



BEC Sustainability Strategy 2025-2030

WE LIVE BADMINTON



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1. Introduction to ESG

In today's global arena, setting an Environmental, Social, and Governance (ESG) Strategy is seen as an important benchmark for how responsible organisations operate. A successful ESG strategy covers the three main pillars of sustainability: Environment, Social, and Governance.

Badminton Europe has worked systematically with our approach to sustainable development since the release of the 2021-2024 Strategic Plan and now aligns this work with the Strategic Plan 2025-2028. In this period we have strengthened our governance around sustainability by establishing a Governance Commission during the strategic plan 2021-2024 and since 2025 an Sustainability/ESG working group mandated by the current Governance Committee to prepare proposals, pilots, communication and clear reporting.

Sustainable development is a complex and broad topic, but BEC can play a crucial role within its spheres of influence and in close cooperation with its key stakeholders within badminton and the wider European sport community. As the leader of badminton in Europe, BEC must set an example for a sustainable future for badminton by identifying and managing resources responsibly and inspiring and enabling stakeholders to follow. By doing so, BEC works to ensure that decisions taken today have a positive impact on players, fans, and stakeholders for the benefit of the economy, society, and the environment now and in future.

Prior to 2021 there had been extensive focus on promoting gender balance, diversity and other good governance initiatives. Numerous activities and structural changes were implemented with sustainability in mind. With this strategy we document these more clearly and connect them to an updated framework for 2025-2030.

In the work redefining the Sustainability Strategy the BEC working group chose a sustainability model which combines recognised Environment, Social and Governance elements with the specifics of badminton and how it is organised. This model emphasises practical execution: **start small, focus on what we can directly influence, learn quickly, and communicate results.**

The BEC Sustainability Strategy is therefore structured to recognise what is already in place while setting out a realistic 12-month roadmap (max. 10 actions) that we will refresh annually based on evidence and stakeholder input. To guide prioritisation and measurement, we maintain a **stakeholder engagement cycle** and a **Double Materiality** view that considers both impact and organisational performance.

Furthermore, this strategy will be accompanied by targeted policies, implementation tools and a KPI & reporting framework - to support consistent delivery across BEC's office operations, events and programmes.

Involving members and bringing them along is essential for success. Our intention is to design actions and pilots (e.g. at events and in the office) that can be mirrored and adopted by Member Associations, with clear guidance and regular communication on progress and results.



2. Defining Sustainability

Sustainable Development was conceptualized by the 1987 Brundtland Commission in the report named “Our Common Future”. It was defined as:

“Meeting the needs of the present without compromising the ability of future generations to meet their own needs”

Since then, our understanding of human impact from carbon emissions to air and water pollution has grown substantially with first-hand evidence on communities and society.

At the same time, recognition of diversity, equality, integration and inclusion has strengthened as core elements of sustainable development.

Sport plays a unique role in society: it connects and inspires people, influences mindsets and encourages actions for a more sustainable future.

As Europe’s badminton leader, BEC accepts this responsibility and acts accordingly.



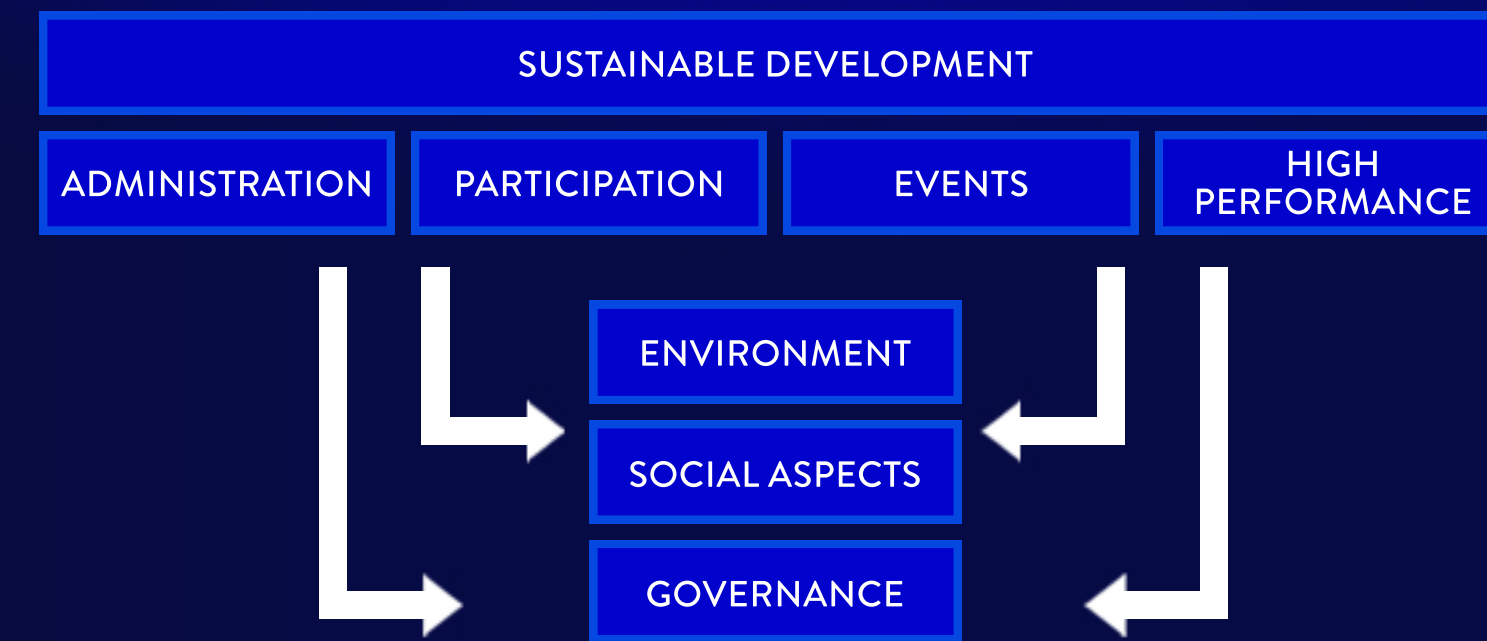
3. Our Sustainability Model

There are several ways to describe sustainable development. For BEC sustainability is as an integral part of good governance. It connects elements related to the environment, social aspects and governance/economic stewardship and must always be applied in the specific context of our organisation. For BEC this context is administration and activities, where activities covers participation, events and high performance.

For the purposes of this paper, the following definitions are used:

- **Governance** – ensuring quality and transparency in decision making, reporting and ethical conduct in badminton. An important element of governance is the element of **economic responsibility**. This includes allocating resources responsibly and ensuring that funds are invested to deliver a sustainable return for badminton through growth of the sport; within BEC this is addressed through governance and financial stewardship, thus embedding sustainability into policies, budgets and oversight.
- **Sustainable development** – an organising principle to meet human development goals while sustaining the natural systems that economies and society depend upon.
- **Social aspects** – using badminton to contribute to fairness and inclusion in society (e.g., DEI, athlete voice, safeguarding, Para inclusion).
- **Environment** – minimising badminton’s impact on nature (e.g., waste reduction and separation, limiting single-use plastics, reducing event footprints).

BEC’s approach to sustainable development is badminton-centred and impact-oriented. We focus on issues that are material to European badminton and within our sphere of control or strong influence, and we work with stakeholders, partners and institutions to take action and raise awareness where it matters most. In 2025 we sharpened this approach around three practical principles: start small, learn fast, communicate results.



The model applies E, S, G to our two domains, administration and activities and is driven by:

- a stakeholder engagement cycle and an annually refreshed Double Materiality Matrix (impact and organisational performance),
- clear delivery levers (policy, minimum standards in host agreements, procurement, programmes),
- a short 12-month roadmap (max. 10 actions) that we update each year based on evidence, and
- KPIs and regular reporting to the Governance Committee (with a public annual summary).

The intention is for the Sustainability strategy assess which sustainable practices are already in place in each area, to identify short-term practices to implement now and describe medium- to long-term practices we aspire to.

The strategy also considers BEC’s core stakeholders and how their contributions achieve our desired outcomes (e.g., hosts implementing minimum environmental standards; Members adopting office/event practices that BEC pilots).

BEC will develop transparent, long-term objectives and KPIs to measure progress and report regularly. In doing so, we build trust in our actions and increase our ability inspire and influence stakeholders to follow our example.

Finally, the strategy sets out how BEC will disseminate its position and results, through Governance News updates, a dedicated Sustainability web page and targeted guidance so that core stakeholders can mirror and adopt sustainable practices.

4. The Framework



When considering BEC's Sustainability strategy it was agreed to take into consideration the UN Sustainable Development Goals.

In 2015, all United Nations Member States adopted 17 Sustainable Development Goals (SDGs), with 169 targets. The SDGs provide a 'shared blueprint for peace and prosperity for people and the planet, now and into the future' across economic, social, and environmental pillars.

The UN has also identified sport as an important enabler of sustainable development:

'We recognize the growing contribution of sport to the realization of development and peace in its promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives.' BEC recognises this role and responsibility.



In BEC, the SDGs are considered through our model and applied to the functional areas of administration and activities (participation, events, high performance).

We use the SDGs as the global frame, while prioritisation is driven by Double Materiality and stakeholder inputs to ensure practical, near-term actions within our control.

How the framework is applied in 2025–2030 (examples):

- Administration: Green Office measures (waste separation, eliminating single-use plastics), digitalisation to reduce resource use — all mapped to relevant SDGs and tracked by KPIs.
- Events: Minimum Environmental Standards annexed to host agreements (waste, plastics, mobility/energy, digital tools), with a pilot to learn, measure and scale.
- Participation & High Performance: inclusive pathways (incl. Para), Safe Sport training and Athlete Voice milestones that reflect the social pillar and good governance practices.

The model on the right (visual) describes how environmental, social and governance is combined in BEC to create sustainable outcomes:

SDG alignment --> Double Materiality & stakeholder inputs --> administration/activities levers --> 12-month roadmap --> KPIs & reporting --> learn and scale.

This framework keeps our Strategy anchored in an internationally recognised agenda while ensuring BEC's actions remain focused, feasible and measurable, so that we can demonstrate progress and adjust our course annually based on what works.



5. BEC ESG Roadmap

BEC is committed to communicating progress to our stakeholders. We will publish the Board approved Strategy on our website and maintain a dedicated subpage with regular news items on ESG initiatives and results.

How we structure the roadmap (2025–2030).

- We operate a 12-month rolling roadmap (≤10 items) focused on actions within BEC’s control or strong influence.
- Long-term objectives remain directional; we pilot, measure and scale before adding them to the next 12-month cycle.
- Prioritisation is guided by our Double Materiality view and stakeholder inputs.

12-MONTHS ROADMAP 2025 - 2026

INITIATIVE #	INITIATIVE	SDG
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ENVIRONMENTAL

1	Office waste separation & bi annual clean up days	3, 12, 13
2	Eliminate non-recyclable plastic in the office (water points, reusables)	6, 13
3	Solar panels – business case for decision	7, 13
4	Host agreements: Minimum Environmental Standards v1.0 (new bids)	13, 17
5	Pilot U15 - Norway projects (prove standards, capture learnings)	13, 17

SOCIAL

6	Ensure diversity across technical officials at major events.	12, 13, 17
7	Set-up projects with the aim to facilitate members to increase participation in badminton.	5, 8, 10, 16

GOVERNANCE

8	Publish updated Sustainability Policy	16
9	KPI & reporting framework v1.0	16, 17
10	Stakeholder engagement cycle (surveys/forums) established	9, 11, 16, 17

LONG TERM OBJECTIVES 2027 - 2030

INITIATIVE #	INITIATIVE	SDG
ENVIRONMENTAL		
LT-E1	Scale renewables/efficiency (e.g., solar/green power options)	7, 13
LT-E2	Zero avoidable non-recyclable plastics; high recycling rates	6, 12, 13
LT-E3	Apply host environmental standards across all core events	13, 17
LT-E4	Minimum Environmental Standards v2.0 to minimise local environmental impact	13, 17
SOCIAL		
LT-S1	Diversity, Inclusion, Equality (DIE) integration with targets in recruitment and leadership pipelines	5, 8, 10, 16
LT-S2	Athlete voice embedded with fixed consultation points	3, 5, 8, 10
LT-S3	Safe Sport as standard (Safeguarding Vulnerable People Policy)	3, 8
LT-S4	Para participation growth & diversity of technical officials in Para-badminton	3, 5, 8, 10
LT-S5	Senior pathways scaled across Members	3, 5
LT-S6	Recruitment and retention programmes — measurement fully rolled out	3, 4, 5

INITIATIVE #	INITIATIVE	SDG
GOVERNANCE		
LT-G1	Mature KPI system & public reporting	16, 17
LT-G2	Risk & resilience integrated into planning/budgets (incl. Climate)	8, 16
LT-G3	BEC commitment to relevant international initiatives	16, 17
LT-G4	Standardised, costed ESG packages in host agreements	12, 17
LT-G5	Multi year funding lines for inclusion & low impact operations	17
LT-G6	Stakeholder engagement institutionalised across Members/Hosts/Athletes	9, 11, 16, 17

Each topic will be worked out in an action matrix of internal activities/initiatives KPI's and goals.

6. Next Steps



What we will do next (Q4 2025–Q3 2026)

- Publish & brief – Publish the Strategy and Policy + Roadmap Annex on the website and brief key stakeholders (Board/GC, Office, Members, hosts/partners).
- Set the cadence – Confirm the KPI & reporting framework (v1.0) and deliver a quarterly dashboard to GC, with a short public annual summary.
- Engage stakeholders – Launch the stakeholder engagement cycle (surveys/forums) feeding the Double Materiality refresh and yearly roadmap update.
- Enable delivery – Finalise and roll out the Minimum Environmental Standards (Host Annex v1.0).
- Pilot & learn – Launch pilots (mandate, scope, measurement) and at least one Green Office quick win (waste/SUP). Capture lessons for scale-up.
- Embed initiatives in operations ie. prepare the solar-panel business case; adopt the travel & meeting policy.
- Communicate results – Run a quarterly “small wins” story (Governance News /subpage), highlighting concrete outcomes Members can mirror.

How this links to long-term objectives (2027 – 2030)

Each near-term action is a building block toward multi-year goals: mature KPI system and public reporting, zero avoidable single-use plastics, host standards scaled across core events, and institutionalised stakeholder engagement. We pilot --> measure --> scale, focusing first on areas within BEC’s control or strong influence.

Owners & governance

- Board/GC: approve policy, KPIs and material investments; review quarterly progress.
- Office (lead): own delivery and documentation; maintain the Action Matrix (Owner–Deadline–KPI–Decision route–Status–Risks–Budget).
- ESG Working Group: curate Double Materiality and priorities; align cross-functionally.
- Events/Hosts & Partners: implement the Host Annex and report agreed indicators.

Annual review & improvement

- Q4 each year: refresh Double Materiality, run stakeholder consultations, and update the 12-month roadmap for the next cycle.
- Risk & resilience: integrate ESG-linked risks into the annual planning and budget process.
- Quality & consistency: keep a simple data dictionary for KPIs and improve definitions/coverage over time.

Member adoption

- Provide ready-to-use tools (policy templates, host annex, checklists) and share short how-to examples from BEC pilots so Member Associations can mirror and adopt with minimal overhead.

