



STATUTES

**ADOPTED BY
Paddle Europe EXTRAORDINARY CONGRESS
- Budapest - Hungary
29 March 2025**

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DEFINITIONS

In these Statutes, the following words have the following meanings, unless the context otherwise requires:

Defined Words	Meanings
Athlete Representative	means the member of the Board of Directors approved by Congress with specific board responsibility to share an athlete view in line with statute 12.22 – 12.25.
Annual Plan	means the annual business plan, which is approved and reviewed by the Board and identifies key actions for the year.
Auditors	means the Auditors appointed by Paddle Europe to externally review the accounts of Paddle Europe.
Board or Board of Directors	means the Board of Directors of Paddle Europe who are elected in accordance with these Statutes.
Board Meeting	means a Board Meeting or meeting of the members of the Board of Directors of Paddle Europe, which is conducted in person, or partially or entirely via an electronic communications platform, provided the platform allows every person participating to hear and speak to one another throughout such meeting.
Budget	means the Budget of Paddle Europe, which is managed by the Board for the 2 years between Congresses.
CEO	means such person as the Board appoints from time to time as the Chief Executive Officer of Paddle Europe (or their delegate) in accordance with Statute 12.28 - 12.29.
Chair	means the President or their delegate who is responsible for chairing meetings of the board and chairing the Congress. The term “Chair” also means the person appointed to act as Chair for Committees of Paddle Europe.
Congress	means the Congress of Paddle Europe held every two years in accordance with Statute 10.
Committee	means any Committee of Paddle Europe, appointed by Paddle Europe in accordance with Statute 12.9 - 12.11.
Continental Federation	means a Continental Federation of the ICF as determined by the ICF Statutes 2021, including Europe (Paddle Europe), Africa, Asia, Australasia, Pan American Canoe Federation.

Members of the Board of Directors	means the members of the Board of Directors of Paddle Europe, elected by Congress in accordance with these Statutes to manage the business of Paddle Europe.
Paddle Europe	means the European Canoe Association, recognised by the ICF.
Europe	means the continent of Europe as recognised by the ICF.
Extraordinary Congress	means a Congress called by the Board or the Members to consider Extraordinary Business of Paddle Europe in accordance with Statute 11.34 - 11.37.
Executive Officers	means any paid members of staff who are employed or contracted by Paddle Europe.
ICF	means the International Canoe Federation, recognised by the IOC as the international governing body for paddle sport.
Member or Member NF	means National Federations holding membership of the ICF and approved as Members of Paddle Europe in accordance with Statute 9.1 – 9.6.
Membership Fee	means the annual fee proposed by the Board and approved by the Congress, payable by each Member NF as a condition of membership.
Motions	means proposals properly presented to Congress by the Board or Member NFs in accordance with Statute 11.4.
National Federation (NF)	means a national organisation in each European country recognised as the body responsible for the development and administration of paddle sport in that country who are also in membership of ICF.
Notice(s)	means official communication in writing from Paddle Europe in advance of the Congress and Board meetings which provides the details and regulations of the meeting.
Ordinary Business	means the business of the Congress as defined in Statutes 11.10 to 11.11. Ordinary Business requires a Simple Majority greater than 50% to be decided.
President	means the person elected from time to time as President of Paddle Europe and Chair of the Board in accordance with these Statutes.
Provisional Budget	Means the two (2) year Budget of Paddle Europe, prepared by the Board and presented for approval at Congress, but subject to change by the Board during its implementation, in the best interests of Paddle Europe.

Realised Budget	Means the final Budget of Paddle Europe for the past period of two (2) years which is presented by the Board for approval to Congress.
Regulations	means the Regulations and Policies of Paddle Europe made by the Board in accordance with Statute 12.3 & 12.4.
Secret Ballot	means a vote at Congress or within a Board Meeting which takes place by casting votes confidentially on paper, rather than by a show of hands.
Simple Majority	means a majority of greater than 50% of the available votes cast.
Special Business	means the business of the Congress (other than the Ordinary Business) as identified in Statute 11.10.1 – 11.10.3 and requiring a majority of at least two thirds of the available votes to be decided.
Statutes	means these Statutes of Paddle Europe which are the governing document approved by the Members at Congress.
Strategic Plan	means the medium-term business plan of Paddle Europe, which is approved by Congress. This shall provide clarity on the purpose and vision, the strategic goals, key actions and key performance measures of Paddle Europe.
Technical Committees	means those Committees established by the Board in accordance with Statute 16, responsible for the technical matters within each discipline including the running of Paddle Europe Championships.
Two Thirds Majority	means a majority of at least two thirds of the available votes cast.
World Anti-Doping Agency	means the World Anti-Doping Agency (WADA), established in 1999 as an international independent agency which established the World Anti-Doping Code, adopted by ICF and other international and national federations of sport.
Writing	means written, digital, printed and other modes of representing or reproducing words in a visible form.

1. NAME AND DURATION

- 1.1. Under the name “Paddle Europe”, an association is constituted in accordance with these Statutes and Articles. 60 et seq. of the Civil Code (hereinafter the “Organisation” or “Paddle Europe”).
- 1.2. The Organisation is established for an indefinite period.

2. HISTORY AND RECOGNITION

- 2.1. Paddle Europe was established at the first Paddle Europe Congress in Rome on 11 December 1993 under the name of European Canoe Association – ECA - and was formally recognised by the International Canoe Federation (ICF) in accordance with Resolution C.19.94. adopted at the ICF Congress in Acapulco in 1994.
- 2.2. At the congress in Budapest, Hungary on March 29, 2025, the decision was made by the congress to change the name of the ECA to Paddle Europe.
- 2.3. Paddle Europe was established to promote and develop canoeing and paddle sport activities throughout Europe, in line with the ideals and plans of the ICF.
- 2.4. Paddle Europe has the powers to operate as a Continental Federation of the ICF according to the ICF Statutes.

3. LOCATION

- 3.1. Paddle Europe's headquarters is in Lausanne, Switzerland.
- 3.2. This may be modified at any time by a decision of the Board of the Organisation.

4. OFFICIAL LANGUAGES

- 4.1. The official languages of Paddle Europe are English and French, with English as the primary language. All official documents of Paddle Europe shall be written in English.

5. OBJECTIVES

- 5.1. The Objectives for which Paddle Europe is established are to:
 - 5.1.1. act as the internationally recognised governing body for paddle sport in Europe;
 - 5.1.2. hold and maintain the membership for Europe within the ICF in accordance with the ICF Resolution C.19.94;
 - 5.1.3. understand and express the views of Member National Federations (NFs) in Europe within ICF decision making; and organise Paddle Europe Championships and competitions for recognised disciplines of paddle sport in Europe;
 - 5.1.4. develop and promote all aspects of paddle sport in Europe, including competition, recreational paddling and educational activities;
 - 5.1.5. take steps to positively manage the environmental and societal impact of the activities of Paddle Europe;

- 5.1.6. ensure the health and well-being of athletes and Members and protect the integrity of the sport;
- 5.1.7. engage with the European Games and other such multi-sport competitions in ways that benefit Paddle Europe and its Members;
- 5.1.8. encourage and support Members to exchange knowledge and information, to strengthen paddle sport throughout Europe;
- 5.1.9. develop and nurture relationships with any European bodies which can support the growth and delivery of paddle sport in Europe;
- 5.1.10. operate as an effective Continental Federation of the ICF, with good governance and strong financial management;
- 5.1.11. develop commercial and financial projects which directly or indirectly may benefit achieving the objectives of Paddle Europe;
- 5.1.12. increase the media coverage of Paddle Europe Championships and activities and generate commercial revenue for the development of paddle sport throughout Europe.

6. RESOURCES

- 6.1. The resources of the Organisation may come from membership fees, donations, grants, sponsorship contracts and contributions from international organisations, „and any other items as defined by the Paddle Europe Financial Regulations

7. POWERS

- 7.1. Paddle Europe shall have the powers to do all such lawful things that are consistent with its Objectives.
- 7.2. Subject to these Statutes, the powers shall be exercised by the Paddle Europe Board of Directors. The National Federations (NFs) shall delegate the responsibility for managing the affairs of Paddle Europe to the Board, other than for those matters which are defined as the responsibilities of Congress in Statute 11.3.
- 7.3. The income and property of Paddle Europe shall only be used to meet the Objectives. No portion of this shall be paid or transferred, directly or indirectly to the Paddle Europe Board of Directors or Members, other than in the payment of expenses as detailed in Statute 7.4.
- 7.4. Board and Committee members may be reimbursed for reasonable and appropriate expenses incurred in the performance of their duties and responsibilities to Paddle Europe. The exact modalities are defined in a directive issued by the Board.

8. RESPONSIBILITIES TO THE ICF AND OTHER ASSOCIATED ORGANISATIONS

- 8.1. Paddle Europe accepts the final and binding authority and jurisdiction of the ICF in relation to all international matters and shall ensure that Paddle Europe complies with the necessary ICF membership obligations, including:
 - 8.1.1. recognising the jurisdiction and authority of the Court of Arbitration for Sport (CAS) where the arbitration rules of the CAS are mandated by ICF;
 - 8.1.2. meeting minimum ICF standards, as advised by ICF from time to time;

- 8.1.3. agreeing to be bound by the WADA Anti-Doping Code and regulations.

9. MEMBERSHIP

Eligibility for Membership

- 9.1. All National Federations (NF) in Europe affiliated to the ICF, shall be eligible to become Members of Paddle Europe.
- 9.2. Members of Paddle Europe shall be those National Federations (NFs), which have been approved by the Congress and who remain in membership of ICF.
- 9.3. All Members shall be bound by and subject to these Statutes and the Regulations.

Applications for Membership

- 9.4. An NF wishing to become a Member, shall make a formal application to Paddle Europe Board which must be signed by its President and one other member of their board. This must be submitted to the Chief Executive Officer (CEO) of Paddle Europe with the following:
- 9.4.1. a copy of its Statutes in English;
 - 9.4.2. contact details of its President and/or General Secretary;
 - 9.4.3. evidence of its membership of ICF.
- 9.5. The Board shall consider the application and if agreed, shall submit its recommendation to the next Congress for acceptance.
- 9.6. Applications for Membership shall be considered at the next Congress as a Special Resolution.

Membership Fee

- 9.7. The Congress shall fix the annual Membership Fee payable to Paddle Europe, for the period between meetings of the Congress.
- 9.8. The annual Membership Fee shall be paid on request by each Member to Paddle Europe. In order to retain its membership of Paddle Europe, a Member shall pay the annual Membership Fee during the first quarter of each year and by no later than the 31st March each year.
- 9.9. If a Member has not paid its fees by the due date, they shall not be eligible to attend and vote at the Congress and athletes from that National Federation shall be ineligible to take part in any European championships or in any other European international competitions or activities organised under the jurisdiction of Paddle Europe, until all outstanding fees have been paid.

Resignation of Membership

- 9.10. A Member wishing to withdraw from the membership of Paddle Europe shall give notice of resignation in writing to the Paddle Europe Board.

9.11. A Member cannot be regarded as having resigned its membership of Paddle Europe until all outstanding dues have been paid.

Suspension of Membership

9.12. The Board shall have the power to suspend a Member in accordance with the Regulations.

Expulsion from Membership

9.13. If there are any justified reasons such as the violation of agreements with Paddle Europe, the Congress has the power to expel a Member by Special Resolution.

10. THE STRUCTURE OF Paddle Europe

10.1. The governance structure of Paddle Europe shall consist of the:

10.1.1. Congress

10.1.2. Paddle Europe Board of Directors

10.1.3. Paddle Europe Committee structure

11. THE CONGRESS

Congress Powers

11.1. Paddle Europe shall hold a Congress every two years (in the year ending in an 'odd' number e.g. 2023, 2025).

11.2. The Congress shall be held at the time and place determined by the Board, provided that every Congress shall be held not more than thirty (30) months after the preceding Congress.

11.3. The Congress shall be held for the following purposes:

11.3.1. to conduct elections as required;

11.3.2. to receive and approve the audited accounts of Paddle Europe;

11.3.3. to receive and approve Paddle Europe Budget principles and Provisional Budget for the forthcoming two years, and to approve the Realised Budget of the past period;

11.3.4. to approve the Membership Fee for the following two years;

11.3.5. to receive from the Board a report on the delivery of Paddle Europe strategy since the previous Congress and to approve Paddle Europe's Strategic Plan for the next two years;

11.3.6. appoint an auditing body, if such appointment is required by law;

11.3.7. grant discharge to the members of the Council;

11.3.8. approve the minutes of the previous Congress;

11.3.9. to transact such other business as may be brought before it by the Board or its members in accordance with Statute 11.4.

11.4. Any Motions for discussion at the Congress originating from the Members rather than the Board in accordance with Statute 11.3.9, must be signed by at least two Members entitled to vote in accordance with these Statutes and lodged with the CEO at least 12 weeks prior to the date of the Congress.

Notice of and Calling Congress

11.5. Congress shall be called on at least 26 weeks prior to the congress by written Notice to the Members.

11.6. The Notice shall be sent to all Members, the Board of Directors and the ICF and shall:

11.6.1. specify the date, time and place of the Congress;

11.6.2. set out the business identified by the Board to be transacted at the Congress (Agenda);

11.6.3. call for any nominations for positions which will become vacant;

11.6.4. call for any business to be presented by Members;

11.6.5. confirm the date when these must be received by the CEO.

11.7. The accidental omission to give Notice of a meeting to, or the non-receipt of such Notice by, any person entitled to receive notice thereof shall not invalidate any resolution passed or proceeding at any meeting.

Deadline for Motions from Members

11.8. Motions for amendments to the Statutes or any other Motions submitted by Members or the Board, must also be submitted to the CEO of Paddle Europe at least 12 weeks before the opening day of the Congress.

Final Notices for Congress

11.9. At least forty-five (45) days before the Congress, the final Notice shall be sent to the Members, the Board of Directors and the ICF and shall include the following;

11.9.1. confirmation of the date, time and venue of the Congress;

11.9.2. the agenda;

11.9.3. a report from the Board of Directors;

11.9.4. the financial report and auditors report;

11.9.5. the Provisional Budget for next two years and the Realised Budget from the past period;

11.9.6. details of the candidates being nominated for the vacant positions;

11.9.7. an update on the delivery of the strategy and the strategic plan for the next two years;

11.9.8. any special business presented by the Board or the Members.

The Ordinary and Special Business at the Congress

- 11.10. All business transacted at a Congress shall be Ordinary Business, with the exception of the following which shall be transacted as Special Business;
- 11.10.1. to accept or expel a Member,
 - 11.10.2. any proposals originating from the Board or the Members to amend the Statutes
 - 11.10.3. any other business presented by the Members.
- 11.11. Ordinary Business shall require a Simple Majority of votes cast in order to be passed. Special Business shall require a Two Thirds Majority of votes to be passed.
- 11.12. If it is proposed that Paddle Europe should be dissolved or wound up, this must be considered within an Extraordinary Congress as set out within Statutes 11.35-11.38.
- 11.13. At any Congress, only the business notified in the agenda accompanying the Notice shall be transacted. Amendments must be kept within the terms of the motion and the chair of the meeting shall have power to refuse any amendment which substantially alters the intention of the motion.

Attendance and Voting at Congress

- 11.14. The Board may make whatever arrangements they consider appropriate to enable those attending Congress to exercise their rights to speak and vote. The Congress may be conducted in person, or partially or entirely via an electronic communications platform, provided the platform allows every person participating to hear and speak to one another throughout the Congress and to vote by a show of hands or by secret ballot.
- 11.15. Each Member may participate in the Congress with a maximum of three (3) delegates, duly authorised by the Member, so long as more than one gender is represented, otherwise the maximum number of delegates will be two (2).
- 11.16. Only Members have the right to vote at the Congress.
- 11.17. Each Member present is entitled to only one (1) vote.
- 11.18. The chair of the meeting may permit other persons who are not Members to attend and speak at a Congress, but not to vote on any matter.
- 11.19. Members of the Board of Directors and Technical Committees may attend the Congress but are ineligible to vote unless they are holding the vote for their Member NF.
- 11.20. The ICF President or their delegate may attend the Congress but is ineligible to vote.
- 11.21. A resolution put to the vote of a Congress must be decided on a show of hands unless a Secret Ballot is determined by the Board or duly demanded in accordance with Statute 11.30-11.333.
- 11.22. All elections at Congress shall be conducted by Secret Ballot.
- 11.23. The resolutions of the Congress are final and may only be altered by the Congress itself.

Quorum for Congress

- 11.24. More than fifty per cent (50%) of the Members must be present to form a quorum. No business may be transacted at a Congress if the persons attending the Congress do not constitute a quorum.

Chairing Congress

- 11.25. The President shall chair the Congress. If the President is absent or is not present within fifteen (15) minutes after the time appointed for holding the meeting, a Vice President shall chair the meeting or Paddle Europe Board of Directors present at the meeting shall appoint another Member of the Board of Directors to chair the meeting. The appointment of the Chair of the meeting, must then be the first business of the meeting.

Adjournment

- 11.26. If within thirty (30) minutes of the time at which the meeting was due to start, the persons attending Congress do not constitute a quorum, or if during a meeting a quorum ceases to be present, the Chair of the Congress must adjourn it.
- 11.27. The Chair of the Congress may also adjourn a Congress at which a quorum is present if:
- 11.27.1. the meeting consents to an adjournment; or
 - 11.27.2. it appears to the Chair of the Congress that an adjournment is necessary to ensure that the business of the meeting is conducted in an orderly manner.
- 11.28. The Chair of the Congress must adjourn a Congress if directed to do so by the meeting.
- 11.29. When adjourning a Congress, the Chair of the Congress must:
- 11.30. either specify the time and place to which it is adjourned or state that it is to continue at a time and place to be fixed by the Board; and
- 11.31. have regard to any directions as to the time and place of any adjournment which have been given by the meeting.
- 11.32. No business may be transacted at an adjourned Congress which could not properly have been transacted at the meeting if the adjournment had not taken place.

Secret Ballots

- 11.33. A Secret Ballot may be demanded on any resolution by any Member of Paddle Europe:
- 11.33.1. in advance of the Congress where it is to be put to the vote; or
 - 11.33.2. at a Congress, before a show of hands on that resolution.
- 11.34. A demand for a Secret Ballot may be withdrawn if the Secret Ballot has not yet been taken, and the Chair of the meeting consents to the withdrawal.
- 11.35. Secret Ballots shall be taken as the Chair of the Congress directs and s/he may appoint scrutineers from amongst the non-voting attendees. The scrutineers must include at least one male and one female and they shall not be from the same National Federation.

- 11.36. The Chair of the meeting shall determine when the result of the Secret Ballot may be declared. The result of the Secret Ballot shall be deemed to be the resolution of the Congress at which the Secret Ballot was demanded.

Extraordinary Congress

- 11.37. An Extraordinary Congress must be called when at least a one-fifth majority of the Members submit a request in writing to Paddle Europe CEO giving reasons thereof; or when Paddle Europe Board considers that circumstances have arisen warranting an Extraordinary Congress.
- 11.38. On receipt of a written request made in accordance with 11.34 the Board must call an Extraordinary Congress within 12 weeks of having received or made the request for the Congress.
- 11.39. At least forty-five (45) days before the Extraordinary Congress, the CEO shall inform the Members and the Board of Directors with the following;
- 11.39.1. The date, time and venue of the Extraordinary Congress
 - 11.39.2. Details of the matters to be discussed (Agenda)
- 11.40. An Extraordinary Congress shall only deal with such matters, which have caused the meeting to be convened.
- 11.40.1. The Extraordinary Congress will be conducted in accordance with the applicable guidelines for the Congress in Article 11 of these Statutes.

12. THE BOARD

Board Powers

- 12.1. The business of Paddle Europe shall be managed by the Board, who may exercise all Powers and take any actions on behalf of Paddle Europe, which are not required to be undertaken by the Congress.
- 12.2. With respect to third parties, Paddle Europe is validly bound by the signature of the President

Board of Directors' Discretion to Make Regulations

- 12.3. Subject to its overall responsibilities the Board shall set the strategic direction of Paddle Europe, including matters such as governance, finance, remuneration, nominations, stakeholder relations, insurance and other relevant assurance arrangements.
- 12.4. The Board shall have the power to make, vary and revoke Regulations for the better administration of Paddle Europe including (without limitation):
- 12.4.1. Developing and monitoring the Strategic Plan;
 - 12.4.2. Developing, approving and reviewing progress of the Annual Plan;
 - 12.4.3. Formalising the delegated powers of the Executive Officers and Committees;

- 12.4.4. Drafting and proposing the Provisional Budget, managing the Budget with the powers to make amendments in the best interest of Paddle Europe and reporting the Realised Budget to Congress;
- 12.4.5. Establishing, monitoring, reviewing and implementing all policies required for Paddle Europe to properly operate including but not limited to: Championships Policy, Anti-Doping Policy, Disciplinary and Disputes Policy, HR Policies for employees;
- 12.4.6. Supervising risk management and safety matters;
- 12.4.7. Maintaining the integrity of Paddle Europe's brand;
- 12.4.8. Appointing Board Advisors;
- 12.4.9. Managing all Board review processes;
- 12.4.10. Making recommendations for Paddle Europe honours.

12.5. The Board may delegate any of the Powers

- 12.5.1. to such person, Committee, Member, or other such person or organisation;
- 12.5.2. by such means and to such an extent and on such terms and conditions, as it thinks fit.

- 12.6. All acts and proceedings delegated under Article 12.5 shall be reported back to the Board in due course.
- 12.7. If the Board so specifies, any such delegation may authorise further delegation of the Board's powers by any person to whom they are delegated.
- 12.8. The Board may withdraw any delegation in whole or part or alter its terms and conditions.

Committees of the Board

- 12.9. The Board shall have the Powers to form Committees of the Board to support the proper functioning of the Board and Paddle Europe as a whole.
- 12.10. All Paddle Europe Committees are accountable to the Board of Paddle Europe. The composition, function, and powers of these Committees shall be in accordance with the terms of reference for each Committee which shall be approved by the Board.
- 12.11. Paddle Europe must establish Technical Committees, in accordance with Statute 16 for each competition discipline in which Paddle Europe holds or plans to hold championships.

Appointment of Board Directors

- 12.12. Each member of the Board must be at least eighteen (18) years of age, but membership of the Board shall not be subject to a maximum age limit.
- 12.13. Paddle Europe shall seek to create a Board with appropriate diversity, independence, skills, experience and knowledge to take effective decisions that will further the Objectives.

12.14. The Board will consist of;

12.14.1. The President

12.14.2. Two (2) Vice Presidents

12.14.3. The Athlete Representative

12.14.4. Seven (7) elected members of the Board of Directors

12.15. The number of the members of the Board of Directors shall be no less than seven (7) and no more than eleven (11).

12.16. All of the members of the Board of Directors including the President, shall be appointed on a voluntary basis and shall not receive any remuneration.

President

12.17. The President shall be elected by the Congress.

12.18. The responsibilities of the President shall be detailed within a role description but shall include;

12.18.1. to guide and oversee the strategy and direction of Paddle Europe as agreed by Paddle Europe Congress;

12.18.2. to chair the meetings of the Congress and the Board of Directors;

12.18.3. to represent Paddle Europe within the ICF Executive Committee and the ICF Board;

12.18.4. to represent Paddle Europe within international sports authorities and other partners;

12.18.5. to represent Paddle Europe at Paddle Europe events and championships;

12.18.6. to manage the review processes of the Board;

12.18.7. to act as the manager of the CEO;

12.18.8. to propose to the Board ad-hoc working groups as may be required.

12.19. The reasonable and approved expenses of the President, incurred in carrying out their duties, shall be reimbursed in full by Paddle Europe.

Vice-Presidents

12.20. Two (2) Vice Presidents shall be elected by the Congress. The two (2) Vice-Presidents must be of a different gender.

12.21. The responsibilities of the Vice Presidents shall be detailed within a role description but shall include;

12.21.1. to assist the President and to represent Paddle Europe at Paddle Europe events, championships and on other occasions as requested by the President;

12.21.2. to serve as a member of the Board of Directors.

Athlete Representative

12.22. The Athlete Representative shall be approved by the Congress.

12.23. S/he will be nominated by the athletes, in processes which shall be determined and agreed by the Board.

12.24. The Athlete Representative shall serve for a maximum term of one four (4) year period.

12.25. The responsibilities of the Athlete Representative shall be detailed within a role description but shall include;

12.25.1. to liaise with athletes involved in each discipline and share views within Paddle Europe as required;

12.25.2. to serve as a member of the Board of Directors

12.26. to assist the President and to represent Paddle Europe at Paddle Europe events, championships and on other occasions as requested by the President.

Elected Members of the Board of Directors

12.27. The Seven (7) Elected members of the Board of Directors shall be elected by the Congress with a minimum of two (2) from each of the male and female gender.

12.28. The responsibilities of the Elected members of the Board of Directors shall be detailed within a role description but shall include;

12.28.1. to serve as a member of the Board of Directors

12.28.2. to assist the President and to represent Paddle Europe at Paddle Europe events, championships and on other occasions as requested by the President.

Chief Executive Officer

12.29. The Board may appoint a Chief Executive Officer (CEO) for such term, at such remuneration and upon such conditions as it thinks fit and any CEO so appointed may be removed by the Board.

12.30. The CEO shall not be a member of the Board of Directors of Paddle Europe, but shall attend Congress, Board Meetings and other Committee Meetings of Paddle Europe. The responsibilities of the CEO shall be contained within a detailed role description but shall include;

12.30.1. to manage the day-to-day running of Paddle Europe including communications with Members and the members of the Board of Directors;

12.30.2. to be responsible for the day-to-day financial management of Paddle Europe;

12.30.3. to work with the President to establish the agendas and all matters of administration of the Congress and the meetings of the Board of Directors of Paddle Europe;

12.30.4. to work with the Technical Committees to support the administration of Championships of Paddle Europe;

12.30.5. to manage the work of other employees of Paddle Europe and manage any contractors of Paddle Europe;

12.30.6. to represent Paddle Europe as required.

Board Advisors

12.31. The Board when it deems necessary, may appoint up to three (3) people to be Board Advisors in specialist areas which are set out in the Strategic Plan and may need specialist skills or additional focus in areas such as but not limited to: legal matters, broadcast and streaming, sponsorship and commercial, digital strategy and communications.

12.32. The Board shall set out the requirements in a role description and recruit these roles, through an open and transparent recruitment process.

12.33. The term of the appointment will be determined by the Board.

12.34. The Board Advisors will be invited to attend Meetings of the Board and Congress but shall not be entitled to a vote.

Nominations for Board positions

12.35. The Members shall submit candidates for the Board positions to be elected at Congress, to the CEO. Candidates shall be presented through the National Federation where the nominees are a member. Candidatures must be signed by the President or Secretary General of that Federation.

12.36. Nominations for the positions shall be submitted at least 12 weeks before the opening day of the Congress.

12.37. The candidature must be submitted in writing by the nominating Member and this should include a profile of the candidate.

12.38. Each Member may only nominate one person for each vacant Director position.

12.39. In the case where there have been no candidates for a position submitted in accordance with these statutes in advance of Congress, nominations will be accepted at the opening of the Congress.

Elections

12.40. Elections for those positions appointed by Congress shall take place by Secret Ballot.

12.41. In order to be elected by Congress to any Paddle Europe position, a Simple Majority of votes is required. If none of candidates obtains the majority, the ballot shall be repeated. The candidate obtaining the lowest number of votes in each ballot shall be eliminated until a Simple Majority is achieved for the place or places available. If a Simple Majority is not achieved, then the vote will take place again and should that fail to elect a candidate then no appointment will be made and new candidates will be invited for nomination at the next Congress.

Board of Directors' Terms of Office

- 12.42. Notwithstanding any other provision of these Statutes, a member of the Board of Directors shall hold office for up to four (4) years from the date of his or her appointment or until (if earlier) he or she ceases to be a member of the Board of Directors in accordance with Article 12.73.
- 12.43. The terms of the members of the Board of Directors will be staggered, so that all of the members of the Board of Directors do not retire at the same time. This Board succession plan will be managed by the Board and be in accordance with the terms of the member of the Board of Directors as set out in these Statutes.
- 12.44. A member of the Board of Directors shall not serve more than three (3) consecutive four (4) year terms of office on the Board.
- 12.45. Exceptionally, a member of the Board of Directors, who at the date of adoption of these Statutes, was elected to the Board (or the Board of Paddle Europe under the previous Statutes) prior to 2019, shall be eligible to stand for election to the Board for three (3) consecutive four (4) year terms of office from 2019.
- 12.46. A member of the Board of Directors who ceases to be a member of the Board having completed their maximum term of office shall not be eligible to stand for re-election to the Board for a period of at least four (4) consecutive years, except as provided for in 11.43.
- 12.47. A member of the Board of Directors who has completed their maximum term of office may stand for election as President for a further maximum two (2) consecutive terms of four (4) years. For the avoidance of doubt this provision does not apply to The President who shall be eligible to serve no more than three (3) consecutive four (4) year terms of office as President.

Casual Vacancies

- 12.48. A casual vacancy arising among the offices of President, Vice-President, or other members of the Board of Directors shall be filled by the Board until the following Congress.

Calling a Meeting of the Board

- 12.49. The Board may meet, adjourn and otherwise regulate their Meetings as they deem fit.
- 12.50. A Board Meeting or committee meeting may be conducted in person, or partially or entirely via an electronic communications platform provided the platform allows every person participating to hear and speak to one another throughout such meeting and to vote.
- 12.51. Meetings of the Board shall usually take place at least four (4) times in each calendar year. The calendar of meeting dates shall usually be set twelve (12) months in advance and the details of each meeting including the date and location, shall be shared with the Board of Directors at least 30 days in advance of each meeting.
- 12.52. Any member of the Board of Directors may call a Meeting of the Board if circumstances require an urgent meeting, by giving at least seven (7) days' notice of the Meeting to the members of the Board of Directors or by directing the CEO to give such notice.
- 12.53. Notice of any Meeting of the Board shall be given to each member of the Board of Directors in writing and must indicate:

- 12.53.1. the proposed date and time;
- 12.53.2. whether the meeting is to take place in person or online and details of the Meeting arrangements;
- 12.53.3. the agenda and papers for the Meeting.

Participation in Meetings of the Board

- 12.54. Subject to these Statutes, members of the Board of Directors participate in a Meeting of the Board, or part of a Meeting of the Board, when:
 - 12.54.1. the Meeting has been called and takes place in accordance with these Statutes; and
 - 12.54.2. they can each communicate to the others by any method (virtual or otherwise) any information or opinions they have on any particular item of the business of the meeting.
- 12.55. Any member of the Board of Directors participating via an electronic communications platform shall be deemed to be present in person at the Meeting and shall accordingly be counted in the quorum and be entitled to vote.

Composition of the Board and Quorum

- 12.56. The quorum for Meetings of the Board shall be a Simple Majority of the number of the members of the Board of Directors who are at that time elected members of the Board.
- 12.57. The Board may act notwithstanding any vacancy in its body, provided that if the number of the members of the Board of Directors shall at any time be less than the minimum set out in these Statutes, it shall be lawful for them to act as the Board for the purpose of filling a casual vacancy arising among the members of the Board of Directors in accordance with Statute 12.47, calling another meeting of the Board or calling a Congress, but not for any other purpose.

Chairing of Meetings of the Board

- 12.58. The President shall chair all Meetings of the Board at which s/he shall be present. If a meeting is scheduled and it is known in advance that the President will not be present, they shall nominate another member of the Board of Directors to act as chair of the meeting.
- 12.59. If at any meeting the President is unexpectedly absent, within fifteen (15) minutes (either in person or by any permitted method) after the time appointed for holding the meeting, the members of the Board of Directors present shall choose one (1) of their members to be Chair of the meeting. The person so appointed for the time being is known as the Chair of the meeting.

Decision making by the Board of Directors

- 12.60. Within a Board Meeting, decisions of the Board shall usually be agreed by consensus, but where a vote is required, a decision will require a Simple Majority of the available votes at that meeting.
- 12.61. Voting on any issue at a Meeting of the Board shall usually be by a show of hands and each member of the Board shall be entitled to one (1) vote.
- 12.62. At the request of the President or more than 50% of the members of the Board of Directors present, a vote can be taken by Secret Ballot.
- 12.63. There may be occasions where at the discretion of the President, the Board may take a decision between Meetings on an issue or issues, by a digital vote via email. These decisions will be recorded in the minutes of the next Board Meeting.

Casting Vote

- 12.64. If the numbers of votes for and against a proposal at a meeting of the Board are equal, the Chair of the meeting shall have a casting vote.

Records of Decisions

- 12.65. The Board must ensure that Paddle Europe keeps Minutes, for at least six (6) years from the date of the decision recorded, of every appointment by the Board and of every Majority decision taken by the Board (and all Committees of the Board) and by Paddle Europe at a Congress.
- 12.66. Any minutes signed by the Chair of the meeting, or by the Chair of the next succeeding meeting, shall be sufficient evidence without any further proof of the facts therein stated.

Conflicts of interest

- 12.67. Members of the Board of Directors are required to formally declare all interests that conflict or have the potential to conflict with the interests of Paddle Europe, through completion and return of Paddle Europe Conflict of Interest Declaration Form. This shall be completed initially on taking up their position as a member of the Board of Directors and refreshed annually thereafter or on further occasions when an additional interest needs to be declared.
- 12.68. A member of the Board of Directors who believes that a potential conflict of interest exists, should in the first instance raise the matter with the President at the point when a conflict or potential conflict of interest arises and should not wait for the annual renewal to do so.
- 12.69. Once an actual, potential or perceived conflict of interest is identified, it must be entered into the Register of Interests, as well as being notified to the other members of the Board of Directors. The Register of Interests must be maintained by the CEO and will record information related to a conflict of interest (including the nature and extent of the conflict of interest and any steps taken to address it).
- 12.70. Once a conflict of interest has been appropriately disclosed, the remaining members of the Board of Directors should decide by Simple Majority, whether an actual, potential or

perceived conflict of interest exists. This should be done at the start of the next meeting of the Board of Directors and prior to any business of the meeting taking place.

12.71. The result of this decision should be recorded on the Register of Interests. Where it is decided that a conflict does exist, the individual member of the Board of Directors may not:

- 12.71.1. vote on any relevant matter;
- 12.71.2. be included in the quorum in respect to the voting on any relevant matter; or
- 12.71.3. participate in any discussions in respect of any relevant matter unless this is considered allowable by the Chair.

Board of Directors' Indemnity and Insurance

12.72. The members of the Board of Directors serve on a voluntary basis, subject to reimbursement of their actual expenses. Each member of the Board of Directors shall be indemnified against all costs, charges, losses, expenses and liabilities incurred when acting as a member of the Board of Directors of Paddle Europe.

12.73. The members of the Board of Directors may decide to purchase and maintain insurance, at the expense of Paddle Europe, for the benefit of any relevant officer in respect of any relevant loss.

Code of Conduct for Directors

12.74. Members of the Board of Directors shall;

- 12.74.1. act honestly and in good faith at all times, in the interest of Paddle Europe and its owners/stakeholders, ensuring that all stakeholders are treated fairly according to their rights;
- 12.74.2. carry out their duties in a lawful manner and ensure that Paddle Europe carries out its business in accordance with the law;
- 12.74.3. avoid conflicts of interest in as far as this is possible. Where such conflicts arise, the member(s) of the Board of Directors concerned will act within the terms of the Board's Conflict of Interest Policy;
- 12.74.4. be diligent, attend Board meetings, and allow sufficient time to prepare for Board meetings to allow for full and appropriate participation in the Board's decision making;
- 12.74.5. observe the confidentiality of non-public information acquired by them in their role as members of the Board of Directors and not disclose to any other person such information;
- 12.74.6. act in accordance with their fiduciary duties, complying with the spirit as well as the letter of the law, recognising both the legal and moral duties of the role;
- 12.74.7. be loyal and supportive to the Board, abiding by Board decisions once reached;
- 12.74.8. monitor the management and performance of Paddle Europe;

- 12.74.9. ensure that the independent views of the members of the Board of Directors are given due consideration and weight;
- 12.74.10. regularly review their own performance as the basis for their own development.

Termination of a Member of the Board of Directors' Appointment

12.75. A person shall cease to be a member of the Board of Directors of Paddle Europe as soon as:

- 12.75.1. that person has been declared bankrupt; or
- 12.75.2. notification is received by Paddle Europe from the member of the Board of Directors that the member of the Board of Directors is resigning from office, and such resignation has taken effect in accordance with its terms; or
- 12.75.3. that person shall have been absent for more than three (3) consecutive Board meetings without permission of the Board; or
- 12.75.4. at least seventy five per cent (75%) of the other members of the Board acting together resolve that his or her office be vacated; or
- 12.75.5. the period for which s/he was elected has ended and s/he has not been re-elected.

13. DISCIPLINARY AND DISPUTE PROCEDURES

- 13.1. Paddle Europe has the powers to investigate disputes and disciplinary matters and take disciplinary measures in accordance with Paddle Europe Disciplinary and Disputes Policy, which is approved by the Board.

14. FINANCIAL MANAGEMENT

- 14.1. The Board shall ensure that accounting records of Paddle Europe are kept in accordance with the company laws of the country which is hosting the office of Paddle Europe.
- 14.2. Accounting records shall be kept according to the requirements of the Board and shall always be open to the inspection of the Board of Directors.
- 14.3. The Board will usually appoint a Finance Committee from within its members of the Board of Directors to review the financial policies and procedures of Paddle Europe and review the income and expenditure accounts, balance sheet, cash flow and reserves of Paddle Europe.
- 14.4. Once in every year the accounts of Paddle Europe shall be examined and the correctness of the income and expenditure account and balance sheet ascertained by one or more properly qualified external Auditors.
- 14.5. The Board will provide a finance report to each Congress. The report will include at least an income and expenditure account for the period since the last Congress, a report of the Board and the Auditors, and a balance sheet, all of which shall be framed in accordance with any statutory requirements for the time being in force and shall be issued with the papers of the Congress.

15. ELECTION PROCEDURE FOR PADDLE EUROPE REPRESENTATIVES TO THE ICF

- 15.1. Four (4) members of the Board of Directors of Paddle Europe shall be elected at Paddle Europe Congress as Paddle Europe representatives to the ICF Board of Directors and must include members of the Board of Directors from each of the male and female gender.
- 15.2. Only members of the Board of the Directors of Paddle Europe can hold this position.
- 15.3. The President is automatically elected among the 4 Paddle Europe representatives to the ICF Board of Directors and his/her mandate is for 4 years.
- 15.4. The CEO of Paddle Europe will advise Members of vacancies for the ICF Board of Directors and invite nominations within the Congress Notices.
- 15.5. To be eligible for election to the other three (3) Paddle Europe representatives to the ICF Board of Directors roles, the Member NF of a currently elected member of the Board of Directors of Paddle Europe, must write to the CEO of Paddle Europe confirming the nomination of their candidate for the role as a Paddle Europe representative to the Board of Directors of ICF.
- 15.6. For new candidates seeking election to the Paddle Europe Board and a nomination to the ICF Board, the Member NF nominating them must make it clear in writing within their nomination that they support the candidate for the role of the member of the Paddle Europe Board of Directors and Paddle Europe representative to the ICF Board of Directors.
- 15.7. These roles will be elected at a Congress of Paddle Europe, with a term of four (4) years, or less to match their remaining term as a member of the Board of Directors of Paddle Europe, if this is less than four (4) years. A person cannot remain a member of the Board of Directors of the ICF if they are not a member of the Board of Directors of Paddle Europe.

16. THE TECHNICAL COMMITTEES

- 16.1. The Board of Paddle Europe shall determine the number of Technical Committees but must establish a Technical Committee in each of the competition disciplines in which it hosts or intends to host championships.
- 16.2. The Technical Committees are responsible for technical matters within the sport and shall ensure that Paddle Europe championships are run in line with the contracts signed with Paddle Europe and the rules of the sport as determined by the ICF and Paddle Europe.
- 16.3. The Chair of each Technical Committee must be nominated by their Member NF and shall be appointed by the Board.
- 16.4. All Paddle Europe Technical Committees are accountable to the Board of Paddle Europe. The Board of Paddle Europe will approve the terms of reference and membership of each Technical Committee.
- 16.5. The Technical Committees shall usually consist of five (5) members, and it is preferable that more than one gender should be represented.
- 16.6. The Chair shall serve for a term of four (4) years and shall be eligible for reappointment for further terms.
- 16.7. Members of the Technical Committees shall be nominated by their NF and shall be approved by Paddle Europe Board in accordance with Paddle Europe policies.

- 16.8. The members of the Technical Committee are appointed for four (4) year period and shall be eligible for reappointment for further terms.

17. PADDLE EUROPE CHAMPIONSHIPS

- 17.1. All Paddle Europe Championships, with the exception of those which are held as part of a multisport games/championships, must be bid for, awarded and conducted under the guidance of the Board of Directors of Paddle Europe and in accordance with Paddle Europe Championships Policy.
- 17.2. Paddle Europe will usually follow the ICF Statutes and technical rules, but may have different competition rules, subject to the consultation with the Chair of the appropriate ICF Standing Committee.

18. RESPONSIBILITY

- 18.1. In accordance with Article 75a of the Civil Code, Paddle Europe is solely liable for its debts, which are guaranteed only by its corporate assets. Any personal liability of the members is excluded.

19. ACCOUNTS AND AUDITOR

- 19.1. Paddle Europe shall maintain its accounts in compliance with the applicable provisions of Swiss law.
- 19.2. Provided that the conditions of Article 69b paragraphs 1 and 2 of the Civil Code are not met, the Congress shall freely decide whether to appoint an auditor.

20. JURISDICTION AND APPLICABLE LAW

- 20.1. For all matters not governed by these Statutes, Swiss law shall apply exclusively.
- 20.2. The courts at the registered seat of Paddle Europe shall have exclusive jurisdiction over any dispute related to these Statutes

21. DISSOLUTION

- 21.1. A motion for the dissolution of Paddle Europe shall require to be considered at an Extraordinary Congress convened for that purpose and shall be treated as Special Business.
- 21.2. An Extraordinary Congress convened for this purpose shall be run in accordance with the statutes outlines in 11.34 – 11.37.
- 21.3. If upon the winding up or dissolution of Paddle Europe there remains, after the satisfaction of all its debts and liabilities, any property of Paddle Europe, this shall be transferred to a Swiss institution that is tax-exempt due to its public-benefit or public-service purpose.
- 21.4. Such institution shall, where possible, pursue a purpose similar to that of Paddle Europe.
- 21.5. The International Canoe Federation shall be the preferred beneficiary, provided that it satisfies the requirements set out in Articles 21.3 and 21.4 and that the transfer is permissible under applicable law.

21.6. Under no circumstances may the assets be returned to the Members of Paddle Europe or to their bodies, nor may they be used for their benefit, in whole or in part, in any manner whatsoever.

22. MATTERS NOT COVERED BY THE STATUTES

22.1. All matters not specifically covered by these Paddle Europe Statutes shall be determined by the Board.

END

Originally adopted by the Congress of Paddle Europe on 29 March 2025.

Adapted to Swiss law by decision of the Board dated 26 January 2026 and 10 September 2026, in implementation of the mandate granted by the Congress under Item 15 (Motions 1, 2 and 3).

Jean Zoungrana

President