



2021

ANNUAL REPORT

#WELIVEBADMINTON

Reports & Financial Statement

For the year ending 31st December 2021

Order Papers & Agenda - 2022 Annual Delegates' Meeting

TABLE OF CONTENTS

Board of Directors 2021	4
European BWF Council Members	6
Office Staff	7
Committees 2021	8
Commissions and Working Group 2021	9
President's Review	10
General Secretary's Report	12

REPORTS

Athletes' Commission	14
Administration Committee Report	16
Business Committee Report	18
Development Committee Report	24
Events Committee Report	36
Governance Committee Report	44
International Committee Report	46

FINANCIAL & STRATEGIC PLAN

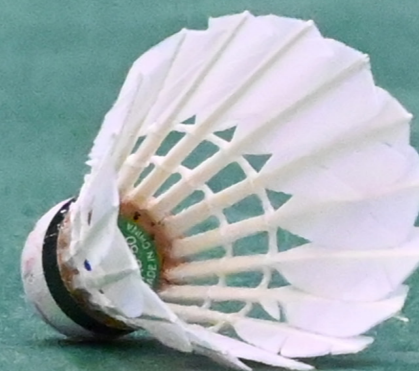
Annual Financial Report 2021	48
Auditor's Report	59
Strategic Plan	62
Budget 2022 and Forecast 2023 & 2024	64

BOARD & ANNUAL DELEGATES' MEETING

Board Elections	66
Notice of Annual Delegates' Meeting	82



Badminton Europe Confederation
Brøndbytoften 14
2605 Brøndby
Denmark





BOARD OF DIRECTORS 2021



PETER TARCALA
PRESIDENT



ANDREY ANTROPOV
VICE-PRESIDENT



JOÃO MATOS
VICE-PRESIDENT &
EUROPEAN
BWF VICE-PRESIDENT



KLAVS ANDREASSEN
DIRECTOR



ROBERT DE KOCK
DIRECTOR



RADOMIR JOVOVIĆ
DIRECTOR



EMMA ZWIEBLER
DIRECTOR



ANDREJ POHAR
DIRECTOR



JEAN-MARC SERFATY
DIRECTOR



SVEN SERRÉ
DIRECTOR



RENNA UNT
DIRECTOR



RICHARD VAUGHAN
DIRECTOR



MIKE ROBINSON
DIRECTOR OF
FINANCE



KAI SCHÄFER
ATHELETE'S
REPRESENTATIVE



EUROPEAN BWF COUNCIL MEMBERS



POUL-ERIK HØYER
PRESIDENT



PAUL KURZO
VICE-PRESIDENT
PARA BADMINTON



RICHARD PEROT
CHAIR
PARA BADMINTON
ATHLETES'
COMMISSION



DAVID CABELLO
CHAIR OF DEVELOPMENT &
SPORT FOR ALL
COMMITTEE



EMMA ZWIEBLER
MEMBER



ROBBERT DE KOCK
MEMBER



JOÃO MATOS
VICE-PRESIDENT
EUROPE



MARC ZWIEBLER
CHAIR ATHLETES'
COMMISSION



ETIENNE THOBOIS
CHAIR OF MARKETING
COMMITTEE



ELLA DIEHL
MEMBER



NORA PERRY
MEMBER



SVEN SERRÉ
MEMBER

OFFICE STAFF



BRIAN AGERBAK
GENERAL
SECRETARY



JIMMY ANDERSEN
DEPUTY GENERAL
SECRETARY



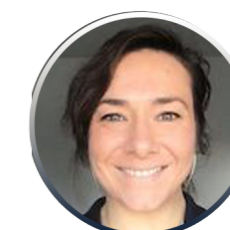
JACOB OEHELENSCHLAEGER
SENIOR MANAGER



TAMARA GEERAERTS
MANAGER



ANDREJA TURK
MANAGER



JUSTINE CAMMAL
MANAGER



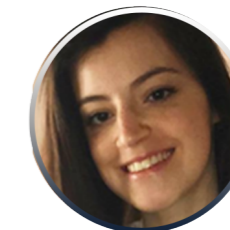
MATTHIEU HECKER
OFFICER



LAURA MARTÍ
OFFICER



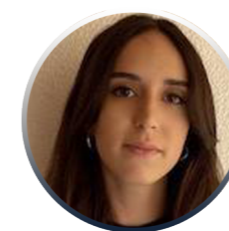
ALAN RAFTERY
OFFICER



MARI CARMEN CASERMEIRO
OFFICER



RAFAŁ GLINICKI
OFFICER



SARA GONZÁLEZ
INTERN



JEROEN VAN DIJK
CoE HEAD COACH



JOHN DINESEN
CoE COACH

FORMER STAFF:

Manager: Rasmus Bech (until December 2021)





CoE Coach: Peter R. Jensen (until December 2021)

Manager: Tania Teoh (until September 2021)



COMMITTEES 2021

COMMISSIONS AND WORKING GROUP 2021

ADMINISTRATION COMMITTEE

FINANCE	HR	OFFICE
Mike Robinson (Chair)		
Klavs Andreassen		
Sven Serré		
Jean-Marc Serfaty		






BUSINESS COMMITTEE

COMMUNICATION	COMMERCIAL
Robbert de Kock (Chair)	
Andrej Pohar	
Renna Unt	
Richard Vaughan	
Klavs Andreassen	

DEVELOPMENT COMMITTEE

SPORT FOR ALL	PARA BADMINTON	MA SUPPORT	HIGH PERFORMANCE	EDUCATION
			Emma Zwiebler (Chair)	
			Andrey Antropov	
			Radomir Jovović	
			Jean-Marc Serfaty	

INTERNATIONAL COMMITTEE

MULTISPORT GAMES	BWF	INSTITUTIONAL PARTNERS
Peter Tarcala (Chair)		
João Matos		
Robbert de Kock		
Emma Zwiebler		
Sven Serré		

GOVERNANCE COMMITTEE

ATHLETES*	DISCIPLINARY	SUSTAINABILITY	GENDER EQUITY
Andrej Pohar (Chair)			
Peter Tarcala			
Emma Zwiebler			
Richard Vaughan			
Mike Robinson			
Brian Agerbak			






EVENTS COMMITTEE

TECHNICAL OFFICIALS*	MAJOR EVENTS	CIRCUITS
Renna Unt (Chair)		
Radomir Jovović		
Sven Serré		
Robbert de Kock		

ATHLETES*

Kai Schäfer (Chair)	
Martina Repiska	
Richard Perot	

TECHNICAL OFFICIALS COMMITTEE*

Sven Serré (Chair)	
Iris Metspalu	
Carsten Koch	
Kai Schäfer	
Jimmy Andersen	

*Note that the President, General Secretary, Director of Finance and Athletes' Representative are ex-officio members of all Commissions



ENTERTAINMENT COMMISSION

Sven Serré (Chair)	
Robbert de Kock	
Renna Unt	
Radomir Jovović	
Viktoria Tsvetanova	
Chris Spiteri	
Ratko Galjer	
Ville Valorinta	









GOVERNANCE COMMISSION

Klavs Andreassen (Chair)	
Andrej Pohar	
Jean-Marc Serfaty	
Emma Zwiebler	
Pernilla Ståhle	
Espen Larsen	
Giovanni Esposito	
Oleksii Dnipro	

HIGH PERFORMANCE COMMISSION

Richard Vaughan (Chair)	
Andrey Antropov	
Andrej Pohar	
Robbert de Kock	
Ingo Kindervater	
Jens Meibom	
Elisa Chanteur	
Arturo Ruiz	

MA SUPPORT COMMISSION

Radomir Jovović (Chair)	
Emma Zwiebler	
Klavs Andreassen	
Sven Serré	
David McGill	
Stefanos Hailis	
Matevz Srekl	
Maria Bubucea	

PARTICIPATION COMMISSION

Jean-Marc Serfaty (Chair)	
João Matos	
Renna Unt	
Richard Vaughan	
Simone van den Bergh	
Giles Dunning	
Tina Riedl	
Martin Kranitz	

HISTORY WORKING GROUP

João Matos (Chair)	
Torsten Berg	
Gisela Hoffmann	
Horst Kullnigg	



PRESIDENT'S REVIEW

PETER
TARCALA

ORDER PAPER ITEM 2.1

The year 2021 was one of hope but also a year where we realised what we have lost. The pandemic has been very challenging for indoor sports and people have been seeking outdoor replacements due to severe restrictions. We therefore have a lot of ground to cover to bring badminton back, to bring the players back on court.

The 2021 Annual Delegates' Meeting was again virtual, and I am still due to stand in front of you during the BEC Congress as your President. Not behind the screen, distant and impersonal but in person with the ability to shake your hand, share stories and to break bread. I will cherish that moment when it comes, hopefully in 2022.

Unfortunately, I could only follow the 2021 European Mixed Team Championships final in Vantaa, Finland from home. Those in attendance could experience minus 20 degrees, a snow-covered landscape and some world class badminton on display. It was unknown waters for us and for Badminton Finland with very few spectators allowed and strict COVID-19-19-19 measures but still with a strong sense of success. The European Championships in Kyiv, Ukraine in April were no different except that this time I was thrilled to be present. Strict protocols but also with clever inventions as when the gold medal winners were presented their medals by drones. With these Championships we led the way in a period where very little international badminton was being played. My deepest gratitude to Badminton Finland and the Ukrainian Badminton Federation for the efforts and sacrifices.

Tokyo 2020. A gold medal for Viktor Axelsen, for Denmark, for Europe. The only medal for a European player – but a men's singles gold for the first time since Poul Erik Høyer created history in Atlanta 1996. Viktor deserves the utmost respect as an athlete and representative for our sport. My thoughts go to Carolina Marin who is recovering from an injury and I hope to see her back on court soon again.

I was fortunate enough to visit several members in the Balkan area in 2021, starting with attending the European U17 Championships in Podčetrtek, Slovenia. Thereafter I visited the Croatian Badminton Association in Zagreb, the Badminton Association of Bosnia and Herzegovina in Banja Luka, before heading to Belgrade, Serbia to meet with the Badminton Association of Serbia, the Sports Minister of Serbia, Vanja Udovičić, as well as the Serbian Olympic Committee in preparation for the 2022 European Junior Championships.

Having missed the 2021 European Mixed Team Championships in Finland, it was my pleasure to visit Vantaa for the 2021 Sudirman Cup and not long after I had the opportunity to attend the Thomas & Uber Cup Finals in Aarhus, Denmark. It is truly remarkable that these World Team Championships are played in Europe almost back-to-back and organised so well. While in Denmark, the opportunity arose to meet with several of our colleagues serving on the BWF Council. It warmed my heart to receive so much sympathy and praise from former colleagues having just lost my seat on the BWF Council in May.



I took the opportunity to meet with the new President of the French Badminton Federation during the French Open in Paris while on my way to the Commission and Board meetings in Brussels, Belgium. It was a pleasure to sense the enthusiasm from the new French leadership and I am thrilled that the 2023 European Mixed Team Championships will be held in Aire-sur-la-Lys. The Commission and Board meetings were excellent with a good mix of experienced and new talent. I felt that we made huge progress over the weekend and loved the exchange of ideas and vision for our sport.

In November, Zagreb hosted the World Academy of Sport courses for Events and Administrators both conducted by BEC staff. I used the opportunity to meet and support the staff as well as to meet with several of our BEC members.

Finally, we had the World Championships in Huelva, Spain. Also, the Spanish Badminton Federation has a new President with whom I had excellent talks on projects of mutual interest for the years to come.

Despite 2021 being another COVID-19 year, I look back with a feeling of accomplishment. We did a lot in Europe, and we can be proud of the efforts made by all of you. Thanks to all members who are working on a daily basis for our sport. Thanks to our Board of Directors where we have strong and keen individuals that work for the betterment of badminton on an on-going basis. Also, thanks to everybody serving on the Commissions. And last but not least, a huge thanks to the BEC Office for their hard work and contribution to European Badminton.



GENERAL SECRETARY'S REPORT

BRIAN
AGERBAK



ORDER PAPER ITEM 2.2

The year 2021 was a difficult one for the Confederation and for our Members. However, looking back we can be pleased that more events and activities could be organised compared to 2020. Our major events, in particular the European Mixed Team Championships and the European Championships, were organised respectively with very few and without spectators. Thanks to Badminton Finland and the Ukrainian Badminton Federation for organising these important championships despite the challenges from the pandemic.

Likewise, efforts from Members to still organise events, development activities and to promote badminton is appreciated. Nevertheless, there is no doubt that all indoor sports suffered from the restrictions we faced, and we have lost a significant number of registered players in Europe. Let's work hard to cover lost ground in the coming period.

Our annual member analysis generally showed a significant decrease in events and communication which is hardly surprising. We are however pleased with the excellent cooperation around setting up Memorandum of Understandings with many of our Members. We believe that this is an important tool for the coming years to be more targeted in our support to Members.

We are now one year into our ADVANCED coach education project which is supported by EU Erasmus+. We are grateful for the support received to develop this important area and also pleased with the efforts of our partners in the project. The emphasis on developing excellent coaches in Europe is absolutely crucial in the coming years as coaches are the backbone of badminton development at grassroots level as well as for the elite level.

Despite many events and activities taking place in 2021, it was still a year where we had to rely on virtual meetings and information sharing through online seminars. The 2021 BEC Annual Delegates' Meeting was held virtually produced from Kyiv during the European Championships. Having prior experience, and taking into account feedback from the previous year, meant that we were much better prepared to stage this important meeting virtually. Nevertheless, we are eager to again meet our Members, guests and business partners at the Annual Delegates' Meeting in Malta in April 2022.

A new strategic plan for BEC was agreed in 2021 which included some structural changes. Five strategic, priority areas were approved, and new Commissions were established with external experts to consider how Badminton Europe could take some positive strides in the medium to long-term. Next to this, six internal Committees were formed to deal with the functional areas of the organisation together with relevant staff and taking into consideration the implementation plan. The first Commission meetings were held in Brussels, Belgium at the end of October and sparked many interesting discussions of which some have already led to concrete actions.

BEC first joined into partnership with YONEX in 2005 and through the pandemic our partnership has been renewed on an annual basis. We are grateful to YONEX for this pragmatic approach and look forward to continued partnership with YONEX in the years to come.

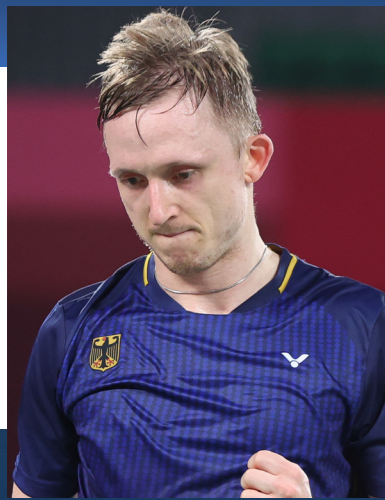
The staff at the BEC Office has worked tirelessly in 2021 to overcome the challenges of the pandemic and provide as many activities as possible to Members and fans.

It has often felt like two steps forward and one step backwards which can be mentally challenging. Looking back, I am pleased with the many activities we successfully organised in 2021 and I would like to express my gratitude to my colleagues in the BEC administration.

Unfortunately, two key staff left the organisation in 2021. Tania Teoh after more than six years with the organisation especially looking after the development area and Para badminton. Rasmus Bech gave more than four years of his time to Badminton Europe as Communication Manager. In the development area I am pleased that Justine Cammal has taken up the challenge as Development Manager whereas Tommi Saksa has been recruited as Development Officer. In the communication area we are yet to fill the vacancy.

I feel confident that we are in a good place to take BEC forward in the coming years with a robust administration, a strong Board of Directors and an excellent dialogue with our Members. BEC as an organisation is merely facilitating activities and it is through good and solid cooperation with our Members that we can make a positive difference.





ATHLETES' COMMISSION

KAI
SCHÄFER

K. Schäfer

ORDER PAPER ITEM 2.3

EVENTS

Our European events highlight of 2021 was surely the European Championships 2021 in Kyiv, Ukraine. Although it was unfortunately influenced by Covid the tournament was well organized by BEC and the Ukrainian hosts. A survey after the Championships conducted with the participants showed great satisfaction with all health & safety measurements and the bubble in Kiev.

During the global sports highlight the Olympic Games in Tokyo, Viktor Axelsen (DEN) secured a gold medal in men's singles. Definitely an outstanding performance but on the other hand it's been the only medal for European athletes in Tokyo. A sign that Badminton Europe has to further intensify its efforts in the high-performance area in order to remain competitive with Asia. That is also why we welcome the efforts to develop cooperation among Europe helping our best youth players to become better.

SUSTAINABILITY

In the beginning of the year 2021 a lot of European athletes raised the desire for ecological and sustainable actions in our sports. These wishes were significantly reinforced by the circumstances during the BWF World Tour tournament series in Thailand in January. But especially European athletes care about climate change and the impact of our sports for our planet's future. That's why the Athletes' Commission asked BEC to check what actions our confederation could take to move forward in sustainability.

We are satisfied that attempts are being made to initiate projects in sustainability and at the same time, we believe that there is still a lot of potential for improvement. In summer 2021, Martina Repiska (SVK), member of our commission offered Badminton Europe to write her master thesis about sustainability in the organization, which fortunately was supported by the office and Board of Directors. Martina Repiska has conducted several interviews with staff members as part of her scientific work and will present her results in early 2022. We are positive that this will give us concrete points on what actions can be taken by the Badminton Europe office to improve in sustainability.

BWF ATHLETES' COMMISSION

In December 2021, during the BWF World Championships in Huelva (ESP), a new BWF Athletes Commission was elected. With Robin Tabeling (NED), there is only one European athlete member of the newly elected commission, but we do hope that the cooperation between BEC Athletes' Commission and BWF will continue on a high level. I would like to take this opportunity to express my special thanks to my colleague Marc Zwiebler (GER), whose term ended at the end of 2021, for the good cooperation over the past few years.

Finally, I would like to thank my Athletes' Commission Members Martina Repiska (SVK) and Richard Perrot (FRA) for their service in the commission and their motivation to serve our athletes in Europe and our whole sport!





ADMINISTRATION COMMITTEE

**MIKE
ROBINSON**

ORDER PAPER ITEM 2.4

Two Committee meetings were held virtually in 2022. The First, took place the 3rd of July and the second one on 19th of November 2021.

HR

Mari Carmen Casermeiro joined the BEC Development Team and Rafał Glinicki joined the Events team in February 2021 as part of the BWF CCHR Funding Programme. Sara Gonzalez Martinez joined the BEC Communication team as an intern as part of the Erasmus+ programme.

Also, Tania Teoh who was employed as BEC High Performance and Development Manager, and Rasmus Bech as BEC Communication Manager, left the BEC Office in 2021.

Thanks to Tania and Rasmus for their important contribution to BEC and good luck with their future endeavors.

At the BEC Centre of Excellence, we also had a change in 2021. Peter Jensen, who had been working part-time at the CoE since 2019, left his position in the end of 2021.

Thanks to Peter for his work with the players at the CoE.

It has been a challenging year for the administration and for the CoE, but the BEC staff have shown the required flexibility to maneuver throughout the pandemic. The interpersonal relationships in the office are excellent and there is a strong sense of common support.

MEETINGS

The BEC office is responsible for the servicing of the Board and preparing the Board, Committee and Commission meetings. The Board of Directors had six Board meetings in 2021. All meetings were held virtually via Teams except the Board meeting in October which took place physically in Brussels, Belgium.

Board of Directors meetings in 2021:

- 26 January 2021 – virtually
- 5 May 2021 – virtually
- 16 June 2021 – virtually
- 5 July 2021 – virtually
- 29 October – physically in Brussels, Belgium
- 23 November 2021 – virtually

The BEC Commissions met for the first time in Brussels, Belgium from 30-31 October 2021.

FINANCE

The financial reports are up to date with the BEC financial guidelines. The financial reports as Budget vs Actuals, Debtors' list, Balance sheet and Bank reconciliations are shared with the Director of Finance every end of the month and presented to the Board of Directors during the Board of Directors meetings.

OFFICE

A new structure for BEC was approved during the 54th Annual Delegates' Meeting in May, and this has also led to changes in the BEC office where the division of work and responsibilities follow the new structure consisting of six new committees:

- Governance Committee
- International Committee
- Events Committee
- Development Committee
- Business Committee
- Administration Committee

The 6 new Committees were introduced to provide better sparring and political direction for the functional areas of the Confederation. The Committees consist of three to five members from the Board of Directors, which are then supported by relevant staff in the office.

In addition to the six Committees above, a Technical Officials sub-committee was established following the recommendation of the Chair of the Events Committee, subsequently approved by the Board of Directors.

Office staff are supporting the work of the Committees and the implementation of the strategic plan across the various areas. In addition, the office supports the Board of Directors, and most importantly the 54 Members of Badminton Europe.

Annual appraisals were conducted but no trainings were provided for the staff in 2021. Staff is working on relevant IT systems to facilitate efficient and effective internal communication. IT systems are improving administrative workflow and assisting with the internal and external communication. Also, IT systems are ensuring proper storage of data in compliance with GDPR. The staff is mainly working with Office365 which provides the necessary systems to manage the operations.

The staff is communicating in accordance with the BEC Communication Plan which is reviewed annually and updated accordingly. The communication to Members is made through formal notices or memos after each Board meeting, notices on the website, member forums, meetings with staff and the BEC ADM.

Badminton Europe is properly insured by TopDanmark. The insurances covered are: travel, work damage, liability, property, operating loss, business assets (in office, Denmark), machines, online banking, Board liability and cyber crime.

ACKNOWLEDGEMENTS

Many thanks to the committee members Klavs Andreassen, Jean-Marc Serfaty and Sven Serré for their commitment and their feedback along the year.



BUSINESS COMMITTEE

ROBBERT DE KOCK



ORDER PAPER ITEM 2.5

DIGITAL PLATFORMS

One of the key objectives for Badminton Europe is to use digital platforms to ensure that badminton fans can access unique and BEC-produced content. In this area, BEC is continuing to deliver.

The day-to-day content obviously has been affected by the COVID-19 pandemic, but everyday badminton fans can find new content on the BEC platforms. In the second part of 2021, Badminton Europe has also taken a step towards producing more engaging content than before, which already has a positive outcome. Using the European stars in a different way we continue to increase the awareness of the athletes, and by using the Asian stars from time to time, we also make Badminton Europe relevant for a wider audience.

On all digital platforms, Badminton Europe grew in 2021. Live-action such as Badminton Europe major events, the BEC circuit and coverage of BWF World Championships and the Tokyo Olympics increased the numbers and www.badminton-europe.com even had the best performing day in the last five years, on the day Kento Momota bowed out of the Olympics. In particular, Facebook followers have increased from 200,000 to grow by almost a third (290,596).

WEBSITE		FACEBOOK	
ACHIEVED END OF 2020	ACHIEVED END OF 2021	ACHIEVED END OF 2020	ACHIEVED END OF 2021
288,300 unique users + 1,412,895 page views	543,870 unique users + 2,126,451 page views	200,000 followers + monthly reach of 257,000	290,596 followers + monthly reach of 316,500

TWITTER		YOUTUBE	
ACHIEVED END OF 2020	ACHIEVED END OF 2021	ACHIEVED END OF 2020	ACHIEVED END OF 2021
24.200 followers	26,800 followers	98.300 subscribers + 4,9 million views	119,000 subscribers + 8,1 million views

INSTAGRAM		OTT	
ACHIEVED END OF 2020	ACHIEVED END OF 2021	ACHIEVED END OF 2020	ACHIEVED END OF 2021
56.600 followers	73.100 followers	194,651 users	413,000 users

DATABASE USERS	
ACHIEVED END OF 2020	ACHIEVED END OF 2021
52,000 users	154,000 users



Badminton meeting popular culture (Squid Game)



Brian Yang: Lee Zii Jia is the best I have played

140,853 views • Oct 12, 2021

By picking topics relevant to the Asian fan group YouTube/Facebook interviews get a broader appeal such as the interview with Canadian Brian Yang.



Instagram reels (short format) reached more than 600,000 people in total.

The new direction of using shorter video formats and linking badminton to popular culture especially on Instagram is working well so far. The algorithm and the fans like the content.

Like mentioned in the 2020 report, it is clear that the interaction with the users and the traffic towards all platforms are significantly higher when live events are taking place, but these events do not necessarily need to provide highlights, which normally perform better than interviews. It is also about how the content is framed like shown above.

LIVE COVERAGE

In 2021, Badminton Europe covered the 2021 European Mixed Team Championships, Swiss Open, the 2021 European Championships, the RSL BEC Summer School, Denmark Masters, 2021 European U17 Championships, Sudirman Cup, Thomas & Uber Cup, Hylo Open, BEC Coach Courses, the BEC Para Event and the World Championships.

The KPI is to increase the number of tournaments onsite and in 2021 the number of tournaments is reflecting the global situation. Badminton Europe has been able to cover all the biggest events in Europe, which considering the circumstances, is more than approved.

Badminton Europe covered 21 tournaments (BEC major events included) on www.badmintoneurope.tv in 2021. In 2020 the number of live-streamed tournaments was eight.

BEC MANAGER

The BEC Manager is in the final phase of testing before expected to be launched in 2022.

When launched the BEC Manager game will be launched with a weekly podcast and news around the gameplay.



VIRTUAL MIXED ZONE

Getting external media to travel to BEC major events is a challenge that Badminton Europe accepts, and from August 2021 BEC has been testing a new virtual mixed zone, which in the future will allow media to tap into the interview feed delivered by Badminton Europe during tournaments.

At the 2021 European Championships in Kyiv, Badminton Europe delivered more than 20 interviews to the Danish rights holder, who aired all interviews during their transmission. This made Badminton Europe look into how a virtual mixed zone could be developed further.

MEMBERS SUPPORT

The Communication department made one BASIS representative visit in 2021 going to Germany in December 2021. BEC Updates are sent to all Members after all board meetings, and the update is also published on the Badminton Europe website.

Badminton Europe continues to work on the photo platform which allows members who share photos from their international tournaments to use photos from other members. Photos from all BEC major events are also uploaded to the database.

MAGAZINE AND NEWSLETTER

Three issues of the BEC Magazine were released in 2021. Due to no spectators in the venues, the EMT21 and EC21 magazines were published digitally as well as the Olympic recap magazine. The BEC Fan Newsletter was released more than three times per month on average in 2021 with an opening average percentage above 15 per cent.

TELEVISION AND MEDIA PARTNER

The 2021 European Mixed Team Championships have been broadcasted in the following territories:



Denmark (TV2)
Germany (Sportdeutschland)
Russia (Teleradiopkompaniya Start Ltd.)
Poland (NC+)
Romania (Look TV)
Indonesia (TVRI)
Malaysia (ASTRO)
South Korea (ECLAT)
China (Hunan Television)

The 2021 European Championships have been broadcasted in the following territories:



Denmark (TV2)
Germany (Sportdeutschland)
Poland (NC+)
Romania (Look TV)
Finland (YLE Sport)
Spain (Spanish Badminton Federation)
Indonesia (TVRI)
Malaysia (ASTRO)
South Korea (ECLAT)
Chinese Taipei (ELTA)
China (Hunan Television)

ACKNOWLEDGEMENTS

I would like to thank the members of the Business Committee for the valuable input during 2021 and to the BEC Office for their support to the work of this Committee.





INTRODUCTION

The year 2021 turned out to be a year very much influenced by the ongoing pandemic, again. Our ability to be adaptable was again challenged and our many experiences from delivering badminton activities and events from 2020 became very useful. The overall strategy of first delivering many of our courses and other activities from May 2021 proved to be a good decision. We have been able to deliver many of the planned activities this year, but unfortunately not all of them. It is pleasing to see that Badminton Europe and all our Members do not let the pandemic win the battle and together we try to deliver many of the traditional activities but also find new ways for developing our sport. Please keep up the good work.

In 2021, two Development Committee meetings were held virtually. The first took place on 1 July and the second on 17 November. The first meeting focused on the scope of the work of the newly created Development Committee together with evaluating current and new projects. The second meeting investigated new projects suggested by the different commissions together with discussing the activities and events for 2022.

PARTICIPATION

Member Participation

Based on the Schedule A sent by most of our Members to the BWF, a total of 786.857 players were registered in a national badminton organisation (862 287 players registered in 2020). This information is missing for six of our Members (either because we did not receive their Schedule A or because they did not mention the number in the document). It appears that Europe lost 75.430 players, probably due to the COVID-19 pandemic and the impossibility for many of our Members to open sports halls.

Also, based on our 2021 survey, our Members count a total of 10.280 clubs. This question was a new addition in the 2021 annual survey. We will keep tracking this information in the coming years.

The table below shows the development level of the Members within the participation area. The numbers are based on the analysis of our 2020 and 2021 annual surveys.

DEVELOPMENT LEVEL	KPI BY END OF 2024	STATUS IN 2020	STATUS IN 2021
Developed	Minimum 54	45	52
Established	Minimum 35	28	25
Advanced	Minimum 13	7	2

The KPI regarding the Developed Members is close to being achieved already, which shows the overall progress of the sport in Europe. However, we can observe that the KPIs regarding the Established and Advanced Members regressed compared to 2020. The reduced possibilities for playing badminton during the pandemic seems to have had an effect on our Members within participation.

School badminton (Shuttle Time)

Just as in 2020, the global pandemic had its impact on the number of tutors and teachers educated throughout the year, also affecting our Members differently. Some Members managed to organise and deliver many courses, while other Members could not deliver any.

By the end of 2021, 39 of our Members are now involved in the programme. Kosovo is the last Member to have joined the Shuttle Time programme.

In May, our annual Shuttle Time Trainers and Tutors course was organised in Kyiv, Ukraine, on the weekend after the European Championships, also hosted by the Ukrainian Badminton Federation. From the 14 participants (4 female and 10 male), six new trainers and three new tutors were educated from five different Members (Ukraine, France, Italy, Kosovo and Azerbaijan). Thanks to the Ukrainian Badminton Federation for hosting this course in the difficult pandemic context.

With the support of Badminton Europe, 175 Teachers courses were successfully held during the year, and six tutor courses could be delivered by some of our Members. This result is significantly better than the total of 53 Teachers courses delivered in 2020.

Regarding equipment, 498 school sets were shipped in 2021 to 10 different BEC Members. The KPI of annually distributing 300 Schools sets was achieved. Another 500 school sets were ordered for 2022 and we hope more Members will be interested in this equipment to deliver Shuttle Time activities in school.

The analysis of the 2021 Member survey showed that 48 out of the 53 Members that completed the survey are organizing school tournaments.

With schools being highly influenced in different ways by the pandemic with closed schools, assembly restrictions or other restrictions that make physical education difficult, the activity level of our School Badminton activities has not been as high in 2021 as was expected. Still, 2022 looks a bit brighter, as some of our Members started in the end of 2021 or will resume in 2022 their school leagues or tournaments.

SHUTTLE TIME	KPI BY END OF 2024	STATUS IN 2020	STATUS IN 2021
Shuttle Time implementing Members	48	38	39
Trainers	110	128	134
Tutors	1.000	919	980
Teachers educated	30.000	23.052	25.410

RSL BEC Summer School 2021

The RSL BEC Summer School 2021 was successfully delivered in the beginning of July, in close cooperation with the Badminton Association of Slovenia.

- Training camp: 48 players participated (23 female and 25 male), from 18 different Members (KPI of having participation of at least 10 different Members was achieved).
- BWF Coach Education Level 2 course: 20 coaches (3 female and 17 male participants) participated and all of them obtained their BWF Level 2 certification. (cf. here below in "Education").

Many thanks to the Badminton Association of Slovenia for a good and constructive process around the organisation and safe delivery of this traditional BEC event.

The Board of directors have approved the allocation of the RSL BEC Summer School 2022 to Pajulahti, Finland.

DEVELOPMENT COMMITTEE

EMMA ZWIEBLER

ORDER PAPER ITEM 2.6

Regional Projects

In 2021, 10 out of the 11 projects were successfully delivered. Here below the summary of the projects:

APPLYING MEMBER	MEMBERS PARTICIPATING	TOPIC	DATES	PARTICIPANTS
	SWITZERLAND, AUSTRIA	U17 U19 ELITE CAMP JUNIOR PLAYERS	31/07 - 06/08	18 FEMALE PLAYERS 18 MALE PLAYERS 9 MALE COACHES
	ITALY, SPAIN, AUSTRIA	PARA	27/09 - 29/09	4 FEMALE PLAYERS 12 MALE PLAYERS 3 MALE COACHES 2 FEMALE COACHES
	ISRAEL, CROATIA	U17	11/07 - 16/07	8 FEMALE PLAYERS 9 MALE PLAYERS 2 MALE COACHES 1 FEMALE COACH
	ESTONIA, LITHUANIA	U17	02/08 - 06/08	14 FEMALE PLAYERS 14 MALE PLAYERS 5 MALE COACHES 1 FEMALE COACH
	GEORGIA, RUSSIA	U17	19/07 - 24/07	14 FEMALE PLAYERS 15 MALE PLAYERS
	AUSTRIA, CYPRUS, ROMANIA, BULGARIA	U13, U15 FOCUS ON FEMALE PLAYERS & COACHES	04/08 - 09/08	22 FEMALE PLAYERS 5 FEMALE COACHES
	HUNGARY, SLOVENIA	U17	20/08 - 26/08	8 FEMALE PLAYERS 9 MALE PLAYERS 3 MALE COACHES
	ARMENIA, UKRAINE	U15 U17	08/07 - 14/07	8 FEMALE PLAYERS 10 MALE PLAYERS 2 MALE COACHES 1 FEMALE COACH
	WALES, SCOTLAND	PARA	12-MONTH PROJECT MADE UP OF 6 WEEKEND TRAINING CAMPS - DATES TBC	10 MALE PLAYERS 3 FEMALE PLAYERS 3 MALE COACHES 1 FEMALE COACH
	GERMANY, SWITZERLAND	U15 FOCUS ON FEMALE PLAYERS & COACHES	24/07 - 31/07	24 FEMALE PLAYERS 4 FEMALE COACHES
	NORTH MACEDONIA, KOSOVO, ROMANIA	U13 U15	CANCELLED DUE TO COVID-19	

Thanks to all the 28 Members involved in the Regional Projects for their motivation and persistence in organising safely the different badminton activities connected to the Regional Projects.

AirBadminton

AirBadminton has been developing strongly among some of our Members. In 2021, a call was organised by Rodrigo Pacheco from the BWF for the Technical Officials from Finland before they organised their first official tournament. Justine Cammal from the BEC office was invited to the call. BEC continued to follow the different initiatives developed by the Members, mostly through Social Media and organised, together with the BWF, a webinar about the latest updates and activities delivered. The KPIs of providing information annually on how to implement Airbadminton and updates on Airbadminton activities delivered by our Members was achieved.

DATE	TIME	AREA	SPEAKER	REGISTERED	PARTICIPATED	VIEWS ON BEC OTT (12/01/2022)
21 st September	16:30	AirBadminton	<ul style="list-style-type: none"> Rodrigo Pacheco Marine Seijkens (Belgium) Matthijs Deken (Netherlands) 	50	35	68

Thanks to the Badminton Netherlands and the Royal Belgian Badminton Federation for their contribution and involvement in this webinar.

Social Return on Investment – model (SROI Model)

BEC engaged with UEFA's development department concerning their Social Return on Investment (SROI) model which enables their member associations to accurately quantify the economic and social value (or outcomes) of football in their country. In turn, these figures provide their members with a stronger and evidence-based business case to encourage further funding into their sport from their relevant national sport, health, and education departments (see extract below: courtesy of Substance). The UEFA SROI model has already led to increased investment in several of their member associations.

BEC would like to express its sincere thanks to UEFA and, in particular, Liam McGroarty, who have shown the true spirit of solidarity in sport by sharing their knowledge and experience with BEC and in allowing us to explore development of the model to apply to European badminton and its Members. BEC is excited to explore this opportunity further with our Members during interactive workshops at the Members' Forum 2022. We encourage all Members to participate and to provide feedback on the value of such a model to European badminton.



Senior badminton

The development and publication of guide of how badminton can be a healthy activity is still in progress. We appreciate the support from the French Badminton Federation for sharing their work on this matter. As the European Senior Championship was cancelled, no activity was delivered and the KPI could not be achieved.

Webinars

During 2021, we delivered several webinars within different areas like High Performance, Coaching, Para badminton, Gender Equity and Inclusivity. The below table shows an overview of the delivered webinars.

Thanks to all the speakers for the sharing their knowledge and insights within the different areas.

DATE	TIME	AREA	SPEAKER	REGISTERED	PARTICIPATED	VIEWS ON BEC OTT (12/01/2022)
25 th March	11:00	HP & Coaching	• Jeroen van Dijk	195	110	417
8 th April	11:00	Para badminton	• Carmen Martinez Villanueva	97	61	226
20 th April	11:00	HP & Coaching	• Peter Jensen	136	64	545
7 th May	11:00	HP & Coaching	• Diemo Ruhnnow	110	46	232
28 th May	11:00	GE & Volunteering	• David McGill	40	25	107
8 th June	13:00	Para badminton	• Conor Doherty	39	27	53
17 th June	12:00	HP & Coaching	• Diemo Ruhnnow	90	40	384
29 th June	13:00	GE - Role model	• Tina Riedl	30	14	54
23 rd July	11:00	HP	• Richard Vaughan	39	25	93
13 th May	10:00	B4ALL	• Mari Carmen Casermeiro • João Matos • John Shearer • David Cabello Jose Luis Hernandez • Javier Perez Federico Campos • Andrea Gutierrez	81	50	69

Para Badminton

BEC Para badminton event

The KPI of annually delivering the BEC Para badminton event was achieved as the event was delivered in Tallinn, Estonia, from 27-29 August. 13 participants from six different Members attended the event with five (two female and three male) participants for the Administrators course and eight participants (four female and four male) for the Coaching course (module 13-Disability workshop).

Thanks to Badminton Estonia for their warm welcome and successful organisation of this event.

BEC Para badminton Quiz series

During the year leading to the Paralympic Games, 10 quizzes were published on our platforms and 445 participants answered. The winners were sent prizes after each quiz. All the questions and answer sheets were published on the BEC website.



Para badminton promotion

Promoting Para badminton is a key element of growing this area. BEC has published 51 articles on Para badminton on our communication platforms during 2021 and significantly surpasses the KPI of six articles annually. The KPI of having Para badminton featuring in every BEC online magazine was also achieved.

It was seen that 20 Elite Para badminton players were included in the BEC Social Media Activities during the year, which means that this KPI was also achieved.

BWF National Classifier Workshop

The BWF organised two workshops before the end of the year, in Uganda and Bahrain. No workshops were organised in Europe in 2021. The KPI of supporting participation in the National Classifier Workshops was not achieved.

BEC will encourage Members to attend the next BWF National Classifier Workshop organised in Europe in 2022.

Para badminton tutor course

The BWF delivered a new Disability Coaching Tutor Training course in Dubai in the end of November. BEC supported its four Para badminton experts in taking part in this course.

Wheelchairs

The BWF donated three adapted wheelchairs for Para badminton. The aim is to provide the possibility to BEC Members to rent this equipment. BEC reached out to five Members that mentioned their interest in loaning such equipment. A loan agreement was agreed and signed with the Badminton Association of Slovenia.

High Performance Para badminton training camp

The delivery of a High Performance camp as preparation for the European Para players for the 2020 Paralympic was not possible due to the pandemic. Restrictions caused by the pandemic and the risk of getting infected close to the event was the main reasons for not delivering the camp and not achieving the KPI.

Discussions at the end of 2021 initiated with Germany, France and England to cooperate for a High-Performance training camp with the best European players among the six sport classes. The dates will be discussed and confirmed once the BWF Para badminton tournament calendar will be published.

EDUCATION



ADVANCE project

The three-year Erasmus+ badminton coach education project, ADVANCE, was kicked off at the beginning of 2021. The main objectives of the projects are to develop and deliver a 10-month badminton coach education together with an online European Badminton Coaching platform. 16 coaches will be accepted for the coaching education and will attend four physical coaching courses, receive feedback from experienced coaches as mentors, do virtual and online education between courses, etc.

The "hands-on" education will allow the coaches to develop their own coaching philosophy and coaching book covering how to develop a very young talent into a World Class player.

Thanks to our six partners in the ADVANCE project: International Council for Coaching Excellence, National University of Physical Education and Sports Bucharest, University of Cyprus Sports Center, Badminton Scotland, Badminton Netherlands and German Badminton Association for the many good discussions and all their contribution to the project.

Coaching courses

It is a part of BEC's strategy that our Members gain autonomy in educating coaches. Some Members have their own coach education system and others are using the BWF system. With the support of BEC, seven members delivered nationally Coach Education Level 1 courses and one member delivered the Coach Education Level 2 course in 2021. With KPIs of having 20 Members nationally delivering Coach Education Level 1 courses and 10 Members delivering level 2 courses by 2024, the KPIs has not yet been achieved.

Our strategy of starting to deliver BEC coaching courses from May 2021 and not from the beginning of the year allowed us to deliver four out of six planned coaching courses.

DATE	COURSE	LOCATION	PARTICIPANTS
3-10 July	Coach Education Level 2	Podčetrtek, Slovenia (during the RSL BEC Summer School)	20 participants from 16 different Members (3 female and 17 male). All participants passed the course
13-16 September	Coach Education Level 1	Caldas de Rainha, Portugal	9 participants from 7 different Members (2 female and 7 male). All participants passed the course
17-19 September	Tutor Education Level 1	Caldas de Rainha, Portugal	7 participants from 5 different Members (1 female and 6 male). 4 participants passed the course
8-16 November	Combined course Level 1+2	Kyiv, Ukraine	9 participants from 8 different Members (3 female and 6 male). All participants passed the course
Postponed to 2022	Coach Education Level 3		
Cancelled	Tutor Education Level 2		

The KPI of delivering the Coach Education Level 1 and 2 courses every year was achieved. The Coach Education Level 3 course was planned to be delivered after the World Championships in Huelva, Spain. The target group for the course is the group of coaches most likely to be involved in the World Championships. The change of dates for the World Championships due to the pandemic meant that no dates were available for the course, and it was postponed to 2022. The KPI of delivering the Coach Education Level 3 course in 2021 was not achieved. The Tutor Education Level 2 course was planned for 17-19 November but was cancelled due to the lack of participants.

It is highly appreciated, that our Members are interested in hosting our activities. Thanks to the Badminton Association of Slovenia, the Federação Portuguesa de Badminton and the Ukrainian Badminton Federation for hosting our Coach Education courses in 2021.

World Academy of Sport (WAOs) Administrators course
15 participants (five female and 10 male) from 13 different Members attended the WAOs Administrators course delivered simultaneously with the WAOs Event management course on 25-26 November in Zagreb, Croatia. With 13 Members participating in this year's course, we are on track of achieving the KPI of 38 Members participating by 2024.

HIGH PERFORMANCE

The year 2021 turned out to be a very interesting year with three of the biggest Badminton Events taking place: the 2020 Olympics, the 2020 Paralympics and the World Championships. Europe was the only continent able to challenge Asia for the places at the podium.

Viktor Axelsen (Denmark) won the gold medal in men's singles at the 2020 Olympics in Tokyo, Japan.

At the 2020 Paralympics, Lucas Mazur (France) became the Paralympic Champion in men's singles in SL4. Europe managed to get three additional medals:

- Krysten Coombs (England), bronze medal in men's singles in the SH6 category.
- Daniel Bethell (England) silver medal in men's singles in the SL3 category.
- Lucas Mazur/Faustine Noël (France) getting a silver medal in mixed doubles in the SL3-SU5 category.

At the 2021 World Championships in Huelva, Spain, Europe managed to collect two bronze medals:

- Anders Antonsen (Denmark) in men's singles
- Kim Astrup/Anders Skaarup Rasmussen (Denmark) in men's doubles.

Congratulations to Badminton Denmark, Badminton England, the French Badminton Federation and the players for these great results.

High Performance Development Level

The following table shows the development level of the Members within the High Performance area. The numbers are based on the analysis of our 2020 and 2021 annual surveys.

DEVELOPMENT LEVEL	KPI BY END OF 2024	STATUS IN 2020	STATUS IN 2021
Developed	Minimum 46	43	43
Established	Minimum 33	26	25
Advanced	Minimum 10	7	6

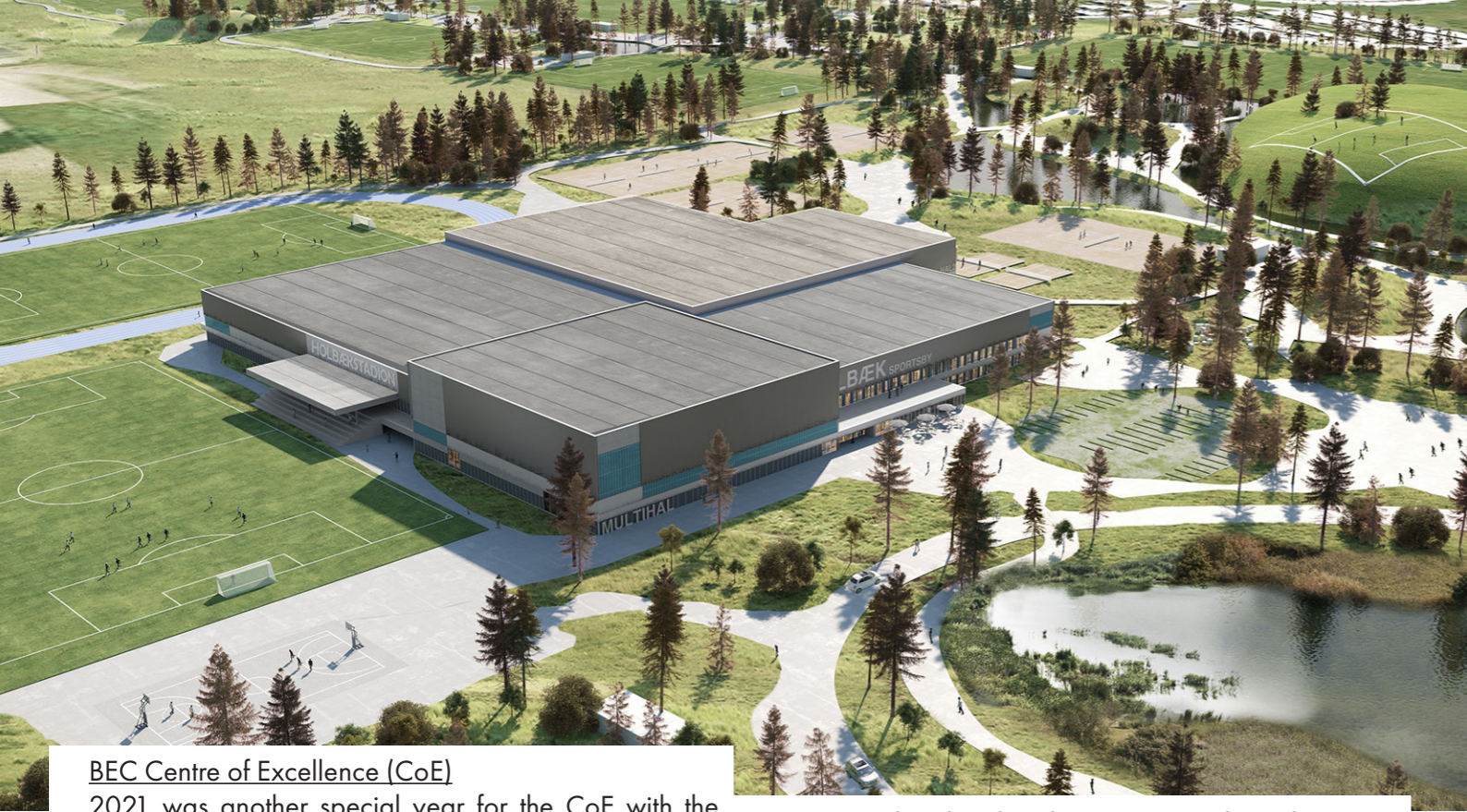
It is pleasing to see that our Members have more or less been able to maintain the same development level within the High Performance area despite the ongoing pandemic for almost two years. There is still work to be done in order to achieve the KPIs by the end 2024. BEC will continue to assist and support our Members in the best possible way for our Members to improve their development level within High Performance.

World Class project

The World Class project has been challenged during the pandemic. Both before the 2020 Olympics and the 2021 World Championships, we reached out to the European top nations in order to organise a preparation camp for these two Championships. The risk of getting infected with COVID-19 and issues with finding a suitable date made it impossible to deliver the camp.

We also tried to bring the top nations' U19 players together before the YONEX German Ruhr U19 International or the VICTOR Denmark Junior. In the end, it was not possible to bring the players together as camp activities must be placed during the players' holidays as they have school commitments.

Generally, the top nations remain positive about cooperating together and appreciate the initiatives taken by Badminton Europe to set up different High Performance activities. The packed tournament calendar makes it difficult to find suitable periods during the year to bring all the European top players together. The High Performance Commission addressed the issue during their first meeting in October 2021. A flexible model was developed for the players to apply for support for sparring in their own training environment when needed. The High Performance Commission also brought forward an idea about getting Asian sparring for our European top talents during the summer. A new camp setup has been developed for the U17 players and a training trip to Asia is in the pipeline for the U19 players. The updated World Class Project will be implemented in 2022.



BEC Centre of Excellence (CoE)

2021 was another special year for the CoE with the pandemic acting as a fierce opponent. Our ability to adapt to the situation was challenged from the beginning. Danish COVID-19 restrictions related to travel and isolation in the first couple of months of the year made it very difficult for foreign players to enter Denmark and train at the CoE. Despite the especially tough challenge in the beginning of the year, we managed to welcome 104 players from 34 different countries at the CoE for training periods of various durations.

A highlight for the CoE in 2021 was the qualification of two of the permanent players for the 2020 Olympics. Martina Repiska (Slovakia) and Felix Burestedt (Sweden) have both been training at the CoE for a long time and it was pleasing for everyone connected to the CoE to follow them representing their countries in Tokyo.

The great training setup, a strong coaching team and modern facilities allowed an additional nine players to use the CoE for their Olympic preparation: Beiwen Zhang (USA), Daniela Macias (Peru), Aram Mahmoud (Syria), Lino Munoz (Mexico), Julien Paul (Mauritius), Matthew Abela (Malta), Kai Schäfer (Germany), Luka Wraber (Austria) and Kalle Koljonen (Finland).

Overall, the CoE had 16 permanent players during 2021, which means that the KPI of having an average of 26 permanent players was not achieved.

The conditions for players to commit to the CoE to be their permanent training base are challenged by the un-

certainties related to the players income through sponsors and other income related to tournaments and team matches, which are all consequences of the pandemic.

On the other hand, it is very positive, that there is still an interest shown by many players on short term stays at the CoE as part of their training setup. BEC will further encourage short stays at the CoE from 2022 onwards.

One coach from Portugal received a BEC Scholarship and took the advantage of getting inspired by the CoE coaching team and the training at the Centre.

As part of developing the CoE, the physical training setup was improved, and the testing setup of the players was adjusted. The physio team (Mikkel Huus, Christina Krogshede and Annette Mikkelsen) are now in charge of both physiotherapy, the testing of the players and weight training, which creates a better cohesion across the different areas. The KPI of strengthening the training setup at the CoE can be considered to be achieved.

Holbæk Sportsbyen and the Holbæk Sportsfoundation are providing the excellent facilities for training and accommodation. Thanks for the great cooperation in 2021 and looking forward for it to continue in 2022.

Also, thanks to the CoE Coaching team (John Dinesen, Peter R. Jensen and Jeroen Van Dijk) for their commitment to the CoE and their daily work for improving the players. Peter R. Jensen left his part time position at the end of 2021 which means that John and Jeroen will lead the training in 2022.

BEC Certificated Training Centres (CTC)

Currently, training environments across Europe are certified as BEC Certificated Training Centre. New training environments are showing interest in becoming certified and we expect to increase the total number in 2022, so we are confident about the KPI of 15 BEC CTCs by 2024.

Traditionally, the annual network meeting between the BEC CTCs is held at the end of the year. But due to a compact tournament calendar and increased restrictions and the development of the pandemic, it was decided to cancel this year's meeting and the KPI of having an annual meeting was not achieved.



Representation at the U17 European Championship and the European Talent database

The CoE head coach, Jeroen Van Dijk, attended the U17 European Championship in Slovenia to have a closer look at the upcoming talents. The KPI of representation in 2021 was achieved.

The European Talent Database has not been developed yet. Representation at the European Championships for the different age groups will be a part of the identification of talents and development of the European Talent database.

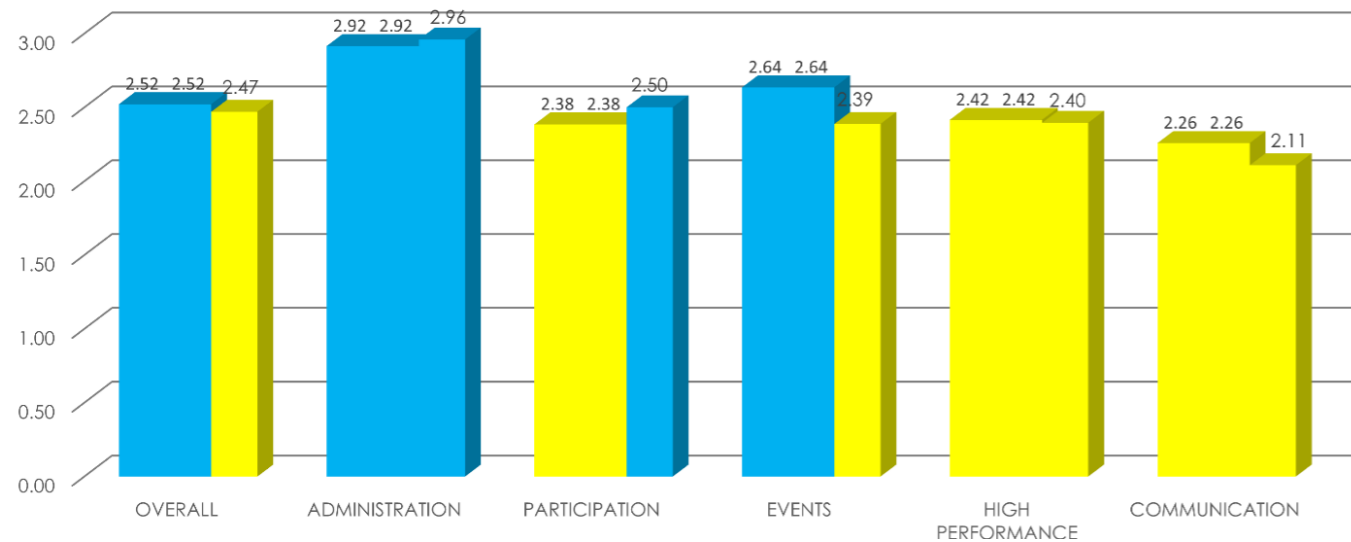
MEMBERSHIP DEVELOPMENT

Annual Member Survey and MoU

The annual Member Survey was sent out on 8 October 2021 (KPI of conducting a quantitative member survey was achieved). 53 out of our 54 Members answered the 70 questions of the survey. This year, the individual survey results were combined to an individual MOU update for 46 of our Members. The other seven Members received their individual survey results associated to their participation in BEC activities through out the year. All our Members were invited to book an online session with the Development team to go through their results in 2021 and the suggestions made for 2022. As the survey is now in its third year, clear trends are starting to emerge within our Members. BEC considers the survey data to be an important source of information concerning the development level of our Members.

In the table and graphics below, the two colours represent our overall European level of development and our European level of development in each area measured in the survey.

	OVERALL	ADMINISTRATION	PARTICIPATION	EVENTS	HIGH PERFORMANCE	COMMUNICATION
2019	2.52	2.92	2.38	2.64	2.42	2.26
2020	2.52	2.92	2.38	2.64	2.42	2.26
2021	2.47	2.96	2.50	2.39	2.40	2.11



The pie-charts here below shows the overall repartition of the answering Members over three years.



BEC will continue to use the survey results as the main evidence basis for developing the terms of each Member's MOU, for determining which regional projects are supported, and for encouraging Member's participation in specific courses and initiatives which address identified areas to improve. Members are strongly encouraged to engage with the BEC Office for the implementation of their MOU.

Administration Development Level

The table below shows the development level of the Members within the Administration area. The numbers are based on the analysis of our 2020 and 2021 annual surveys.

DEVELOPMENT LEVEL	KPI BY END OF 2024	STATUS IN 2020	STATUS IN 2021
Developed	All	52	53
Established	Minimum 45	38	38
Advanced	Minimum 22	16	20

In a European context, it is pleasing to see that all BEC Members have reached the development level of "Developed" within the Administration area. More Members becoming "Advanced" since 2020 within Administration is also satisfying, which makes us confident of reaching the KPIs by the end of 2024.

Members Forum

Unfortunately, the Members Forum was cancelled due to the pandemic and the KPI of having the Members Forum annually was not achieved.

BEC continues to believe that the Members' Forum is a very important annual touch point with our Members that allows us to discuss key issues of importance to the European badminton community and to exchange knowledge and best practice. BEC remains hopeful that it will be possible to hold the physical BEC Congress in 2022, including the Members' Forum. If it is not possible to do so as a result of COVID-19, BEC will work to ensure there is a digital version of the Members' Forum to accompany the virtual ADM, on or around the same date.

BASIS PROGRAMME

Membership Exchange Programme

An online BASIS Membership Exchange programme was organised during the RSL BEC Summer School in Slovenia. Matevz Srekl, General Secretary of the Badminton Association of Slovenia, presented his experience hosting the RSL BEC Summer School and European U17 Championships. Only four participants attended from three Members (three female and one male), despite 10 Members applying for an online session. The KPI of delivering an annual Membership Exchange programme was achieved.

Representative Visit

Two Representative Visit was delivered in 2021. Deputy General Secretary, Jimmy Andersen, went to Malta to discuss and support Badminton Malta in multiple areas closely connected to the agreed Memorandum of Understanding between our two organisations. Coach Education, the Malta Junior tournament, support opportunities through the BEC BASIS programme were some of the topics addressed during the visit. BEC Communication Manager, Rasmus Bech, went to Germany to support the German Badminton Association on their communication strategy. Reaching the KPI of five representative visits per year was not achieved but we expect more visits in 2022 as the pandemic hopefully starts to cool off.

Shadow programme

Craig McCourtney (Ireland) shadowed the Tutor Education Level 1 course in Portugal. Shadowing was also planned for the Members Forum but due to the cancellation of the event, the shadowing did not take place. The KPI of three Members taking part in the shadowing programme was not achieved.

ACKNOWLEDGEMENTS

A new structure was implemented in 2021, with specific Commissions reporting to Committees. In that regard, many thanks to the Members of the Development Committee: Andrey Antropov, Radomir Jovović and Jean-Marc Serfaty, for their commitment and their feedback throughout the year.

Thanks also to the MA Support Commission, the High Performance Commission and the Participation Commission, who contributed to the future vision we would like to develop at BEC.

The year 2021 brought some changes to the Development & High Performance team at the BEC office in Brøndby. In February, Mari Carmen Casermeiro joined us as Development & High Performance Officer. At the end of September, Tania Teoh left her position as Manager.

Thanks to the Development & High Performance team for their hard work throughout a challenging year with the ongoing pandemic. In particular, thanks to Justine Cammal who has provided valuable insights to the development of the Member Survey and the new SROI initiative and to Jacob Oehlenschlaeger whose passion for the development of badminton in Europe and his willingness to look for out of the box solutions has helped drive many of the initiatives reported. Most of the planned activities were delivered and we are looking forward to delivering even more activities in 2022.



EVENTS COMMITTEE

After having a final virtual meeting of the Major Events Commission and Circuits Commission in January 2021, the structure of Badminton Europe was changed as per the BEC Strategic Plan 2021-2024 and a new Events Committee was established which covers both areas. Renna Unt was appointed Chair of the Events Committee and two virtual meetings were held in 2021, one in June and one in November.

During the former Commission meetings in January, it was decided after preparations done in 2020, to change the format for the European Men's & Women's Team Championships from 2024 onwards to a Qualification Stage (men and women separately) and a Final Stage (men and women together) with eight teams in each event and max. two teams directly qualified. This also resulted in the opportunity to organise the European U15 Championships as a standalone event or together with the European Junior Championships already from 2022 onwards. Besides that, the focus was mainly on the delivery of the events in the upcoming year and decisions that needed to be made because of the COVID-19 pandemic, for example the reduction of sanction fees for Circuit tournaments that took place in the first half of the year.

During the Events Committee meeting in June, based on the strategic plan, the Committee discussed and set priorities for the next years. The Technical Officials Committee was formed as a sub-committee to the Events Committee, which will enhance the work around the education and the selection procedures of European technical officials, with the inclusion of some external experts. It was also decided that the sanction fees for Circuit tournaments would be reduced for all tournaments in 2021 as a result of the COVID-19 pandemic continuing to have its impact on the Circuit.

The virtual meeting in November took place after the newly formed commissions met for the first time in Belgium in October. The ideas and suggestions from the Entertainment Commission meeting were discussed in the Committee to see how they could be implemented. It was also decided to gather information from Members regarding reasons why they are interested or not interested in bidding for our Major Events, which will be used to present a plan of action in 2022. All competition regulations were updated to be in line with the new BEC Disciplinary and Dispute Resolution Regulations.

According to the Members' annual survey in reference to the KPIs in the Events part of the Strategic Implementation Plan, 48 (89%) of our Members reached the developed status in events. 22 (41%) of the Members achieved the established status, while three (6%) of our 54 Members fall under the advanced category. Our goal is to reach 50 (93%) developed, 32 (59%) established and 16 (30%) advanced Members in events by the end of 2024. Of course, the COVID-19 pandemic has caused the numbers to go down compared to the years before, but we are confident that we can support our Members to get back and higher in their events grading in the upcoming years.

MAJOR EVENTS

Events in 2021

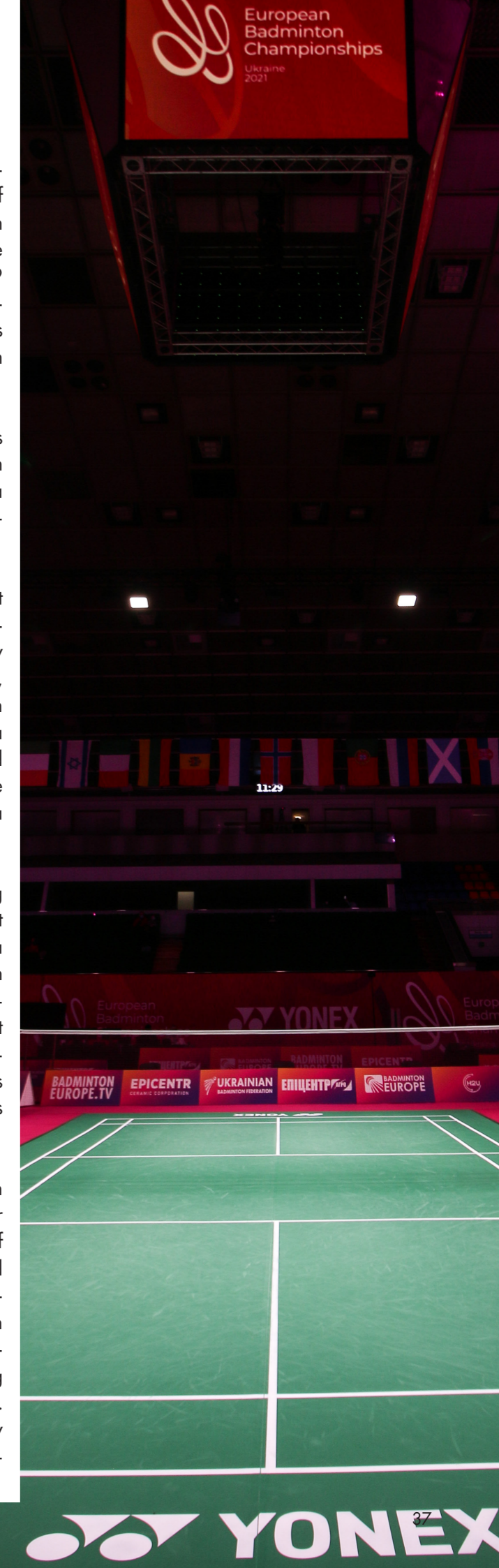
The 2021 European Mixed Team Championships in Vantaa (Finland), from 16 to 20 February, was the first BEC Major Event of the year but also the first badminton tournament to be played in Europe in 2021. The ongoing COVID-19 pandemic, including the much-needed measures and restrictions in place like COVID-19 testing and creating a safe bubble, did not make it an easy organisation. A documentary was made at these Championships about organising a Major Event during COVID-19, which can still be found on Badminton Europe's YouTube channel.

The six European countries who qualified at the end of 2020 as well as the Finnish hosts and Danish title holders participated in this event, which saw Denmark winning for the fourth time in a row after beating France in the final, for whom it was a first appearance on the podium at this event.

For the first time ever, Ukraine was the host of a BEC Major Event when welcoming Europe's top players in Kyiv for the 2021 European Championships from 27 April to 2 May. The originally allocated 2020 European Championships did not take place, so we were happy to see the Ukrainian Badminton Federation still keen on organising this event in 2021. It ended up being a real challenge given the COVID-19 pandemic, which resulted in two finals not being played due to finalists testing positive the day before, even though a safe bubble was created including a three-day isolation period before the start of the event.

The Danish players were once again dominant when bringing home a total of seven medals with at least one in each event and the gold for Anders Antonsen in men's singles. It was also a successful event for the Russian team as Vladimir Ivanov / Ivan Sozonov in men's doubles and Rodion Alimov / Alina Davletova in mixed doubles respectively won their second and first European crown. The last two events were won by the top seeded and favourites, Carolina Marin (Spain) in women's singles and Gabriela Stoeva / Stefani Stoeva (Bulgaria) in women's doubles.

Initially planned in 2020 but postponed to 2021, the European Senior Championships were supposed to take place in Zadar (Croatia) from 20 to 27 June. Based on the large number of players and entourage normally travelling to this event, it proved to be an impossible organisation with the various challenges related to COVID-19. After several surveys and discussions with all stakeholders and a transparent dialogue with all team managers, it was decided to cancel the event rather than postponing it again as the 2022 edition was already allocated to Slovenia. The Croatian Badminton Association will still get the opportunity to organise this event when the 2024 European Senior Championships will be hosted in Dubrovnik.



EVENTS COMMITTEE

RENNA UNT



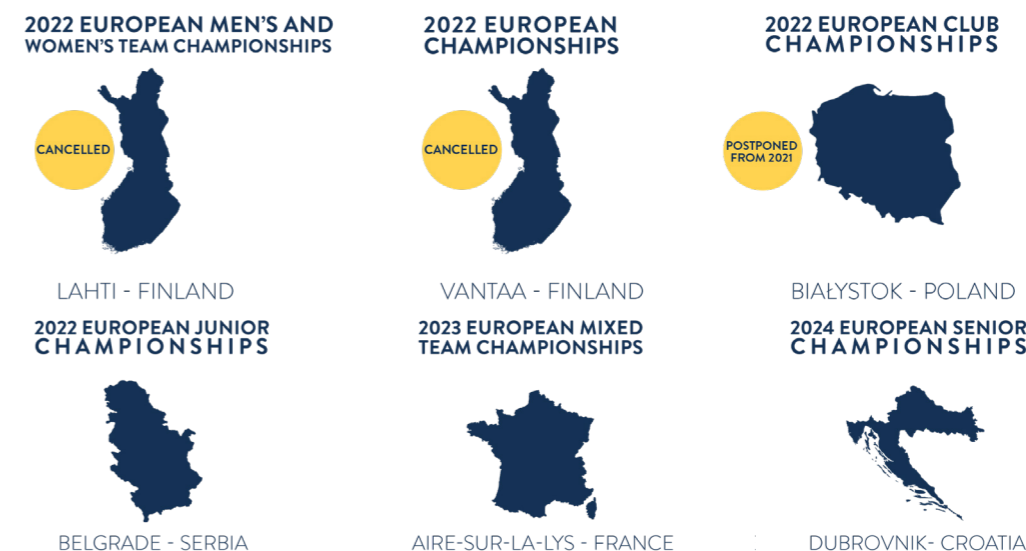
ORDER PAPER ITEM 2.7

For the second year in a row, it was unfortunately not possible to organise the European Club Championships in Białystok (Poland). Despite some adaptations of the regulations in order to allow more teams to participate, it was not possible to attract enough teams to ensure that this event could go ahead. We are glad that the local organisers are still willing to host this event in 2022, giving us the opportunity to return to Białystok from 28 June to 2 July 2022.

The last BEC Major Event of 2021 was the European U17 Championships, which took place in Podčetrtek (Slovenia) from 3 to 12 September. This event was allocated before the COVID-19 pandemic, but the location with sport hall and accommodation in walking distance from each other was the perfect situation to create a safe bubble for all participants. Since the start of this event in 2003, Denmark was defeated in the team event for the first time by losing to Russia in the semifinals. Russia went on to win this event after beating France in the final. In the individual event, Denmark, France, Russia and Ukraine collected three medals each but it was Alex Lanier (France) who impressed the most by winning both the men's singles and men's doubles events.

Badminton Europe would like to thank Badminton Finland, the Ukrainian Badminton Federation and the Badminton Association of Slovenia for hosting those events despite the complicated situation.

The following allocations of European Championships were made in 2021:



TECHNICAL OFFICIALS

In July 2021, it was approved by the BEC Board of Directors to establish the Technical Officials Committee (TOC), a sub-committee to the Events Committee. This decision was taken following the evolution of the commission / committee structure of Badminton Europe.

With various events being cancelled during the whole year, it was not possible to organise all the umpire activities that were planned, but we were still able to do significantly more than in 2020:

- Organisation of a webinar with 120+ participants
- 13 umpires participated in a national umpire workshop and appraisal
 - Six during the 2021 European U17 Championships
 - Four during the AIG FZ FORZA Irish Open 2021
 - Three during the VICTOR Welsh International Badminton Championships 2021
- 11 umpires were assessed towards the BEC Accredited level
 - Six during the AIG FZ FORZA Irish Open 2021 (five pass / one fail)
 - Five during the VICTOR Welsh International Badminton Championships 2021 (five pass)
- Seven umpires were assessed towards the BEC Certificated level during the YONEX French Open 2021 (four pass, three fail)
- Five BEC Certificated umpires were appraised at the 2021 European Mixed Team Championships
- Seven BEC Certificated umpires participated in the first ever coaching session towards the BWF Umpire level during the 2021 European Championships

Two BWF Umpire assessments took place during the TOTAL ENERGIES BWF Thomas & Uber Cup Finals 2020 and the VICTOR Denmark Open 2021 with two out of our three candidates passing their assessment.

During the Czech Junior, the first edition of the National Umpire Education Programme – Level 2 took place. Countries from region two (Austria, Czech Republic, Hungary, Poland, Romania and Slovakia) were invited and five out of six countries participated. This programme will continue in other regions in 2022 and 2023.

CHAMPIONSHIP	EVENT	GOLD	SILVER	BRONZE
		Denmark	France	Germany Russia
	MS	Anders Antonsen	Viktor Axelsen	Kalle Koljonen Hans-Kristian Solberg Vittinghus
	WS	Carolina Marin	Line Christophersen	Kirsty Gilmour Neslihan Yigit
	MD	Vladimir Ivanov / Ivan Sozonov	Mark Lamsfuss / Marvin Seidel	Kim Astrup / Anders Skaarup Rasmussen Marcus Ellis / Chris Langridge
	WD	Gabriela Stoeva / Stefani Stoeva	Chloe Birch / Lauren Smith	Maiken Fruergaard / Sara Thygesen Selena Piek / Cheryl Seinen
	XD	Rodion Alimov / Alina Davletova	Marcus Ellis / Lauren Smith	Mathias Christiansen / Alexandra Bøje Mark Lamsfuss / Isabel Hertrich
		Russia	France	Czech Republic Denmark
	MS	Alex Lanier	William Bøgebjerg	Charles Fouyn Romeo Makboul
	WS	Kaloyana Nalbantova	Joanna Podedworny	Yevheniia Kantemyr Sofia Lavrova
	MD	Baptiste Labarthe / Alex Lanier	Daniil Dubovenko / Gleb Stepakov	Anil Ulaş Atan / Miraç Kantar Jonathan Melgaard / Mike Vestergaard
	WD	Daria Kharlampovich / Galina Lisochkina	Maria Lezzhova / Galina Mezentseva	Kaloyana Nalbantova / Tsvetina Popivanova Malya Hoareau / Camille Pognante
	XD	Jonathan Melgaard / Maria Højlund Tommerup	Yevhenii Stolvovoi / Yevheniia Kantemyr	Oliver Butler / Chloe Dennis Viktor Petrovic / Andjela Vitman

Two BEC Continental referee assessments were organised, during the LI-NING Czech Open 2021 and the YONEX Slovenia Future Series 2021 with one out of two candidates passing the assessment.

The European Technical Officials were well represented during the Tokyo Olympic and Paralympic Games with a total of 34 Europeans officiating at those events:

- Tokyo 2020 Olympic Games: One referee, 10 umpires and six line judges
- Tokyo 2020 Paralympic Games: One referee, seven umpires and nine line judges

Following the assessments during the year, the total number of European Technical Officials for 2021 is: 39 referees (17 BWF & 22 BEC Continental referees) and 181 umpires (30 BWF, 55 BEC Certificated umpires and 96 BEC Accredited umpires).

Badminton Europe would like to congratulate all Technical Officials who received an upgrade in 2021:

NEW BWF UMPIRES	Seamus Halpin  Péter Mészáros 
NEW BEC CERTIFICATED UMPIRES	Yury Savelyeu  Goran Miletić  Emilie Ruchmann  Chrysanthi Larou 
NEW BEC ACCREDITED UMPIRES	Mélissa Pire  Morten Larsen  Caroline Worm  Vicky Hatton  Marta Kaart  Peggy Genisson  Philippe Morali  Evelyn Jantsch  Andreas Tsampoukas  Vidmantas Jonikas 
NEW BEC CONTINENTAL REFEREE	Livie Lubinová 



CIRCUITS

After a particularly complicated year in 2020 with only 28 tournaments organised, the start of 2021 was still rather slow with only three Circuit tournaments being played from January to April (Polish Open, Polish U17 International and Spanish U17 Open). With the situation improving while we got closer to the summer, many more tournaments took place from May onwards resulting in a total of 67 tournaments (out of 100 initially sanctioned) being organised by 29 Members in 2021. The three Members who organised the most tournaments were Bulgaria, Denmark and Spain with five tournaments each (two U17, two Junior and one Elite).

Badminton Europe Elite Circuit

In 2021, 22 Elite Circuit tournaments were organised by 20 Members, and no less than 18 out of 22 tournaments were supported by BEC with live score / streaming coverage. A total of eight International Challenges, eight International Series and six Future Series took place. With Major Events such as the Olympic Games and the World Championships to qualify for, the Elite Circuit was drawing a lot of players, with an average of 340 players participating in each tournament.

We saw the highest number of unique players entered at the YONEX Belgian International 2021 with a total of 485, good for 445 entries. However, it were the 437 players that entered the 56 Portuguese International Championships 2021 that secured the 2021 record of most entries with a total of 484, and the record of most Members participating at the event with 43 in total.

As it was already the case in 2020, the BEC Elite Circuit Ranking was updated weekly by rolling it onwards without dropping off past weeks/tournaments since week 13 of 2019. Because of this, the rankings evolved but Qi Xuefei (France) in the women's singles and Ben Lane / Jessica Pugh (England) in the mixed doubles remained on top of their ranking without having played on the Circuit in 2021. In the men's singles, Pablo Abián (Spain) also ended the year on top of the ranking like last year but he participated in six Circuit tournaments and won his home event, the IBERDROLA Spanish International 2021. Alexander Dunn / Adam Hall (Scotland) in the men's doubles and Amalie Magelund / Freja Ravn (Denmark) in the women's doubles were the only new players topping the BEC Elite Circuit Ranking for 2021.

Badminton Europe Junior Circuit

The Junior Circuit was the one mostly impacted by cancellations as a total of 14 tournaments were cancelled during the year. Despite that, junior players still got the opportunity to compete all around Europe as 20 Junior Circuit tournaments were organised by 17 Members in 2021.

Following their bronze medal at the 2020 European Junior Team Championships, the Estonian players dominated the BEC Junior Circuit ranking in 2021 with players ranked in the top five of all events. Ramona Üprus ranked first in women's doubles and mixed doubles (together with her partner Oskar Männik) while in the men's singles Tauri Kilik finished first tied with Yaro Van Delsen (Belgium). Lucie Amiguet (Switzerland) ended the year ranked first in women's singles while Kenneth Neumann / Jonathan Dresp (Germany) did the same in men's doubles.

Badminton Europe U17 Circuit

With 25 tournaments organised by 18 Members in 2021, the U17 Circuit was the one with the most tournaments taking place during the year, but also with the least number of tournaments being cancelled (only six). It was also an U17 tournament which kicked off 2021 as the Polish U17 International 2021 was the first BEC Circuit tournament to be played this year.

In the BEC U17 Circuit Ranking, Remy Taing (France) finished first in men's singles after winning three out of six tournaments he played in that category and despite being still U15. Gianna Stiglich (Italy) secured the first spot in women's singles after reaching at least the quarterfinals in all the U17 tournaments she entered and so did Julia Wojcik (Poland) in the women's doubles. The other two categories saw two players finishing the year on top: in the men's doubles Anil Ulaş Atan / Miraç Kantar (Turkey) reached four finals in four tournaments for two wins while in mixed doubles, Ewan Goulin / Agathe Cuevas (France) and Yevhenii Stolovoi / Yevheniia Kantemyr (Ukraine) finished with the same amount of points but the French pair is ranked first after participating in one more tournament than the Ukrainian pair.

CONCLUSION

Although it has been another difficult year due to the COVID-19 pandemic, Badminton Europe is grateful that still three Major Events and 67 European Circuit tournaments could take place in 2021. Compared to other continents, Europe is doing very well in keeping international badminton going and having a relatively filled calendar. We will strive to continue showcasing our beloved sport and our best players to fans, and wider audiences in the best way possible.

ACKNOWLEDGEMENTS

I would like to thank all Members who organised or were willing to organise an international badminton tournament during the pandemic, being either a BEC Major Event or a Circuit tournament. Although sometimes difficult, we need to focus on keeping international badminton going for the sake of the players, technical officials and fans all over the world.

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





GOVERNANCE COMMITTEE

ANDREJ POHAR

ORDER PAPER ITEM 2.8

A new structure of Badminton Europe was approved during the 54th Annual Delegates' Meeting in May, and this has also led to changes in the structured work, responsibilities and reporting within BEC. With the new structure, six new Committees were introduced:

- Governance Committee
- International Committee
- Events Committee
- Development Committee
- Business Committee
- Administration Committee

The six new Committees were introduced to provide a better sparring and political direction for the functional areas of the Confederation. The Committees consist of three to five members from the Board of Directors, who are supported by relevant staff in the office. The Committees are set up to oversee the functional areas of the Confederation and they each have decision-making power within the budgetary framework assigned to them by the Board of Directors. In addition, five new Commissions were introduced to assist with ideas and contributions to identified areas within the work of the Confederation. External individuals, all nominated by Members, were invited to serve as Commission members for a two-year period onto the following Commissions, each having clear terms of reference for their areas:

- Governance Commission
- Participation Commission
- Entertainment Commission
- MA Support Commission
- High Performance Commission

The Governance Commission shall make an assessment of the governance status of badminton in Europe and may suggest areas of improvement to the BEC Board of Directors. The Commission shall identify a number of new governance initiatives and prepare white papers on how these can be developed and implemented.

The Participation Commission shall make an assessment of the participation level of badminton in Europe and may suggest areas of improvement to the BEC Board of Directors. The Commission shall identify a number of new participation initiatives and prepare white papers on how these can be developed and implemented.

The Entertainment Commission shall make an assessment of the entertainment value of badminton tournaments in Europe and may suggest areas of improvement to the BEC Board of Directors. The Commission shall identify a number of new entertainment initiatives and prepare white papers on how these can be developed and implemented.

The MA Support Commission shall make an assessment of the support initiatives by BEC for its Members and may suggest areas of improvement to the BEC Board of Directors. The Commission shall identify a number of new support initiatives and prepare white papers on how these can be developed and implemented.

The High Performance Commission shall make an assessment of the High-Performance badminton level in Europe and may suggest areas of improvement to the BEC Board of Directors. The Commission shall identify a number of new High Performance initiatives and prepare white papers on how these can be developed and implemented.

The Commissions met for the first time in October, physically in Brussels, and will all have a virtual meeting in March 2022. The Commissions are intended to have meetings twice per year.

GOVERNANCE COMMITTEE

Following the new structure of Badminton Europe, approved in connection with the Annual Delegates' Meeting in May 2021, a new Governance Committee was announced, being one of six new Committees. This new Committee has replaced the already existing Governance Committee, chaired by BEC Director of Finance Mike Robinson, which has been working/meeting ad hoc in connection with other meeting activities, and/or when deemed needed.

The new Committee, chaired by BEC Director Andrej Pohar, had two meetings in 2021, both being held virtually due to the ongoing pandemic. The first meeting was held on 2nd July and the second was held on 19th November 2021 – both leading up to the subsequent Board meeting.

The Governance Committee is making annual reviews of Badminton Europe's Rules, its Financial Regulations, Disciplinary and Dispute Resolution Regulations and all other internal regulations, through an ongoing process of optimising and improving the regulations and procedures where and when deemed needed.

At the beginning of the year, the new BEC Disciplinary and Dispute Resolution Regulations (DDRR) were finalised and sent to all Members for input. Following this process, they were put forward to the Annual Delegates' Meeting in May for approval and adoption. BEC DDRR are set to complement BWF Judicial Procedures (JP) which were also adopted by BEC with the aim of ensuring consistency of regulation, enforcement, and fairness for all stakeholders of the sport. As a result of such a harmonisation process, most disciplinary cases will now be handled in accordance with the BWF JP and through judicial bodies, set up by BWF.

The possible introduction of remunerating the President of the Confederation was thoroughly discussed and a recommendation was subsequently brought to the Board

of Directors before being presented to the Members at the Annual Delegates' Meeting which approved the final proposal.

The Governance Committee is in contact with BWF around the finalisation of the MOU between BWF and Badminton Europe – a process which was stalled in connection with the ongoing pandemic.

During 2021, substantial work has been done in order to optimise the Operational Guidelines and Meeting Procedures of the Confederation, ensuring a good governance model being set for all operations within the Board of Directors and within the Office.

A Conflict of Interest Policy has been developed and consequently a Conflict of Interest Register and Conflict of Interest Declarations were introduced for the Board of Directors and senior staff – to ensure transparency and good governance across all decision making processes and subsequent activities within Badminton Europe.

In connection to the establishment of the new structure, the areas of disciplinary regulations, sustainability, athletes and gender equity also came under the jurisdiction of the Governance Committee. At every meeting, these areas are part of the agenda and matters are discussed when they arise. The Chair of the Confederation's Athletes' Commission, Kai Schäfer, is an ex-officio member of the Governance Committee and is taking an active part in all meetings of the Committee. The same goes for the Confederation's General Secretary, Brian Agerbak.

The Governance Committee is constantly assisting and supporting other Committees as and when matters occur which need legal advice, and assistance is given to the Office when contracts are being drafted and agreed.

Finally, I am happy to report that no legal cases were filed against Badminton Europe in 2021 which is something I see as a result of the preparatory governance work that we do on a daily basis.

Many thanks to my predecessor, Mike Robinson, who chaired the Governance Committee before the new structure was introduced. It has been a smooth handover and I appreciate our continued good cooperation. I would also like to thank the members of the Governance Commission and my other fellow Committee members Emma (Mason) Zwiebler, Richard Vaughan and Peter Tarcala for their commitment and strong cooperation throughout the year. Last but not least, I would like to express my gratitude towards Jimmy Andersen who has not only been a valuable link to the Staff operations but has also contributed much appreciated insight to the ongoing processes.



INTERNATIONAL COMMITTEE

**PETER
TARCALA**

ORDER PAPER ITEM 2.9

The year 2021 has been a year where there have not been many opportunities to meet, to network and to nurture relations in the usual way with our stakeholders.

We are pleased that we remain as a core sport of the European Games when the third edition will take place in 2023 in the Polish city of Krakow. It was the intention to attend the 2021 EOC Congress with a small delegation but as participation was limited, the two-day congress was attended from behind the screens. Congratulations were sent to the new President of the EOC, who is close friend of badminton, Mr. Spyros Capralos.

Badminton will return to the programme of the European Youth Olympic Festival (EYOF) in 2022, for the first time since the 1999 edition in Esbjerg, Denmark. In 2022 the EYOF will take place in the Slovak city of Banska Bystrica. Meetings were held with both the EOC Program Director, Peter Brüll and the organising Committee of Maribor, Slovenia to have badminton included in the following edition in 2023, but so far with no prevail. We are already looking at Brno, Czech Republic for the 2024 edition where we hope badminton would be included again.

A mapping exercise was undertaken to understand the mechanisms for badminton's continued inclusion or new inclusion into multisport events in Europe. It is a clear strategic target that badminton should be part of as many multi-sport events as possible. In some instances, we rely on the support of the local badminton federation while a more direct dialogue is attempted for other events.

We value our partnerships and are open and pro-active in establishing new meaningful partnerships. We currently have Memorandum of Understandings in place with:

- European Paralympic Committee (EPC)
- European University Sports Federation (EUSA)
- Special Olympics (SO)

We attended the General Assembly of EPC in November in Limassol, Cyprus. In 2021, we started the Advanced Coach Education Project which is funded by EU via Erasmus+ with Badminton Europe as the coordinator. It is a major step forward for us to have an application accepted for a project of this magnitude. Being awarded the funding for this project has not gone unnoticed and we have been approached from several organisations to cooperate in EU projects.

Next to this we are keen to attend meetings around sport organised by the EU and in particular the EU Sports Forum which we unfortunately could only follow virtually in 2021.

It was an election year for BWF where Poul Erik Høyer, Denmark, was re-elected as President. It was also the first time that continental quotas as well as gender quotas were applied. We continue to have strong group of Europeans on the BWF Council and the dialogue with Badminton Europe is as always open and direct. BWF is providing significant funding to Badminton Europe which allows us to service the Members better and to implement BWF activities in Europe. We are grateful for the support.

I would like to thank my colleague on the Committee as well as the relevant staff.



ANNUAL FINANCIAL REPORT 2021

TABLE OF CONTENTS

Statement by the Badminton Europe Board of Directors	50
Management Review	51
Income & Expenditure account 1.1 - 31.12 2021	53
Notes	54
Balance Sheet	57
Accounting Policies	58
<u>Independent Auditor's Report</u>	<u>59</u>

MØLLER
DENMARK
RSL

STATEMENT BY THE BOARD OF DIRECTORS

The Badminton Europe Board of Directors have discussed and approved the Financial Report of Badminton Europe for 2021.

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 31 December 2021 and of the results of the organisation's operations for the financial year 1 January - 31 December 2021.

We recommend that the Financial Report be approved at the Annual Delegates' Meeting on 9 April 2022.

BRIAN AGERBAK
GENERAL SECRETARY

PETER TARCALA
PRESIDENT

ANDREY ANTROPOV
VICE-PRESIDENT

ANDREJ POHAR
DIRECTOR

KLAVS ANDREASSEN
DIRECTOR

RICHARD VAUGHAN
DIRECTOR

MIKE ROBINSON
DIRECTOR OF FINANCE

JOÃO MATOS
VICE-PRESIDENT

EMMA ZWIEBLER
DIRECTOR

RADOMIR JOVOVIĆ
DIRECTOR

RENNA UNT
DIRECTOR

KAI SCHÄFER
ATHLETES' COMMISSION
CHAIR

JEAN-MARC SERFATY
DIRECTOR

SVEN SERRÉ
DIRECTOR

ROBBERT 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 &
EUROPEAN
BWF VICE-PRESIDENT



KLAVS ANDREASSEN
DIRECTOR



ROBBERT DE KOCK
DIRECTOR



RADOMIR JOVOVIĆ
DIRECTOR



EMMA ZWIEBLER
DIRECTOR



ANDREJ POHAR
DIRECTOR



JEAN-MARC SERFATY
DIRECTOR



SVEN SERRÉ
DIRECTOR



RENNA UNT
DIRECTOR



RICHARD VAUGHAN
DIRECTOR



MIKE ROBINSON
DIRECTOR OF
FINANCE



KAI SCHÄFER
ATHELETE'S
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 2.250.952 EUR (2020: 1.689.726 EUR) of which 853.982 EUR (2020: 877.558 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. The income was still considerably reduced due to the COVID-19 pandemic which caused several cancellations of activities and ability to deliver to our commercial partners.

Costs were reduced significantly due to activities being cancelled or postponed.

The financial year ended with a surplus of 269.824 EUR (2020: 6.345 EUR deficit).

The balance sheet shows net assets of 2.940.188 EUR (2020: 2.670.364 EUR), of which 2.744.444 EUR (2020: 2.746.227 EUR) is held in cash.

THE FINANCIAL BUDGET AND FORECASTS

The Board of Directors expect a deficit in 2022 of 275.630 EUR. The forecasts for 2023 predicts a deficit in the region of 180.000 EUR whereas the forecasts for 2024 predicts a deficit of 15.500 EUR.

EVENTS OCCURED AFTER THE 31 DECEMBER 2021

In the period from 1 January 2022 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 31 December 2021

INCOME

	NOTE	€ 2021	€ 2020
Administration Fee BEC		60.900	61.530
Subscriptions BWF (90%)		71.762	80.048
BWF CC Development Funding	1	853.982	877.558
Entry Fees		86.941	43.366
Sanction fees		39.306	55.030
Withdrawal Fees BEC		13.506	3.000
Rights and sponsorships		821.149	480.714
EU Funding		133.870	0
Sales		39.892	27.359
BEC COE		111.786	55.590
Bad debts recovered		0	0
Miscellaneous income		17.858	5.531
INCOME TOTAL		2.250.952	1.689.726

EXPENDITURE

Sport for All			144.224
High Performance			370.112
MA Support			3.494
Women in Badminton	3		9.279
Para badminton			12.708
Development	2	720.375	
Governance	3	3.475	
		723.850	539.817
Major Events			152.627
Circuits			19.209
Events	4	252.242	171.836
Communication			50.003
Commercial			14.248
Business	5	153.488	64.251
International	6	5.436	0
Administration	7	922.963	823.531
EXPENDITURE TOTAL		2.057.979	1.599.435
OPERATING SURPLUS		192.973	90.291
Bank interest		-13.663	-8.433
Exchange rate fluctuation		90.514	-88.203
		76.851	-96.636
SURPLUS FOR THE YEAR		269.824	-6.345

NOTES

(forming part of the financial statements)

NOTES 1: BWF FUNDING

Grants of 1.021.439 USD were received from BWF for development activities.

	RECEIVED	UTILIZED
BWF Base Level Grant	383.192	383.192
BWF Programme	150.965	150.965
Para badminton	29.045	30.343
CCHR Grant	266.688	266.688
Player Development Grant	94.000	114.000
Shuttle time	48.000	48.000
Tournament Development Grant	25.000	25.950
Technical Officials Grant	3.630	3.630
Referee Development	3.630	3.630
Umpire Development	3.404	3.404
National Technical Officials Grant	13.885	13.885
BWF Grants	1.021.439	1.043.687
Other + currency	133.863	6.035
Total	1.155.302	1.049.722
	€	€
	903.928	923.617

There is a big currency variation of 49.946 euro compared to the income and expenditure account. The BWF Grants amounts to 40 % 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: DEVELOPMENT

	2021	2020
Equipment support	40.646	51.442
Development projects	103.072	37.837
Coach education	134.362	54.257
Training centres/Scholarships	382.964	368.756
MA support	26.102	3.125
Para badminton	25.065	10.997
Meetings	8.164	4.124
	720.375	530.538

NOTE 3: GOVERNANCE

	2021	2020
Gender Equity activities	0	8.784
Meetings	3.475	495
	3.475	9.279

NOTE 4: EVENTS

European Championships	161.258	121.116
Events Equipment, Medals	21.384	12.922
Travel grants	2.586	0
Technical Official's education, clothing	33.293	17.666
Circuit equipment	6.289	7.310
Observers and Referees	27.432	11.010
Meetings	0	1.812
	252.242	171.836

NOTE 5: BUSINESS

PR/TV activities	43.420	-24.683
Live score/streaming	81.127	64.928
Manager app	3.418	9.318
Sponsor servicing	6.210	74
Leads	2.700	1.748
TV placement deals	15.000	8.000
Promotional material	38	797
Meetings	1.575	4.069
	153.488	64.251

NOTES 6: INTERNATIONAL

Meetings	5.436	0
	5.436	0

NOTE 7: ADMINISTRATION

	2021	2020
Meetings	18.648	35.889
Annual Delegates' Meeting and Awards Gala	5.770	13.158
Travel and accommodation	28.245	18.774
Office expenses	15.565	19.175
Salaries	810.725	697.533
Accounting	454	405
Legal expenses	0	0
Audit expenses	8.750	9.382
Consultancy expenses	19.963	0
Postage and stationary	13.880	13.899
Depreciation	1.884	1.255
Provisions bad debt	-2.748	1.806
Bad debtors	680	0
Miscellaneous administration	-523	10.348
Bank interest and charges	1.670	1.907
	922.963	823.531

BALANCE SHEET AT 31 DECEMBER 2021

	€ 2021	€ 2020
FIXED ASSETS		
Property	410.000	410.000
Office equipment	4.396	2.929
CURRENT ASSETS		
Equipment stock	3.405	750
Demands	15.034	
Provisions of bad debts	-2.022	13.012
Cash in bank or hand	2.744.444	2.746.227
	2.760.861	2.752.010
CURRENT LIABILITIES		
Accruals, provisions and deferred income	95.769	
Items for other periods	139.300	
	235.069	494.575
Net current assets	2.525.792	2.257.435
Net assets	2.940.188	2.670.364
RESERVES		
As of 1st of January	2.670.364	2.676.709
Surplus for year	269.824	-6.345
	2.940.188	2.670.364

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.

PREPAYMENTS

Prepayments 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 2021, 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 2021 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.

INDEPENDENT AUDITOR'S REPORT

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, 8 April 2022
EY GODKENDT REVISIONSPARTNERSELSKAB
CVR no. 30 70 02 28

Ulrik Benedict Vassing
State Authorised
Public Accountant
mne32827



**Independent auditor's report
To the Board of Badminton Europe**



STRATEGIC PLAN

2021-2024

[APPENDIX 1 - CLICK HERE](#)



BUDGET 2022 AND FORECASTS 2023 AND 2024

(ORDER PAPER ITEM 6.)

INCOME

	ACTUAL 2020	BUDGET 2021	ACTUAL 2021	BUDGET 2022	FORECAST 2023	FORECAST 2024
Administration Fee BEC	61.530	60.000	60.900	61.000	61.000	61.000
Subscriptions BWF (90%)	80.048	82.000	71.762	73.000	73.000	73.000
BWF CC Development Funding	877.558	923.000	853.982	1.040.000	955.000	1.030.000
Entry Fees	43.366	233.200	86.941	209.000	98.000	218.000
Sanction fees	55.030	60.600	39.306	76.000	78.000	82.500
Withdrawal Fees BEC	3.000	6.000	13.506	15.000	15.000	15.000
EU Funding	0	130.000	133.870	135.000	130.000	0
Rights and sponsorships	480.714	869.500	821.149	675.000	875.000	1.090.000
Sales	27.359	83.000	39.892	85.000	90.000	90.000
BEC COE	55.590	104.000	111.786	100.000	130.000	130.000
Miscellaneous income	5.531	10.000	17.858	10.000	10.000	10.000
INCOME TOTAL	1.689.726	2.561.300	2.250.952	2.479.000	2.515.000	2.799.500

EXPENDITURE

Education		194.200	134.362	171.900	175.000	175.000
Sport for All	144.224	0	0	0	0	0
High Performance	370.112	587.900	382.964	508.000	500.000	500.000
Participation		109.900	143.718	199.500	160.000	160.000
MA Support	3.494	19.700	26.102	66.300	50.000	50.000
Women in Badminton	9.279	0	0	0	0	0
Para badminton	12.708	0	25.065	40.100	40.000	40.000
Meetings		8.000	8.164	7.000	10.000	10.000
Development	539.817	919.700	720.375	992.800	935.000	935.000
Communication	50.003	144.600	42.230	103.950	110.000	115.000
Commercial	14.248	143.500	109.682	147.500	150.000	160.000
Meetings		4.000	1.575	3.000	5.000	5.000
Business	64.251	292.100	153.488	254.450	265.000	280.000
Major Events	152.627	317.200	182.643	208.650	225.000	300.000
Technical Officials		36.900	35.879	94.100	45.000	45.000
Circuits	19.209	50.000	33.721	85.500	50.000	50.000
Meetings		2.000	0	1.950	3.000	3.000
Events	171.836	406.100	252.242	390.200	323.000	398.000
International		4.300	5.436	13.000	12.000	12.000

	ACTUAL 2020	BUDGET 2021	ACTUAL 2021	BUDGET 2022	FORECAST 2023	FORECAST 2024
Governance	0	31.000	3.475	22.000	30.000	30.000
Board of Directors	18.774	28.800	28.245	38.960	30.000	30.000
Staff	697.533	822.000	810.726	835.000	900.000	925.000
Office	53.209	61.500	38.126	72.000	70.000	75.000
Professional expenses	0	27.500	0	12.000	15.000	15.000
Financials	4.968	121.000	21.448	14.600	15.000	15.000
Meetings	49.047	46.100	24.418	109.620	100.000	100.000
Administration	823.531	1.137.900	922.963	1.104.180	1.160.000	1.190.000
EXPENDITURE TOTAL	1.599.435	2.760.100	2.057.979	2.754.630	2.695.000	2.815.000
OPERATING SURPLUS	90.291	-198.800	192.973	-275.630	-180.000	-15.500
Bank interest	-8.433	0	-13.663	0	0	0
Exchange rate gain	-88.203	0	90.514	0	0	0
	-96.636	0	76.851	0	0	0
SURPLUS FOR THE YEAR	-6.345	-198.800	269.824	-275.630	-180.000	-15.500

*Note the variance in income in even and uneven years due to variation in events programme.

BOARD ELECTIONS





RÉMON VERBEEK

In 2016/2017 I planned a sabbatical of a year in which I travelled around the world and also did volunteer work in Laos and Thailand. During that time I continued my duties as treasurer of Badminton Nederland. Since October 2017 I am Manager Finance & Control/Concern controller at 'DAK' (day care center for children with 50 locations). I am ultimately responsible for the planning & control cycle and financial statements (budget: EUR 30 million).

EDUCATION

- BACHELOR'S DEGREE IN BUSINESS ECONOMICS (B.SC.)
- MASTER'S DEGREE IN BUSINESS ECONOMICS (M.SC.)
- EXECUTIVE MASTER OF FINANCE & CONTROL (EMFC)
- CERTIFIED PUBLIC CONTROLLER (CPC)

ELECTION FOR
DIRECTOR OF
FINANCE FOR
THE PERIOD
2022-2026

INTRODUCTION

My name is Rémon Verbeek. I was born in 1970 and I live in the Netherlands. Since 1980 I play badminton at a regional level. I still play badminton twice per week and besides that, I also give a weekly training session to the young youth at my club.

Since the late 1980's I have been active in several committees and boards at club and regional level. Since 2012 I am treasurer of the Dutch Badminton Association (Badminton Nederland).

During my time as treasurer we had to cope with several financial challenges because of declining revenue. With a solid financial policy, Badminton Nederland managed these challenges in such a way that the financial foundation has been improved.

I am known with work of the BEC and participated in several ADMs.

EXPERIENCE OUTSIDE BADMINTON

In my working career I had several jobs. Thirty years ago I started as an accountant at a healthcare insurance company. A couple of years later I started working as a controller at the department Planning & Control at the same company. After six years working at the insurance company I worked for 4 years at the central government as a controller at the department Planning & Control. There I was ultimately responsible for budgeting en financial reporting (budget: EUR 30 million).

In 2002 I started working at a hospital. There I was controller/manager of Planning & Control. I was ultimately responsible for the financial planning & control cycle of the hospital (budget: EUR 400 million).



SYLVAIN BENAIN

**ELECTION FOR
DIRECTOR FOR
THE PERIOD
2022-2026**

WORK EXPERIENCE

2008 - PRESENT **HEAD OF SCHOOLS DEPARTEMENT – CITY OF TOURS (FRANCE)**
• MANAGING 58 SCHOOLS (LOGISTIC) AND 400 PEOPLE WORKING IN THEM
• FOLLOWING WORKS ON SCHOOLS INFRASTRUCTURES
• REFERENT FOR ELECTED MUNICIPAL OFFICIALS FOR ALL MATTERS IN SCHOOLS

2020 - PRESENT **VICE PRESIDENT – FRENCH BADMINTON FEDERATION (FFBAD)**
• LEADING BADMINTON & SOCIETY PROJECTS : EDUCATION, INCLUSION, SUSTAINABLE DEVELOPEMENT, HEALTH WITH A FIVE PERSON TEAM AT THE FRENCH BADMINTON FEDERATION
• IN CHARGE OF INTERNATIONAL RELATIONS
• HAS WORKED ON THE MEMORANDUM OF UNDERSTANDING BETWEEN THE FRENCH BADMINTON FEDERATION AND BADMINTON EUROPE IN JANUARY 2021
• MEMBER OF THE INTERNATIONAL RELATIONS COMMITTEE OF THE FRENCH NATIONAL OLYMPIC COMMITTEE

2014 - 2020 **VICE PRESIDENT – CENTRE VAL-DE-LOIRE BADMINTON LEAGUE**
• IN CHARGE OF SPORT MATTERS

BADMINTON

1993 - PRESENT **BADMINTON AMATEUR PLAYER IN COMPETITIONS**

EDUCATION

2020 - 2021 **FRENCH NATIONAL OLYMPIC AND SPORTS COMMITTEE**
PROFESSIONAL TRAINING ON THE INTERNATIONAL SPORT ENVIRONMENT (“PARCOURS AMBITION INTERNATIONALE”): UNDERSTANDING THE INTERNATIONAL SPORT ENVIRONMENT, STRUCTURING OUR INTERNATIONAL COMMITMENT, CONVINCING IN AN INTERNATIONAL SPORT ENVIRONMENT

1999 - 2000 **MASTER IN HISTORY**

1997 - 2000 **UNIVERSITY OF PARIS- SORBONNE**
MASTER IN INTERNATIONAL RELATIONS AND ACTIONS ABROAD

SKILLS

- EDUCATION
- MANAGEMENT
- PUBLIC SERVICE
- LEADING PROJECTS
- LANGUAGES : FRENCH, ENGLISH, SPANISH

OBJECTIVES

- BE A PART OF THE BOARD FOR BADMINTON EUROPE
- BRING A FRESH LOOK TO BADMINTON EUROPE
- GET INVOLVED IN BADMINTON INTERNATIONAL RELATIONS
- UNDERTAKE TERRITORIAL ANALYSIS BETWEEN FEDERATIONS TO ENCREASE RESOURCE SHARINGS



OLEKSII DNIPROV

EXPERIENCED AND HIGHLY QUALIFIED MANAGER WITH 20 YEARS EXPERIENCE ON A HIGH LEVEL GOVERNMENTAL POSITIONS AND COMMUNITY SERVICE.

MEMBER OF THE NATIONAL OLYMPIC COMMITTEE.

ON A POSITION OF THE PRESIDENT OF UKRAINIAN BADMINTON FEDERATION SHOWED EXCELLENT TEAM BUILDING SKILLS, RAISED THE TEAM FROM SCRATCH.

**ELECTION FOR
DIRECTOR FOR
THE PERIOD
2022-2026**

NOTABLE BADMINTON ACHIEVEMENTS

2021 EUROPEAN CHAMPIONSHIPS SUCCESSFULLY HOSTED IN KYIV

2019 BEC CONGRESS HOSTED IN UKRAINE

**NATIONAL TRAINING CENTRE OPENED IN KYIV IN 2021
PLAYERS HAVE 24/7 ACCESS TO ALL THE FACILITIES**

**ONE OF THE MOST SUCCESSFUL SHUTTLE TIME PROJECT IN EUROPE
STARTED IN 2019. 47 TEACHERS COURSES HELD.
849 TEACHERS PARTICIPATED. 209.767 KIDS PLAYING BADMINTON**

**DEVELOPING AIRBADMINTON IN UKRAINE. 3 OFFICIAL TOURNAMENTS
HELD IN UKRAINE SINCE 2020**

EXPERIENCE

- 2017 - CURRENT **UKRAINIAN BADMINTON FEDERATION**
PRESIDENT
- 2021 - CURRENT **OFFICE OF THE PRESIDENT OF UKRAINE**
DEPUTY HEAD
- 2016 - 2021 **ADMINISTRATION/ OFFICE OF THE PRESIDENT OF
UKRAINE**
HEAD OF STAFF
- 2015 - 2016 **ADMINISTRATION OF THE PRESIDENT OF UKRAINE**
DEPUTY HEAD
- 2013 - 2015 **DEPUTY MINISTER OF EDUCATION AND SCIENCE,
YOUTH AND SPORTS**
HEAD OF STAFF
- 2005 - 2013 **HEAD OF THE DEPARTMENT IN A CABINET OF
MINISTERS OF UKRAINE**
- 2005 **HEAD OF VICE PRIME MINISTER'S SERVICE FOR
HUMANITARIAN AND SOCIAL AFFAIRS**
- 2002 - 2005 **COMMITTEE FOR FREEDOM OF SPEECH AND
INFORMATION OF THE PARLIAMENT**
CHIEF CONSULTANT

EDUCATION

- 2019 **DOCTOR OF LAW**
- 2018 **MASTER OF LAW**
TARAS SHEVCHENKO NATIONAL UNIVERSITY OF KYIV
- 2017 **SPECIALIST IN FINANCE AND CREDIT**
TARAS SHEVCHENKO NATIONAL UNIVERSITY OF KYIV
- 2017 **SPECIALIST IN INTELLECTUAL PROPERTY**
NATIONAL UNIVERSITY "ODESA LAW ACADEMY"
- 2003 **SPECIALIST IN LAW**
ACADEMY OF LABOR AND SOCIAL RELATIONS OF TRADE UNION FEDERATION OF UKRAINE
- 2002 **BACHELOR OF LAW**
ACADEMY OF LABOR AND SOCIAL RELATIONS OF TRADE UNION FEDERATION OF UKRAINE

COMMUNITY SERVICE

- 2021 - CURRENT **MEMBER OF BEC GOVERNMENT COMMISSION**
- 2016 - CURRENT **THE HEAD OF SUPERVISORY BOARD. NATIONAL UNIVERSITY OF PHYSICAL
EDUCATION AND SPORTS**
- 2002 - 2005 **EXPERT IN FREEDOM OF SPEECH PROJECTS. INTERNATIONAL FUND
"VIDRODZHENNYA"**
- 1998 - 2003 **HEAD OF NGO "RULE OF LAW FOR EVERYBODY"**
- 1998 - 1999 **SOCIAL WORKER. SOCIAL SERVICE FOR YOUTH OF KYIV**

SKILLS AND SPECIALITIES

- STRATEGIC THINKING
- ORGANISATIONAL DEVELOPMENT
- TEAM BUILDING SKILLS
- PROJECT MANAGEMENT



ROBBERT DE KOCK

DATE OF BIRTH
10.05.1965

LANGUAGES
FLUENT: DUTCH, DANISH, ENGLISH, FLEMISH, FRENCH, GERMAN, SWISS GERMAN
BASIC KNOWLEDGE: NORWEGIAN, SWEDISH, ITALIAN, SPANISH

EDUCATION
ERASMUS ROTTERDAM
ECONOMICS / MARKETING (IQ143)

CAREER

- 2007 UNTIL TODAY: **WFSGI - WORLD FEDERATION OF THE SPORTING GOODS INDUSTRY** - PRESIDENT AND CEO
- 2013 UNTIL TODAY: **WFSGI ASIA LTD**
PRESIDENT AND CEO (OWNER)
- 2017 UNTIL TODAY: **DK4 GROUP AG**
PRESIDENT AND CEO (OWNER)
- 2020 UNTIL TODAY: **DK4 IMOBILIEN AG**
PRESIDENT AND CEO (OWNER)
- 2020 UNTIL TODAY: **DK4 HOLDING AG**
PRESIDENT AND CEO (OWNER)
- 2001-2007 **INTERSPORT INTERNATIONAL CORPORATION**
VICE PRESIDENT LICENCE AND GLOBAL DEVELOPMENT
- 1998-2001 **INTERSPORT INTERNATIONAL CORPORATION**
BUSINESS UNIT MANAGER
- 1995-1998 **INTERSPORT INTERNATIONAL CORPORATION**
PRODUCT MANAGER
- 1991-1994 **INTERNATIONAL OLYMPIC COMMITTEE**
ATHLETE PROGRAM IN MULTIMEDIA/TELEVISION
- 1987 - 1990 **CENTRE DE BADMINTON DE MALLEY**
PROFESSIONAL BADMINTON PLAYER/COACH
- 1984 - 1987 **DAKA SPORT**
PART-TIME RETAIL JOB (NEXT TO STUDY)

SPORTS PRACTICED

PROFESSIONAL

BADMINTON

HOBBY

TENNIS (1ST LEAGUE SENIORS), SQUASH (NLB), GOLF (HCP 17.1), VOLLEYBALL (2ND DIVISION), SAILING, SKIING

SPORTS CAREER (BADMINTON)

- 1987 - 2020 **13 SWISS CHAMPION TITLES (INDIVIDUAL, TEAM AND SENIORS)**
17 SWISS CHAMPIONSHIP 2ND/3RD PLACES
- 1987 - 1994 **OLYMPIC LAUSANNE BADMINTON CLUB**
PROFESSIONAL/SEMI BADMINTON PLAYER/TRAINER NLA
7X SWISS CHAMPION
- 1988 **3RD PLACE EUROPEAN TEAM CHAMPIONSHIPS (MOSCOW)**
- 1984 - 1987 **PLAYER FOR VARIOUS DUTCH CLUBS IN THE HIGHEST DIVISIONS**
- 1982 **DUTCH JUNIOR CHAMPION MEN'S DOUBLE**
- 1978 - 1983 **DUTCH JUNIOR NATIONAL TEAM PLAYER**

SPORTS ADMINISTRATION

- 2020 - TODAY **IOC - INTERNATIONAL OLYMPIC COMMITTEE**
MEMBER OF THE SPORT AND ACTIVE SOCIETY COMMISSION
- 2020 - TODAY **WORLD ATHLETICS (PREVIOUS IAAF)**
CO-CHAIR WORKING GROUP FOOTWEAR
- 2019 **BWF BADMINTON WORLD CHAMPIONSHIPS 2019 AND BWF PARA BADMINTON WORLD CHAMPIONSHIPS 2019 BASEL/SWITZERLAND**
CO-PRESIDENT ORGANISING COMMITTEE
- 2014 - TODAY **SWISS BADMINTON**
PRESIDENT
- 2017 - TODAY **BEC - BADMINTON EUROPE**
 - BOARD MEMBER
 - CHAIR COMMERCIAL COMMISSION
 - MEMBER COMMUNICATION COMMISSION
 - MEMBER EVENTS COMMISSION
- 2017 - TODAY **BWF - BADMINTON WORLD FEDERATION**
 - COUNCIL MEMBER
 - CHAIR HR COMMISSION
 - VICE CHAIR FINANCE COMMISSION
 - MEMBER MARKETING COMMISSION
- 2017 - TODAY **AFB - ASSOCIATION FRANCOPHONE DE BADMINTON**
VICE PRESIDENT EUROPE
- 2015 - TODAY **UNION CYCLIST INTERNATIONALE (UCI)**
MEMBER OF EQUIPMENT AND FIGHT AGAINST TECHNOLOGICAL FRAUD COMMISSION
- 2003 **SWISS SENIOR BADMINTON CHAMPIONSHIPS**
PRESIDENT ORGANISING COMMITTEE

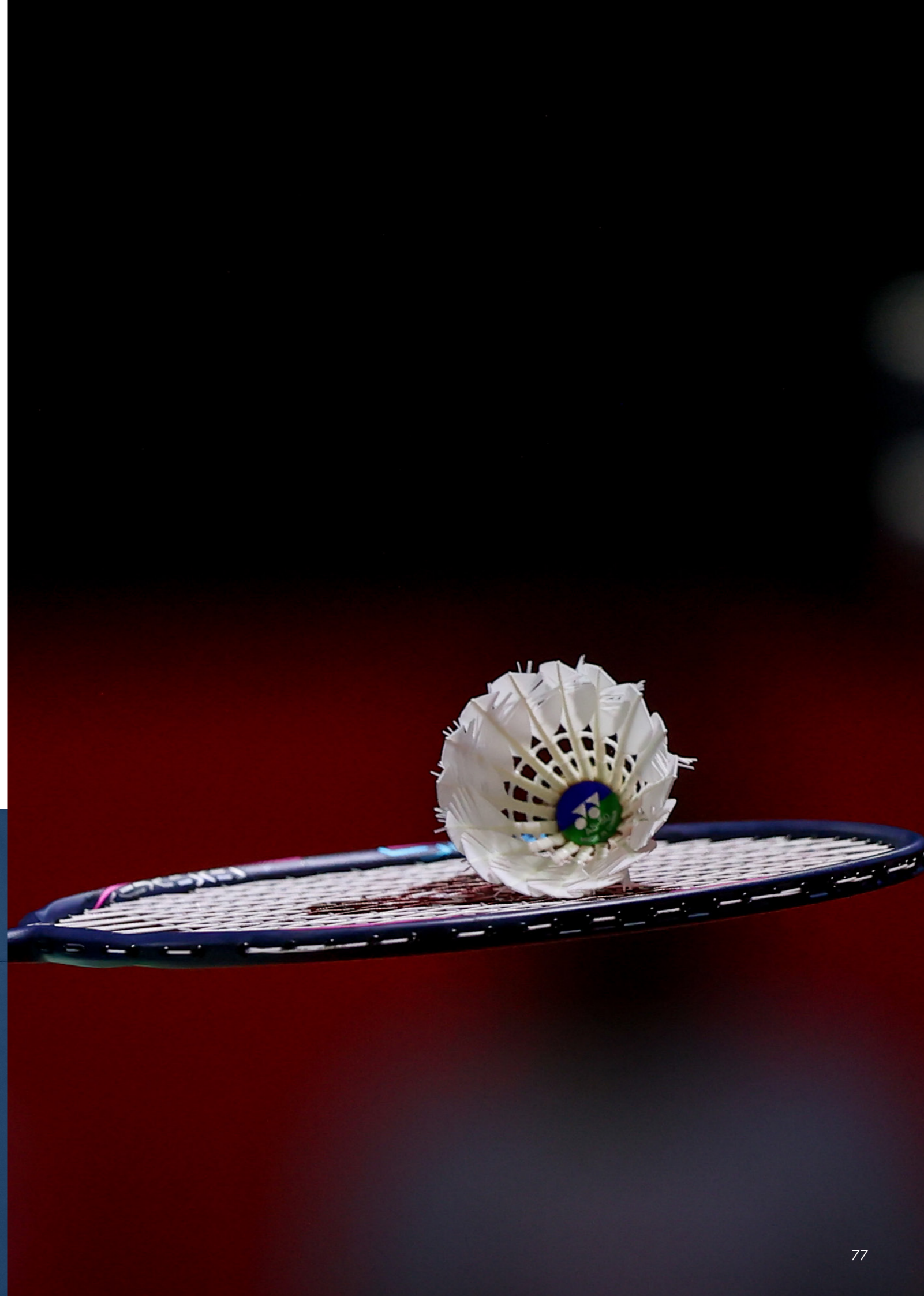
**ELECTION FOR
DIRECTOR FOR
THE PERIOD
2022-2026**

AWARDS AND DISTINCTIONS

2X MERITE SPORTIF LAUSANNOIS

OTHER ROLES, EXPERIENCE AND QUALIFICATIONS

- 2014 - TODAY **UNESCO**
MEMBER OF THE PERMANENT CONSULTATIVE COUNCIL (PPC) TO THE
INTERGOVERNMENTAL COMMITTEE FOR PHYSICAL EDUCATION AND SPORT (CIGEPS)
- 2009 - TODAY **WORLD HEALTH ORGANISATION (WHO)**
MEMBER OF THE NCD ADVISORY GROUP REPRESENTING THE PRIVATE SECTOR FOR
PHYSICAL ACTIVITY
- 2016 - TODAY **RSI – RESPONSIBLE SPORT INITIATIVE**
PRESIDENT
- 2014 - TODAY **WORLD MANUFACTURERS FORUM (EVENT)**
PRESIDENT
- 2017 - TODAY **WORLD CYCLING FORUM (EVENT)**
PRESIDENT
- 2011 - TODAY **WORLD SPORTS FORUM (EVENT)**
PRESIDENT
- 2014 - TODAY **FFC- FAIR FACTORIES CLEARINGHOUSE**
ADVISORY BOARD MEMBER
- 2010 - TODAY **ROTARY CLUB**
MEMBER RC MURTEN (1990) – YOUTH EXCHANGE OFFICER





JEAN-MARC SERFATY

PROPOSED BY
ISRAEL BADMINTON ASSOCIATION

DATE OF BIRTH
16 AUGUST 1965

LANGUAGES
FRENCH, ENGLISH, SPANISH

**ELECTION FOR
DIRECTOR FOR
THE PERIOD
2022-2026**

BADMINTON EXPERIENCE AND INVOLVEMENT

- 2014 - PRESENT
- AT EUROPEAN LEVEL
- MEMBER OF BADMINTON EUROPE BOARD OF DIRECTORS**
- ACTUAL CHAIRMAN OF "PARTICIPATION" COMMISSION
 - MEMBER OF THE DEVELOPMENT COMMITTEE
 - MEMBER OF THE ADMINISTRATION COMMITTEE
 - MEMBER OF THE GOVERNANCE COMMISSION
- 2010 - 2014
- MEMBER OF THE DEVELOPMENT AND WOMEN IN BADMINTON WORKING GROUP**
- 2008 - PRESENT
- 2008 - 2012
- 2012 - 2014
- 2012 - 2014
- AT NATIONAL LEVEL
- **COUNCIL MEMBER AT FFBAD**
 - **CHAIRMAN OF THE YOUTH DEVELOPMENT AT FFBAD**
 - **CHAIRMAN OF THE FFBAD COUNCIL FOR DEVELOPMENT AND INTERNATIONAL RELATIONSHIP**
 - **VICE PRESIDENT FOR SPORT (HIGH PERFORMANCE, CLUBS AND SCHOOLS)**
- 2012 - 2014
- AT REGIONAL LEVEL
- **PRESIDENT OF BADMINTON ILE DE FRANCE REGION**
- 2008 - 2012
- AT LOCAL LEVEL
- **PRESIDENT OF BADMINTON PARIS COMMITTEE**
- 1994 - 1999
- AS A COACH
- CLUB COACH AT RACING CLUB DE FRANCE**
- DIRECTOR FOR BADMINTON SCHOOL
 - COACH FOR THE FIRST LEAGUE TEAM CHAMPIONSHIP
- 1999 - 2007
- FULL TIME NATIONAL COACH**
- MANAGER FOR NATIONAL GROUPS U13 - U15 - U17
 - MANAGER OF THE YOUTH NATIONAL CENTER FOR BADMINTON
 - TRAINER FOR PLAYERS AT INSEP FOR THE STATES DIPLOMAS
 - PREFIGURATOR OF THE FRENCH NATIONAL BADMINTON SCHOOL

OTHER EXPERIENCE AND QUALIFICATIONS

- 2021 - PRESENT
- GENERAL INSPECTOR AT MINISTRY OF EDUCATION, YOUTH AND SPORTS**
- EVALUATOR OF PUBLIC POLICIES FOR EDUCATION AND SPORT
 - EVALUATOR OF SPORTS ASSOCIATION
 - PROGRAMME MANAGER FOR PHYSICAL EDUCATION AND SPORT
 - EXPERT IN HIGH LEVEL AND HIGH PERFORMANCE ISSUES
- 2021 - PRESENT
- PRESIDENT OF THE AGGREGATION OF PHYSICAL EDUCATION AND SPORTS**
- 2009 - 2021
- REGIONAL INSPECTOR AT MINISTRY OF EDUCATION CHAIRMAN OF THE YOUTH DEVELOPMENT AT FFBAD**
- IN CHARGE OF "OLYMPIC HERITAGE FOR EDUCATION"
 - IN CHARGE OF HIGH LEVEL SPORT STUDYING IN INSEP,
 - REGULATIONS FOR REVIEWS OF TOP ATHLETES
 - EVALUATOR FOR PE TEACHERS
- 2012 - PRESENT
- NATIONAL OLYMPIC COMMITTEE WORKING GROUP MEMBER FOR EDUCATION AND YOUTH DEVELOPMENT**
- 2016 - PRESENT
- MEMBER OF THE COMMISSION FOR FOOTBALL DEVELOPMENT AT SCHOOL AT THE NATIONAL FRENCH FOOTBALL ASSOCIATION**
- 2017 - PRESENT
- MEMBER OF THE NATIONAL WORKING GROUP FOR OLYMPIC AND PARALYMPIC GAMES LEGACY**
- 1989 - 1999
- PHYSICAL EDUCATION TEACHER IN MIDDLE AND HIGH SCHOOLS**



RENNA UNT

DATE OF BIRTH

1 APRIL 1981

LANGUAGES

ESTONIAN, ENGLISH, FRENCH, RUSSIAN

**ELECTION FOR
DIRECTOR FOR
THE PERIOD
2022-2026**

BADMINTON EXPERIENCE AND INVOLVEMENT

- 2014 -2020 **BADMINTON ESTONIA**
SECRETARY GENERAL
- 2018 - PRESENT **BADMINTON EUROPE**
 - MEMBER OF THE BOARD OF DIRECTORS
 - CHAIR OF EVENTS COMMITTEE
- 2014 - 2020 **YONEX ESTONIAN INTERNATIONAL**
TOURNAMENT DIRECTOR
- 2017 - 2018 **EUROPEAN JUNIOR CHAMPIONSHIPS 2018**
TOURNAMENT DIRECTOR
- 2016 - PRESENT **BEC ACCREDITED UMPIRE**

OTHER EXPERIENCE AND QUALIFICATIONS

- 2020 - PRESENT **READY2WIN OÜ, DISTRIBUTING & MARKETING
SPORTS BRANDS**
CO-FOUNDER & OWNER
- 2015 & 2020 **WORLD JUNIOR FIGURE SKATING CHAMPION-
SHIPS ORG COMMITTEE**
PRESS OFFICER
- 2007 - 2014 **ESTONIAN MINISTRY OF FOREIGN AFFAIRS**
DIPLOMAT

PUBLIC DIPLOMACY AND MEDIA RELATIONS DEPARTMENT (2007-2010);
POLITICAL DEPARTMENT, CENTRAL EUROPE AND BALKANS DIVISION
(2010-2013); ESTONIAN CONSULATE IN NEW YORK, CONSUL (2013-2014)

2003 - 2007

TALLINN UNIVERSITY

- RESEARCH AND DEVELOPMENT OFFICE
- PROJECT MANAGER

2010

EUROPEAN FIGURE SKATING CHAMPIONSHIPS ORG COMMITTEE

CORPORATE HOSPITALITY

2008 - 2014

POLICY RESEARCH CENTRE PRAXIS

ANALYST IN PROJECT "NON-PROFIT ORGANISATIONS AS PARTNERS IN
POLICY-MAKING"

EDUCATION

2019

MA COMMUNICATION, UNIVERSITY OF TALLINN. THESIS: FACTORS IN- FLUENCING SPORT SPONSORSHIP RENEWALS

2010

MA POLITICAL SCIENCE, UNIVERSITY OF TARTU. THESIS: PERFOR- MANCE OF GOVERNMENT INSTITUTIONS IN ORGANIZING PUBLIC PAR- TICIPATION

2003

BA PUBLIC ADMINISTRATION, UNIVERSITY OF TALLINN

2014 - 2015

ADVANCED SPORT MANAGEMENT COURSE, ESTONIAN OLYMPIC COMMITTEE

2009 (OCTOBER)

INTERNSHIP AT FRENCH GOVERNMENT INFORMATION SERVICE (SER- VICE D'INFORMATION DU GOUVERNEMENT), CRISIS COMMUNICATION DIVISION

NOTICE OF ANNUAL DELEGATES' MEETING



NOTICE OF ANNUAL DELEGATES' MEETING

Notice is hereby given that the 55th Annual Delegates' Meeting of Badminton Europe Confederation will be held on Saturday, 9th April 2022 at 10.00 CET in Valletta, Malta.

1. PRELIMINARY BUSINESS

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

2. TO CONSIDER THE REPORT OF THE CONFEDERATION

- 2.1 The President's review - page 10
- 2.2 The General Secretary's report - page 12
- 2.3 Report Chair of Athletes' Commission - page 14
- 2.4 Report Chair of Administration Committee - page 16
- 2.5 Report Chair of Business Committee - page 18
- 2.6 Report Chair of Development Committee - page 24
- 2.7 Report Chair of Events Committee - page 36
- 2.8 Report Chair of Governance Committee - page 44
- 2.9 Report Chair of International Committee - page 46

3. CONSIDER AND APPROVE AUDITED ACCOUNTS 2021- page 48

- 3.1 Income & Expenditure Account 2021 with comparison to Income & Expenditure account 2020 - page 53
- 3.2 Balance sheet per 31 December 2021 - page 57
- 3.3 Auditor's Report 2021 - page 59

4. TO CONSIDER THE STRATEGIC PLAN- page 62

5. TO CONSIDER AND APPROVE THE BUDGET FOR 2022 AND FINANCIAL FORECASTS 2023 & 2024 - page 64

6. PROPOSALS

6.1. TO ADOPT CHANGES TO THE BEC RULES

The BEC Board of Directors proposes changes to the BEC Rules changes. Please refer to appendix 2 for the BEC Rules with tracked changes.

Rationale:

The Governance Committee recommended the Board of Directors to propose the BEC Rules changes to the Annual Delegates' Meeting. The Governance Committee had identified some necessary amendments to the BEC Rules which shall ensure consistency, gender neutrality and flexibility in the work of the Confederation.

7. TO DETERMINE THE FEES FOR 2023

- 7.1 The Board of Directors proposes an unchanged administration fee unit of EUR 210,-
- 7.2 The Board of Directors proposes to introduce a sanction fee for the European U15 Championships with an amount of 1.000€
- 7.3 The Board of Directors proposes to maintain existing sanction fees

8. BOARD ELECTIONS

The CVs of the candidates can be found from page 66 onwards.

8.1 Election of DIRECTOR OF FINANCE for the period 2022-2026

Badminton Nederland proposes the election of
Rémon VERBEEK (Badminton Nederland)

8.2 Election of 3 DIRECTORS for the period 2022-2026

French Badminton Federation proposes the election of
Sylvain BENAIN (French Badminton Federation)

Ukrainian Badminton Federation proposes the election of
Oleksii DNIPROV (Ukrainian Badminton Federation)

Swiss Badminton proposes the re-election of
Robbert de KOCK (Swiss Badminton)

Israel Badminton Association proposes the re-election of
Jean-Marc SERFATY (French Badminton Federation)

Badminton Estonia proposes the re-election of
Renna UNT (Badminton Estonia)

9. APPOINTMENT OF AN AUDITOR FOR THE YEAR 2022

The Board of Directors proposes the appointment of **Grant Thornton (Denmark)**

10. BWF MATTERS

BWF Annual General Meeting in Bangkok, Thailand on Saturday, 7th May 2022

11. ANY OTHER COMPETENT BUSINESS

For the Board of Directors,



Brian Agerbak
General Secretary
18th February 2022





BADMINTON
EUROPE

