



# **BADMINTON** EUROPE

**Operational Guidelines  
(Including Committees/Working Groups)**

**1 July 2025**

# INDEX

1. INTRODUCTION.....	3
2. TERMS OF REFERENCE (TOR) – COMMITTEES.....	3
2.1. TOR – Business Committee.....	4
2.2. TOR – Development Committee.....	4
2.3. TOR – Governance Committee.....	4
2.4. TOR – Event Committee.....	4
2.5. TOR – International Committee.....	4
2.6. Areas of Finance, HR and Office.....	4
3. BANK AND SIGNATORIES.....	6
3.1. Bank.....	6
3.2. Bank transaction processes.....	6
3.3. Contract signatories.....	7
4. ACCOUNTING, GIFTS AND INSURANCE PRINCIPLES.....	9
4.1. Procedure for budget control and overspending.....	9
4.2. Receiving gifts and favors.....	10
4.3. Planning of meetings and financial considerations.....	10
5. TRAVELLING AND OPERATIONAL EXPENSES.....	11
5.1. BEC Guidelines for expense claims.....	11
5.2. Use of payment card within the BEC Office.....	11
5.3. Advance payment.....	12
5.4. Signing off procedures.....	12
5.5. Currency and transfer of money.....	12
5.6. Salary and fees.....	13
5.7. Flight tickets.....	13
5.7.1. Ticket categories.....	13
5.7.2. Ticket bookings.....	13
5.8. Frequent flyer programs, flight bonus points and mileage.....	13
5.9. Transport / Mileage allowance.....	14
5.10. Accommodation.....	14
5.11. Daily allowance.....	14
5.12. Ineligible expenses.....	15
5.13. Phone and standard allowance.....	15
5.13.1. <i>Phone expenses</i> .....	15
5.13.2. <i>Standard allowance</i> .....	15
5.14. Cash management.....	16
6. MANAGING BEC GENERAL FUNDS.....	16
6.1. Investment objective.....	16
6.2. Investment principles.....	16
6.3. Action.....	16
7. E-MAIL AND IT SETUP.....	17
7.1. E-mail policy.....	17
8. CORPORATE DESIGN MANUAL GUIDELINES.....	17
9. TAX DISCLAIMER.....	17
Annex 1 – Compensation form for travel/meetings.....	18
Annex 2 – Compensation form standard allowance.....	19
Annex 3 – Account numbers.....	20

## **1. Introduction**

This publication provides procedures, instructions and guidelines on how to act as an “Internal stakeholder” in BEC with regard to accounting, expense claims, travel policy, setting up meetings and other relevant issues. The document provides guidance in how to act in an appropriate way in the organization.

It is the duty of all internal stakeholders in the BEC to familiarize themselves with BEC constitution, BEC regulations and various related guidelines, which also outline general principles on procedures and how to act in BEC’s organizational framework.

The Rules and various related guidelines will always take precedence over information in this publication. However, this publication outlines the procedures, instructions and guidelines in more detail and in a more operational way.

This publication is a dynamic document and will be regularly updated to always contain the most recent information about procedures in BEC. The updates will be based on decisions in the Board of Directors and administrative guidelines defined by the General Secretary.

This publication also includes TOR’s (Term of Reference) for Committees and individual positions to clearly outline tasks and responsibilities between different stakeholders.

## **2. Terms of Reference (TOR) –Committees**

The Committees have been set up to oversee the functional areas of the Confederation and to provide sparring and political direction. The Committees will have decision making power within the budgetary framework assigned to them.

Sub-Committees may be formed by the Chair of the Committees and experts may be appointed following Board approval.

The Chair of the Committees provides oversight of their respective areas and will liaise with the General Secretary and the relevant Manager to make sure that approved policy and strategies are implemented within each of the respective Committee areas defined in the Terms of Reference for the Committee.

### **Committees**

1. Business Committee
2. Development Committee
3. Governance Committee
4. Event Committee
5. International Committee

## **2.1. TOR – Business Committee**

The BEC Business Committee shall oversee the Commercial and Communication areas and evaluate the current strategies and activities.

The Committee shall evaluate and review the BEC Marketing Plan and the current external communication strategies for the benefit of the growth of the fan base.

## **2.2. TOR – Development Committee**

The BEC Development Committee shall oversee the areas of Sport for All, High-Performance, Para badminton, MA Support and Education and evaluate the current strategies and activities.

The Committee shall prepare the framework under which the development levels of Member Associations can be evaluated and, based on analysis, suggest tailor-made education and development activities, aligned with BWF strategies, for the benefit of the Member Associations.

## **2.3. TOR – Governance Committee**

The BEC Governance Committee shall deal with disciplinary matters as well as matters pertaining to gender equity, sustainability and athletes.

The Committee shall set high standards for good governance and ensure that rules, policies and appropriate planning are in place and well communicated to stakeholders.

## **2.4. TOR – Events Committee**

The BEC Major Events Committee shall oversee the areas of Major Events, Circuits and Technical Officials and evaluate the current strategies and activities.

## **2.5. TOR – International Committee**

The BEC International Committee shall deal with institutional partners, BWF matters and Multi Sport Games and evaluate the current strategies and activities.

The Committee shall help to build and maintain strong relations with BWF and the other CC's, EOC, EPC and the institutional sports world operating in Europe particularly. Furthermore, improve badminton's position in the European Games and strive towards badminton being included in all multisport event in Europe. Improve relations with EU institutions and consider funding opportunities within the EU system to promote badminton in Europe.

## **2.6 Areas of Finance, HR and Office**

Areas of Finance, HR and Office shall be coordinated by the President, the Director of Finance and the General Secretary.

The Director of Finance shall oversee all activities pertaining to Finance and ensure statutory and legal obligations related to finances are adhered to and will evaluate the current strategies and activities.

The President shall oversee that staff related matters are handled appropriately and in accordance with the legal framework in Denmark.

### 3. BANK AND SIGNATORIES

#### 3.1. Bank

##### Current Bank Accounts

<u>Bank</u>	<u>Currency</u>
1 Danske Bank	DKK, USD, EUR
2 Sydbank	USD
3 Jyske Bank	EUR

#### 3.2. Bank transaction processes

Bank transactions cannot be prepared and approved by the same person. Access to online banking is restricted to the General Secretary, the Executive Assistant, and the Finance Manager.

No one may provide the only authorisation for a payment in their own favour. Should any payment be required to the General Secretary or the Executive Assistant, there must be approval from the President (expenses) or the Director of Finance (payroll).

Bank transactions are prepared by the Finance Manager and approved by both the General Secretary and the Executive Assistant.

Bank transactions are prepared by the Finance Manager once the respective invoice/expense claim is approved and signed by minimum two signatories and is signed by either the General Secretary or the Executive Assistant.

### 3.3. Contract Signatories

Contract category	Condition - value	Signatories	Approval condition	Example of contracts (types)
<b>EVENTS</b>				
Host contracts (BEC Major Events)		President + GS	Host country/bid - Board of Directors approval Contract GS approval - to follow Board of Directors decision	
<b>ADMINISTRATION</b>				
Staff Contracts	General Secretary	President	Follow yearly or project budget approval	
	Other staff	GS	Follow yearly or project budget approval	
Other Contracts	Yearly value of < 10k Euro	GS	Follow yearly or project budget approval	Media officer
				IT-support
				Other external staff/company services
	Yearly value of > 10k Euro	President + GS		TV-production assistance contracts
<b>COMMERCIAL CONTRACTS - INCOME</b>				
Agency contracts - transfer of BEC rights/properties (TV and other commercial rights)		President + GS	Strategy and Agency selection - Separate Board of Directors approval. Contract GS approval to follow Board of Directors/decision	Media Agency contract Betting Contract Sponsor Agency contract
Sponsor contracts with individual sponsors or sign off of Agency sublicensing contracts		President + GS		Equipment agreements Sign off on Media and sponsor contract by Agencies
<b>OTHER</b>				
Training center contracts		President + GS	Separate Board of Directors	

In the event that the President is unavailable to sign any contract, the President shall have the power to delegate such signing authority (on a case by case basis only) to, in order of priority, a Vice-President or the Director of Finance or any other Member of the Board of Directors. In the event that the General Secretary is unavailable to sign any contract, the General Secretary shall have the power to delegate such signing authority (on a case by case basis only) to the Executive Assistant or Senior Staff member. Such delegations shall be recorded in writing.

## **4. ACCOUNTING, GIFTS AND INSURANCE PRINCIPLES**

### **4.1. Procedure for Budget Control and Overspending**

Ultimate budget responsibility lies with the Members at the ADM. It is the responsibility of the Board of Directors, with particular oversight delegated to the President and the Director of Finance, to approve the budget that shall be submitted to the ADM.

Operationally the General Secretary is responsible for the budget and shall have the final operational responsibility of approving budgets before it is shared with the Board of Directors.

In preparing the annual budget, the Chair of the various Committees, shall oversee the preparation of their specific budgets by the respective staff member and share these with the General Secretary, for initial approval, no later than 1 December. Income budgets and budgets that do not fall under a specific committee shall be prepared by the General Secretary.

The General Secretary shall share the annual budget, highlighting any suggested amendments, with the President and the Director of Finance for approval. If significant changes to the specific budgets are suggested this will be discussed and agreed with the relevant Committee Chair.

The annual budget shall be presented and approved by the Board of Directors before being presented to the Members at the ADM.

The Committee Chair together with relevant staff, hereunder the Finance and Administration Manager shall continuously check that actual spending is in line with the budget. Changes to the specific budget shall be sent to the General Secretary, who may approve minor requests, below the amount of 5.000€, whereas significant changes shall be approved by the Board of Directors on a proposal from the President and/or the Director of Finance.

In case of urgent budget request in between Board of Directors meetings, which is not part of the Board of Directors approved budget, such requests can be granted upon approval from the Committee Chair, Director of Finance and the President providing the amount is not above 20,000€.

Following activities, it is the responsibility of the relevant staff to ensure that all expenses and claims are approved and provided to the Finance and Administration Manager. The Finance and Administration Manager shall reconcile the accounts on a monthly basis and send relevant reports to the General Secretary, President and Director of Finance. Actual accounts shall be presented for the Board of Directors at all meetings.

Draft accounts for the year must be sent to the General Secretary no later than 15 December. Hereafter adjustments will be suggested and confirmed with the President and Director of Finance to prepare the accounts for the annual audit, Board of Directors approval before submitting the accounts to the Members at the ADM.

## **4.2. Receiving Gifts and Favors**

It is important to focus on what is acceptable business practice and behavior in relation to the acceptance of gifts and the receipt of other favors in the capacity of representing the BEC.

It is reasonable to accept nominal-value advertising gifts and to accept a reasonable level of hospitality within a business relationship during normal business practice. These can be construed as 'token' (and therefore acceptable).

There are other types of gifts and hospitality that can be viewed as 'substantial' and therefore, as a rule, not acceptable – such as accepting cash, holidays, travel, accommodation for personal use or substantial gifts (gifts of significant value and cash).

## **4.3. Planning of Meetings and Financial Considerations**

All meetings in Committees must be reported as early as possible to the General Secretary to be registered in the BEC representation spreadsheet.

It is expected that minutes/notes of meetings of Committees are taken and the drafts approved by the chairs of the meetings (a formal approval process may occur at the following meeting of the group). The minutes can be a relatively simple record of 1) when the meeting took place, 2) who attended and 3) what decisions were taken by the group. These minutes should be filed centrally as a record in the BEC central server.

All meetings incurring costs must be approved by the Committee Chair. General guidelines for meeting costs:

All costs must be within budget limits.

Board of Directors members and staff will be reimbursed for costs related to meetings (as described in the guidelines for “Travel and operational expenses”).

In case of BEC paying travel cost for external people their flight ticket costs must be approved in advance by the General Secretary.

Participation in seminars and conferences where registration fees are involved must be approved by the General Secretary, unless explicitly approved by Board of Directors.

## 5. TRAVELLING AND OPERATIONAL EXPENSES

Overall principles for expense claims by BEC officers are described in the BEC Guidelines for expense claims.

### 5.1. BEC Guidelines for expense claims

Board of Directors Members and staff shall be entitled to reasonable travel, hotel, and subsistence expenses when engaged on the business of BEC. Travel costs for spouses, for Gala Evenings, will be an eligible expense when approved by the General Secretary and Director of Finance.

Board of Directors, only, shall be entitled to reimbursement of their operational expenses (such as postage and telephone costs).

Additional operational guidelines approved by Board of Directors are furthermore described in this publication to clearly outline expense claim procedures.

The principle is that BEC will reimburse for all necessary and reasonable travel expenses. Everybody travelling on BEC expenses must exercise care and good judgment in incurring expenses for BEC.

For claiming expenses the Board members and Staff must fill in the Compensation form and return it to the BEC office ([finance@badmintoneurope.com](mailto:finance@badmintoneurope.com)) no later than 6 weeks after the activity to be compensated. (Sample compensation form can be found in Annex 1).

For BEC Staff the Compensation form and relevant documentation must be printed and handed over to the person responsible for finances in the office.

Board members must submit the compensation form electronically to ([finance@badmintoneurope.com](mailto:finance@badmintoneurope.com)) and attach the supporting documents (receipts, vouchers, invoices, travel confirmations, etc.) Compensation forms without the supporting documents will not be reimbursed. Expenses will be processed within 10 working days from receiving the compensation form.

Board members and Staff must state the Account numbers for the reimbursable activities, by using the Chart of Accounts (Annex 3). If Board members are not familiar with the account numbers, they shall seek guidance with their respective support staff or with the person responsible for finances in the office.

Elected officials and senior management are instructed to set the standards at the highest level. Thus, the following procedures exist for senior management expenses and must be adhered to in all circumstances.

### 5.2. Use of payment card within the BEC Office

When a payment is made online by using a card held by the BEC Senior Management, the respective staff member is obliged to:

- Forward any incoming confirmation of the payment to [finance@badmintoneurope.com](mailto:finance@badmintoneurope.com) and to the holder of the card
- Print any incoming confirmation of the payment and add:

- The card used
- Account number relating to the expense
- Signature and date of when the expense occurred

All credit card transactions must be reviewed by the Senior Management on a monthly basis.

### **5.3. Advance Payment**

An advance payment to cover specific costs can be requested of the Finance Manager and must be approved by the General Secretary. Advanced payments can only be made to cover costs related to specific and already defined activities.

Flight tickets can if necessary be claimed in advance based on a fixed quote or booking. Original supporting documentation need to be submitted as a standard expense claim afterwards.

Requests must be sent to the finance department at least five working days before the payment is to be received. Depending on country specific conditions, transfers may take a long time to process and requests may have to come in earlier to accommodate this.

### **5.4. Signing Off Procedures**

An expense claim always must be signed off by two persons. No one is permitted to approve their own expenses.

The following will sign on the expense claim:

1. The person who has incurred the cost.
2. The person responsible for the budget related to the cost (Executive Assistant, Senior Manager, Manager or the General Secretary).
3. If 1) and 2) is the same person the expense claim has to be signed off by the immediate superior officer of that person or for the General Secretary by the Executive Assistant.

Invoices must be signed off by the person incurring the cost, before being submitted to the Finance Manager. The Finance Manager will subsequently ensure sign off by the Executive Assistant or the General Secretary.

All payments are prepared by the Finance Manager, at any given time, and released by the General Secretary or the Executive Assistant.

### **5.5. Currency and Transfer of Money**

The official currency in BEC is Euro.

When reimbursing costs BEC will normally calculate the cost into Euro and will make the transfer in Euro. This is with the exception of staff and stakeholders from Denmark who receive reimbursements in Danish Kroner.

BEC will make the transfer as a "Shared bank charges".

## 5.6. Salary and Fees

Salaries and fees are only paid to recipients where BEC is informed about name and address and personal details as required.

Salary will always be paid according to international and local taxation rules that may apply.

## 5.7. Flight Tickets

The following rules apply regarding booking of flight tickets:

### 5.7.1. Ticket Categories

All travel must be on cost-effective economy class air travel, booked well in advance of meetings, with the arrival date generally the day before meeting(s) and departure the day after meeting(s) – unless BEC pre-meetings are arranged / or travel itineraries prevent the arrival the day before the meeting.

Only under special circumstances where other flight arrangements cannot be made to accommodate the purpose of the flight or with the approval of the President (for Board of Directors) and the General Secretary (for Staff), a higher-level fair can be booked.

Flight tickets booked and paid for by external organization will follow travel policies of the respective organization.

### 5.7.2. Ticket Bookings

When **Board of Directors members** book flight tickets they must be approved by the General Secretary or the Executive Assistant if above:

350 euro if flying inside Europe  
700 euro if flying to destinations outside Europe

Board Members can always request for the office to purchase tickets directly.

When **BEC Staff** book flight tickets they must first be approved by the General Secretary.

When **other officials/persons**, travelling on behalf of BEC, book flight tickets they must first be approved by the relevant Manager, the Executive Assistant or the General Secretary.

## 5.8. Frequent flyer programs, flight bonus points and mileage

Points/mileage earned on airline mileage, frequent flyer programs when travelling on behalf of BEC can be used for private purposes.

## **5.9. Transport / Mileage allowance**

Travelling expenses (Flight, train, bus, metro, own car, rental car, parking, and ferry). BEC bears the actual cost of travelling in accordance with the receipts provided by the person travelling.

Compensation for kilometres driven in own car is 0,40 EUR per kilometre for the first 20.000 kilometres driven within a calendar year. For any additional kilometres driven, the compensation is 0,29 EUR as per Danish tax law. With distances of more than 500 kilometres to the destination, a permission to drive rather than to fly must be obtained from the General Secretary no later than one month before the activity.

## **5.10. Accommodation**

BEC bears the actual cost of accommodation in accordance with the receipts provided by the person travelling. The person travelling can ask BEC office to pre-book the accommodation. Hotel expenses will be covered by Badminton Europe for the duration of the activity. In case a Board member or Staff should choose to arrange their own accommodation, the costs should be approved with the BEC office in case the rate for a single room/per night exceeds 100 EUR. If the stay of a Board member or Staff exceeds the number of days of the event, the Board member or Staff should cover his/her own cost accordingly. If a Board member or Staff is bringing their spouse or a family member with them, they must cover the price difference between a single and a double room, if any, unless otherwise approved by the General Secretary and Director of Finance. Should the accompanying person require an additional room, the costs have to be covered by the delegate the person is accompanying.

The BEC covers the accommodation / room charges as per bill – but not any other incidental expenses including laundry, gym charges, mini-bar, pay TV video etc.

Class of room chosen must normally be standard single room accommodation if not otherwise specified.

The President and General Secretary are entitled to higher class room if necessary to accommodate meeting activities during their stay.

## **5.11. Daily Allowance**

Daily allowance is paid for the period covering the days of travel and departure and the day(s) of meeting(s).

Daily allowance – 80 EUR per day (no receipts needed).

Daily allowance should cover the expenses for small meals, drinks and emergency services. Daily allowance is paid for every day spent on travel (departure from home - arrival to home).

Daily allowance for the President is 160 EUR per day as approved by the Board of Directors.

If departing from Copenhagen later than 21:00 or arriving earlier than 08:00, BEC Staff is not entitled of daily allowance for that specific day.

Exceptions to the general allowance rates are as follows:

- Umpires: Paid in accordance with agreements with Local Organisers, with a minimum of 35 EUR.
- Referees: 70 EUR: Receive one additional daily allowance for preparation work.
- Technical Delegates (non-staff) 70 EUR: Receive three additional daily allowances for preparation work.

## 5.12. Ineligible expenses

- Individual meals, drinks, accessories during the travel,
- Any expenses that are not directly related to the business of BEC.
- Travel costs of an accompanying person (family member, spouse, translator/interpreter, personal assistant or secretary) are not covered by BEC, unless approved for official functions as per clause 5.1.

## 5.13. Phone and standard allowance

Board of Directors, Committees members and staff are expected when possible to use Skype, WhatsApp, Microsoft Teams, Zoom or another free computer/mobile based telecommunication tool to conduct regular work and business on a day to day basis. Office may invest into buying licenses for communication tools.

### 5.13.1. *Phone expenses*

Board of Directors can claim actual cost if the costs exceed the allowance in the standard allowance below. The actual cost can then be claimed according to documentation of the actual cost (highlighted on invoice).

Telephone calls related to BEC business can be claimed however when itemized and highlighted on the invoice, receipt or bill. The BEC does not cover for expenses for Board of Directors Members related to telephone calls while conducting business while attending Board of Directors/meetings.

Board of Directors, staff and others are encouraged to use free (internet based) mobile apps for communication instead of phone calls.

### 5.13.2. *Standard allowance*

In accordance with the Danish Tax Authorities, the below mentioned amounts are the compensation which can be paid out to each Board member per year without any tax payments are required to cover the expenses that have arisen from being on BEC business.

#### ***Eligible expenses:***

- *Telephone compensation (max. 350 euro per year)*  
Telephone compensation without documentation cannot exceed 350 euro per year. If Board members are having expenses exceeding this limit full documentation must be submitted and the expenses will be fully reimbursed.
- *Office equipment, postage and meetings (maximum 200 Euro per year)*  
Office equipment and postage compensation without documentation cannot exceed 200 euro per year.

- *Purchase, wash and maintenance of sports clothing (maximum 250 Euro per Year):* (Sample compensation form can be found in Annex 2).

#### **5.14. Cash management**

The following considerations are in place in connection with the handling of cash:

- Maximum amount that can be received from one organisation per event/activity is 1.000 euro
- Maximum amount that can be held during an event/activity is 5.000 euro

In special circumstances if cash transactions would exceed the above maximum amounts this would require written approval of the Director of Finance and General Secretary.

### **6. MANAGING BEC GENERAL FUNDS**

#### **6.1. INVESTMENT OBJECTIVE**

1. To PRESERVE the capital base is of utmost importance.
2. To be conservative at the risk/reward ratio, i.e. to enhance the return whilst not endangering the capital base.
3. To ensure a consistent level of liquidity of the capital (just in case there are projects which require capital).
4. To look for steady, long-term capital appreciation.
5. To look for low portfolio value volatility. (All members are reminded that investment return may go up as well as down).

#### **6.2. INVESTMENT PRINCIPLES**

6. Long-term investment horizon and low portfolio turnover.
7. Focus on selected few high quality fixed-income financial investments, securities and low risk bonds.
8. Constant supervision will make sure that no undue risks are taken.
9. Cash reserves are placed in different banks and may be placed in different countries to spread the risk. If possible in banks with state guarantees on deposits.
10. No investment in stock market, real estate and investments with a higher risk profile.
11. No transactions with financial instruments can take place without the permission of the Board of Directors. If there is imminent danger to lose BEC funds, the Director of Finance may give permission to protect funds from such danger.

#### **6.3. ACTION**

11. To evaluate present investment portfolio and action any changes necessary.
12. To select a "person-in-charge" for the communication with the investment bankers on a routine basis.

13. To design an authorization procedure for giving instructions (e.g. buying/selling) to investment bankers.

## **7. E-MAIL AND IT SETUP**

All Board of Directors Members and staff will be provided with a personal email hosted by the BEC service provider.

The email service is accessible through webmail or POP/smtp.

For Board of Directors the email service can be set up as a forwarding service to another personal email address.

### **7.1. E-mail policy**

Email is a communication tool that is fast and easy. Communication through email however must respect normal corporate communication principles and represent a loyal and appropriate way of communicating.

Remember that emails can be legally binding for the BEC so Board of Directors and staff must be careful with the content and tone of email communication as official BEC communication.

The nature of email communication is that it is fast and a fast reply is normally expected. Remember therefore to answer within a reasonable time (1-2 days) – at least with a message specifying when a more specific answer can be expected.

In case of not being able to reply due to holiday or business travel an automatic “out of the office reply” has to be set up. This should specify when an answer can be expected and who to contact in case of an urgent reply is needed.

Email signatures are to follow BEC design guidelines.

## **8. CORPORATE DESIGN MANUAL GUIDELINES**

BEC has developed a Corporate Design Manual. All people involved in work on behalf of BEC have to follow these guidelines.

## **9. TAX DISCLAIMER**

Any person receiving payments under these guidelines is responsible to check national jurisdiction on taxable income, if he/she is tax liable in his/her country for the payments received.

Approved by the BEC Board of Directors 15 June 2025  
Valid from 1 July 2025

Last updated by Andrej Pohar and Pernille Karholt, June 2025

(Previous version: 12 December 2024)

**ANNEX No. 1  
COMPENSATION FORM FOR  
TRAVEL/MEETINGS**

Name:		Address:	
P-code:	City:	E-mail:	
BIC/SWIFT:	IBAN:	Bank account:	

Date	Place	Purpose	Mileage	Daily allowance	Amount in currency	Converter	Amount in €	Account no.
							€	
							€	
							€	
							€	
							€	
							€	
							€	
							€	
							€	
<b>TOTAL AMOUNT TO BE PAID:</b>							€	

Date:	Date:
Signature of receiver:	Signature of responsible:

**COMPENSATION FORM FOR EXPENSES**

Name:		
Address:		
P-code:	City:	Country:
Email:		Telephone: +
BIC/SWIFT:	Bank account:	
IBAN:		

<b><i>The following compensation can be paid out according to Danish law</i></b>	
Telephone compensation (maximum 350 Euro per year):	€
Office equipment, postage and meetings (maximum 200 Euro per year):	€
Purchase, wash and maintenance of sports clothing (maximum 250 Euro per Year):	€
<b>TOTAL COMPENSATION:</b>	€

The above mentioned amounts are the compensation which can be paid out to each Board member per year without any tax payments are required.

The amounts are decided and published by the Danish Tax Authorities once every year.

Date:	Date:
Signature of receiver	Signature of responsible

## Income

- 1100 Administration Fee BEC
- 1150 Subscriptions BWF (90%)
- 1210 BWF Base Grant
- 1220 BWF Contestable Funds
  - 122A Programme funding
  - 122B Player Development
  - 122C Shuttle time equipment
  - 122F Para badminton
  - 122G Tournament Development
  - 122H TO Development Grant
  - 122I TO Special Grant
  - 122L TO National Grant
- Total 1220 BWF Contestable Funds
- 1240 BWF CCHR Funding
- 1300 Entry Fees
  - 130L European Championships
  - 130M European Mixed Team
- Championships
  - 130O European Senior
- Championships
  - 130P European U17
- Championships
  - 130Q European Club
- Championships
  - 130T Summer School
- Total 1300 Entry Fees
- 1350 Entry Fees Education
  - 135L Coach Education
  - 135M Shuttle Time Education
- Total 1350 Entry Fees Education
- 1410 Sanction Fees - Circuits
  - 141U Elite
  - 141V Junior
  - 141W U17
- Total 1410 Sanction Fees - Circuits
- 1420 Sanction Fees -
- Championships
  - 1450 EU Projects
- 1500 Withdrawal Fees
- 1610 Rights Fees
- 1620 Data rights
- 1630 Sponsorships
- 1640 Television rights
- 1650 Sponsorships in kind
- 1660 Other sponsorships
- 1670 Digital income

1680 Services  
1700 Sales  
1800 BEC COE  
1900 Miscellaneous income

Expenses

**20000 Coach Education Level 1 & Tutor**

2000AC Accommodation  
2000AL Allowance  
2000EQ Equipment  
2000FO Food  
2000MS MA Support  
2000SH Shipment  
2000TR Travel

Total 20000 Coach Education Level 1 &  
Tutor

**20100 Coach Education Level 2 & Tutor**

2010AC Accommodation  
2010AL Allowance  
2010EQ Equipment  
2010FO Food  
2010MS MA Support  
2010SH Shipment  
2010TR Travel

Total 20100 Coach Education Level 2 &  
Tutor

**20200 Coach Education Level 1&2**

2020AC Accommodation  
2020AL Allowance  
2020EQ Equipment  
2020FO Food  
2020SH Shipment  
2020TR Travel

Total 20200 Coach Education Level 1&2

**20300 Coach Education Level 3**

2030AC Accommodation  
2030AL Allowance  
2030EQ Equipment  
2030FO Food  
2030SH Shipment  
2030TR Travel

Total 20300 Coach Education Level 3

**20400 EU Project**

2040PA Intellectual Outputs (4 sub-  
projects) Partners  
2040PM Project Management  
2040TR Transnational project meetings  
Total 20400 EU Project

**20500 W AoS - Administration Course**

2050AC Accommodation

2050AL Allowance

2050FO Food

2050TR Travel

2050VE Venue

Total 20500 W AoS - Administration Course

**20600 W AoS - Events Course**

2060AC Accommodation

2060AL Allowance

2060FO Food

2060TR Travel

2060VE Venue

Total 20600 W AoS - Events Course

**20700 BEC Para badminton Event**

2070AC Accommodation

2070AL Allowance

2070EQ Equipment

2070FO Food

2070SH Shipment

2070TR Travel

Total 20700 BEC Para badminton Event

**20800 National Classifier Workshop**

2080AC Accommodation

2080AL Allowance

2080TR Travel

Total 20800 National Classifier Workshop

**21000 World Class Project**

2100AC Accommodation

2100AL Allowance

2100FO Food

2100MS MA Support

2100TR Travel

Total 21000 World Class Project

**21100 Certificated Training Centers (CTCs)**

2110AC Accommodation

2110FO Food

2110TR Travel

Total 21100 Certificated Training Centers  
(CTCs)

**21200 Centre of Excellence (CoE)**

2120AC Accommodation

2120AL Allowance

2120EQ Equipment

2120FO Food

2120SA Salaries

2120SC Scholarships CoE and CTCs

2120SE Services

2120TE Testing

2120TR Travel

2120VE Venue

2120ZZ Other

Total 21200 Centre of Excellence (CoE)

**21300 Para scholarships in CoE**

2130AC Accommodation

2130AL Allowance

2130FO Food

Total 21300 Para scholarships in CoE

**21400 Paralympic Games - Para badminton  
Camps**

2140AC Accommodation

2140AL Allowance

2140EQ Equipment

2140FO Food

2140SH Shipment

2140TR Travel

2140VE Venue

Total 21400 Paralympic Games - Para  
badminton Camps

**21500 Summer School**

2150AC Accommodation

2150AL Allowance

2150EQ Equipment

2150SC Scholarships

2150SH Shipment

2150TR Travel

Total 21500 Summer School

**21600 Regional Projects**

2160EQ Equipment

2160MS MA Support

2160SH Shipment

Total 21600 Regional Projects

**22000 Shuttle Time**

2200AC Accommodation

2200AL Allowance

2200EQ Equipment

2200FO Food

2200MS MA Support

2200SH Shipment

2200TR Travel

Total 22000 Shuttle Time

**22100 School Sets / Equipment**

2210EQ Equipment

2210SH Shipment

Total 22100 School Sets / Equipment

**22300 Senior badminton**

2230AC Accommodation

2230AL Allowance

2230EQ Equipment

2230FO Food  
2230SH Shipment  
2230TR Travel

Total 22300 Senior badminton

**23000 BEC Members Forum**

2300AC Accommodation  
2300AL Allowance  
2300EQ Equipment  
2300FO Food  
2300TR Travel  
2300VE Venue

Total 23000 BEC Members Forum

**23100 Membership Exchange Programme**

2310AC Accommodaotion  
2310AL Allowance  
2310EQ Equipment  
2310FO Food  
2310TR Travel  
2310VE Venue

Total 23100 Membership Exchange  
Programme

**23200 Shadow Programme**

2320AC Accommodation  
2320FO Food  
2320TR Travel

Total 23200 Shadow Programme

**23300 Representative Visit**

2330AL Allowance  
2330TR Travel  
2330VE MA Support

Total 23300 Representative Visit

**24000 Participation Commission**

2400AC Accommodation  
2400AL Allowance  
2400FO Food  
2400TR Travel

Total 24000 Participation Commission

**24100 MA Structures Commission**

2410AC Accommodation  
2410AL Allowance  
2410FO Food  
2410TR Travel

Total 24100 MA Structures Commission

**24200 High Performance Commission**

2420AC Accommodation  
2420AL Allowance  
2420FO Food  
2420TR Travel

Total 24200 High Performance Commission

**24300 Development Committee**

2430AC Accommodation

2430AL Allowance

2430FO Food

2430TR Travel

Total 24300 Development Committee

**30000 Medals and Trophies**

**30100 Events Equipment**

**30200 European Individual Championships**

3020AC Accommodation

3020AL Allowance

3020BR Branding

3020EQ Equipment

3020ET Events Technology

3020RE Representation

3020SH Shipment

3020TO Technical Officials

3020TR Travel

3020VE Venue

3020ZZ Other

Total 30200 European Individual  
Championships

**30400 European Mixed Team Championships**

3040AC Accommodation

3040AL Allowance

3040BR Branding

3040EQ Equipment

3040ET Events Technology

3040RE Representation

3040SH Shipment

3040TO Technical Officials

3040TR Travel

3040VE Venue

3040ZZ Other

Total 30400 European Mixed Team  
Championships

**30600 European U17 Championships**

3060AC Accommodation

3060AL Allowance

3060BR Branding

3060EQ Equipment

3060ET Events Technology

3060RE Representation

3060SH Shipment

3060TO Technical Officials

3060TR Travel

3060ZZ Other

Total 30600 European U17 Championships

**30700 European Senior Championships**

- 3070AC Accommodation
- 3070AL Allowance
- 3070BR Branding
- 3070EQ Equipment
- 3070ET Events Technology
- 3070RE Representation
- 3070SH Shipment
- 3070TO Technical Officials
- 3070TR Travel
- 3070VE Venue
- 3070ZZ Other

Total 30700 European Senior Championships

**30800 European Club Championships**

- 3080AC Accommodation
- 3080AL Allowance
- 3080BR Branding
- 3080ET Events Technology
- 3080RE Representation
- 3080SH Shipment
- 3080TO Technical Officials
- 3080TR Travel
- 3080ZZ Other

Total 30800 European Club Championships

**30900 European Games / EYOF**

- 3090AC Accommodation
- 3090AL Allowance
- 3090RE Representation
- 3090TR Travel

Total 30900 European Games / EYOF

**32000 Umpire Travel Grants**

**32100 Umpire Assessments**

- 3210AC Accommodation
- 3210AL Allowance
- 3210FO Food
- 3210TR Travel
- 3210ZZ Other

Total 32100 Umpire Assessments

**32200 National umpire workshop and appraisal**

- 3220AC Accommodation
- 3220AL Allowance
- 3220FO Food
- 3220TR Travel
- 3220ZZ Other

Total 32200 National umpire workshop and appraisal

**32300 Umpire Appraisals**

- 3230AC Accommodation

3230AL Allowance

3230FO Food

3230TR Travel

3230ZZ Other

Total 32300 Umpire Appraisals

**32400 National Umpire Education Programme (BASIS)**

3240AC Accommodation

3240AL Allowance

3240FO Food

3240TR Travel

3240ZZ Other

Total 32400 National Umpire Education Programme (BASIS)

**32500 TO Clothing**

**32700 Referee Assessments**

3270AC Accommodation

3270AL Allowance

3270TR Travel

3270ZZ Other

Total 32700 Referee Assessments

**33000 Circuit Equipment**

**33200 Referees Circuit**

3320AL Allowance

3320TR Travel

Total 33200 Referees Circuit

**33300 Referees Junior Circuit**

3330AL Allowance

3330TR Travel

Total 33300 Referees Junior Circuit

**34000 Events Committee**

3400AC Accommodation

3400AL Allowance

3400FO Food

3400TR Travel

Total 34000 Events Committee

**40000 Website**

**40100 Streaming/photo equipment**

**40200 Federation Data Toolkit (FDT)**

**40300 BEC Magazine**

4030DC Development costs

4030SH Shipment

Total 40300 BEC Magazine

**40400 BEC News coverage**

4040AC Accommodation

4040AL Allowance

4040PH Photo coverage

4040TR Travel

4040WR External writers  
Total 40400 BEC News coverage  
**40500 BEC Podcast**  
4050AC Accommodation  
4050AL Allowance  
4050SH Shipment  
4050TR Travel  
Total 40500 BEC Podcast  
**40600 BEC Manager App**  
4060DC Development costs  
4060MA Maintenance  
Total 40600 BEC Manager App  
**40700 SOME Production**  
**40800 Database.**  
4080DC Development costs  
4080MA Maintenance  
Total 40800 Database.  
**40900 Streaming portal**  
4090PC Production costs -  
streaming  
4090PCG Production costs - Glenn  
Total 40900 Streaming portal  
**41000 Media conference**  
4100AC Accommodation  
4100HO Hospitality  
4100TR Travel grant  
Total 41000 Media conference  
**41100 BEC App**  
4110MA Maintenance  
Total 41100 BEC App  
**41200 MA Communication**  
4120MS BEC Player Instagram  
Project  
Total 41200 MA Communication  
**41300 Para badminton promotion**  
4130PH Photographer  
4130ZZ Other  
Total 41300 Para badminton  
promotion  
**41400 Para badminton events  
coverage**  
4140AC Accommodation  
4140AL Allowance  
4140TR Travel  
4140WR External writers  
Total 41400 Para badminton events  
coverage  
**42000 Advertising.**  
4200BR Mascot and merchandise

4200PR Print  
Total 42000 Advertising.  
42100 TV placement deals  
42200 Digital Marketing  
4220PR Promotion  
4220SE Services  
4220SU Subscriptions  
Total 42200 Digital Marketing  
42300 Lead and activation  
42400 Data delivery  
42500 Consultancy  
43000 Entertainment Commission  
4300AC Accommodation  
4300AL Allowance  
4300FO Food  
4300TR Travel  
Total 43000 Entertainment  
Commission  
43100 Business Committee  
4310AC Accommodation  
4310AL Allowance  
4310FO Food  
4310TR Travel  
Total 43100 Business Committee  
45000 BWF Meetings  
4500AC Accommodation  
4500AL Allowance  
4500FO Food  
4500TR Travel  
4500VE Venue  
Total 45000 BWF Meetings  
45100 International Committee  
4510AC Accommodation  
4510AL Allowance  
4510FO Food  
4510TR Travel  
Total 45100 International Committee  
  
50000 Athletes' Commission Projects  
50100 Scholarships for GE and less  
developed members  
50200 Ambassadors Project  
5020AC Accommodation  
5020AL Allowance  
5020EQ Equipment  
5020FO Food  
5020TR Travel  
Total 50200 Ambassadors Project  
50300 Educational activities Board/staff

51000 President expenses  
5100AC Accommodation  
5100AL Allowance  
5100TR Travel  
5100ZZ Other  
Total 51000 President expenses  
51100 Vice-Presidents' expenses  
5110AC Accommodation  
5110AL Allowance  
5110TR Travel  
Total 51100 Vice-Presidents' expenses  
51200 Directors' expenses  
5120AC Accommodation  
5120AL Allowance  
5120TR Travel  
5120ZZ Other  
Total 51200 Directors' expenses  
52000 Staff salaries  
52100 Staff pension  
52200 Insurances  
52300 Staff travel  
5230AC Accommodation  
5230AL Allowance  
5230FO Food  
5230RE Representation  
5230TR Travel  
Total 52300 Staff travel  
52400 Representation.  
53000 Office tax  
53100 Office maintenance  
53200 Office heating & electricity  
53300 Mobile & internet  
53400 Stationery, Copying & Printing  
53500 Office equipment  
53600 Miscellaneous administration  
54000 Accounting expenses  
54100 Legal expenses  
54200 Audit expenses  
55000 Depreciation.  
55100 Provisions bad debt  
55200 Bad debtors  
55300 Bank charges  
55400 Contingency for loss of income  
56300 Board meeting 4  
5630AC Accommodation  
5630AL Allowance  
5630FO Food  
5630TR Travel  
Total 56300 Board meeting 4

56400 ADM / Gala

5640AC Accommodation

5640AL Allowance

5640FO Food

5640TR Travel

5640VE Venue

Total 56400 ADM / Gala

56500 Other meetings

5650AC Accommodation

5650AL Allowance

5650FO Food

5650TR Travel

Total 56500 Other meetings

56600 Meeting facilities

56700 Governance Commission

5670AC Accommodation

5670AL Allowance

5670FO Food

5670TR Travel

Total 56700 Governance Commission