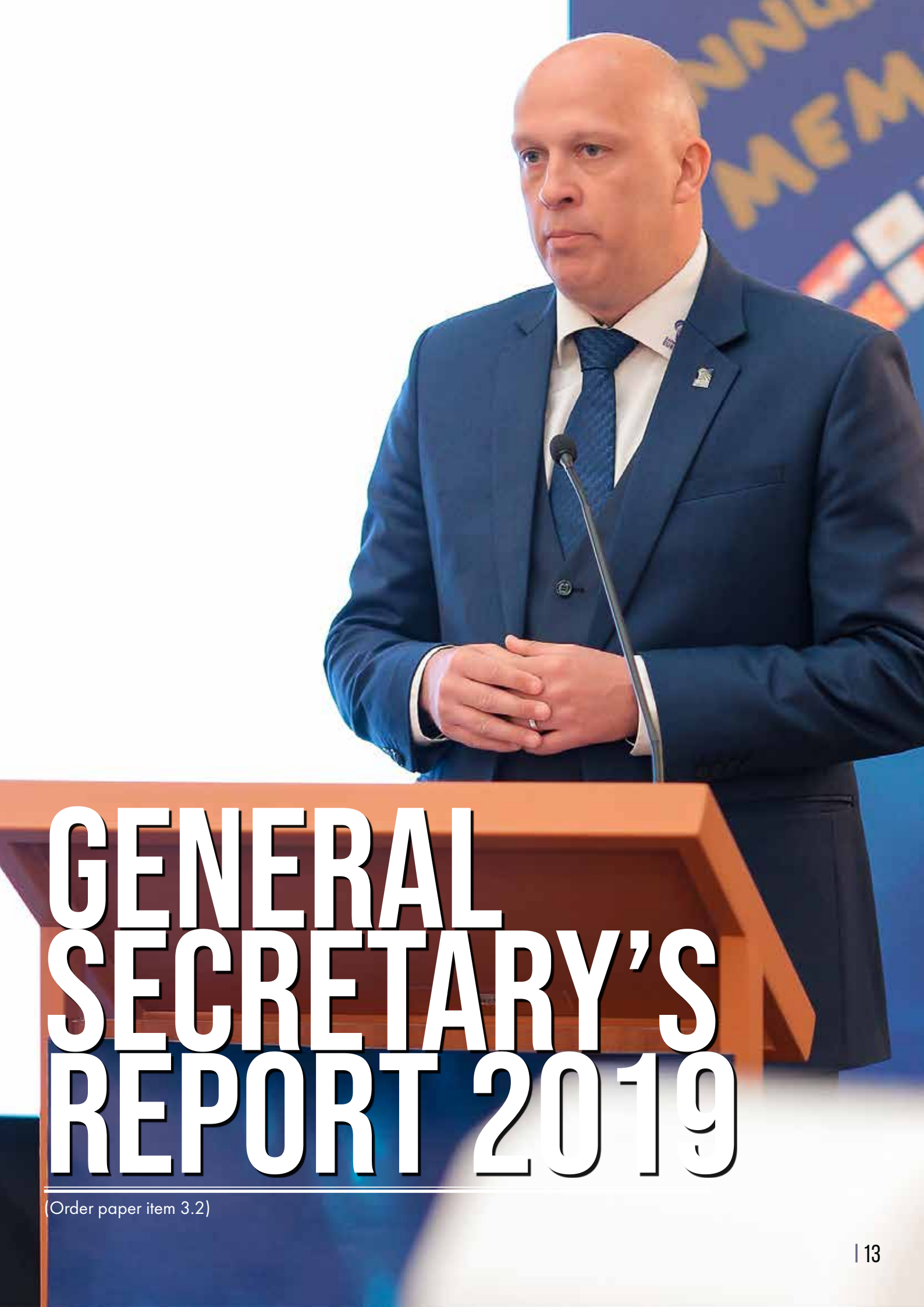
The last Board meeting of the year was held in Leuven and was co-organised by the Belgian Badminton Federation who also celebrated their 75th anniversary in 2019. This was the starting point of the strategic work that will help shape the future of tomorrow. When looking ahead to see how we can best develop the sport, it is important to involve key stakeholders and I look forward to discussing the strategic direction with Member Associations during 2020.

Finally, I would also like to thank the staff at the BEC Office which consists of 17 employees from 11 different countries and our Board of Directors for their commitment and enthusiasm throughout the year. Likewise, I would like to thank those serving on our different Commissions and our technical officials and the many volunteers that work endless hours for our sport. A big thanks go to each and every Member Association for their support in organising different activities, projects and tournaments during 2019.

Yours in Badminton,

Peter Tarcala
President

Badminton Europe Confederation



GENERAL SECRETARY'S REPORT 2019

(Order paper item 3.2)



2019 was an exciting year for the Confederation with the highlight being the European Games in Minsk. The Falcon Arena was a fantastic home for badminton during the week-long competition and the setup at the Games was amazing. It had been paramount for us to ensure that the European Games would carry world ranking points which resulted in improved participation with most of the top players showing up in Minsk. The good news is that the EOC soon after the European Games contacted BEC in order to confirm badminton's inclusion in the 2023 edition which will be held in the city of Krakow and the Małopolska region, Poland, and that a MoU has already been signed between the two parties.

I would also like to mention the 2019 European Mixed Team Championships which were played in Copenhagen, Denmark. The Championships were not foreseen to be played in Denmark, but unfortunately the host, with whom negotiations were far progressed, had to cancel its interest due to issues within the local government. It was therefore decided for BEC to take on a major part of organising the Championships ourselves with good support from Badminton Denmark. I was very pleased to see how the office stood together in delivering on this event and how we managed to get a dedicated volunteer team to support us in executing the Championships. All in all it was an excellent display of badminton with excellent spectator interest but also a learning experience for everybody involved.

Finally, in my introduction, I would like to pay tribute to Gregory Verpoorten. Gregory served on the BEC Board for 12 years, the last 5 years as President of the Confederation, before deciding to step down at the ADM in 2019 to commit to his working career and his young family. A decision I know he struggled coming to terms with, as he still had a lot of ambition for BEC, and, as he valued the friendships he had built with many of you over the years.

Gregory always saw opportunities where we could improve, even if he was also proud of how far BEC had come in the last decade. Gregory has been a great leader of the organisation in the past 5 years, and I have truly enjoyed both the working relationship and the friendship we built over time.

FOCUS ON DIGITAL

2019 was an extremely busy year with extensive live score and streaming coverage via our agreement with Sportradar. An agreement which was re-negotiated throughout 2019 while also including new elements to the cooperation. One of the new elements was our new OTT platform (www.badminton-europe.tv) which was launched in September and will slowly become the main streaming outlet for BEC.

Furthermore, we are working on a new corporate website which shall be more directed towards badminton fans. We are establishing a Federation Data Toolkit which can be used in a number of ways in terms of player registration, calendar management and potentially a new tournament system mainly focusing on hobby players.

We are working on a version 2 of our "Badminton Live" app which will be released soon as well as a relaunch of our badminton manager app.

All the activities above shall be tied into our central user database which we have great ambitions for in the coming years.

There is no doubt that we all have to think digital in everything that we do. We need to grow the numbers that we can communicate with as a badminton community. This goes for BEC, each Member Association but certainly also for the players. If we can achieve this growth together, we will be able to bring more value out of our sport in the years to come.





PERSONNEL & STAFF STRUCTURE

In 2019, the staff count for the first time hit 17. Especially, in the last couple of years we have seen an increase in staff numbers due to the Centre of Excellence in Holbæk and the CC Human Resource funding from BWF. With several new staff joining a relatively small team within a short time period it puts some strain on the organisation until the new staff adapt to their new roles.

Andreja Turk (SLO) joined the office in August 2019 as Manager for Finance & Administration, filling a gap which had mainly been covered by Jimmy Andersen for most of the year. Most of you will have heard from Andreja already as she was dealing both with the Members Survey and the logistics around the 2020 Congress.

The Communication team was also low on capacity over the summer where Rasmus Bech did a great job in keeping the communication channels active and buzzing. At the beginning of October, our new communication intern, Emilie Sommer (DEN), joined the office – and on 1st November the department was again up to full strength when Alan Raftery (ENG) joined the office. Alan had worked as part of our volunteer writers for more than a year, which showed that investing your free time writing for BEC can lead to employment.

The beginning of November was a busy time in the office, setting up new working stations, as no less than three new staff joined us. Alongside from Alan already mentioned above, also Jacob Oehlenschlaeger (DEN) also joined the office as our new Senior Manager for Development and High Performance. Chris Spiteri (MLT) joined as our new Commercial Manager.

The Centre of Excellence in Holbæk also saw an addition to its staff towards the end of the year, when the former Dutch international player, Judith Meulendijks, joined the CoE as part time coach. Judith is working at the CoE two weeks every month and is already a very valuable part of our team in Holbæk.

Finally, in connection with a small change in the office structure and at the CoE, it was decided to move Jimmy into a position as Deputy General Secretary and name Jeroen van Dijk as Head Coach of the CoE. At the same time, it was decided to no longer use the term “Junior Manager”, but instead use “Officer” as part of the job title.

I would like to highlight the flexibility and dedication of the staff. In a small team it is important to trust each other and to be willing to cover for each other. In 2019 the team again showed great resilience, which meant we delivered as expected across the different functional areas, also in periods where we were a bit low on numbers.

GOVERNANCE

In 2019, focus has been on the relationship between the BWF and the Continental Confederations. The intention was to prepare MoUs to define this relationship. This has been a complex exercise where focus has been on preserving the autonomy of BEC while also appreciating the interdependence between BWF and BEC. Substantial funding is being channelled via BWF to the Member Associations through the various programmes and projects that are offered.



On the other hand, it is also important for each CC to have opportunities to generate their own sources of income. This needs to happen with mutual respect, which the final version of the MoU will hopefully show evidence to.

BWF is proposing new Judicial Procedures that shall work for both the BWF and the CCs. BEC has been constructive in terms of providing feedback to these Judicial Procedures. As the BEC Disciplinary Regulations have been debated in recent years and approved by the BEC ADM we have been very cautious that the process respects the BEC Member Associations. We have felt that it was pre-mature to bring any proposals to the BEC ADM in 2020 given that the overarching Judicial Procedures were still not approved by the BWF AGM.

In 2019, the BEC Board of Directors started the work on the new Strategic Plan for Badminton Europe. It is important that all stakeholders have a say in the future direction of BEC and therefore, a due process had been put in place where Member Associations will be able to provide first input at the 2020 Members Forum. This will lead to further consultation until final adoption at the 2021 ADM.

I would like to welcome our newest members of the European badminton family, the Badminton Federation of Kosovo, who joined Badminton Europe as a member in May 2019, after acceptance at the BWF AGM, and the Isle of Man Badminton Association, who was accepted as an associate member in January 2019.

MEETING SUPPORT

The BEC Office is responsible for the servicing of the Board and preparing the Board and Commission meetings. In 2019, meetings were held as follows:



GALA EVENING

In 2019, we enjoyed an excellent Gala evening in Kyiv, Ukraine. I still recall the promise of Oleksii Dnipro, President of the Ukrainian Badminton Federation, that the 2019 Congress would be the best ever. I certainly think they got it absolutely right with the Gala evening. The award winners at the 7th BEC Awards Gala evening were:

BEC MALE PLAYER OF THE YEAR 2018



KIM ASTRUP

ANDERS SKAARUP
RASMUSSEN

BEC FEMALE PLAYER OF THE YEAR 2018



CAROLINA MARIN

BEC YOUNG PLAYER OF THE YEAR 2018



LINE CHRISTOPHERSEN

BEC PARA BADMINTON PLAYER OF THE YEAR 2018



JACK SHEPHARD

BEC SENIOR PLAYER OF THE YEAR 2018



BETTY BARTLETT

BEC BADMINTON FOR WOMEN AWARD



SVETLANA ZILBERMAN

BEC COACH OF THE YEAR 2018



KLAUDIA MAJOROWA

BEC TECHNICAL OFFICIAL AWARD 2018



ISABELLE JOBARD

EUROPEAN FAN PLAYER OF THE YEAR 2018



ARNAUD MERKLE

SHOT OF THE YEAR 2018



CRISTIAN SAVIN

BEC HALL OF FAME



MIKE TREDGETT



PARTNERS

Let me first mention our long-lasting partnership with YONEX who has been a loyal, dedicated and professional supporter of our major events for many years – and 2019 was no different. They always support us and our events with great enthusiasm, and we were extremely happy when we were informed that they were going to support the European Games in Minsk, as well. The event became a big success for badminton – and YONEX played a vital part in this. Our current contract with YONEX expires at the end of 2020, so discussions to renew our cooperation have begun. We are confident that our longest standing partnership, of now 16 years, will continue for the mutual benefit of YONEX and European badminton.

Sportradar, our Media & Data partner, provided excellent support for us in 2019. A partnership that I am certain will only grow stronger in the coming years.

In 2019, a new partnership was agreed with UNI-DAMP, a company which produces hygro-boxes to strengthen the durability of shuttlecocks. The agreement with RSL, to support the BEC Summer School, was prolonged. We made one off agreements with Victor who supported the European Mixed Team Championships as did RSL and Kawasaki, who also supported the Centre of Excellence.

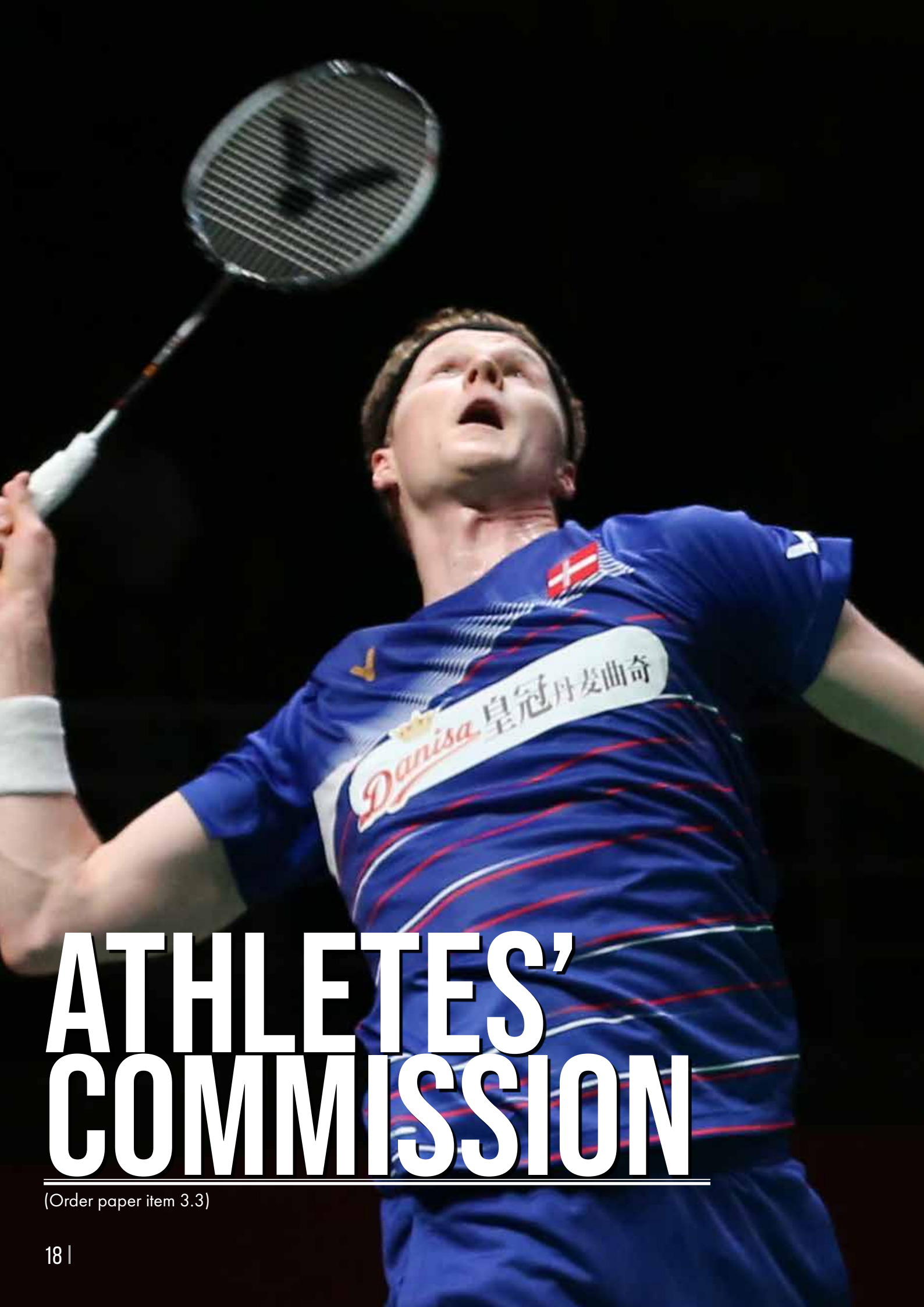
There were a number of smaller partnerships as well and I would like to thank all the partners that supported our activities in 2019.

ACKNOWLEDGEMENTS

I would like to thank the BEC Board of Directors for their involvement and continuous support during the year. It has been a year with a change in Presidency, but with Peter Tarcala, the feeling is one of continuity and stability which provides a good environment for progress.

I would also like to express my gratitude towards the new and retiring Commission Members for their contribution, the BEC Member Associations for taking an active part in the running of the Confederation, and also, to my colleagues in the BEC Administration, who are doing their very best to service you all on a daily basis.

Brian Agerbak
General Secretary
Badminton Europe Confederation



ATHLETES' COMMISSION

(Order paper item 3.3)



Chair of the Commission: Kai Schäfer

The Athletes' Commission is a new Commission that was established at the beginning of 2016 by the initiative of Badminton Europe. The Commission consisted of three players:

- Kai Schäfer (chair)
- Selena Piek
- Ernesto Velazquez



Later in 2019, Richard Perot joined the Commission as a Para badminton representative and fourth member.

ACTIVITIES IN 2019

In January 2019, Kai Schäfer attended the Commission meetings and Board of Directors meeting in Copenhagen (DEN).

On the initiative of the Commission a new "Shot of the Year" Award was introduced for 2019 to the existing BEC Awards. It's a possibility to honor players of all levels and share the spectacular shots on social media.

In April 2019, significant changes of the BEC Athletes' Commission regulations were made. From now on the Commission should consist of, in total, four instead of three members.

Three players are elected for a four-year term by the active European players at the time of the European Men's & Women's Team Championships played in the year of the Olympic Games. One Para badminton player is elected for a four-year term by the active European Para badminton players at the time of the Para badminton World Championships played in the year before the Olympic Games.

The first election of the Para badminton player was held during the Para badminton World Championships in Basel in August and Richard Perot (France) was elected. The Para badminton player shall be automatically member of the BEC Para badminton Commission too.

Kai Schäfer visited the BEC Office during his participation at the Denmark International Challenge 2019.

In May 2019, Peter Briggs (ENG) and Ville Lang (FIN) were elected in the BWF Athletes' Commission. Including Marc Zwiebler (GER) and Kirsty Gilmour (SCO), four out of five members are European.

In September 2019, Kai Schäfer attended the Board of Directors meeting in Leuven (BEL).

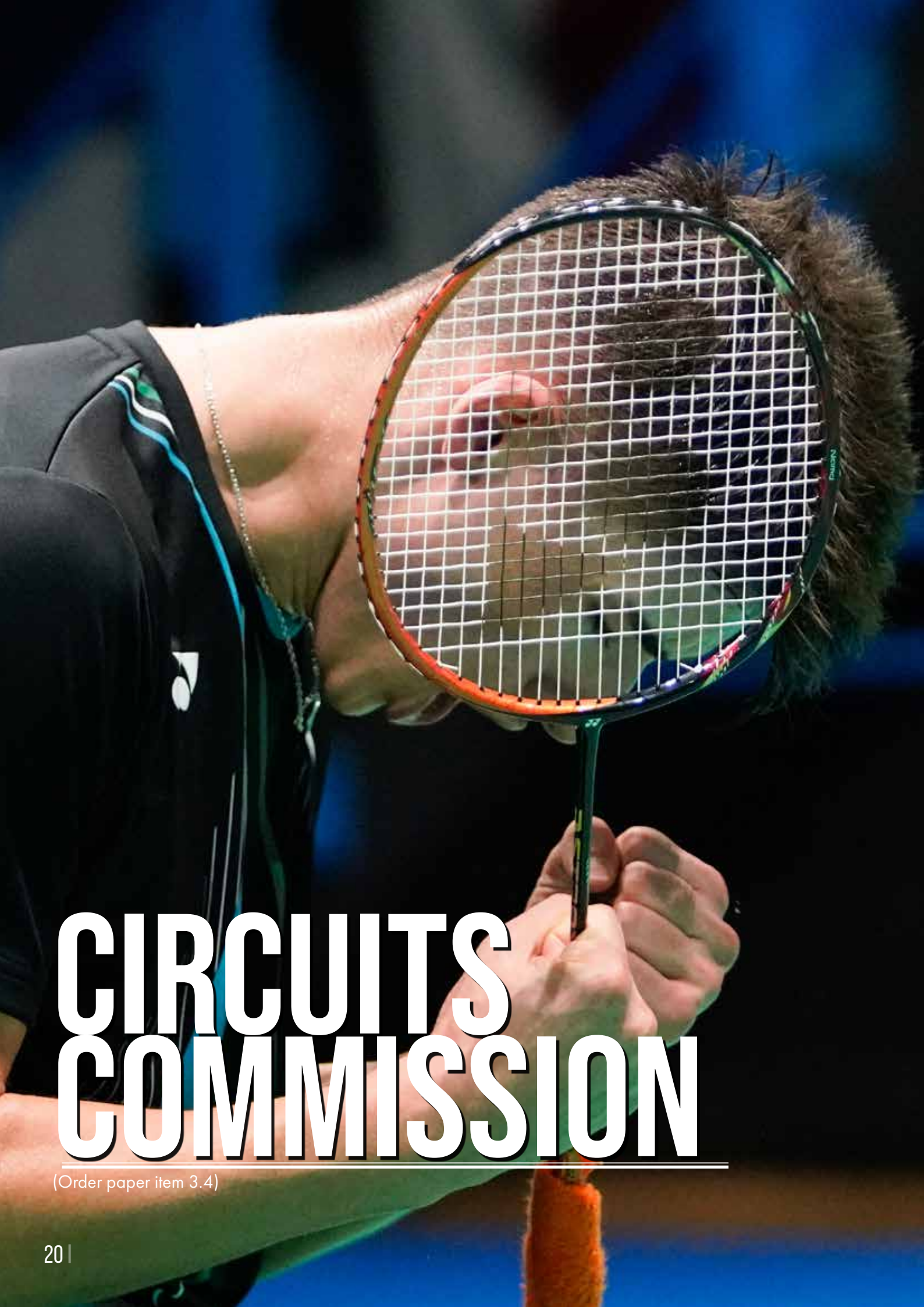
At the end of 2019, the Commission shared a survey with all European players to improve the service for the players, especially for the next Commission term 2020-2024.

Last but not least the Commission thanks Selena Piek (NED) and Ernesto Velazquez (ESP) for their service for the BEC Athletes' Commission in the last four years, as they both did not run for a second term.

GOALS 2020

- The Athletes' Commission will establish a network of communication with national athletes' representatives of all MAs.
- The Athletes' Commission will have more interaction with the BWF Athletes' Commission and other Continental Athletes' Commissions. Upcoming meetings for 2020 are already planned.
- The Athletes' Commission will attend all BEC Board and Commission meetings.
- The Athletes' Commission will help to increase the co-operation between Europe's top players.

Kai Schäfer
Chair of the Athletes' Commission
26 February 2019



CIRCUITS COMMISSION

(Order paper item 3.4)



Chair of the Commission: Martin Kranitz

In 2019, 90 tournaments were organised by 35 Member Associations as part of the Badminton Europe Circuits



which is a considerable increase compared to the 83 Circuit tournaments organised in 2018.



BULGARIA GERMANY POLAND

These 3 Member Associations were particularly involved as they all organised 5 Circuit tournaments among the various Circuits.

CIRCUITS COMMISSION

During the two commission meetings in Copenhagen (January) and in Junglinster (July), many new ideas have been discussed. New Circuit regulations were introduced in order to improve the overall quality of our tournaments and the Referee and BEC report were updated accordingly. Work has also been done to create an U17 Tournament Grading similar to the Junior Tournament Grades. Finally, we started on branding the Circuits better by creating Circuit logos, which is still an ongoing process together with the Commercial Commission.

In July 2019, we welcomed the new commission members to our team, Ratko Galjer (CRO), Radomir Jovovic (SRB) and Tina Riedl (AUT). They are joining Espen Larsen (NOR), who is staying another 2 years in the Circuits Commission. I would like to thank the previous Commission members, Cecilia Lunell (SWE) and Zorika Mikolajczak (POL), for their support.

CURRENTLY



GOALS BY THE END OF 2020 (ALMOST COMPLETELY FULFILLED)



BADMINTON EUROPE ELITE CIRCUIT

In 2019, 37 Elite Circuit tournaments were organised by 33 different Member Associations. The level of tournaments was uniformly divided among those tournaments,

as the Circuit consisted of 13 International Challenges, 12 International Series and 12 Future Series. Denmark, Scotland and Cyprus joined the Elite Circuit after a few years



of break, while Germany joined the Elite Circuit after having organised some Junior and U17 Circuit tournaments. In 2019, the Azerbaijan International became the first Circuit tournament organised by the Azerbaijan Badminton Federation.

We saw a record number of entries at the Polish Open 2019, with 470 entries from 462 registered players. However, the DECATHLON PERFLY Italian International 2019 also drew attention with entries from 57 different MAs, which is a record as well.

In singles, the BEC Elite Circuit Ranking was dominated by France as Toma Junior Popov and Qi Xuefei finished at the top of those rankings respectively in men's singles and women's singles. Similar to last year, the best ranked pair in men's doubles was from Germany with Jones Ralfy Jansen/Peter Kaesbauer. The women's doubles ranking was won by former European Junior Champions Emma Karlsson/Johanna Magnusson from Sweden, while the English pair of Ben Lane/Jessica Pugh topped the ranking in mixed doubles by only playing 5 tournaments and winning 3 of them.



BADMINTON EUROPE JUNIOR CIRCUIT

Just like in 2018, 26 Junior Circuit tournaments were organised in 2019. The only change to the calendar was the cancellation of the Estonian Junior and the addition of a new tournament in Germany. It has become a habit on the BEC Junior Circuit that the two strongest tournaments are the Junior Grand Prix in Germany and the Netherlands, but this year they were joined by the Bulgarian Junior which was the first tournament to be upgraded to the Junior International Challenge level.

For the second year running, the BEC Junior Circuit Ranking was topped by the Russian Anastasiia Shapovalova in women's singles, while the highest ranked player in men's singles was the 2019 European U17 Champion, Mads Juel Møller from Denmark. Chiara Passeri from Italy finished first in the women's doubles while the remaining doubles events were dominated by English players and respectively by William Jones for the men's doubles and Brandon Zhi Hao Yap/Abbygaël Harris for the mixed doubles who were the highest ranked male and female players respectively in the mixed doubles.

BADMINTON EUROPE U17 CIRCUIT

In 2019, for the first time since the creation of the U17 Circuit in 2016, the number of U17 Circuit tournaments have exceeded the number of Junior Circuit tournaments organised, with a total of 27 U17 tournaments. The U17 Circuit has developed a lot, with tournaments receiving on average more players and entries than the Junior Circuit tournaments.

The Turkish players had a successful year and finished on top of the rankings in 3 events: Ayca Özgür in women's singles, Hasan Berkay Günbaz/Nurullah Saraç in men's doubles and in women's doubles Yasemen Bektaş/Can-su Erçetin. In the other 2 events, Vladislav Dobychkin from Russia topped the men's singles while Estelle Van Leeuwen/Alex Green from England finished the year on top of the mixed doubles ranking.



EVENT'S ORGANISERS EDUCATION

The WAoS & BWF Event Management Course (BASIS Programme) took place in Budaörs, Hungary on the 1st to 2nd of November, during the 44th YONEX Hungarian International Championships 2019. Twelve participants joined the course and with 7 new Member Associations joining, a total of 26 Member Associations have now participated in the WAoS & BWF Event Management Course. Therefore, our goal to reach 20 Member Associations by the end of 2020 has been achieved already.

ACKNOWLEDGEMENTS

Finally, I would like to thank my colleagues from the BEC Board and of course the people from the BEC office, especially Brian, Jimmy, Tamara and Matthieu for their great support.

And, last but not least a thank you to the external Circuits Commission Members Ratko Galjer (CRO), Radomir Jovovic (SRB), Espen Larsen (NOR) and Tina Riedl (AUT).

Martin Kranitz
Chair of the Circuits Commission
8 January 2020



KSONLINE
ING APPS IT-SUPP SEO GRAFISK DESIGN ADWORDS

YONEX YONEX YONEX YONEX

YONEX YONEX YONEX YONEX

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Download on the
App Store

COMMERCIAL COMMISSION

(Order paper item 3.5)

Chair of the Commission: Robbert de Kock

COMMERCIAL COMMISSION

The Terms of Reference of the Commission is to: evaluate and review the BEC Marketing Plan, provide strategic guidance for the Board of Directors and relevant Commissions and setup direct working relations with relevant staff.

RIGHTS, PROPERTIES & ASSETS

In line with the 2018 commercial report, the 2019 report and KPIs will relate to the 2017 financial year for a reflection of comparable properties.

COMMERCIAL INCOME RELATING TO RIGHTS FEES, SPONSORSHIPS, TELEVISIONS AND IN-KIND SPONSORSHIPS



Partnership negotiations with Sportradar are now in an advanced state and positive steps were taken during these negotiations that will help Badminton Europe take another step forward.

MAJOR EVENTS

Entertainment is vital for the popularity of a sport. In view of this, Badminton Europe has set up its Entertainment Workshop to discuss how Badminton can be presented to create more commercial, TV, and spectator value. This workshop, which was held in Copenhagen in November, was created to develop a think-tank that incorporates Commission Chairs, BEC personnel and external partners. During these discussions, many aspects of the game were discussed: from lighting to communication, from spectator entertainment to venue setup.

Two key points consistently emerged during the discussions:

- Having a centre court with spectators on at least 3 sides.
- Having a defined time duration in which we can engage and entertain the audience.

Details of the presentation and possible tweaks in major events were discussed together with the possibility of introducing new events that can increase the entertainment value of the game.

2019 offered a list of major events including:



A good number of sponsors were attracted in the European Mixed Team Championships in Copenhagen, having a mixture of in-kind and cash sponsoring:





In all these events, the venues were equipped to meet partner branding requirements and a high-level of hospitality services for the partners. After the events, partners were updated with an event report to maintain the best possible relationship with them.

PARTNERSHIPS

During the year, the strengthening of current partnerships together with an effort to rope in new partnerships was a priority. Partners for event-specific activations were attracted and this opened long-term relationships with them to be involved in a number of events and sectors in our development. Along the year, close attention to ensure that the necessary activations to honour partner agreements was given to continue building strong relationships and long-term partnerships.

While enhancing the relationships with current partners, an effort to attract more partners was made in the areas of major events and development.

BUILDING THE BEC BRAND

In 2019, the branding of Badminton Europe Confederation continued to strengthen mainly with heavy presence on our social media platforms that created and increased engagement throughout. The BEC branding was consistently used and at the same time, evaluating tweaks in components to continue making the brand more relevant to today's world.

BADMINTON IN THE MEDIA

2019 was a historical year in this aspect, with the launch of Badminton Europe's own OTT, a tool that makes Badminton Europe's events available to its fans and followers.

On this platform, users will be able to watch live matches, previous tournaments, Badminton Europe's Podcast, interviews, and other content that will be made available. This platform will continue to increase commercial opportunities for our partners and for monetizing content.

Technical discussions of a complete overhaul of our website, together with development of a single-login concept for all our platforms was continuously being developed by our technical team to have a complete service to all our users. This will also continue enabling Badminton Europe to keep building its user database, which currently has 43,000 users.

The Badminton Live App, Manager App and Streaming Service will all contribute to this effort. The BEC Magazine was another tool in the commercial context where our partners were featured with their brands both on online and printed versions of the magazine.

DIGITALISATION OF OUR PRODUCT

All our platforms and systems are continuously collecting insights and data for commercial purposes. This is done to understand our followership and pair it with relevant brands that would be interested in reaching our current market. All our platforms have their own commercial value and potential, and we are continuously evaluating on ways to improve our setup to make our assets profitable.

ACKNOWLEDGEMENTS

I would like to thank all the members of the Commercial Commission for the continuous valuable input during 2019 and to the BEC Office for their support to the work of this Commission.

Robbert de Kock
Chair of the Commercial Commission
8 January 2020



COMMUNICATION & MEDIA COMMISSION

(Order paper item 3.6)



Chair of the Commission: Andrej Pohar

COMMUNICATION & MEDIA COMMISSION







































There has been a lot of action and activity in Badminton Europe's communication department throughout the year of 2019. We can, without a hint of doubt, recognise this department as one of the busiest ones.

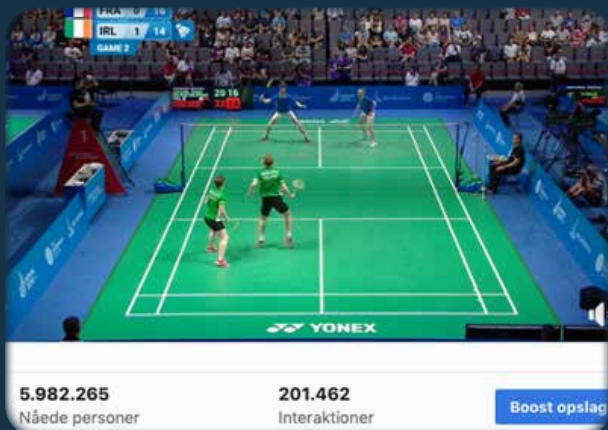
The daily activities also brought a few changes around the employees, as some of them departed, whereas Alan Raftery (Officer) and Emilie Sommer (Intern) have joined the office to work alongside with the other communication department staff consisting of Laura Martí Diez (Officer) and Rasmus Bech (Manager).

The basic goal of the Commission remains to evaluate the current external communication strategies of Badminton Europe for the benefit of the growth of the fan base and overall communication through various media platforms and to make recommendations to the Board of Directors in terms of effectiveness of current activities and to provide new ideas, innovation and inspiration.

GROW FAN BASE - SOCIAL MEDIA

The growth of the fan base of Badminton Europe is mainly measured via our social media channels. The relevant statistics can be found in the table below:

	ACHIEVED END OF 2018	TARGET END OF 2020	ACHIEVED END OF 2019
WEBSITE			
	 364.000 unique users	 500.000 unique users	 338.000 unique users
	 2,011,000 page views	 2 million page views	 1,962,000 page views
FACEBOOK			
	 123.000 followers Monthly reach of 80,000	 150.000 followers Monthly reach of 100,000	 136.500 followers Monthly reach of 80,200
TWITTER			
	 22.200 followers	 30.000 followers	 24.500 followers
YOUTUBE			
	 47.900 subscribers	 100.000 subscribers	 86.500 subscribers
	 6,220,000 views	 10 million annual views	 16,1 million annual views
INSTAGRAM			
	 32.000 followers	 70.000 followers	 47.300 followers
BADMINTON LIVE APP			
	 15,500 users	 75,000 users	 43,000 users
OTT STREAMING PLATFORM			
	 -	 40.000 users annually	 15.000 users annually
DATABASE USERS			
	 15.500 users	 100.000 users	 43.000 users



One of the videos from the European Games reached more than 6 million Facebook users, thus setting a new record for social media engagement for Badminton Europe.

In general, the numbers on social media platforms are increasing but not with the same pace as in previous years. The KPIs for Instagram and YouTube have been met and it is now more than clear to the communication department that video content and graphic elements are the preferred content for badminton fans who are more likely to interact if the videos are funny and/or spectacular. The interaction also increases when there is a chance to win prizes.



STREAMING PLATFORM WWW.BADMINTONEUROPE.TV

In October 2019, Badminton Europe relaunched www.badmintoneurope.tv - our streaming platform.

The goal is to create a unique badminton streaming platform with live streaming, On Demand content and special features for badminton fans.

The platform aims to be used for live streaming from the Badminton Europe Championships and the BEC Circuit, while the organisers of the World Tour will also have an option to be seen live, which has already been done for the Dutch and SaarLorLux Open in 2019.



More than 300,000 people have watched the Badminton Europe interview with P. V. Sindhu after she had won the World Championships.

YouTube has been the most successful social media channel for Badminton Europe in 2019 as the numbers have almost doubled. This can be mainly attributed to the video content which Badminton Europe (as a Continental Confederation) has been able to share from BWF's sources, but it is also due to the fact that we have provided the fans with many exclusive interviews with the biggest stars at tournaments like the World Championships, Denmark Open and French Open.



MEMBER ASSOCIATIONS

In February 2019, the Social Media Project was renewed for 14 Member Associations. They received economic support and advice from Badminton Europe. The main goal for the Member Associations was to grow on social media and to increase their website numbers, thus helping the growth of the overall badminton community in Europe.

All the participating Member Associations' social media numbers showed growth throughout the year, but it was difficult for the Member Associations to meet the pre-set goals.



MEDIA RELATIONS & PRESENTATION

The BEC media relations are mainly handled by the Communication Manager. Throughout the year, several media have approached Badminton Europe for various comments and were promptly responded by the Communication Manager and the General Secretary.

For the European Mixed Team Championships in Copenhagen, two out of four invited external media representatives accepted the invitation to report from the Championships.

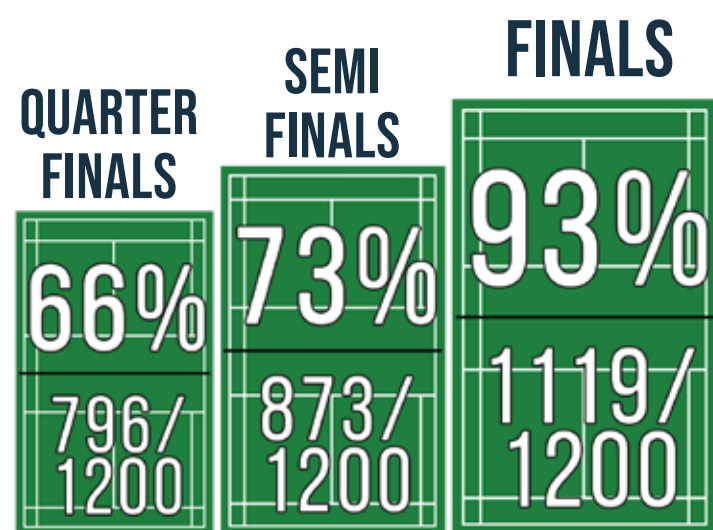
Badminton Europe will be inviting eight external journalists for the 2020 European Championships in Kyiv.

SPECTATORS

Several major events with a significant number of spectators were organised in 2019:



The available numbers show that the percentage of spectators at European Mixed Team Championships compared to the planned capacity was:



At European Games, the percentage of spectators compared to the planned capacity was 100 % in the quarter-finals, 100 % in the semi finals and 100 % in the finals.

TELEVISION & MEDIA PARTNER

In 2019, Badminton Europe facilitated our media partner, Sportradar, on multiple occasions: Badminton Europe produced the on-court interviews for the 2019 European Mixed Team Championships in Copenhagen in February, where we also provided the text for the graphics for the television production.

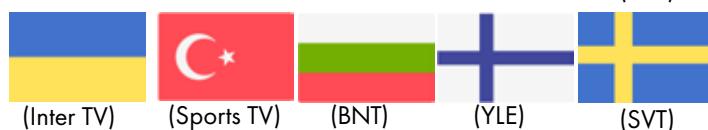
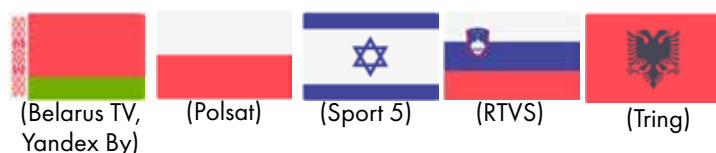
Badminton Europe also supported Sportradar at contacting the Member Associations, providing them with the information about the current TV agreements, relevant for the MAs.

The European Mixed Team Championships in Copenhagen, Denmark have been broadcasted in the following territories:





The European Games in Minsk, Belarus, have been broadcasted in the following European territories:



WEBSITE AND COVERAGE

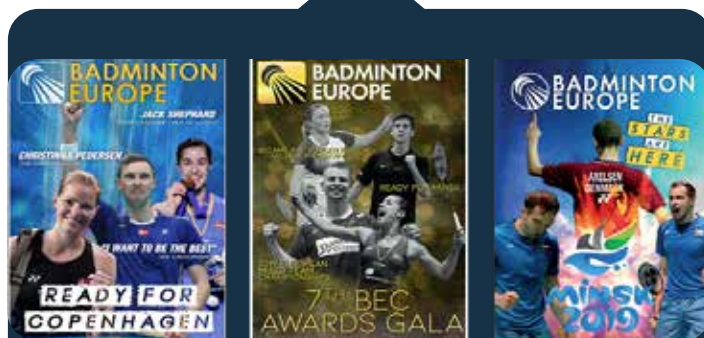
Badminton Europe has been on site (live) at all major BEC events, at the World Championships, at 7 BEC Circuit tournaments and at 5 BWF World Tour tournaments in 2019.

In 2019, www.badmintoneurope.com, had seen 898 published posts. The ambition is to bring badminton news to the fans every day, and this was successful as the average number of articles on the website was 2,5 per day in 2019.

The plan for 2020 is to continue having focus on the coverage of the biggest tournaments in the world. Badminton Europe will continue being on site where things are happening. There will be at least one Badminton Europe journalist on site at all major BEC Events and the Thomas & Uber Cups. Badminton Europe will also be on site at 5 of the BEC Circuit tournaments at least and at not less than 5 BWF Tournaments in Europe in 2020.

The main focus will be to continue bringing badminton news to the fans every day, but we will also try to do it in the best possible way. The quality of the content is crucial for Badminton Europe and the quality of the articles will therefore be in focus on a daily basis for the content on www.badmintoneurope.com, in the Badminton Live App and in the BEC Magazine, which will be printed for the 2020 European Men's & Women's Team Championships and the 2020 European Championships.

Furthermore, the new editions of BEC Podcast were recorded at the Denmark Open 2019 and 17 new episodes are planned to be published during autumn 2019 and winter 2019-2020. Podcast recordings for 2020 will take place at the German Open in March and at the Denmark Open in October.



In 2019 three issues of the BEC Magazine were printed. The magazines were handed out at the 2019 European Mixed Team Championships, the BEC Congress and the European Games 2019.



ACKNOWLEDGEMENTS

I would like to express my gratitude to the Communication Manager Rasmus Bech who is always able to find new ideas on how to improve, but who is also able to positively respond to any criticism. My thanks also go to the rest of the hard-working communication team, consisting of Laura, who is always making a difference on the graphics department, and Alan and Emilie, who are, alongside with the other writers, producing excellent daily content. I would also like to thank the Communication and Media Commission members for steering the way throughout the year and to Brian and Jimmy for overseeing many of the activities and helping to achieve better results overall.

Andrej Pohar
Chair of Communication and Media Commission
13 January 2019



HIGH PERFORMANCE COMMISSION

(Order paper item 3.7)



Chair of the Commission: Richard Vaughan

HIGH PERFORMANCE COMMISSION

2019 has been an interesting year within the High Performance area. Existing activities have grown in strength and important steps have been made in developing new concepts and activities that will have a positive impact on the High Performance area in Europe in the years to come. Through the year we have had two High Performance Commission meetings.

Both the World Championship and the World Junior Championship were hosted in Europe by Basel, Switzerland and Kazan, Russia, respectively.



A huge congratulations to both Anders and Christo, but also to the Danish and the French badminton associations.

CENTRE OF EXCELLENCE (CoE)

The CoE has continued to make significant steps forward. In August 2019, we moved from Stenhus College into the great facilities at Holbæk Sportsbyen. This new facility has 8 badminton courts, weight and endurance training room, physiotherapy, both physical and performance testing of all players and we can perform the fitness screening of all new players under the same roof.

Less than 100 metres away from the hall, the players are accommodated with their own rooms, kitchen and bath. Both players and coaches are very satisfied with these top-class facilities

In August, BEC Development & High Performance Officer Luca Crippa relocated full-time to the CoE to strengthen the on-site management of the training centre. At the end of September, Judith Meulendijks joined the coaching team which has further improved the programme and the coaching team consist now of:

2 FULL-TIME COACHES:



JEROEN VAN DIJK
COE HEAD COACH



KESTUTIS NAVICKAS
COE COACH

2 PART-TIME COACHES:



PETER JENSEN
COE COACH



JUDITH MEULENDIJKS
COE COACH

Jacob Oehlenschlaeger started in November and is overall responsible for the CoE, which completes a great coaching and management team for the CoE.

We are very happy for our line-up on both the coaching and management side of the CoE and I thank you all for your contribution in making and developing the CoE to what it is today.

The CoE has also grown in both numbers and level of players. We started the year with 15 permanent players and finished the year with 25 permanent players, divided into 9 female players and 16 male players. This means that we are at full capacity of the centre.

Throughout the year, CoE also hosted 4 training camps. For 2 weeks in the middle of March and onwards, the National Team of Peru joined the CoE with 10 players and 2 coaches.

In April, a women's singles camp was held which had participation from top players such as Mia Blichfeldt. Together with the CoE coaching team, Peter Gade, Scott Evans and Tine Baun featured as guest coaches. The players also had their own coaches taking part in this successful training camp.



At the end of September, 8 of the strongest men singles players in Europe joined the CoE for a one-week training camp. It was a good week which all players benefitted a lot from.

At the end of November, 3 para players had a one week training camp. The SU5 players used the great facilities at the CoE and was successfully integrated in the training at CoE. The para players coaches and the players were very pleased with the week in Holbæk.

The activity level and the quality of CoE is very high and we are looking forward to another exciting year in the perspective of the CoE. At present we are planning another women's singles camp in the end of January 2020.

We have given a total 56 Scholarships to European players and 6 Scholarships to coaches through the year which have made it very interesting to be part of CoE.

We would like to thank the Badminton World Federation and the other four Confederations for the constructive dialogue and partnership through the year. Other stakeholders as Stenhus Gymnasium, Stenhus College, Stenhus Kostskole, Holbæk Sportsfoundation and Holbæk Sportsbyen should also receive our thanks – especially for the easy transition for CoE from Stenhus to Holbæk Sportsbyen. We are looking forward to another productive year.

CERTIFICATED TRAINING CENTRE (CTC)

The CTCs have been a successful performance model for 10 years. It has been a goal for some time to update the concept and investigate new possibilities of strengthening the CTCs. In December, we hosted a meeting at the CoE with the Certified Training Centres. A great interest was shown for the meeting as 10 existing CTCs took part together with potentially 3 new CTCs. The new direction in terms of more collaboration between the CTCs and CoE was presented and welcomed by all. New ideas of specific collaborations were developed and discussed. We would like to thank all existing and potentially new CTCs for their commitment to the concept and we are looking forward in collaboration to strengthen the CTC concept in 2020.





WORLD CLASS – EUROPE STANDS TOGETHER

The competition at the highest level is getting stronger and stronger. Especially the strength of the Asian players seems to increase from year to year. It is more important than ever that new ways of improving the European players are being developed. In 2019 we started the process of finding common grounds for collaboration between the top nations in Europe. Individual meetings have been held with many top European nations. We also hosted a meeting with the top nations at the World Championship in Basel 2019. These meetings have been very constructive, and all nations showed great interest in finding ways of having WIN-WIN collaboration for all involved. At present we are working on a concept of collaboration in more areas. It is an exciting process and we aim to start the first activities after the Olympic Games in Tokyo.

OTHERS

As I already mentioned, in November Jacob Oehlschlaeger was hired as Senior Manager for High Performance and Development. Jacob has a background in High Performance as being former National Coach for the German National Team and Danish National Junior Coach. Jacob's experience and knowledge with the High Performance area is going to be a huge asset for both CoE, the CTCs and World Class – Europe Stands Together project and I'm looking forward to the collaboration in the years to come.

Finally, I would like to thank all stakeholders in the related projects and especially the Badminton Europe Team for all their hard work throughout the year.

R.L. Vaughan

Richard Vaughan
Chair of the High Performance Commission
15 January 2019



MAJOR EVENTS COMMISSION

(Order paper item 3.8)



Chair of the Commission: Renna Unt

The Major Events Commission had two meetings in 2019, in January and in July.

The meeting in January, in Copenhagen, was the final one for the former Commission. I would like to thank external commission members Brian Moesgaard (DEN), Carmen Martínez (ESP) and Zorika Mikolajczak (POL) for their valuable contribution during their term. It was also the final meeting for Peter Tarcala as Chair of the Major Events Commission, after which he got elected as President at the Annual Delegates' Meeting in April. Therefore, I want to express a deep gratitude to Peter, who had this position for more than 16 years.

The January meeting saw some good discussions relating to the Strategic Plan of the Commission. A new motion regarding organising Major Events within the European territory through commercial partners or via own resources when no agreement has been reached with a Member Association 18 months before the event is scheduled to take place, was worked out and approved by the Board and the ADM.

The new Major Events Commission had its first meeting in July, when we met in Junglinster, Luxembourg. I would like to welcome Carmen Martínez (ESP) again for prolonging her term in the Major Events Commission, and new members Keith Russell (SCO), Matevz Srekl (SLO) and Adrian Christy (ENG) for joining this Commission. I also welcome back Sven Serré, who was in the Major Events Commission before as BEC Umpire Coordinator but now joined again as newly elected BEC Director.

A discussion was held regarding the allocation of Major Events on how we can do this sooner and have more applications. In addition, it is necessary to look at the format of some of our events to make them more attractive but also more feasible to organise for MAs, which is currently being investigated. Finally, actions are taken to raise the number of technical officials within the upcoming years.

EVENTS IN 2019

2019 started with the European Mixed Team Championships in Copenhagen, Denmark in February. The format of these Championships was changed compared to 2017, where now only 8 teams instead of 12 were qualified for the final stage through a group stage in 7 different countries at the end of 2018. Badminton Denmark hosted the Finals together with Badminton Europe and saw its team winning the gold medal after 5 days of competition.

There were no individual European Championships held in 2019, as badminton was part of the second European Games in Minsk, Belarus. Although no European Championship titles were given at this event, the prestige is at least equally high, as this event is conducted only once every 4 years and has Olympic status. It was amazing to see the high number of volunteers, staff and spectators involved in these Games. We are pleased that we have already ensured badminton's participation in the 2023 European Games in Krakow, Poland.

Following directly after the European Games, for the first time ever, the Luxembourg Badminton Federation was the host of a Badminton Europe Major Event: the 2019 European Club Championships. 13 teams from 12 different Member Associations competed for the title of European Club Champion, among which the hosts of Badminton Jonglënster.

The last Major Event of the year was the 2019 European U17 Championships, which was hosted by the Polish Badminton Association in Gniezno, Poland. A record number of 318 players by 39 Member Associations (good for 375 entries in 5 events) entered in the individual event and 35 Member Associations entered the team competition, putting Gniezno on the badminton map for 9 full days.

Our utmost thanks go to all hosts of our Major Events. Every Championships was an absolute success and we hope to see them all hosting future projects and events.





DENMARK



GERMANY



NETHERLANDS



RUSSIA



MS	ANDERS ANTONSEN	BRICE LEVERDEZ	RAUL MUST	MISHA ZILBERMAN	
WS	MIA BLICHFELDT	KIRSTY GILMOUR	LINE H. KJÆRSFELDT	EVGENYA KOSETSKAYA	
MD	MARCUS ELLIS/ CHRIS LANGRIDGE	KIM ASTRUP/ ANDERS S. RASMUSSEN	VLADIMIR NANOV/ IVAN SOZONOV	JELLE MAAS/ ROBIN TABELING	
WD	SELENA PIEK/ CHERYL SEINEN	CHLOE BIRCH/ LAUREN SMITH	EKATERINA BOLOTOVA/ ALINA DAVLETOVA	EMILIE LEFEL/ ANNE TRAN	
XD	MARCUS ELLIS/ LAUREN SMITH	CHRIS ADcock/ GABRIELLE ADcock	THOM GICQUEL/ DELPHINE DELRUE	SAM MAGEE/ CHLOE MAGEE	



PRIMORYE VLADIVOSTOK	BC CHAMBLY OISE	RECREATIVO IES LA ORDEN	FROGNER IL
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DENMARK	SERBIA	RUSSIA	UKRAINE
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MS	MADS JUEL MOLLER	SACHA LEVEQUE	ALEX LANIER	ETHAN ROSE	
WS	MARIIA GOLUBEVA	ALEKSANDRA CHUSHKINA	SIMONA PILGAARD	JOANNA PODEDWORNY	
MD	CHRISTIAN FAUST KJÆR/ MADS JUEL MOLLER	LEV BARINOV/ EGOR BORISOV	DANIL DUBOVENKO/ MAKSIM OGLOBLIN	HASAN BERKAY GÖNBÄZ/ NURULLAH SARAÇ	
WD	ANASTASIA BOIARUN/ ALENA IAKOVLEVA	ESTELLE VAN LEEUWEN/ HOLLY WILLIAMS	YASEMEN BEKTAŞ/ CANSU ERÇETİN	SIMONA PILGAARD/ ANNA SIESS RYBERG	
XD	CHRISTOPHER VITTORIANI/ METTE WERGE	LEV BARINOV/ ANASTASIA BOIARUN	WILLIAM KRYGER BOE/ EMILIA NESIC	CHOLAN KAYAN/ HOLLY WILLIAMS	

The following allocations of European Championships were made in 2019



2019 EUROPEAN U17
CHAMPIONSHIPS
GNIEZNO, POLAND



2020 EUROPEAN
CHAMPIONSHIPS
KYIV, UKRAINE



2020 EUROPEAN CLUB
CHAMPIONSHIPS
BIAŁYSTOK, POLAND



2020 EUROPEAN JUNIOR
CHAMPIONSHIPS
GLIWICE, POLAND



2021 EUROPEAN U17
CHAMPIONSHIPS
PODČETRTEK, SLOVENIA



2022 EUROPEAN SENIOR
CHAMPIONSHIPS
LJUBLJANA, SLOVENIA



Three Badminton Europe umpire courses were held in 2019, where 25 umpires from 14 different Member Associations were educated. The three courses took place in Latvia, Greece and Ukraine. As the maximum number of participants was not reached for the course in Ukraine, it was decided to invite local umpires to take part in the course as part of the National Umpire education programme (part of BASIS). Six umpires had the opportunity to participate in those courses thanks to the 'Women in Badminton' Scholarships. In addition to these courses, two appraisals were organised for our BEC Accredited and Certificated umpires during the 2019 European Mixed Team Championships and the 2019 European Club Championships.

In 2019, three umpire assessments were organised within the BEC levels and 9 umpires reached the BEC Accredited level (Thomas Köchelhuber (Austria), Pekka Saarinen (Finland), Sébastien Couval (France), Benedikt Kestner (Germany), Miklós Varga (Hungary), Catherine Dolphin (Ireland), João Madeira (Portugal), Elina Shcherbachova (Russia) & Kristina Jovin (Serbia)) while 5 umpires reached the BEC Certificated level (Daniel Wolf (Austria), David Evans (England), Michael Pütz (Germany), Paul de Kuyper (Netherlands) & Raymond van Eijk (Netherlands)). We were also very pleased that Haidar Dittou (France), Jörg Hupertz (Germany) and Åsa Sahlberg (Sweden) passed their assessment towards the BWF Accredited level.

The triennial Badminton Europe Referee course was held in the Netherlands, where 10 participants received theoretical lessons and were evaluated by 3 members of our Referee Assessment Panel. Following this course, Aleksandar Dzhurov (Bulgaria) and Darko Ivan Vidaković (Croatia) were successfully assessed at a BEC Elite Circuit tournament. In addition to that, Julien Nys (Belgium) and Artur Zaluzhnoi (Estonia) passed their BWF Accredited assessment while Ewald Cejnek (Austria) reached the BWF Certificated status. Congratulations to all of you.

Following all the assessments during the year, the total number of BEC technical officials for 2019 is: 18 BWF referees, 20 BEC Continental referees, 30 BWF umpires, 57 BEC Certificated umpires and 86 BEC Accredited umpires.

CONCLUSION

Major Events have been and will continue to be the best way to showcase our beloved sport and our best players to fans and wider audiences. In 2019 the BEC Office and Major Events Commission continued to work on improving the quality of both our tournaments and our technical officials. We are putting a lot of effort into creating concepts on how to present the sport to our audience in a way that grasps and entertains and by doing that increasing the number of badminton fans. We will definitely continue to develop and improve the events structure going into 2020 and beyond.

ACKNOWLEDGMENTS

I would like to thank the Major Events Commission members who served during the previous term and current members for their valuable input and cooperation. I want to thank Sven Serré for his commitment and efforts in developing the area of technical officials as Umpire Coordinator and now as a Board Member.

Finally, I would like to thank Tamara, Matthieu, Jimmy and Brian for their dedication and excellent work at the office. The previous year marked the first time that the BEC Office was co-organiser themselves of a Major Event. The whole BEC team gave their best and delivered a great event together with Badminton Denmark. Thank you!

Renna Unt
Chair of the Major Events Commission
18 January 2020



MEMBER SUPPORT COMMISSION

(Order paper item 3.9)

Chair of the Commission: Emma Mason

MEMBER SUPPORT COMMISSION

Two Commission Meetings were held in 2019; one on 25th January in Copenhagen (DEN) and the second on 5th July in Junglinster (LUX). At these meetings, the Commission members discussed and agreed upon the topics relevant to their areas of the BEC Strategic Plan as follow:

The Member Support Commission delivers programmes, activities and tasks which reflect the Strategic Plan. The activity areas are 'Membership', 'Analyse & consult', 'BASIS' and 'Information'. The four activity areas will be reported in detail below.

MEMBERSHIP

» Schedule A

In 2019, 51 out of 54 of our MAs submitted their Schedule A's on time to BWF and were considered financial.

The MAs which did not submit its Schedule A were Georgia, Greenland and Montenegro. The following are the reasons as to why the three MAs did not submit their Schedule A:



Court proceedings are still ongoing within the federation and further information will be shared once there is an outcome.



A change of leadership within the Federation.



Has been considered dormant for several years and the Office is working on establishing contact.

» Membership Status Updates in 2019



Dispute around leadership still ongoing but BWF continues to recognise the current leadership.



Isle of Man

Isle of Man Badminton Association is an Associate Member of BEC. The Isle of Man was accepted into BWF membership as an Associate Member on 13 December 2018 and in accordance with Article 9.4 of the BWF Constitution and Rule 5.1 of the BEC Rules automatically became an Associate Member of BEC. That decision was ratified during the BEC Board of Directors meeting which took place in Copenhagen (DEN) on 27 January 2019.



Kosovo

Badminton Federation of Kosovo became one of BWF members during the BWF Annual General Meeting in Nanning (CHN). This information was sent by the BWF on its Memorandum on 3rd June 2019, making it official and the Federation automatically became a member of BEC in accordance with Article 9.4 of the BWF Constitution and Rule 5.1 of the BEC Rules. The Federation also sent participants for the first time to the Regional Project organised by the Badminton Federation of Albania in July.

ANALYSE AND CONSULT – 2019 BEC MEMBERSHIP SURVEY

A survey was conducted in October 2019 where 53 from our 54 MAs sent their completed survey. The only MA pending is Montenegro.

There are 6 categories in the survey, namely:

- MA Details
- Administration
- Communication
- Participation
- Events
- High Performance

with a total of 61 questions. All questions were provided with five answer possibilities except for 'MA Details'.

Results were analysed and the detailed result of the analysis is being shared during the 2020 BEC Congress in Bucharest, Romania. The table below shows the general categorisation of our MAs from the survey compilation.

LEVEL	MAs BASED ON BEC SURVEY IN 2019
ADVANCED	5
ESTABLISHED	23
DEVELOPED	21
DEVELOPING	4
TOTAL	53 (1 NO REPLY)



BASIS BASIS

In 2019, some changes to the BASIS programme took place where two programmes (Internship Programme and Network Session) were discontinued as a result of lack of MA interest and engagement in these initiatives. However, two new programmes to help develop our Members were piloted in 2019 (Volunteer Swap Programme and Membership Exchange Programme). The detailed report for each of them is included in the BASIS reports below:



» BEC Representative visits

The Representative Visits provide MAs with an opportunity to receive direct BEC support in the form of a visit (or visits) from a BEC representative to their country. In 2019, five Representative Visits were forecasted but we managed four Representative Visits and a Membership Exchange Programme which occurred based on the idea of sharing knowledge among MAs. The overview of the 2019 Representative Visits can be seen below:

PARTICIPATING MA	STAFF ON VISIT	TOPICS
	 RASMUS BECH	COMMUNICATION
	 LUCA CRIPPA	DEVELOPMENT & HIGH PERFORMANCE
	 TANIA TEOH	
	 BRIAN AGERBAK	GOVERNANCE
	 LUCA CRIPPA	DEVELOPMENT & HIGH PERFORMANCE

» BEC Membership Exchange Programme

Following the successful implementation of the Representative Visit concept, BEC were asked to consider creating a programme where MAs could exchange best practice amongst each other on topics relevant to them and with the support of BEC. The Commission felt there was value in the proposal and created the Membership Exchange Programme (MEP). The pilot session took place in Paris (22nd October 2019).



The French Badminton Association hosted the pilot MEP on the agreed topics and shared information on the High Performance Structure and Badminton for All in France. Philippe Limouzin, National Technical Director, Fabrice Vallet, French National Technical Director Assistant – High Performance and Christophe Jeanjean, French National Coach were present during the session to share insights and provide ideas for discussions with the participants. Jean-Marc Serfaty, BEC Director was the moderator of the session and Tania Teoh from the Office provided secretariat support. Eight MAs participated with eleven participants at the Membership Exchange Programme.

MA	PARTICIPANT(S)
AUSTRIA	TINA RIEDL
FINLAND	VELI MARKUS MELLERI
LATVIA	KRISTIANS ROZENVALDS
NORWAY	ANDRE HØIDEBRAATEN
SERBIA	MILAN BARBIR & MILICA BARBIR
SLOVENIA	MATEVZ SREKL & TADEJ SEME
SWEDEN	CLAES JOHANSSON
WALES	KELLY ASTON & DONAL O'HALLORAN



The Office collected feedback from the participants after the session in Paris. This feedback will be evaluated by the Commission at their meeting in January 2020 to determine the future of the MEP.

» National Umpire Education Programme



In 2019, the Level 1 of the National Umpire Education Programme took place in Dublin from the 14th to 16th of November during the AIG FZ FORZA Irish Open.

This is the third edition of the Level 1 National Umpire Education Programme since its first edition in Tallinn (September 2018). The participants were as below:

MA	PARTICIPANT(s)
AUSTRIA	MICHAEL STEINER
BELGIUM	MARC QUINET
CROATIA	IVANKA POKORNI
ENGLAND	ALLAN POTTER
FRANCE	JEAN PIERRE STRADY & HAIDAR DITTOO
ICELAND	LAUFY SIGURDARDÓTTIR
MALTA	JO'ANNE CASSAR
NETHERLANDS	ERIK LIGTVOET
SWITZERLAND	MARCEL SCHMIT

Sven Serré, BEC Director and BEC Umpire Coordinator is working with his team in producing the content for Level 2 and the Commission is grateful for the ongoing work that is being done to raise the levels of national umpires in Europe. The Level 2 National Umpire Education Programme will take place in the second half of 2020. Feedback from all participants, from the three editions were collected and will be used to improve future editions.

» World Academy of Sport (WAoS)

For the third consecutive year, a WAoS Course was delivered. The WAoS Course is part of the BWF's educational programme, designed by the World Academy of Sport (WAoS), delivered by the Continental Confederation. The course is tailored for administrators and event managers. Participants must complete an online module before attending the face-to-face course.

In 2019, the WAoS Course took place in Budaörs on 2nd & 3rd December alongside the 44th YONEX Hungarian International Championships, hosted by the Hungarian Badminton Association. The course instructors were:

- Deputy General Secretary, Jimmy Andersen
- Commercial Manager, Alexander Regel
- Development & High Performance Manager, Tania Teoh

Below is the participants list:

A total of 12 MAs attended the course with 12 participants in the Event Managers' group and 6 in the Administrators' group. The WAoS Courses will not be organised in 2020 but will resume in 2021, with the hope of having more participants.

(E) = Events (A) = Administration

MEMBER ASSOCIATION	NAME
CROATIA	IVANKA POKORNI (E)
GREECE	KIIMOURTZIDIS VASILEIOS (E)
ITALY	JENNIFER PIZZUTI (E)/VALERIO PAGLIUCA (A)
LATVIA	MADARA PUKITE (A)
LITHUANIA	VAIDOTAS SRUOGIS (E)
NETHERLANDS	HAN VAN DER VLIET (E)
POLAND	MICHAL LANGER (E)
SERBIA	MIODRAG KALICANIN (E) / RADOMIR KOSOJEVIC (A)
SPAIN	MARIA DEL CARMEN C. GAMEZ (E)/LAIA OSET (E)
SWEDEN	MIA THORSELIUS (E)
UKRAINE	VADYM HUSAROV (E)/ ALINA FLINT (A)
WALES	GENEVIEVE CUTTER (E)/ NATASHA CUTTER(A)
BEC	ANDREJA TURK (A)



The WAoS Level 2 Course for Event Managers was conducted by the BWF during the YONEX French Open in October 2019. The participants were:

- Tina Riedl
- Kristians Rozenvalds
- Espen Larsen
- Vaida Cekauskė
- Stefano Griguolo
- Greg Farrell
- Conor Doherty
- Tamara Geeraerts



And guests from the French Badminton Association and staff from the Paris 2024 organizing committee were also present.

» **BEC Volunteer Programme**

This programme provides the opportunity for Circuit organisers or members of staff working within the events department of a BEC Member Association, to volunteer their services to other international top badminton events in Europe. In 2019, in response to requests from MAs who were struggling to procure high quality volunteers, a slight change of the concept of the volunteer programme was implemented in the form of the 'Volunteer Swap Programme'. The Volunteer Swap Programme is aimed to allow participating MAs to 'swap' an agreed number of consenting volunteers in required specialist areas (e.g. transport or hospitality) to ensure that each host MA has

sufficient volunteers for its tournament. This initiative had its pilot after the Commission Meeting in July where Badminton Ireland and the Italian Badminton Federation both hosted and contributed to the volunteer swap during the AIG FZ FORZA Irish Open (13th to 16th of November) and DECATHLON PERFLY Italian International (12th to 15th of December). An evaluation of this pilot session will be carried out by the Commission in January 2020 to decide if the Volunteer Swap Programme will be continued or not.

» **BEC Internship Programme**

The Internship Programme has been discontinued in 2019 as the process in allocating interns will be taken under the Human Resources Committee.

» **Network sessions between MAs**

The Network Session was not highly demanded and did not provide ample return on investment. The decision to discontinue this initiative was taken in 2019 and there will therefore be no Network Sessions in 2020.



» Shadow Programme

In 2019, two Shadow Programmes took place where Karyna Zhabbarava from Belarus shadowed BEC Events Manager, Tamara Geeraerts during the European Mixed Team Championships in February in Copenhagen (DEN). In July, Olesia Nikolenko from Ukraine shadowed Luca Crippa, BEC Development & High Performance Officer at the 2019 BEC RSL Summer School in Podčetrtek (SLO). Both participants had the opportunity to learn about the set-up of the activities and were given hands on tasks when they were on site.

The Shadow Programme provides an opportunity for MAs to send an employee or retiring (or recently retired) player to BEC activities. The individual will shadow key members of BEC staff in carrying out their duties during BEC activities, mainly the BEC Major Events and the BEC Congress. In January 2019, the Commission agreed that the Shadow Programme would be offered to all confirmed future hosts of the European Championships and the BEC Congress the opportunity to shadow a BEC staff member at a BEC Major Event. This decision was taken with the aim of ensuring that the relevant employee or retiring/recently retired athlete gains best practice knowledge that can be used by the MA during the European Championships or BEC Congress. It was also agreed that Shadow Programme participants at a European Championship should have a holistic experience gaining knowledge across all aspects of major sporting event delivery including tournament delivery, hospitality and transport. It was also agreed to look into possibility to have Shadow Programme during Shuttle Time or Coach Education Courses, shadowing the Tutor/Expert who delivers the course.

INFORMATION

The 2019 Members' Forum took place in Kyiv on 26th April with speakers from the BEC Board of Directors, staff and an external speaker; Karina Storingaard (Modern Leadership). It was also the first time the Commission Clinics concept was introduced.

The objectives of the Commission Clinics are to increase transparency and accountability of the BEC Board and to increase interactivity between the BEC Board and the MAs. The Clinics aim to achieve those objectives by requiring each BEC Director to present on their work areas to a small group of MAs in a more relaxed environment and offer each MA the opportunity to directly question the relevant Director and BEC Staff. The Clinics used a 'speed dating' concept to ensure the MAs have the opportunity to hear from all Commissions and therefore the full scope of the BEC Board's work.

The 'MA Milestone' in 2019 received positive feedbacks and all nine MAs (Belgium, Estonia, Finland, France, Greece, Ireland, Latvia, Portugal and Switzerland) expressed appreciation that BEC acknowledged their work and development of badminton in their respective countries.

MAs are informed regularly upon decisions being made by the BEC Board through emails and MEMO. This task has been taken over by the Communication & Media Commission. In addition, MAs are also informed on BEC activities, press releases from our stakeholders, grant application, job adverts, etc.



GENERAL COMMENTS

The name change of this Commission from Member Structures to Member Support was approved in July. The new name reflects the work we are doing in this Commission.

I would also like to welcome Jacob Oehlenschlaeger, Development & High Performance Senior Manager who started with the Office on 1st November 2019 and to issue my continuing thanks to Tania Teoh and Jimmy Andersen who have given me invaluable support throughout 2019. Also, thanks to Michael Nørbæk for his support in the beginning of the year.

I would like to thank each of the members of the Member Support Commission in 2019, Andrej Pohar, João Matos, Klavs Andreassen, Renna Unt, Jean-Marc Serfaty, Radomir Jovovic, David McGill and Espen Larsen for providing valuable input and for the continuous support towards increasing our service opportunities for the MAs.

Emma Mason
Chair of the Member Support Commission
15 January 2020



PARA BADMINTON COMMISSION

(Order paper item 3.10)



Chair of the Commission: João Matos

PARA BADMINTON COMMISSION

Two Commission meetings took place in 2019, 26th January (CPH) and 5th July in Junglinster (LUX). In 2019, our Commission welcomed Richard Perot who rejoined the Commission. He was elected during the Athletes' Commission election, which took place during the BWF World Para Badminton Championships in Basel (SUI) in August. Richard Perot is now a Commission Member of the Athletes' and Para badminton Commission.

INTEGRATION ON MEMBER ASSOCIATION (MA) LEVEL

In 2019, the focus on the integration on MA level was in encouraging MAs to participate and host BEC activities. The Office reached out to MAs with the below:

- To investigate hosting possibilities for Para badminton related activities
- To promote participation possibilities for administrators, classifiers, coaches and players in BEC activities and Para badminton related activities
- To provide promotion opportunities to MAs which host their non BWF sanctioned international tournaments

INTEGRATION IN BEC ACTIVITIES

For the first time in Regional Project history we received two applications from Badminton England and Spanish Badminton Federation for Regional Projects where both are focused on Para badminton. England will host Scotland and Wales for a 12-month project with 6 training camps while Spain will host Portugal, Italy, Turkey, Austria and France for the preparation prior to the 2020 European Para Badminton Championships.

A total of ten BWF sanctioned Para badminton international tournaments were included into BEC Communication Plan in 2019. The deliverables for each tournament are: a preview, an article per day during the tournament and a wrap up article.

High performance training possibilities were made available for selected Para players based on their performance the previous year. The 'Road to Tokyo 2020 Paralympics Training Camp' was organised for the first time in 2019 where wheelchair and standing lower players took part in the camp in Dublin, prior to the Irish Para Badminton International in June. 18 players from nine MAs took part

in this camp, led by Ilse van Burgwal (NED), assisted by Pavel Dobrynin (RUS) and Bartłomiej Mroz (POL).

COUNTRY	NAME	GENDER	SPORTS CLASS
	Man-Kei To	F	WH1
	Antony Forster	M	SL4
	Thomas Puska	M	WH2
	Heidi Manninen	F	WH2
	Jan Niklas Pott	M	SL3
	Pascal Wolter	M	SL3
	Yong Chin Mi	M	WH1
	Thomas Wandschneider	M	WH2
	Rick Cornell Hellmann	M	WH2
	Valeska Knoblauch	F	WH1
	Elke Rongen	F	WH1
	Amir Levi	M	WH2
	Nina Gorodetzky	F	WH1
	Katarzyna Ziebig	F	SL3
	Konstantin Afinogenov	M	WH1
	Colin Leslie	M	SL3
	Marcela Quinteros	F	WH2
	Oleksandr Chyrkov	M	SL3

Standing upper and short stature players were invited to train at the BEC Centre of Excellence for a minimum of one week throughout the year. Bartłomiej Mroz (POL) was the only player who accepted the invitation in 2019.

A women's Para singles camp was organised in November where three standing upper players participated. They are Ivanna Redka (UKR), Rosa de Marco (ITA) and Beatriz Monteiro (POR). The camp was led by coaches Enrico Galeani (ITA) and Diogo Silva (POR). Our CoE coaches took part in a few sessions during the one-week training. The players also had the chance to interact with the CoE players.

Discussion to organize another elite training camp prior to the Tokyo 2020 Paralympics took place during the BWF Para badminton World Championships in August with England, France and Germany. Further information will be presented once the concrete agreement is in place.



PROMOTION

Para badminton articles were included into every edition of the BEC online magazine and the production of 'European Para Badminton Towards Tokyo 2020' articles and videos were published consistently on Badminton Europe's website according to the BEC Communication Plan. The communication plan leading up to the Tokyo 2020 Paralympic Games is already in place and Bobby Griffin, BEC outsourcing journalist will be writing the articles.

Videos produced in 2019 were:

- » 2019 BEC Para Badminton Event in Kyiv, Ukraine
 - Summary video
 - Welcome video
 - Trailer video
- » 4 'European Para Badminton Towards Tokyo 2020' videos were produced:
 - David Jack Wilson
 - Cathrine Rosengren
 - Rickard Nilsson
 - Bartłomiej Mroz



EUROPEAN PARA BADMINTON CHAMPIONSHIPS

No European Para badminton Championships were organised, in 2019 as it is a biennial championship in even years.

EDUCATION

»2019 BEC Para badminton event (5th Edition)

The BEC Para badminton Event took place in Kyiv, Ukraine from the 4th to 6th of October with a total of 16 participants from 10 MAs. The event was organised in cooperation with the Ukrainian Badminton Federation. Five coaches passed the BWF Coach Education Level 1 - Module 13 course, namely Diana Constantino (POR), Lucas Quirós (ESP), Kristine Sefere (LAT), Marcin Wojtowicz (ITA) and Patricia Gallagher (IRE). The other three coaches who didn't pass was because they did not have the BWF Coach Education Level 1 beforehand. However, Kaity Hall (BWF Para badminton Expert, SCO) is confident that the three coaches will pass the module as soon as they complete the Level 1 course. Kaity Hall was assisted by Anton Ivanov (RUS) during the coaches' course. There was no assessment for the administrators, but they returned home with information and the 'know-how' of integrating Para badminton in their respective countries.



»BWF Level 2 National Classifier Workshop

4 national classifiers passed the Level 2 workshop which was led by BWF Head of Classification, Dr. Silvia Albrecht in Dublin, Ireland. They are:

- Tianjiao Zhang
- Estelle Salager
- Ana Carolina Maia
- Andrea Gutierrez Suarez



OTHERS

»European Paralympic Committee (EPC)

From the 3rd to 5th of May, I participated in the 2019 EPC General Assembly and Conference. My attendance there brought opportunities to BEC where we started the discussion with the EPC around the possibility to include badminton into the European Para Youth Games in 2021. However, due to the age limit of 18-23 years old, we do not have enough players to participate in the Games in 2021 but a Memorandum of Understanding with the EPC was successfully signed in October between our President, Peter Tarcala and the EPC President, Mr. Ratko Kovacic. EPC will include badminton on the list of sanctioned sports available to the local organizing committee for selection for European Para Youth Games from 2023 onwards. EPC also declared that the recent technical regulations for 'badminton' sport determined by BEC will be used to run the European Para Youth Games.

»Badminton for All - B4ALL Erasmus+ Programme

In 2019, Luca Crippa took part in the two B4ALL meetings in Paris (March) and in Finland (November). Discussion about BEC hosting one meeting in 2020 took place in 2019 and the office is looking into possibilities to host this meeting in 2020 where it fits and suits all parties best

»BEC Para badminton Player of the Year (2018)

The four players nominated for this award were Thomas Wandschneider (GER), Helle Sofie Sagøy (NOR), Rachel Choong (ENG) and Jack Shephard (ENG). Jack Shephard from England from the Short Stature Sport Class won this award based on his splendid achievements in 2019.

»Name change: Para badminton and SH6

After the Continental Confederation meetings in September in Kuala Lumpur, we were informed about the name change of the word 'para-badminton' to 'Para badminton' and the short stature sport class from 'SS6' to 'SH6'.

2019 was indeed a year full of activities and I can see the increase in the engagement of our MAs in Para badminton activities. Special thanks to Badminton Ireland, Ukrainian Badminton Federation for hosting the 'Road to Tokyo 2020 Paralympics Training Camp' and the 2019 BEC Para Badminton Event. I look forward to seeing more MAs applying to host Para badminton activities in the future.

Finally, I would like to take this opportunity to welcome Jacob Oehlenschlaeger who joined the BEC office in November and Richard Perot for rejoining the Commission. I look forward to working with both of you.

Thanks also to Tania and Luca for their continuous support with the daily tasks from the office to develop Para badminton in Europe. Also showing my gratitude to my colleagues from the Board, all my Commission Members for their valuable input all through the year and the BEC Office staff for their hard work.

João Matos
Chair of the Para badminton Commission
13 January 2020



SPORT FOR ALL COMMISSION

(Order paper item 3.11)

Chair of the Commission: Jean-Marc Serfaty

MA PARTICIPATION

From the 2019 Schedule A, there are 850.719 registered players from 51 MAs.



The three MAs where we do not have the Schedule A are:



MONTENEGRO



GEORGIA



GREENLAND

Therefore, the registered players in these three countries are not documented.

On the update of Imagine 2023, the Commission will particularly focus on the different ways to develop a badminton culture in clubs and schools which we expect will increase the number of registered players in Europe.

SCHOOLS BADMINTON SHUTTLE TIME (SHUTTLE TIME)

According to the new definition to be a Shuttle Time implementing country, we currently have a total of 38 countries actively involved in the programme, who submitted their National Planning documents and have also delivered courses during the year.

The Ukrainian Badminton Federation delivered the first Shuttle Time course in October and has delivered 5 courses nationally, so far. Israel Badminton Association and Badminton Nederland showed interest in 2019 and with the information and support from the Office, we are confident that they will start to implement again the Shuttle Time courses this year.

We are still positive towards reaching our goal of having 40 countries implementing the programme by 2020. The few Member Associations, who were not able to deliver any courses in 2019 will hopefully continue the implementation in 2020. In addition to that, we also see a few new countries on the horizon, which may start the implementation next year.



With the support of Badminton Europe, the 38 countries have held 159 teacher courses and 5 tutor courses during the year, in which they educated 2,912 new Shuttle Time Teachers and 72 Shuttle Time Tutors.

This means that at the end of 2019 we had a total of 22,111 certified Shuttle Time Teachers and 919 certified Shuttle Time Tutors. We achieved our KPI of educating more than 20,000 Shuttle Time teachers by 2020.

Our annual Shuttle Time Trainer/Tutor course was organised in Latvia in February, where all 16 of the participants from 9 countries became certified ST staff. Thanks to the Latvian Badminton Federation for hosting.

COACH EDUCATION LEVEL 1 & 2 THE HOSTS IN 2019



In close cooperation with the Albanian Badminton Federation, our 9th Coach Education Level 1 Tutors' Course with 14 participants was organised in Korçë from the 28th to the 30th of March. We also delivered our Coach Education Level 2 Tutors' course with 16 participants in Uppsala, Sweden. We delivered a Level 1 Coach Education course in Israel in November where 13 participants from 7 countries had a full four days course in Hatzor.

It was decided in 2019 that the Coach Education Level 1 will be delivered yearly instead of every two years. The Coach Education Level 2 is yearly delivered during the RSL Summer School. Coaches will then from 2020 have the possibility to attend both levels in the same year.



RSL SUMMER SCHOOL

The 2019 RSL BEC Summer School was held in Podčetrtek, Slovenia from the 6th to 13th of July 2019. Our good knowledge of the facilities and the organization made things easier in 2019 and everything went well. The organising team from the Badminton Association of Slovenia was very helpful and their professionalism was the key to successfully deliver of the RSL Summer School. It was also in 2019 where RSL was named title sponsor for the RSL Summer School. We give a big thank you to RSL for providing sports attire and shuttles during the RSL Summer School and to the Badminton Association of Slovenia for their continuous support.

A Coach Education Level 2 Course was organised during the RSL Summer School. A total of 92 participants from 21 MAs (52 players + 28 coaches + 11 staff coaches) participated at the RSL Summer School. Decision to change the target age to under 15 has been made in 2019 together with the decision to keep the Coach Education Level 2 every year.



REGIONAL PROJECTS

11 Regional Projects have been organised in 2019. 32 countries participated in the Regional Projects where countries cooperated and benefitted from the projects. It was also in 2019 that we received for the first time, application for Regional Projects with the focus on Para badminton. Thanks to Badminton England and the Spanish Badminton Federation for submitting the application and making it happen.

The Board approved to introduce a fine for withdrawing from Regional Project of 50% of the support to be received. This fine should be offered to the organizing MA. This decision was made to protect the organizing MA from extra expenses if participating MAs withdraws from the Regional Project.





OTHERS

The School Sets are a great tool for start-up badminton sessions and MAs can order from the Office throughout the whole year.

The implementation for the BWF Extranet has started in May with the following countries: Belgium, Czech Republic, Austria, Germany, Ireland, Italy, Norway, Slovakia, Spain, Sweden, Switzerland and Wales.

In November, we welcomed Jacob Oehlenschlaeger in the office and he leads the Development and High Performance team which consist of Tania Teoh and Luca Crippa.

Jean-Marc Serfaty
Chair of the Sport for All Commission
10 January 2020



GENDER EQUITY COMMISSION

(Order paper item 3.12)

Chair of the Commission: Klavs Andreassen

GENDER EQUITY COMMISSION

The Gender Equity Commission met two times in 2019 for the Commission Meetings on the 26th of January in Copenhagen (DEN) and the 5th of July in Junglinster (LUX).

It was in January that the Board approved the name change of the Commission from 'Women in Badminton' to 'Gender Equity'. The reason for this is because the new name reflects more gender balance compared to the old name.

In July's meeting, the Commission requested to the Board to change the 'Badminton for Women' awards regulations to allow the Gender Equity Commission to nominate someone for the award. This request was approved by the Board. The request happened because there were no nominees for the award even after multiple reminders sent to our MAs and the trend did not improve for two years. We hope that by changing the regulations, there will be more nominees for this award.

SCHOLARSHIPS





A total of 20 Women in Badminton Scholarships were granted to 15 MAs in 2019.

The overview of the 2019 scholarship recipients is shown in the table below:

2019 BEC SUMMER SCHOOL 6TH TO 13TH JULY 2019, PODČETRTEK (SLO) - COACH PARTICIPATION

NO	MEMBER ASSOCIATION	RECIPIENT NAME
1		Bianca Schiester
2		Theognosia Georgiou
3		Kaisa Simon
4		Megan Bredin
5		Kristīne Šefere
6		Nika Fujs
7		Paniz Yousefi




2019 BEC CONGRESS 26TH TO 27TH APRIL 2019, KYIV (UKR) - ADMINISTRATOR PARTICIPATION

NO	MEMBER ASSOCIATION	RECIPIENT NAME
1		Mercedes Van den Eynde
2		Chiara Pacchioni
3		Diana Savalgina
4		Jeanette Svendsen

2019 BEC UMPIRE COURSES KHARKIV (UKR), JELGAVA (LAT) OR LAVRIO (GRE) - UMPIRE PARTICIPATION

NO	MEMBER ASSOCIATION	RECIPIENT NAME
1		Shilpaben N Bhatt
2		Lærke Brix Olsen
3		Vicky Ryan
4		Olga Mihailova
5		Zivile Simonaityte
6		Asya Dolotova

2019 BWF PARA BADMINTON INTERNATIONAL TOURNAMENTS - PLAYER PARTICIPATION

NO	MEMBER ASSOCIATION	RECIPIENT NAME
1		Rosa Efomo De Marco (SU5)
2		Natalia Malikova (WH1)
3		Oksana Kozyna (SL3)

REPRESENTATION WITHIN BEC

As of 2019, we have the following statistics in female participation:

CATEGORIES	2018	2019
BEC Board of Directors	21.43% - 3 of 14 Directors	14.28% - 2 of 14 Directors
BEC Commission Members	66.7% - 10 of 15 Commission Members	33.33% - 5 of 15 Commission Members
BEC Office Staff	31.25% - 5 of 16 Office Staff	35.29% - 6 of 17 Office Staff



A decrease of 7.15% in the female participation in the BEC Board of Directors was seen in 2019 as the Chair of Athletes' Commission was replaced. For the Commission Members, a decrease of 33.37% occurred as we had fewer female nominations from the MAs for the new term of the Commissions.

Three female Commission Members decided to not continue due to personal reasons while Renna Unt who was previously a Commission Member is now BEC Director. On the contrary, a slight increase of the female percentage in the office was seen with 4.04%.

I strongly urge all the MAs to nominate any potential female politicians or administrators to join the BEC Board of Directors and apply to be a Commission Member in the 10 Commissions.



PROMOTION & COMMUNICATION

The BEC Badminton for Women Award (2018) which was presented in 2019 was won by Svetlana Zilberman from Israel. She is an Israeli badminton player and an active coach. In 1986, she won bronze medal at the European Badminton Championships in the women's singles. She also won the Israeli National Badminton Championships for 17 times in the women's singles, women's doubles and mixed doubles.

On the 8th of March, BEC published a video and article to mark the International Women's Day. Elite players, administrators, technical officials and volunteers contributed to the video.



8th March 2019
#BalanceforBetter



OTHERS

» Members' Forum

The Commission engaged Karina Storinggaard from Think Yellow and she presented 'Modern Leadership' at the 2019 BEC Members' Forum. Feedback from our MAs on her presentation was collected, analysed and shared with all our MAs, and the feedback will be included in the Gender Equity Commission's future work.

» BWF Gender Equity Survey

A survey was conducted by BWF on female coaches' and tutors' participation.

Coaches who participated are from:



Tutors who participated are from:



A similar survey has also taken part among female Presidents and General Secretaries but we have not received the results from the BWF of January.

» Gender Equity Ambassador

We would like to appoint some ambassadors who can support potential new persons, applying for positions in Commissions, the Board or the BEC office on Gender Equity issues. At our meeting in January 2020 we will discuss which qualifications we would like the ambassadors to have.

ACKNOWLEDGEMENTS

Finally, I would like to take this opportunity to welcome Jacob Oehlenschlaeger, our new Senior Manager who started in November. Big thanks to Luca Crippa and Tania Teoh from the BEC staff for their hard work for the Commission, my fellow commission members for good and constructive discussions and work during 2019 and last but not least, the BEC Board of Directors for being supportive to the Commission's initiatives.

Klavs Andreassen
Chair of the Gender Equity Commission
13 January 2020

ANNUAL FINANCIAL REPORT 2019

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STATEMENT BY THE BOARD OF DIRECTORS

The Badminton Europe Board of Directors have today discussed and approved the Financial Report of Badminton Europe for 2019.

The Financial Report has been prepared in accordance with the accounting policies. We consider the accounting policies used to be appropriate. Accordingly, the Financial Report gives a true and fair view of Badminton Europe's financial position at 31st December 2019 and of the results of the organization's operations for the financial year 1st January - 31st December 2019.

We recommend that the Financial Report be approved at the Annual Delegates' Meeting: Bucharest, 3rd April 2020.

Badminton Europe:

BRIAN AGERBAK
GENERAL SECRETARY

PETER TARCALA
PRESIDENT

ANDREY ANTROPOV
VICE-PRESIDENT

ANDREJ POHAR
DIRECTOR

KLAUS ANDREASSEN
DIRECTOR

RICHARD VAUGHAN
DIRECTOR

MIKE ROBINSON
FINANCE

JOÃO MATOS
VICE-PRESIDENT

EMMA MASON
DIRECTOR

MARTIN KRANITZ
DIRECTOR

RENNA UNT
DIRECTOR

KAI SCHÄFER
ATHLETES' REPRESENTATIVE

JEAN-MARC SERFATY
DIRECTOR

SVEN SERRÉ
DIRECTOR

ROBERT DE KOCK
DIRECTOR



MANAGEMENT REVIEW

INFORMATION ABOUT THE CONFEDERATION

Badminton Europe Confederation

Brøndbytoften 14, 2605 Brøndby

Phone: +45 21 68 00 82

Webpage: <http://www.badmintoneurope.com>



BOARD OF DIRECTORS



PETER TARCALA
PRESIDENT



ANDREY ANTROPOV
VICE-PRESIDENT



JOÃO MATOS
VICE-PRESIDENT



KLAVS ANDREASSEN
DIRECTOR



ROBERT DE KOCK
DIRECTOR



MARTIN KRANITZ
DIRECTOR



EMMA MASON
DIRECTOR



ANDREJ POHAR
DIRECTOR



JEAN-MARC SERFATY
DIRECTOR



SVEN SERRÉ
DIRECTOR



RENNA UNT
DIRECTOR



RICHARD VAUGHAN
DIRECTOR



MIKE ROBINSON
DIRECTOR FOR
FINANCE



KAI SCHÄFER
ATHLETES' REPRESENTATIVE

AUDITOR

EY Statsautoriseret Revisionspartnerselskab Ulrik B. Vassing

BANK

- Danske Bank
- Handelsbanken
- Sydbank

VAT REGISTRATION

Badminton Europe Confederation was VAT registered on 1 January 2017.

The VAT number is: DK27134076



ACTIVITY

Badminton Europe's main objective is to promote and develop the game of badminton in Europe.

DEVELOPMENT IN THE FINANCIAL YEAR

Income is 2.338.745 EUR (2018: 2.472.700 EUR) of which 958.212 EUR (2018: 835.038 EUR) is received by way of grants from BWF. The remainder is generated from badminton events and activities including the Centre of Excellence and from our commercial programme.

Costs incurred to develop badminton in Europe were consistent with our Strategic Plan and largely as expected. IT projects costs were delayed with the implementation of the new website now expected to be ready in 2020.

As a result, Badminton Europe's surplus was 47.022 EUR (2018: 216.242 EUR).

The balance sheet remains strong showing net assets of 2.676.709 EUR (2018: 2.629.687 EUR), of which 2.283.738 EUR (2018: 2.217.895 EUR) is held in cash.

THE FINANCIAL BUDGET AND FORECASTS

The Board of Directors expects a deficit in 2020 of 245.000 EUR. The forecasts for 2021 predict a deficit in the region of 350.000 EUR whereas the forecasts for 2022 predict a deficit of 100.000 EUR.

EVENTS OCCURED AFTER THE 31ST DECEMBER 2019

In the period from 1st January 2020 to the date of issue of the report, there have not been any transactions, which would influence the financial report.





INCOME AND EXPENDITURE ACCOUNT

For the year ended 31st December 2019

INCOME

	NOTE	€ 2019	€ 2018
Administration Fee BEC		61.320	63.210
Subscriptions BWF (90%)		83.529	79.944
BWF CC Development Funding	1	874.683	755.095
Entry Fees		83.770	192.160
Sanction Fees		80.570	80.597
Withdrawal Fees BEC		18.930	13.487
Rights and sponsorships		869.470	1.028.098
Sales		82.696	98.184
BEC CoE		123.929	67.572
Bad debts recovered		34.075	54.426
Miscellaneous income		25.773	39.927
TOTAL		2.338.745	2.472.700

EXPENDITURE

DEVELOPMENT

Sport for All	2	245.306	245.473
High Performance	3	415.749	374.897
Member Support	4	57.418	67.146
Women in Badminton	5	13.117	14.288
Para badminton	6	42.177	32.853
DEVELOPMENT		773.767	734.657

COMMUNICATION & MEDIA

COMMUNICATION & MEDIA	7	341.076	237.971
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EVENTS

Major Events	8	216.802	425.634
Circuits	9	48.563	39.741
EVENTS		265.365	465.375

COMMERCIAL

COMMERCIAL	10	16.000	27.876
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ADMINISTRATION

ADMINISTRATION	11	921.768	848.258
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TOTAL EXPENDITURE

		2.317.976	2.314.137
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OPERATING SURPLUS

		20.769	158.563
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Bank Interest		-2.190	-2.813
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Exchange rate fluctuation		28.443	60.492
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		26.253	57.679
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SURPLUS OF THE YEAR

		47.022	216.242
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NOTES

NOTES 1: BWF FUNDING

Grants of 1.073.196 USD were received from BWF for development activities.

	RECEIVED	UTILIZED
BWF Base Level Grant	363.711	379.947
BWF Programme/Contestable	133.406	169.535
Gender Equity Grant	19.672	14.691
Para Badminton	40.605	44.588
Marketing Grant	19.932	23.572
Capacity Building	184.570	189.570
Player Development Grant	103.316	103.316
Shuttle Time	51.148	83.073
Tournament Development Grant	29.914	31.506
Technical Officials Grant	6.653	6.218
Referee Development	6.524	6.974
Umpire Development	0	0
Other + currency	113.745	121.052
Total	1.073.196	1.174.042
	€ 958.212	€ 1.048.252

This amounts to 41% of the income of Badminton Europe. The documentation for how the money has been spent across the expenditures of the Confederation has been presented to the BEC Auditors as part of the audit process.

NOTES 2: SPORT FOR ALL

	€ 2019	€ 2018
Equipment support	65.243	46.690
Development projects	138.757	158.772
Coach education	39.171	38.964
Commission/Administration	2.135	1.048
	245.306	245.474

NOTES 3: HIGH PERFORMANCE

Training centres/Scholarships	412.734	371.756
Player development	0	2.500
Commission/Administration	3.015	641
	415.749	374.897



NOTE 4: MEMBER SUPPORT

	€ 2019	€ 2018
Seminars	29.095	29.135
MA support	25.968	37.036
Commission/Administration	2.355	975
	57.418	67.146

NOTE 5: GENDER EQUITY

Activities	10.500	12.288
Commission/Administration	2.617	2.000
	13.117	14.288

NOTE 6: PARA BADMINTON

Activities	39.810	31.457
Commission/Administration	2.367	1.395
	42.177	32.852

NOTES 7: COMMUNICATION & MEDIA

PR/TV activities	91.872	67.881
Live score/streaming	228.582	163.144
Television	2.000	2.685
Manager app	16.773	3.547
Commission/Administration	1.849	714
	341.076	237.971

NOTES 8: MAJOR EVENTS

European Championships	167.071	341.193
Events equipment, medals	5.654	17.509
Travel grants	1.087	29.650
Technical Official's education, clothing	40.206	36.114
Commission/Administration	2.784	1.168
	216.802	425.634

NOTES 9: CIRCUITS

Circuit equipment	10.823	2.432
Observers and Referees	35.056	35.773
Commission/Administration	2.684	1.536
	48.563	39.741



NOTES 10: COMMERCIAL

	€ 2019	€ 2018
Sponsor servicing	6.973	240
TV placement deals	0	20.714
Promotional material	5.145	6.623
Administration	3.882	299
	16.000	27.876

NOTE 11: ADMINISTRATION

Meetings	102.444	105.050
Annual Delegates' Meeting and Gala dinner	49.030	57.179
Travel and accommodation	38.727	29.447
Office expenses	17.347	20.755
Salaries	694.124	556.105
Accounting	362	1.627
Legal expenses	3.575	1.544
Audit expenses	3.750	3.600
Postage and stationary	21.821	26.435
Depreciation	664	326
Provisions bad debt	-32.035	21.064
Bad debtors	0	0
Miscellaneous administration	18.431	21.619
Bank interest and charges	3.528	3.507
	921.768	848.258



BALANCE SHEET AT 31ST DECEMBER 2019

	2019	2018
FIXED ASSETS		
Property	410.000	410.000
Office equipment	2.308	760
CURRENT ASSETS		
Equipment stock	6.045	11.625
Demands	17.150	
Provisions of bad debts	-2.964	14.186
Cash in bank or hand	2.283.738	2.217.895
	2.303.969	2.367.109
CURRENT LIABILITIES		
Accruals, provisions and deferred income	11.598	165.957
Items for other periods	27.970	-17.775
	39.568	148.182
Net current assets	2.264.401	2.218.927
Net Assets	2.676.709	2.629.687
RESERVES		
As of 1 st of January	2.629.687	2.413.446
Surplus for year	47.022	216.241
	2.676.709	2.629.687



ACCOUNTING POLICIES

The accounting policies used in the preparation of the financial statement are consistent with those of last year.

INCOME STATEMENT

INCOME AND EXPENDITURE

Income and expenditure are recognised in the period in which they accrue. The income and expenditure account is activity based.

BALANCE SHEET

PROPERTY

Property is measured at cost price. No depreciation is provided.

EQUIPMENT

Equipment is measured at cost less accumulated depreciation. Depreciation is provided on a straight-line basis over the expected useful lives of the assets. The expected useful lives are 2-5 years for equipment.

INVENTORIES

Inventories are measured at cost in accordance with the FIFO method. Where the net realisable value is lower than cost, inventories are written down to this lower value.

RECEIVABLES

Receivables are measured at amortised cost. Write-down is made for bad debt losses based on an individual assessment of receivables.

PRE-PAYMENTS

Pre-payments comprise costs incurred concerning subsequent financial years.

LIABILITIES

Liabilities are measured at net realisable value.

FOREIGN CURRENCIES

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date. Gains or losses on translation are included in the income and expenditure account.



INDEPENDENT AUDITOR'S REPORT

TO THE BOARD OF BADMINTON EUROPE

OPINION

We have audited the financial statements of Badminton Europe for the financial year 1 January – 31 December 2019, which comprise income statement, balance sheet and notes, including accounting policies. The financial statements are prepared in accordance with generally accepted accounting principles, as described in the accounting policies. In our opinion, the financial statements of Badminton Europe for 1 January – 31 December 2019 are prepared, in all material respects, in accordance with generally accepted accounting principles, as described in the accounting policies.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

INDEPENDENCE

We are independent of the Confederation in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these rules and requirements.

MANAGEMENT'S RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation of financial statements in accordance with generally accepted accounting principles, as described in the accounting policies and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Confederation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Confederation or to cease operations, or has no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance as to whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and additional requirements applicable in Denmark will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit conducted in accordance with ISAs and additional requirements applicable in Denmark, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Confederation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Confederation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Confederation to cease to continue as a going concern.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

STATEMENT ON THE MANAGEMENT'S REVIEW

Management is responsible for the Management's review.

Our opinion on the financial statements does not cover the Management's review, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the Management's review and, in doing so, consider whether the Management's review is materially inconsistent with the financial statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Based on the work we have performed, we conclude that the Management's review is in accordance with the financial statements. We did not identify any material misstatement of the Management's review.



Copenhagen, 3 April 2020

ERNST & YOUNG

Godkendt Revisionspartnerselskab

CVR no. 30 70 02 28

Ulrik Benedict Vassing

State Authorised

Public Accountant

mne32827

STRATEGIC PLAN 2016-2020

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PART 1: INTRODUCTION

Badminton Europe Confederation (BEC) was founded on 24th September 1967 and is the governing body of badminton in Europe. It is one of the five continental bodies under the flag of the Badminton World Federation (BWF). At the end of 2019 BEC had 53 Member Associations and one Associate Member Association. The Confederation's current headquarter is in Brøndby, Denmark.

MISSION

The mission of BEC is "to govern, promote and develop the game of badminton in Europe"

VISION

The vision of BEC is to facilitate growth of badminton in Europe together with our Member Associations

VALUES

- Accountability
- Commitment
- Integrity
- Efficiency
- Respect

PRINCIPLES

- Sport for all: Promoting badminton as a healthy sport that can be played competitively and socially regardless of age, gender, physical ability or social status
- Fair play: Ensuring that badminton is free of drugs, violence and cheating
- Harassment free sport: Ensuring that everybody involved in the sport can participate in an environment free of physical, psychological or other forms of harassment
- Equal opportunity: Supporting the active participation of both men and women in badminton at all levels
- Non-discrimination: Ensuring no political, religious, racial or gender discrimination.
- Autonomy: Safeguarding the autonomy of international sport in general and badminton in particular
- Environmental responsibility: Acting responsibly towards the environment in connection with activities and operations

OBJECTIVES

- To publish and promote the BEC Rules and principles and safeguarding the integrity of the game by establishing and upholding Rules and Regulations in an open and transparent manner.
- Encouraging badminton to be played in every European Nation, each having a National Association which is a member of BEC through membership of the BWF and supporting Member Associations in their efforts to develop and run their National Organizations through principles of good governance.
- Arranging European Championships which are organised and presented to the highest standards with participation of the best European players.
- Developing the BEC Circuit through improving the quality of the tournaments thus ensuring that the Circuit is recognised as a high profile series of tournaments.
- Educating European Technical Officials and administrators to the very highest standard.
- Providing high performance opportunities to players from Member Associations that are unable to provide these to their players at the level they require.
- Creating awareness and publicity for badminton and BEC through consistent and innovative communication tools.
- Building and promoting intellectual property portfolios to potential partners and sponsors.
- Maintain an appropriate level of reserves.

BOARD OF DIRECTORS

The BEC is governed between Annual Delegates' Meetings by the Board of Directors which is composed of:

- The President
- 2 Vice-Presidents
- The Director for Finance
- The Chair of the BEC Athletes' Commission
- 9 Badminton Europe Directors



THE COMMISSIONS

The Board of Directors will from time to time decide on which Commissions it would like to organize to take responsibility on various strategic focus areas of the Confederation.

Each Commission shall normally have 5 members which can be Vice-Presidents, Directors or external experts (from BEC Member Associations). Vice-Presidents and Directors should serve on at least 2 but not more than 3 Commissions. Directors can indicate their preference to sit on certain Commissions and composition of Commission will be agreed by the Board of Directors. In case of disputes, the President's opinion will be decisive.

Commissions would meet 2 times a year in January and June, where the time of the ADM may allow for an additional cost-efficient meeting.

The President, General Secretary, Athletes' Representative and Director for Finance are ex-officio members of all Commissions.

The Commissions report to the Board of Directors.

All external Commission members will be identified based on a transparent process and based on an invitation for suitable candidates circulated to all Member Associations. A minimum inclusion of external members and female members will be agreed upon considering budgetary framework.

The following Commissions are currently in place:

- Athletes'
- Circuits
- Commercial
- Communication & Media
- High Performance
- Major Events
- Members Support
- Para Badminton
- Sport for All
- Gender Equity

THE ADMINISTRATION

The administration is headed up by the General Secretary who is responsible for the daily management of the Confederation.

The General Secretary is responsible for the staffing of the administration within the budgetary framework provided by the Board of Directors.



PART 2: KEY AREAS AND KPIs

GOVERNANCE

ACTIVITY AREA	GOAL & STRATEGIES	KPI
1. Rules, regulations and policies	Review and recommend amendments to the rules, regulations and policies to ensure the framework, structures and processes for good governance.	<ul style="list-style-type: none"> Rules must comply with BWF constitution BEC policies must be adhered to annual governance review
2. Annual Delegates' Meeting	Ensure well organised Annual Delegates' Meeting in compliance with the BEC Rules.	<ul style="list-style-type: none"> Evaluate ADM's at first coming Board meeting post ADM
3. Strategic Plan	To monitor and review the implementation of the Strategic Plan to ensure the BEC meets the KPIs.	<ul style="list-style-type: none"> Annual review in December if KPIs are met Amendments to be presented to ADM
4. Board of Directors meetings	Ensure and develop efficient BEC meeting structures.	<ul style="list-style-type: none"> Meet minimum 3 times a year Invite for minimum 2 commission meetings a year
5. Disciplinary	Relevant disciplinary structures, independent appeals structures and processes.	<ul style="list-style-type: none"> Standing disciplinary committee in place Arbiters list updated
6. Awards	Ensure a comprehensive set of awards and have appropriate events to present to the recipients.	<ul style="list-style-type: none"> Awards process upheld Annual awards gala evening organised
7. History	Yearbook.	<ul style="list-style-type: none"> Yearbook updated annually



OPERATIONS

ACTIVITY AREA	GOAL & STRATEGIES	KPI
1. Membership and Board of Directors servicing	Ensure the service orientation of systems and staff to ensure consistent service standards in all areas of operations.	<ul style="list-style-type: none"> • 90% of MAs satisfied with services provided • Board of Directors shall be satisfied with services provided
2. Effective internal communication	Ensure effective and well prepared meetings and regular formal communication with the membership.	<ul style="list-style-type: none"> • Communication must be delivered in accordance with communication plan
3. Human Resources	Have annual appraisals with staff and offer relevant training and development opportunities to ensure that we have the appropriate knowledge base in each area of the office functions as required. Ensure that working plans are up to date and known by the staff.	<ul style="list-style-type: none"> • Annual appraisals conducted • Ensure delivery by having sufficient staff that are knowledgeable and service minded • Review and implement appropriate office structure
4. Information technology	Review IT needs and develop IT systems to support the efficient operations of the Office and Board of Directors functions.	<ul style="list-style-type: none"> • Ensure appropriate IT-system in place for each employee • Review and implement relevant CMS system
5. Risk management	Ensure risk management policy identifies key areas of risk for each operational department and ensure relevant insurance policies are in place covering all major areas of potential risk.	<ul style="list-style-type: none"> • Ensure that relevant insurance policies are maintained • Ensure annual review of risk register



INTERNATIONAL RELATIONS

ACTIVITY AREA	GOAL & STRATEGIES	KPI
1. Internal representation	Strive towards appropriate representation on BEC Board of Directors and BEC Commissions.	<ul style="list-style-type: none"> • Strive towards appropriate regional representation • Ensure player representation on Board of Directors
2. External representation	Work towards relevant representation on boards related to the strategic goals of BEC.	<ul style="list-style-type: none"> • Maintain current European representation on BWF Council and other stakeholder bodies as appropriate
3. Institutional partnerships	Sign MOU's with organizations that work towards the same strategic goals as BEC.	<ul style="list-style-type: none"> • Maintain existing MOU's • Consider new partnerships as appropriate
4. Positioning in the badminton world	BEC wishes to position itself as a trusted and efficient organization that with integrity, commitment and respect deals with BWF, Continental Confederations, Member Associations and partners.	<ul style="list-style-type: none"> • Ensure good working relations with all organizations governing badminton and BEC partners
5. Multisport inclusion	Actively promote badminton's inclusion in all multisport events played in the European territory.	<ul style="list-style-type: none"> • Badminton part of European Games • Create relationships with other bodies organizing multisport events



COMMERCIAL

ACTIVITY AREA	GOAL & STRATEGIES	KPI
1. Rights, properties and assets	To assess and optimize the BEC rights catalogue in order to remain a competitive marketing channel.	<ul style="list-style-type: none"> Sustain Increase by 5% the level of revenue from commercial partnerships in 202019 compared to 201817
2. Major Events	To explore new commercial models including a focus on entertainment elements around major events with the purpose of improving the live spectator experience and boost TV distribution.	<ul style="list-style-type: none"> Explore optimal commercial model for events Consider new event formats Secure high-level hospitality for VIPs and partners
3. New commercial partners	To research relevant new commercial and strategic partners who can create financial and brand value for BEC while finding ways to engage them.	<ul style="list-style-type: none"> Attract 1-2 new commercial partners Evaluate external sales partner options
4. Existing commercial partners	To support, nurture and grow partner relationships through activations, VIP invitations and timely reporting with the purpose of continuing current partnerships.	<ul style="list-style-type: none"> Activate partnerships in accordance with agreements Ensure timely reporting in accordance with agreements Secure renewals of existing partners
5. Brand management	To assess and develop the brand strategy (guidelines, vision, image and values) as well as ensuring brand consistency.	<ul style="list-style-type: none"> Develop the brand strategy and ensure compliance wherever possible Continuously assess brand image
6. Digital marketing	To establish a complete digital marketing setup for; collection of audience insights and data for commercial purposes, facilitation of efficient marketing management, digital lead generation and advertising revenue generation.	<ul style="list-style-type: none"> Maximize audience insights to attract partners Explore digital advertising revenue opportunities Enable partnership lead generation through digital channels



FINANCE

ACTIVITY AREA	GOAL & STRATEGIES	KPI
1. Financial guidelines and procedures	Ensure that financial guidelines are updated and known by Board of Directors, staff and others engaging in activities for BEC.	<ul style="list-style-type: none"> • Complete compliance with financial guidelines, operational guidelines and meeting procedures
2. Auditing	Engage a global auditing company to ensure proper auditing of BEC accounts and present accounts that are audited without qualification.	<ul style="list-style-type: none"> • Clean audit report
3. Budgeting and monitoring	Develop the accounting system to ensure clear and safe approval procedures, deliver clear overview of budget and actual figures and efficient invoicing and debtors follow up.	<ul style="list-style-type: none"> • Present up to date accounts to each Board of Directors meeting • Monthly reminders regarding overdue debts • Provide monthly bank reconciliations
4. Investment policy	Develop a low risk investment policy and ensure that reserves are placed most appropriately.	<ul style="list-style-type: none"> • Ensure appropriate portfolio of reserves
5. VAT compliance	Ensure that the BEC accounts are in compliance with the Danish VAT legislation.	<ul style="list-style-type: none"> • Ensure continued compliance with VAT legislation



COMMUNICATION & MEDIA

ACTIVITY AREA	GOAL & STRATEGIES	KPI
1. Grow fan base	To grow the fan base via content generation around major events, circuits, development activities, players, features, competitions and promote these via the BEC website and social media in accordance with the communication plan.	<ul style="list-style-type: none"> Website: 500.000 users annually by 2020 with 2 million page views Facebook: 150.000 followers by 2020 and with an average reach of 100.000 people per month Twitter: 30.000 followers by 2020 YouTube: 60.000 <u>100.000</u> subscribers by 2020 and 10 million <u>annual</u> views Instagram: 40.000 <u>70.000</u> followers by 2020 App downloads: 75.000 by 2020 <u>OTT: 40.000 users annually by 2020</u>
2. Media relations	To create a strong network with key media stakeholders and provide them with regular information and service around badminton activities.	<ul style="list-style-type: none"> Regular mailings to press Seminars for press organised in connection with major events Personal contact to journalists and media
3. Spectators	To have a significant spectator presence from quarter finals onwards for all major events.	<ul style="list-style-type: none"> Quarter finals: minimum 50% of capacity Semi finals: minimum 60% of capacity Finals: minimum 70% of capacity
4. Television	To have significant distribution of the TV production from our major events.	<ul style="list-style-type: none"> Minimum household reach: 80 million Minimum 7 hours of TV in minimum 15 European countries annually by 2020
5. MA communication	Set up relevant projects and facilitate MAs so that they would progress in their development level within the Communication area.	<ul style="list-style-type: none"> 60% of MAs achieving minimum developed status in communication by 2020 30% of MAs achieving minimum established status in communication by 2020 15% of MAs achieving advanced status in communication by 2020 Circulate a MEMO to MAs summarizing the key decisions taken at BEC Board meetings after each meeting and publish this on the website.
6. Database	Build a database of the fans and followers of Badminton Europe to get an easier way to communicate to the fans on relevant topics.	<ul style="list-style-type: none"> 100.000 users by 2020



MAJOR EVENTS

ACTIVITY AREA	GOAL & STRATEGIES	KPI
1. Events allocation and preparation	Ensure confirmed allocations and signed contracts well in advance of future European Championships, to enable a smooth preparation. Start cooperation with a future event host at the previous edition.	<ul style="list-style-type: none"> Contract signed 12 months before the start of an event Website set up 6 months before the start of an event Invitation and key dates published 4 months before the start of an event Invite and meet next hosts of the same event
2. Events delivery	Ensure professional delivery of each European Championships in accordance with confirmed regulations and agreements.	<ul style="list-style-type: none"> Deliver each event in accordance with relevant regulations, BEC events manual and in accordance with the signed event contract
3. Events evaluation	Ensure improvements of all future European Championships.	<ul style="list-style-type: none"> Evaluate executed events and consider changes to future deliveries and to the events structure
4. European Games	Ensure badminton's continued participation at the European Games.	<ul style="list-style-type: none"> Part of the European Games 2023
5. Technical officials	Ensure both the required quantity and quality of European Technical Officials via a solid and transparent education, assessment and appraisal program.	<ul style="list-style-type: none"> Ensure a pool of 75 BEC Accredited umpires and 50 BEC Certificated umpires Have a passing rate of 75% for European umpires in connection with BWF assessments Ensure a pool of 20 BEC Continental Referees Have a passing rate of 60% for European referees in connection with participation in BWF workshops and eventual assessments Selection of BWF Line judges in accordance with BWF guidelines
6. Television	Television from European Championships, European Mixed Team Championships and European Men's & Women's Team Championships produced and delivered in accordance with contractual specifications, agreed with the BEC media partner.	<ul style="list-style-type: none"> HD production 9 cameras Minimum 3 days of production for individual events and 2 days production for team events
7. Streaming	All days of all European Championships, with commentary on final days, streamed on BEC media platform.	<ul style="list-style-type: none"> 1-5 cameras per court HD production (720 pixels) Commentating from all finals



CIRCUITS

ACTIVITY AREA	GOAL & STRATEGIES	KPI
1. Calendar	Ensure the sanction of all BEC Circuit tournaments.	<ul style="list-style-type: none"> Keep the BEC calendars up to date at all times
2. MA Events	Set up relevant projects and facilitate MAs so that they would progress in their development level within the Events/tournaments area.	<ul style="list-style-type: none"> 43 (min. 80%) MAs achieving minimum developed status in events by 2020. 21 (min. 38%) MAs achieving minimum established status in events by 2020. 14 (min. 25%) MAs achieving advanced status in events by 2020.
3. Circuit structure	Govern and improve the presentation of all BEC Circuit tournaments.	<ul style="list-style-type: none"> Introduce regulations improving the presentation of the tournaments Ensure that the Badminton Europe branded material is sent to and displayed at all BEC Circuit tournaments Appoint referees to all Junior Circuit and Elite Circuit tournaments Support 15 Elite Circuit tournaments with Live score/Streaming coverage Pre- and post-tournament articles are published from all BEC Elite Circuit tournaments on BEC website Circuit Rankings to be updated 52 times per year
4. Event's organizers education	Encourage and support MAs to have their events staff or local organizers educated via the BWF Events Administrators Education program.	<ul style="list-style-type: none"> Individuals from 20 organizers/MA's having participated in the BWF Events Administrators online education program by 2020 Decrease administrative fines by 20% by 2020



SPORT FOR ALL

ACTIVITY AREA	GOAL & STRATEGIES	KPI
1. Increase of registered players	To raise the number of registered players through the activity areas below.	<ul style="list-style-type: none"> • Increase the number of registered players in Europe to 1.000.000 by 2020
2. MA Participation	Set up relevant projects and facilitate MA's so that they can progress in their development level within the participation area.	<ul style="list-style-type: none"> • 39 (75%) of MAs achieving minimum developed status in participation by 2020 • 18 (35%) of MAs achieving minimum established status in participation by 2020 • 13 (25%) of MAs achieving minimum advanced status in participation by 2020
3. Schools Badminton	To become one of the most popular school sports in Europe via implementation of the BWF Shuttle Time project. To modify the Shuttle Time model to ensure that it suits European implementation.	<ul style="list-style-type: none"> • 40 (77%) countries implementing Shuttle Time by 2020 • 20.000 teachers educated by 2020 • 50 (96%) MAs organizing Badminton School Championships
4. Coach Education Level 1 and 2	To have well informed, educated and talented coaches at grass root level in the European badminton system by enabling the MAs to become self-sufficient in educating coaches on the entry level.	<ul style="list-style-type: none"> • 49 (94%) of MAs delivering a coach education courses of minimum Level 1 or similar by 2020 • 39 (75%) of MAs delivering coach education courses of minimum Level 2 or similar by 2020 • Remind and support the MAs to apply for Olympic Solidarity
5. International Youth/Para Camps	To organise BEC Summer School and Regional Projects annually to provide inspiration, international experience and network to Youth/Para players.	<ul style="list-style-type: none"> • 40 (77%) of MAs have players who receive international training experience through the BEC Summer School and Regional Projects
6. Air Badminton	To create opportunities for people of all ages and ability to play badminton on hard, grass and sand surfaces in parks, gardens, streets, playgrounds and beaches around Europe.	<ul style="list-style-type: none"> • 3 Pilot events in Europe organised in Europe in 2020
7. Senior Badminton	To have focus on the overall aspects of the senior segment of European badminton to ensure that there are offers for badminton to be played life-long in a productive social environment.	<ul style="list-style-type: none"> • Increase the number of people coming to the ESC by organizing badminton related events/activities during the Championships



HIGH PERFORMANCE

ACTIVITY AREA	GOAL & STRATEGIES	KPI
1. Training facilitation	To ensure that players from all MA's have training experiences relevant to their stage of development and particularly provide sustainable, long term training opportunities for players which MA does not offer a sufficient HP setup via CTC scholarships, Junior/Senior transition funding, regional projects and a permanent training centre.	<ul style="list-style-type: none"> • Badminton to remain as an Olympic Sport • 5 players/pairs in top 25 of the World Rankings in all disciplines in 2020 • 5 medals at 2020 World Championships • 4 European medals at 2020 Olympic Games • 25 European passports 2020 Olympic Games
2. Centre of Excellence (COE)	To ensure that the COE operates at a level that attracts top players from Federations currently without a sufficient HP setup. The COE should not operate in isolation but should also focus on improving HP structures within the MAs where the COE could be an option in their HP plan. The COE should offer both long and short term stays for players, short term stays for coaches as well as education opportunities for players and coaches.	<ul style="list-style-type: none"> • On average 26 players in the COE • MoU's with 15 MAs focused on HP • Develop a specific strategic plan for 2020-2024 • Achieve 80% of individual annual player goals •
3. MA High Performance	Set up relevant projects and facilitate MA's so that they would progress in their development level within the High Performance area.	<ul style="list-style-type: none"> • 37 (70%) of MAs achieving minimum developed status in high performance by 2020 • 13 (25%) of MAs achieving minimum established status in high performance by 2020 • 5 (10%) of MAs achieving minimum advanced status in high performance by 2020
4. Olympic solidarity scholarships	Ensure that MAs are sufficiently informed of the possibilities of receiving scholarships for their players.	<ul style="list-style-type: none"> • 25 MAs applying for Olympic Solidarity Scholarships for the 2020 Olympic Games
5. Coach education level 3-4	To have well informed, educated and talented coaches on international level in the European badminton system by offering level 3 courses which shall serve as entry level to level 4 courses offered by BWF.	<ul style="list-style-type: none"> • Conduct a level 3 course in 2020 • Have 15 level 3 coaches by 2020
6. High performance in MA's	To facilitate education in how to prepare a high performance plan and how to implement this nationally via the BWF Players Pathway Education.	<ul style="list-style-type: none"> • 39 (75%) of MAs having a high performance plan by 2020
7. World Class – Europe Stands Together	To facilitate cooperation between the top nations on top player level, amongst the most talented U17/U19 players and between the coaches.	<ul style="list-style-type: none"> • Develop a concept which motivates and facilitates cooperation between the top nations on top player level, amongst the most talented U17/U19 players and between the coaches • Ensure buy in from MAs stakeholders to the "World Class" project • U17/19: to conduct a training camp in 2020 for all 5 disciplines where 80% of the invited players participate • Top players: In 3 out of 5 disciplines getting the European players to practice together between 2 Asian tournaments in 2020



MEMBER SUPPORT

ACTIVITY AREA	GOAL & STRATEGIES	KPI
1. Membership	Encourage the establishment of new MAs and support compliance with BWF and BEC Membership requirements.	<ul style="list-style-type: none"> Review to be undertaken when necessary in terms of activating dormant MAs, increase engagement with existing MAs and in terms of identifying and encouraging new MAs into membership Continuous support in terms of reminding European MAs of the BWF Membership requirements and making MAs aware of the governance tools made available by BWF
2. Analyse and consult	<p>Actively use the BWF BEC Membership survey to classify MAs and inform the relevant Commissions of the results relevant to their area.</p> <p>Support the relevant Commission to set KPI's for the development level of MAs as exemplified for administration here.</p>	<ul style="list-style-type: none"> 46 (90%) of MAs achieving developed administration by 2020 31 (60%) of MAs achieving established administration by 2020 13 (25%) of MAs achieving advanced administration by 2020 Conduct a yearly MA survey
3. BASIS	<p>World Academy of Sport: encourage participation in the administrator's courses of BWF organised with World Academy of Sport.</p> <p>Representative Visit: proactively engage with members about the opportunity to have a BEC representative visit their MA.</p> <p>Shadow programme: offer an annual shadow programme to MAs.</p> <p>Internship programme: offer an annual internship programme to MAs.</p> <p>National umpire education programme: offer annual national umpire education programme and expand the programme to Level 2</p> <p>Volunteer programme: reformulate the programme to ensure maximum benefit for the MAs</p>	<ul style="list-style-type: none"> To have individuals from 26 (50%) of MAs having participated in an WAOs course by 2020 Marketing the 2021 edition and aim for full participation for 2021 5 representative visits to be carried out annually to 2020 Conduct an annual shadow programme To have 45 - 50 umpires participated at the national umpire education programme by 2020 To run 4 Level 2 National Umpire Education Programme in 2020 8 MAs participated in volunteer swap programme by 2020 Establish volunteer database Annual revision and assessment of BASIS programmes in conjunction with survey and MA feedback
4. Information	To keep MAs informed of BEC activities and provide opportunity, guidance and assistance for them to benefit from the activities.	<ul style="list-style-type: none"> Organize an annual Members' Forum by liaising with the BEC Board and Office Pro-actively engage with MAs and request feedback on BEC and MA activities



PARA BADMINTON

ACTIVITY AREA	GOAL & STRATEGIES	KPI
1. Integration on MA level	Support the integration of para badminton into the governance, management, events and other activity structures at Membership level. Build a map of the Member Associations, in connection with BWF to consider the development level.	<ul style="list-style-type: none"> 32 (62%) of our MAs governing para badminton by 2020 35 (67%) of our of MAs created links to their national para sport organisations by 2020
2. Integration in BEC activities	Integrate para badminton into the governance, management and other activity structures on BEC level.	<ul style="list-style-type: none"> Contribute to the Members' Forum organised at the BEC Congress Invite para badminton coaches in 4 development projects (Summer School, Coach Education, Shuttle Time, Regional Project) by 2020 Include 10 BWF sanctioned para badminton international tournaments in BEC communication plan by 2020
3. European Para badminton Championships Events: - European Para badminton Championships -BWF Para badminton Sanctioned Tournaments	<ul style="list-style-type: none"> Find hosts to organise bi-annual European Para badminton Championships (EPBC) and liaise with BWF to ensure appropriate funding for this event from 2020 onwards Organise EPBC in 2022 Provide technical support to MAs which will host BWF Para badminton Sanctioned Tournaments 	<ul style="list-style-type: none"> Include EPBC into overall BEC bidding plan as soon as possible after agreement with BWF Articles about EPBC published on BEC platforms Negotiate with BWF to have EPBC transferred to BEC through appropriate agreement with BWF Supporting MAs on the organization of Para badminton tournaments
4. Promotion	<ul style="list-style-type: none"> Promote para badminton activities in all BEC platforms and communication activities Promote all BWF Sanctioned Tournaments hosted in Europe 	<ul style="list-style-type: none"> 15 articles with interviews by 2020 MAs activities published - 17 MAs by 2020 Para badminton to feature in every BEC online magazine Para badminton has its own section of the website Include 10 elite para badminton players in BEC Social Media activities by 2020 Produce articles and assist hosting MA to promote its BWF Sanctioned Tournament
5. Education	Ensure that there is a sufficient number of coaches and administrators spread around Europe.	<ul style="list-style-type: none"> Have 120 different coaches involved in para badminton to attend BEC Para badminton Event by 2020 Administrators – to have a liaison contact with 35 national administrators by 2020



GENDER EQUITY

ACTIVITY AREA	GOAL & STRATEGIES	KPI
1. Facilitate discussion	Create discussion and ideas on how to strengthen and establish the role of women in the European badminton community.	<ul style="list-style-type: none"> Put forward ideas for presentation and discussion regarding WiB topics at the Members' Forum
2. Representation within Member Associations	Encourage the development of female representation in all Member Associations.	<ul style="list-style-type: none"> Give 30 WiB Scholarships to MAs to participate in Coach education courses by 2020 Give 10 WiB Scholarships to MAs to participate in ADM and Forum by 2020 Give 30 WiB Scholarships to MAs to participate in Umpire courses Give 10 WiB scholarships to MAs to participate in Para-badminton events BWF Para badminton International Tournaments Annually update the scholarship recipients' number
3. Analyse and suggest solutions	Identify imbalanced areas within Europe and aim to develop feasible solutions.	<ul style="list-style-type: none"> Analyse female representation each year and adjust the scholarship system accordingly
4. Representation within BEC	Encourage Member Associations to ensure female representation on the Board of Directors and ensure female representation in Commissions.	<ul style="list-style-type: none"> Women on BEC Commissions – 25% by 2020
5. Promotion and Communication	Promote and communicate the topic to have a better balance of gender representation in badminton by informing, persuading and reminding the European representation throughout all levels of badminton.	<ul style="list-style-type: none"> Have a Badminton for Women Award at 2016 - 2020 Gala Minimum 24 Badminton for Women articles feature by 2020 (previously known as 'Women in the Spotlight') To work closely with the communication department to ensure a continuity in gender balance in the articles published



ATHLETES' COMMISSION

ACTIVITY AREA	GOAL & STRATEGIES	KPI
1. Communication with Athletes	Increase number of directly reachable athletes and feed them with important information and raise feedback.	<ul style="list-style-type: none"> • 400 Facebook group members until 2020 (current 280) • E-mail addresses and phone numbers
2. Cooperation with BWF Athletes' Commission	Connect and share knowledge to improve AC services on a regular basis.	<ul style="list-style-type: none"> • Minimum 2 annual meetings
3. Annual Forum	Creating annual forum with external speakers at a BEC Major Event of World Series Tournament.	<ul style="list-style-type: none"> • Find 1-2 speakers for the event • Offer services not usually provided by MAs for their players
4. Involving Para badminton	Discuss either a new structure of the AC with a fixed Para badminton player or cooperate with the Para badminton Commission to meet the demands of Para badminton players.	<ul style="list-style-type: none"> • Revised regulations by 2020
5. Building a productive Commission with motivated and cooperating members	Sharpen the profile of AC towards players and search proactively suitable candidates for the future.	<ul style="list-style-type: none"> • Minimum 4 candidates for election of the new Athletes Commission 2020



BUDGET 2020 AND FORECASTS 2021 AND 2022

INCOME

	ACTUAL 2018	BUDGET 2019	ACTUAL 2019	BUDGET 2020	FORECAST 2021	FORECAST 2022
Administration Fee BEC	63,210	61,000	61,320	60,000	60,000	60,000
Subscriptions BWF (90%)	79,944	82,000	83,529	82,000	82,000	82,000
BWF CC Development Funding	755,095	919,000	874,683	1,030,873	1,050,000	1,100,000
Entry Fees	192,160	74,000	83,770	199,000	90,000	210,000
Sanction Fees	80,597	79,500	80,570	88,000	80,000	90,000
Withdrawal Fees BEC	13,487	15,000	18,930	15,000	18,000	18,000
Rights and sponsorships	1,028,098	632,000	869,470	1,102,000	900,000	1,150,000
Sales	98,184	83,000	82,696	33,000	50,000	50,000
BEC CoE	67,572	127,000	123,929	150,000	150,000	150,000
Bad debts recovered	54,426	0	34,075	0	0	0
Miscellaneous income	39,927	10,000	25,773	10,000	25,000	25,000

INCOME TOTAL

2,472,699	2,082,500	2,338,745	2,769,873	2,505,000	2,935,000
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EXPENDITURE

Sport for All	245,474	214,000	245,306	254,500	250,000	250,000
High Performance	374,897	433,000	415,749	575,000	600,000	625,000
Member Support	67,146	67,000	57,418	69,750	70,000	70,000
Gender Equity	14,288	18,000	13,117	16,000	18,000	18,000
Para badminton	32,852	51,000	42,177	48,000	48,000	48,000
Development total	734,657	783,000	773,767	963,250	986,000	1,011,000
Communication & Media	237,971	340,000	341,076	446,700	350,000	350,000
Major Events	425,634	241,000	216,802	351,500	225,000	325,000
Circuits	39,741	55,000	48,563	52,000	52,000	52,000
Sports total	465,375	296,000	265,365	403,500	277,000	377,000
Marketing	27,876	20,000	16,000	56,000	50,000	50,000
Administration	848,258	1,029,000	921,768	1,145,500	1,200,000	1,250,000

EXPENDITURE TOTAL

2,314,137	2,468,000	2,317,976	3,014,950	2,863,000	3,038,000
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OPERATING SURPLUS

158,562	-385,500	20,769	-245,077	-358,000	-103,000
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Bank interest	-2,813	0	-2,190	0	0	0
Exchange rate gain	60,492	0	28,443	0	0	0
	57,679	0	26,253	0	0	0

SURPLUS FOR THE YEAR

216,241	-385,500	47,022	-245,077	-358,000	-103,000
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BOARD ELECTIONS





JOÃO MATOS

ELECTION OF VICE-PRESIDENT FOR THE PERIOD OF 2020-2024

Portuguese Badminton Federation, Italian Badminton Federation and Austrian Badminton Association propose the election of JOÃO MATOS (Portuguese Badminton Federation)



JOÃO MATOS



DATE OF BIRTH: 17.09.1961

LANGUAGES: Portuguese, English, French, Italian, Spanish, Beginner level in German and Mandarin

BADMINTON EXPERIENCE AND INVOLVEMENT

- BWF Vice-President for Europe (2019-Present)
- EBU Council Member as Director for Public Relations (1997 – 2008)
- BEC Vice-President (2008- present)
- BEC Acting President from June 2013 to April 2014
- EBU Working Group Member in 1996, BE History Committee (2007 – present)
- President of the Portuguese Badminton Federation (1992 – 2012)
- Member of Council of Portuguese National Olympic Committee (COP) since 1997 to 2009 and Treasurer from 2009 to 2013
- Member of European Olympic Committees Marketing and Communication Commission from 2010 to 2014
- Creator of EBU official site www.eurobadminton.org in 1997
- Registered player n° 2980 from Federação Portuguesa de Badminton and active since 1978
- Level 3 men's doubles champion in season 1980/81 and level 1 in season 1985/86
- Level A Senior men's doubles champion in season 1998/99
- Level B Senior men's doubles champion in seasons 2001/02, 2002/03 and 2003/04
- Level C Senior men's doubles champion in season 2016/17

OTHER EXPERIENCE AND QUALIFICATIONS

- Chef-de-mission from Comité Olímpico de Portugal (COP) for 1999 European Youth Olympic Days in Esbjerg – DEN, 2003 Eur'Altus in Nice – FRA, 2005 ASEM Games in Bangkok – THA and 2009 EYOF in Tampere – FIN
- Committee of Management member in 2011 U17 European Championships – POR
- Mechanical Engineer from Instituto Superior de Engenharia do Porto since 1983 with updated degree in 2012
- Plant Manager in the Printing Industry and Quality Assurance Director (1985 –2009)
- Technical advisor for Fitebmal since 2012
- Amateur photographer with special interest in sport photography



EMMA MASON

ELECTION OF 2 DIRECTORS FOR THE PERIOD OF 2020-2024

Badminton Scotland proposes the re-election of EMMA MASON (Badminton Scotland)



EMMA MASON



DATE OF BIRTH: 28.06.1986

LANGUAGES: English

EDUCATION: BPP Law School – Legal Practice Course – with distinction

BADMINTON EXPERIENCE AND INVOLVEMENT

- Commission Member BEC Major Events and Fan Base Commissions 2015 – present
- BWF Council Member 2013 - present
- Chair of the BEC Women in Badminton Working Group 2012 - 2015
- Chair of the BWF Athletes Commission 2010 – 2015
- Professional Badminton Player 2004 – 2011
 - Quarter finalist European Championships
 - Commonwealth Games 2010
 - 3 time Scottish Ladies Doubles Champion
 - 3 International Ladies Doubles titles
 - 3 times participation in World Individual and Team Championships

OTHER EXPERIENCE AND QUALIFICATIONS

- Member of British Triathlon Federation's Audit and Governance Committee 2016 – present
- Graduate of UK Sport's International Leadership Programme 2015
- 'WeAreTheCity' Rising Star Award 2015
- Member of British Showjumping Disciplinary Panel 2015 – present
- Trainee Solicitor at Squire Patton Boggs (UK) LLP 2014 – present
- (Currently on secondment to Chelsea Football Club) 2015 - present
- Contributor to the LawInSport (online educational media business) 2012 – present
- Sportswoman of the year 2009, Glasgow University 2009
- BPP Law School – Legal Practice Course – with distinction 2013 – 2014
- BPP Law School – Graduate Diploma in Law – with distinction 2012 – 2013
- University of Glasgow BSc in Chemistry – First Class Honours 2006 – 2012



RADOMIR JOVOVIC

ELECTION OF 2 DIRECTORS FOR THE PERIOD OF 2020-2024

Badminton Association of Serbia proposes the election of RADOMIR JOVOVIC (Badminton Association of Serbia)



RADOMIR JOVOVIC



DATE OF BIRTH: 15.12.1979

LANGUAGES: Serbian, English, Bulgarian

BADMINTON EXPERIENCE AND INVOLVEMENT

- Badminton Association of Serbia – President of Exec. Board 2004 - present
- BEC Commission Member 2015 - present (Member Support, Circuit and Sport for All)
- Member of BEC Development Working Group 2013 - 2015
- European Universities Games 2020 – event management 2019 - present
- Balkan Badminton Association – Vice-president 2013 - present
- Badminton Association of Belgrade – General Secretary 2003 - 2017
- Badminton Club Belgrade – President of Exec. Board 2000 - 2017
- Active competition (multiple nat. championships) and coaching 1995 - 2013
- Participation at international activities 1996 - present (IBF, BWF, EBU, BEC, FISU)

OTHER EXPERIENCE AND QUALIFICATIONS

- Summer Universiade Belgrade 2009 2006 - 2010 Deputy Sports Director, International Affairs and Relations Assistant
- Sports Association of Belgrade – Dep. Secretary General 2010 - 2011
- Economeast Media Group 2010 Business Development and Conference Management
- World University Championships – Competition Director 2008 Taekwondo, Flatwater Canoeing, Rowing
- Olympic Games Beijing – OC observer 2008
- Summer Universiade Bangkok – FISU Staff 2007
- Rowing Club Partizan – Marketing, PR and Event Management 2004 - 2007
- International Olympic Academy – NOC representative 2003
- 20 years of experience in sports management
- Project and Event Management expertise
- Graduated in Sports Management Science 2004
- Graduated in Coaching and Sports Science 2002

NOTICE OF ANNUAL DELEGATES' MEETING





NOTICE OF ANNUAL DELEGATES' MEETING

Notice is hereby given that the 53rd Annual Delegates' Meeting of Badminton Europe Confederation will be held on Saturday, 4th April 2020 at 10.00 CET at JW Marriott Grand Hotel in Bucharest, Romania.

1. PRELIMINARY BUSINESS

- 1.1 President's opening remarks
- 1.2 To confirm that the Meeting has been properly convened and to approve the agenda.
- 1.3 Appointment of scrutineers
- 1.4 Attendance

2. MINUTES

To confirm the Minutes of the 52nd Annual Delegates' Meeting held in Kyiv, Ukraine on Saturday, 27th April 2019. (Copies of the minutes have been circulated but are available on request)

3. TO CONSIDER THE REPORT OF THE CONFEDERATION

- | | |
|--|-----------|
| 3.1 The President's review 2019 | - page 11 |
| 3.2 The General Secretary's report | - page 13 |
| 3.3 Report Chair of Athletes' Commission | - page 18 |
| 3.4 Report Chair of Circuits Commission | - page 20 |
| 3.5 Report Chair of Commercial Commission | - page 24 |
| 3.6 Report Chair of Communication & Media Commission | - page 27 |
| 3.7 Report Chair of High Performance Commission | - page 33 |
| 3.8 Report Chair of Major Events Commission | - page 37 |
| 3.9 Report Chair of Member Structures Commission | - page 41 |
| 3.10 Report Chair of Para badminton Commission | - page 48 |
| 3.11 Report Chair of Sport for All Commission | - page 52 |
| 3.12 Report Chair of Gender Equity Commission | - page 56 |

4. CONSIDER AND APPROVE AUDITED ACCOUNTS 2019

- | | |
|--|-----------|
| 4.1 Income & Expenditure Account 2019 with comparison to Income & Expenditure account 2018 | - page 65 |
| 4.2 Balance sheet per 31 st December 2019 | - page 69 |
| 4.3 Auditor's Report 2019 | - page 71 |

5. TO CONSIDER THE STRATEGIC PLAN -page 73

6. TO CONSIDER AND APPROVE THE BUDGET FOR 2020 AND FINANCIAL FORECASTS 2021 & 2022 -page 91



7. PROPOSAL

7.1. BADMINTON DENMARK PROPOSES:

"On behalf of the Member Associations in Denmark, Norway, Sweden, Finland, Greenland, Faroe Islands, Iceland, Lithuania and Latvia we hereby put forward following proposal.

BEC must before next Annual Delegates Meeting in 2021 present a new model based on a partnership between BEC and the Member Association hosting the actual Major Event where responsibility, obligations, commercial rights, TV – production and broadcasting rights, overall cost and revenue etc. are shared between the partners.

Such a partnership model will enable more MA's to apply, making it more attractive for MA's to apply and go into negotiations with BEC in order to host European Major Events, but also make the events more attractive and reduce the financial risks to the MA.

Our objective with this proposal is to ensure, that future BEC Major Events are attractive for all European MA's, helping to develop the badminton sport in Europe, by engaging more badminton fans all over the European continent.

When looking into a model like the proposed, it's important that the actual commercial value and risk of each BEC Major Event is clear to all partners of the event, before entering into a negotiation and bidding process with BEC."

8. TO DETERMINE THE FEES FOR 2020

8.1 The Board of Directors proposes an unchanged administration fee unit of EUR 210,-

8.2 The Board of Directors proposes to maintain existing sanction fees

9. BOARD ELECTIONS

The CVs of the candidates can be found from page 92 onwards.

9.1 Election of VICE-PRESIDENT for the period 2020-2024

9.2 Election of 2 DIRECTORS for the period 2020-2024

10. APPOINTMENT OF AN AUDITOR FOR THE YEAR 2020

The Board of Directors proposes the re-appointment of Ernst & Young Statsautoriseret Revisionspartnerselskab (Denmark)

11. AWARDS

12. BWF MATTERS

BWF Annual General Meeting in Aarhus, Denmark on Thursday, 22nd May 2020.

13. ANY OTHER COMPETENT BUSINESS

For the Board of Directors,

Brian Agerbak
General Secretary
Badminton Europe Confederation







**BADMINTON
EUROPE**