

EURO2025
LEEDS

CONFERENCE REPORT

34th European Conference on Operational Research

22nd – 25th June 2025

University of Leeds,
Leeds, United Kingdom



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Forward

Organising the 50th Anniversary EURO 2025 conference has been an incredibly rewarding experience for all involved. We were honoured to be selected to host such an important conference at the University of Leeds and focused our efforts on making the delegate experience and scientific exchange as high quality as possible. Prof Julia Bennell led the bid with a small team. However, it was the dedicated efforts of Dr Sajid Siraj, Rachel Meadley (Faculty of Business project manager) and Corin Nanton (PCO) that were instrumental in the conference's success. Of note was the strong partnership with the national OR Society with dedicated time from Sarah Davis and Caitlin Griffin. We were also fortunate to have a highly engaged programme committee led by Prof Rita D'Ecclesia. In the report that follows we have provided details of our approach to organising the conference. We hope this is helpful to future conference organisers as well as the EURO executive committee.

1 Planning & Organisation

1.1 Planning

The bid for hosting EURO 2025 was developed in close collaboration with the Faculty of Business Project Management Team, Estates Office, and Conferences & Events Team at the University of Leeds. Letters of support from the University of Leeds Vice Chancellor, the UK Operational Research Society Executive Director, and Leeds City Council strengthened the proposal and demonstrated institutional commitment.

Budget scenarios:

- Worst-case: 1,530 delegates (estimated surplus: £3,896)
- Most likely: 1,850 delegates
- Best-case: 2,200 delegates (estimated surplus: £136,658)

This scenario planning helped us make informed decisions on catering, social events, and contingency measures.

Registration Fee:

The standard early rate was set at £400, confirmed as VAT-exempt under HMRC's "supply of education" code (A0). Securing VAT exemption early was a critical step, as it allowed us to offer a competitive registration fee while maintaining financial sustainability and a high quality experience.

Professional Conference Organiser (PCO)

After considering external providers, we appointed the University of Leeds Conferences and Events team as PCO. Their local knowledge and cost efficiency were decisive factors.

Key deadlines established

Deadline	Date
Abstract Submission Deadline	8 March 2025
Early Bird Registration Deadline	1 April 2025
Presenter Registration & Payment Deadline	20 April 2025
Conference Registration Closes	25 May 2025

Deliverables

Early priorities included defining the conference theme and branding, setting up the website, confirming venues, and establishing a risk register to monitor potential challenges.

1.2 Organisation

The organisational structure was designed to ensure clear responsibilities and effective coordination across all aspects of the conference.

1.2.1 Programme Committee

Chaired by Professor Rita L. D'Ecclesia, the Programme Committee comprised 26 members from 15 countries, representing diverse expertise across 18 research areas (including tutorials

and workshops). Area chairs chose the stream organisers and interacted closely with them to manage sessions, allocate session chairs, and adjust the programme as needed. Regular meetings were held monthly, starting at EURO 2024 in Copenhagen, and continued through to the event.

This structure enabled efficient decision-making and ensured that the scientific programme reflected both traditional and emerging areas of Operational Research.

Program Committee Members:

D'Ecclesia, Rita Laura (Chair)
Sapienza University of Rome
Italy



Artigues, Christian
LAAS-CNRS
France



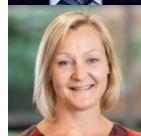
Melián-Batista, Belén
University of La Laguna
Spain

Banaitis, Audrius
Vilnius Tech
Lithuania



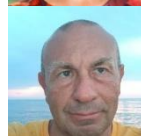
Ozcan, Ender
University of Nottingham
UK

Bennell, Julia
University of Leeds
UK



Pla, Luis Miguel
University of Lleida
Spain

Bigi, Giancarlo
University of Pisa
Italy



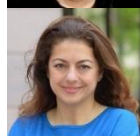
Reuter-Oppermann, Melanie
University of Twente
Netherlands

Fores, Sarah
EURO Manager / University of
Leeds, UK



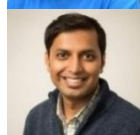
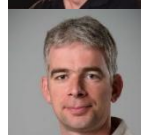
Riis Stidsen, Thomas
Technical University of
Denmark, Denmark

Fortz, Bernard
EURO / University of Liège
Belgium



Salman, Sibel
Koç University
Türkiye

Goosens, Dries
University of Ghent
Belgium



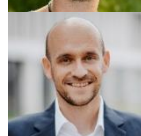
Siraj, Sajid
University of Leeds
UK

Jaehn, Florian
Helmut Schmidt University
Germany



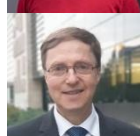
Szachniuk, Marta
Poznan University of
Technology, Poland

Kieckhäfer, Karsten
University of Hagen
Germany



Wauters, Tony
KU Leuven
Belgium

Kopa, Milos
Charles University
Czechia



Weber, Gerhard-Wilhelm
Poznan University of
Technology, Poland

Liesiö, Juuso
Aalto University
Finland



Weibel, Marc
Zurich University of Applied
Sciences, Switzerland

McGarraghy, Sean
EURO VP1, University College
Dublin, Ireland



Wøhlk, Sanne
Aarhus University
Denmark

1.2.2 Organising Committee

Co-chaired by Julia Bennell and Sajid Siraj, the Organising Committee included 16 members (balanced gender representation) drawn primarily from the UK, alongside EURO and Programme Committee representatives. To streamline operations, six sub-committees were established:

- Finance & Budget
- VIP Guests
- Social Programme
- Conference Operations
- Sponsors
- Marketing & Communications

The Organising Committee met monthly, while sub-committees collaborated more frequently via Microsoft Teams. In the final four months, weekly meetings between the co-chairs, PCO, and project manager ensured tight coordination and timely delivery of critical tasks.

This layered approach provided clarity of roles and accountability, while fostering collaboration across teams.

Organising Committee Members:

Bennell, Julia (Co-chair)
University of Leeds
UK



Siraj, Sajid (Co-chair)
University of Leeds
UK

Davies, Sarah
The Operational Research Society
UK



McGarraghy, Sean
EURO VP1, University College
Dublin, Ireland

D'Ecclesia, Rita Laura
Sapienza University of Rome
Italy



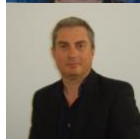
Meadley, Rachel
Leeds University Business School
UK

Fores, Sarah
EURO Manager / University of
Leeds, UK



Medhurst, John
Larrainzar Consulting Solutions
UK

Gardner, David
Leeds University Business School,
UK



Parkin, Jane
Carr House Consulting
UK

Griffin, Caitlin
The Operational Research Society
UK



Sgalambro, Antonino
University of Leeds
UK

Hodgett, Richard
University of Leeds
UK



Shakhlevich, Natasha
University of Leeds
UK

Lorrimer, Stephen
The Operational Research Society
UK



2 Coordination & Management

The organising committee oversaw the co-ordination and management, working closely with the OR society and the PCO. A comprehensive excel file, coded by Sajid, was the key management and control single point of information.

2.1 Website

Domain: euro2025leeds.uk purchased prior to EURO 2024 Copenhagen

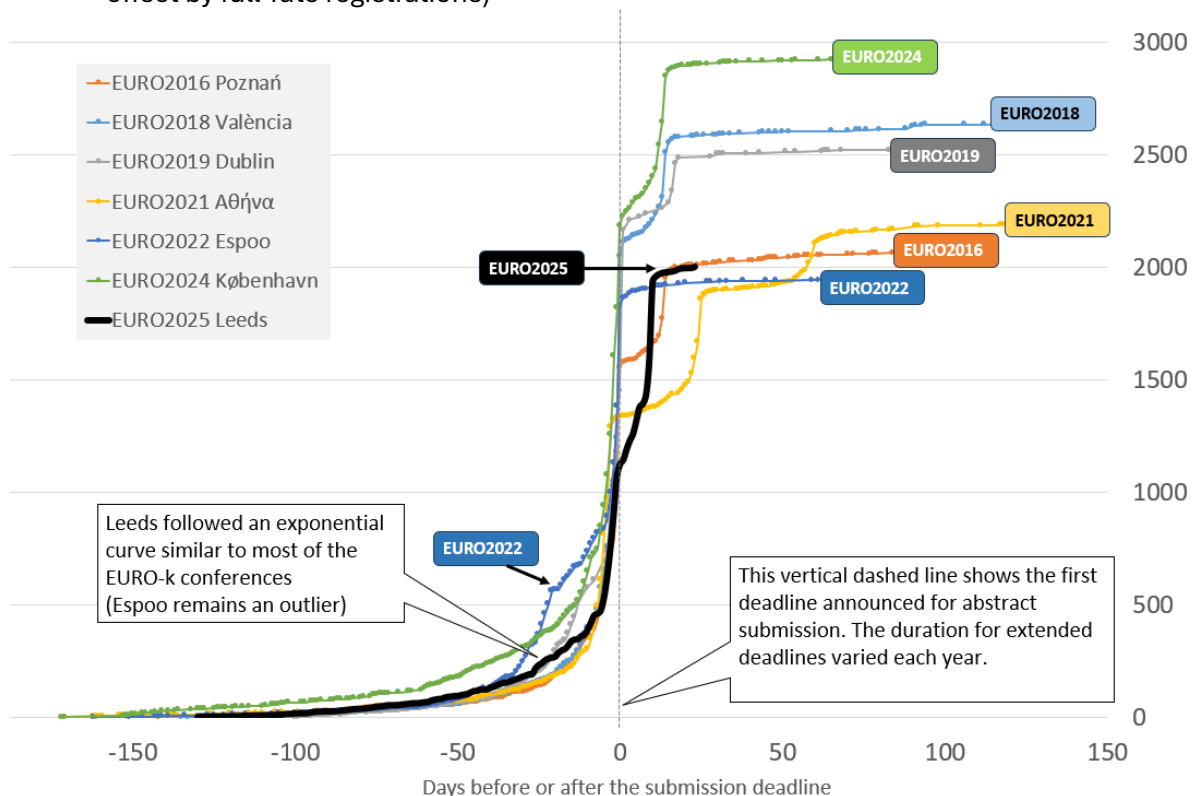
Hosting: Website hosted on EURO Online server (<https://euro2025.euro-online.org>) to facilitate archiving and avoid data ownership issues.

Platform: WordPress with Elementor plugin license

2.2 Abstract Submission

The abstract submission system was managed by EURO online team (Bernard Fortz) and went live August 2024. Initial submission rates (October-January) were below expectations, prompting analysis of historical EURO-k conference patterns provided by EURO Manager Sarah Fores. Analysis findings were:

- Abstract submissions follow exponential curve with consistent growth coefficient
- EURO 2022 Espoo was outlier due to COVID-19 recovery
- EURO 2024 Copenhagen showed consistently higher submission rates
- Abstract submissions and registrations highly correlated (5-10% abstract cancellations offset by full-rate registrations)



The analysis corrected our forecasts from initial 3,000 to more realistic estimates

2.3 Registration

Registration portal was configured on eventscloud.io

(<https://eu.eventscloud.com/ereg/index.php?eventid=200282790>)

Public registration categories:

- Early Student/Retired Registration
- Standard Student/Retired Registration
- Early Delegate Registration
- Standard Delegate Registration
- Early Subsidised Registration
- Standard Subsidised Registration
- Accompanying person

Hidden registration categories (dedicated links for specific guests):

Category	Rate	Paid by
Plenary Speaker	£480.00	Conference
Accompanying Plenary Speaker	£230.00	Conference
Keynote Speaker	£480.00	Conference
Committee Member	£480.00	Conference
EURO Guest	£480.00	EURO
EURO Guest (no gala)	£400.00	EURO
Observers (no gala)	£150.00	Delegate
OR Society Invited Guest	£480.00	ORS
OR Society Invited Guest (no gala)	£400.00	ORS
Tutorial Speaker (no gala)	£200.00	Delegate
Volunteers (no gala)	£200.00	Conference
Exhibitor Registration	£200.00	Conference

Spreadsheet script implemented to monitor link usage; no misuse incidents detected.

2.4 Marketing & Promotion

2.4.1 Logo Design

Logo development involved committee-wide consultation. The final design featured the Yorkshire white rose with golden accent (representing EURO's 50th anniversary) in landscape and portrait versions.



Lesson learned: Visual branding lacked overall cohesion. We would recommend that future conferences develop a comprehensive visual branding strategy covering colour palette, typography, and layout.

2.4.2 Promotional Activities

EURO 2024 Copenhagen: Leeds 2025 took a table in the exhibition hall and distributed conference information and Yorkshire tea. The chairs presented at the closing ceremony. This also coincided with the launch of the Leeds 2025 website.

Promotional video: We commissioned a bespoke video produced by an external agency featuring University campus, Leeds City, and Yorkshire region with subtitled welcome script.

Social media: BlueSky and LinkedIn platforms used; posts reached thousands of impressions.

Mailing lists: Professor Gerhard Wilhelm Weber promoted via dozens of lists reaching tens of thousands. EURO-Online platform (Bernard Fortz) sent reminders to thousands of registered users.

2.5 Managing Guests

2.5.1 Plenary and Keynote Speakers

The Programme Committee identified and invited plenary and keynote speakers. The Organising Committee sent welcome letters providing all necessary details for joining the conference, booking accommodation and expectations around presentations. Conference covered the travel, accommodation and registration costs of all plenary and keynote speakers. We maintained a central tracking spreadsheet to document all interactions and status updates.

2.5.2 EURO Guests

Invited categories:

- Gold Medallist Laureate (EGM)
- Distinguished Service Award Laureate (EDSA)
- EJOR Past Editors (EJPE)
- Retired Past Presidents (ERPP)
- Past Presidents and former PC/OC chairs (50th anniversary special invitations)
- Award finalists, winners, and jury members
- International Healthcare Timetabling Competition participants

All costs for these guests were covered by EURO. A dedicated worksheet within the Excel file managed overlapping guest categories and multiple roles.

2.6 Managing Volunteers

- Recruitment: University of Leeds students and OR Society UK volunteers.
- Compensation: Free registration and £40 Amazon voucher (gala dinner not included).
- Training: Two sessions (online 3 weeks prior; in-person Sunday morning)
- Communication: WhatsApp group created; initial challenges on Monday resolved as volunteers gained familiarity.

2.7 Managing Budget

All budget decisions were managed by the Finance and Budget sub-committee. We tracked four registration scenarios to support risk-based decision making (post-COVID impacts, exchange rates, global politics, inflation):

- **Blue scenario:** 2,500+ delegates (large surplus, operational challenges)
- **Green scenario:** 2,000 delegates (expected, sufficient surplus, operationally efficient)
- **Orange scenario:** Lower than expected but sufficient
- **Red scenario:** <1,500 delegates (deficit risk, reduced programming)

Spreadsheet-based scenario planning enabled conditional decision-making (e.g., menu upgrades, entertainment additions). Blue and red scenarios eliminated by April as uncertainty reduced. Two scenarios maintained until May due to geopolitical concerns.

E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	
RSVP	Reg Date	Registration Types	EGM	EDSA	EJPE	ERPP	EDDA	EEPA	EPOCG	EABEP	PP	PC	OC	IHTC	2025 SPECIAL	Notes
YES	25/02/2025	EURO Guest	✓								✓				✓	Also Pas
No			✓													will be o
	20/05/2025	EURO Guest	✓								✓				✓	Also Pas
No			✓													
	10/02/2025	EURO Guest, Accompanying person	✓													
			✓													
			✓													

Fig. A snapshot of tracker for EURO Guests showing their registration status, and type of guest

			Scenario-1 CROWDED	Scenario-2 EXPECTED	Scenario-3 SUFFICIENT	Scenario-4 LOW
Catering Costs	Qty	Rate				
Sunday 22 June						
Tea/Coffee during registration	25%	£ 1.95				£ 731.25
PREMIUM - Tea/Coffee during registration	25%	£ 3.50	£ 2,625.00	£ 1,750.00	£ 1,575.00	
Welcome Reception	75%	£ 10.00			£ 13,500.00	£ 11,250.00
PREMIUM - Welcome Reception	75%	£ 15.00	£ 33,750.00	£ 22,500.00		
Monday 23 June						
08:00 - 10:00 Tea/Coffee	25%	£ 1.95				£ 731.25
PREMIUM - 08:00 - 10:00 Tea/Coffee	25%	£ 3.50	£ 2,625.00	£ 1,750.00	£ 1,575.00	
10:00 - 10:30 Tea/Coffee	100%	£ 1.95				£ 2,925.00
PREMIUM - 10:00 - 10:30 Tea/Coffee	100%	£ 3.50	£ 10,500.00	£ 7,000.00	£ 6,300.00	
12:00 - 14:15 Lunch	100%	£ 10.00			£ 18,000.00	£ 15,000.00

Fig. A snapshot of budget: catering decisions and related expenses in case of different scenarios

Refund policy: We remained flexible with refunds until late May, at which time we had to commit to final non-refundable catering and venue costs (aligned with October 2024 published policy). However, due to the conflict between Israel and Iran, which closed their airspace, we took the decision in consultation with EURO and ORS to refund all delegates from those countries.

2.8 Risk Register

Jane Parkin (member of OC) introduced and maintained a risk register with fortnightly reviews (with Sajid Siraj). Risks were cascaded to relevant subcommittees, which was useful for focusing their engagement. Any risk scored over 10 (out of 25) were considered high risk and discussed in OC meetings. This was a valuable tool and recommend the practice is adopted by future OCs.

2.9 Sponsorship & Exhibition

A comprehensive sponsorship handbook outlined packages with benefits (branding visibility, exhibition space, promotional placement). The OR Society UK team secured most sponsorships, particularly with EURO 2024 Copenhagen sponsors. The marketing office in Leeds University Business School also facilitated the process.

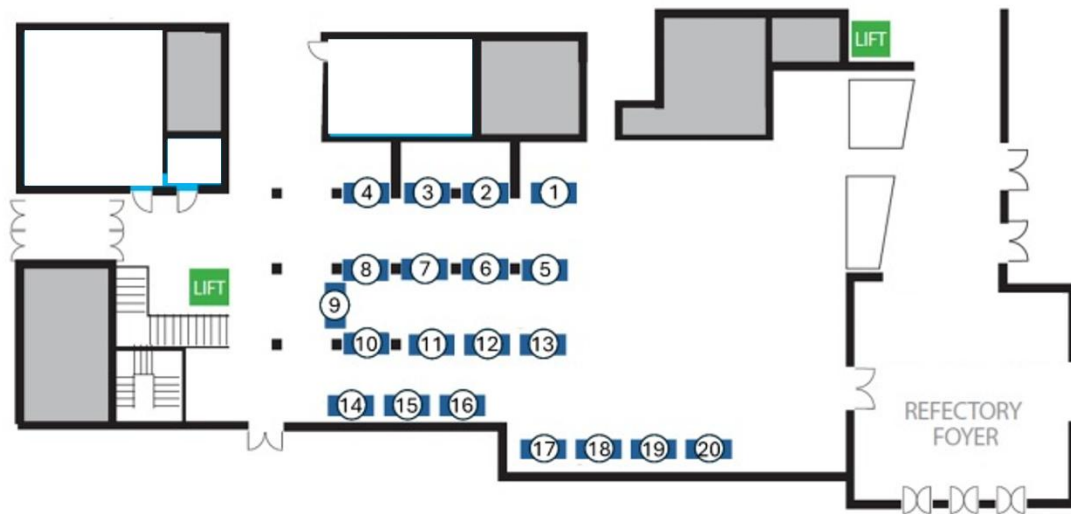
2.9.1 Headline Sponsors



2.9.2 Exhibitors



2.9.3 Exhibition Plan



- | | | | |
|-----|--------------------|-----|-------------------|
| 1. | Smith Institute | 11. | Artleys France |
| 2. | Taylor & Francis | 12. | Hexaly |
| 3. | Cardinal Optimizer | 13. | Hexaly |
| 4. | OR@Africa | 14. | IFORS |
| 5. | Springer Nature | 15. | AMPL Optimization |
| 6. | GAMS Software | 16. | Elsevier |
| 7. | Fico | 17. | Gurobi |
| 8. | EURO 2027 | 18. | Gurobi |
| 9. | Nexus | 19. | Decision Lab |
| 10. | D: Wave | 20. | OR Society |

3 Scientific Programme

Chair: Professor Rita D'Ecclesia

The PC first convened at EURO 2024 in Copenhagen and subsequently met on a monthly basis. Early in its work, the PC undertook a major and complex review of the historically used conference areas and streams. This process involved a substantial reorganisation and refresh of existing structures, careful consolidation and realignment where appropriate, and the assignment of clear ownership for each area and stream. A Tutorial Stream was also introduced to mark the 50th anniversary.

In parallel, the PC identified and secured plenary, keynote, and tutorial speakers. As planning progressed, a number of additional streams were introduced. Several of these arose from UK-specific demand. In particular, following the decision of the UK Operational Research Society to suspend its annual conference in order to focus on EURO, the PC needed to incorporate streams that are traditionally hosted within the ORS conference programme. The PC and Organising Committee (OC) held a joint two-day, on-site meeting in Leeds in April, which proved instrumental in resolving outstanding structural and scheduling issues and in finalising the revised programme architecture.

Coordination. To manage the significant complexity of programme development, the PC Chair established a shared Google Spreadsheet to track invited speakers, proposed areas and streams, and key scheduling constraints. A high volume of delegate requests—covering dates, times, and individual preferences—was handled through this spreadsheet, which effectively functioned as an issue-tracking system. PC members logged all requests centrally and marked them as resolved once addressed.

Scientific Themes & Talks

The Programme Committee reconfigured the areas where each area had two or more streams. The stream organisers had the responsibility to manage their sessions. Following areas were finalised by the committee:

Combinatorial Optimization
Continuous Optimization
Data Science and Analytics
Decision Support, Aiding and Analysis
Energy, Environment and Climate
Financial Modelling and Risk Management
Game Theory and Mathematical Economics
Healthcare
Humanitarian Operations
OR Foundations, History, and Ethics
OR Initiatives for Education, Sustainability, and Developing Countries
Productivity and Revenue Management
Retail Management and Locational Analysis
Scheduling, Timetabling and Project Management
Sports and Entertainment

[Stochastic and Robust Optimization \(Queueing\)](#)

[Transportation, Routing and Networks](#)

[Tutorials \(and Workshops\)](#)

There were **469** sessions arranged into over **60** streams which were running in parallel in over **55** rooms in **8** different buildings: Parkinson, Michael Sadler, Great Hall, Newlyn, Esther Simpson, Clarendon, Maurice Keyworth, and Liberty.

3.1.1 Demographics

We received 335 submissions from the UK followed by Germany, Italy, and China. The following table provides the number of abstracts received from each country ordered from highest to lowest number of submissions (formatted in three columns to conserve space):

335	United Kingdom	15	Greece	2	Argentina
177	Germany	14	Mexico	2	Bulgaria
137	Italy	13	South Africa	2	Nepal
123	China	12	Australia	2	Pakistan
108	France	12	Ireland	2	Philippines
103	India	12	Norway	2	Qatar
98	Netherlands	12	Sweden	2	Russian Federation
82	United States	9	Hong Kong	2	Singapore
72	Spain	7	Slovakia	2	Thailand
61	Turkey	7	United Arab Emirates	1	Albania
56	Canada	6	Morocco	1	Bangladesh
55	Brazil	6	Nigeria	1	Cyprus
51	Belgium	6	Saudi Arabia	1	Ecuador
49	Chile	6	Slovenia	1	Ghana
42	Portugal	6	Zimbabwe	1	Lebanon
32	Poland	4	Colombia	1	Luxembourg
					Macedonia, the Former
31	Taiwan	4	Hungary	1	Yugoslav Republic of
30	Denmark	4	Kazakhstan	1	Malaysia
30	Korea, Republic of	4	Lithuania	1	Palestine, State of
26	Austria	4	New Zealand	1	Senegal
26	Switzerland	4	Romania	1	Sri Lanka
22	Japan	3	Algeria	1	Tunisia
20	Czech Republic	3	Croatia	1	Uruguay
19	Finland	3	Iran, Islamic Republic of	1	Uzbekistan
18	Israel	3	Serbia		

Industry, Government, and Academia Unite

The conference welcomed practitioners from over 200 companies and organisations, including 70 from civil service and government, and featured 20 exhibitors, fostering rich exchanges between academia, industry, and policy.

3.1.2 Standard Template for Presentations

A standard template for the conference presentations was prepared using Microsoft PowerPoint. Later, few authors requested a LaTeX version, so we prepared and published the LaTeX version on the website as well. A snapshot of the main theme is shown below:



3.2 Programme Overview

Sunday	Mon - Wed		Monday	Tuesday	Wednesday
22-Jun			23 June	24 June	25 June
	Morning A		MA 08:30 - 10:00 Parallel Sessions	TA 08:30 - 10:00 Parallel Sessions	WA 08:30 - 10:00 Parallel Sessions
	10:00 - 10:30 Morning Coffee, Refreshments & Exhibition				
	Morning B		MB 10:30 - 12:00 Parallel Sessions	TB 10:30 - 12:00 Parallel Sessions	WB 10:30 - 12:00 Parallel Sessions
	Lunch 12:00 - 14:30	12:00 - 12:30 Coffee Break			
		Midday C	MC 12:30 - 14:00 Parallel Sessions	TC 12:30 - 14:00 Parallel Sessions	WC 12:30 - 14:00 Parallel Sessions
14:00 - 20:30 Registration Open	14:00 - 14:30 Coffee Break				
	Afternoon D		MD 14:30 - 16:00 Parallel Sessions	TD 14:30 - 16:00 Parallel Sessions	WD 14:30 - 16:00 Parallel Sessions
	16:00 - 16:30 Coffee Break				
16:30 - 18:30 Opening Ceremony	Afternoon E		ME 16:30 - 17:30 Plenary	TE 16:30 - 17:30 Plenary	WE 16:30 - 17:30 Plenary
			17:30 - 18:30 Elevator Pitches		17:30 - 18:45 Closing Session
18:30 - 20:30 Welcome Reception			18:00 - 20:00 Meet & Mingle	18:30 - 00:00 Gala Dinner	19:00 - 20:30 Farewell Reception

The full programme was made available as a progressive web app that participants used on their computers or any mobile device by scanning a QR-Code provided to them. To utilise the full offline capabilities of the app, they were asked to add the app by clicking “Add to home screen”.

3.3 Plenary and Keynote Sessions

The three plenary sessions were finalised by the Programme Committee with one of them managed by the International Federation of the OR Societies (IFORS). On Monday, the plenary speech was given by Professor David Simchi-Levi from Massachusetts Institute of Technology, US. The title for his talk was “Reinventing Operations Management’s Research and Practice with Data Science”. On Tuesday, the plenary talk was given by Professor Ulrike Leopold-Wildburger from University of Graz, Austria. Her influential speech focussed on Optimization and Behavioural Science. On the final day of the conference, the plenary was given by Professor Kalyan Talluri from Imperial College London, UK. His speech was titled “OR problems in Automated Pricing”.

Keynote speeches were carefully selected to ensure that they cover different areas of OR covering both methodological advancements as well as their applications.

MA-01 Split and conquer!

- Francisco Aragón Artacho, University of Alicante, Spain

MB-01 Green Steel Production in Europe – Perspectives and Challenges

- Thomas Spengler, Technische Universität Braunschweig, Germany

MC-01 Machine Learning in Finance: Supply Chain Asset Pricing and Data-Driven Dynamic Risk Management

- Agostino Capponi, University of Columbia, US

MD-01 Unintended Consequences of Artificial Intelligence in Financial Markets

- Álvaro Cartea, University of Oxford, UK

TA-01 Topology in Biological Matter: New Ways to Use Entanglement in Structural Biology

- Joanna Sułkowska, Warsaw University, Poland

TB-01 Decision Support with Interactive Multiobjective Optimization Methods and Software

- Kaisa Miettinen, University of Jyväskylä, Finland

TC-01 Bounding large-scale optimization problems under uncertainty

- Francesca Maggioni, University of Bergamo, Italy

TD-01 Operational Research challenges in healthcare

- Sanja Petrovic, University of Nottingham, UK

WA-01 OR behind modeling and simulation of social-behavioral phenomena

- Leonidas Sakalauskas, Vytautas Magnus University, Lithuania

WB-01 Scheduling, key to the efficiency of parallel computing

- Oliver Sinnen, University of Auckland, New Zealand

WC-01: Project Management and Optics

- Sveinung Erland, Western Norway University of Applied Sciences, Norway

WA-04 Multiple Criteria Decision Making and its Applications

- Murat Köksalan, University of Michigan, US

All plenary and keynote sessions were arranged in the Great Hall which has the capacity of just over 600 people. On the occasions the hall did not have sufficient capacity, we provisioned overflow rooms (including Rupert Beckett Lecture Theatre) with live streaming, and volunteers were placed outside the Great Hall to help participants find those other rooms.

3.4 Tutorials

This time, as a new initiative for EURO-k conferences, we introduced a dedicated stream of **tutorial sessions**, designed to offer in-depth, accessible insights into key areas of Operational Research. These sessions were led by renowned experts and span a wide range of topics from the societal impact of OR and the complexities of healthcare systems, to cutting-edge methods in machine learning, optimization, and behavioural OR.

Monday, 23 rd June	
8.30-10.00	Community OR and Social Value: Empowering Marginalised Communities through Socially Trading Organisations by Foteini Stavropoulou(chair: Sanne Wøhlk)
10.30-12.00	Why healthcare is the most rewarding area in which to do OR by Sally Brailsford (chair: Sanne Wøhlk)
12.30-14.00	Societal Complexity by Dorien DeTombe (chair: Gerhard-Wilhelm Weber)
14.30-16.00	Use of Julia/JuMP for Multi-objective optimization by Xavier Gandibleux (chair: Thomas Stidsen)
Tuesday, 24 th June	

8.30-10.00	Integrating Demand Management into Complex Decision Models by Arne Strauss (chair: Sanne Wøhlk)
10.30-12.00	Explaining Machine Learning Models: A Multi-Objective Optimization Perspective by Dolores Romero Morales (chairs: Sajid Siraj, Sanne Wøhlk)
12.30-14.00	How can the partitioning of elective surgeries benefit the inpatient operating theater? by Erik Demeulemeester (chair: Florian Jaehn)
14.30-16.00	Communicating Operations Research: Strategies for Engaging Stakeholders, Academics, and the Public by EUROYoung Forum (chairs: Andrea Mancuso Marta Baldomero)
Wednesday, 25th June	
8.30-10.00	Optimization Models for Unit Commitment in Electric Energy Systems by Miguel Anjos (chair: Sanne Wøhlk)
10.30-12.00	Does Ancient History Offer a Great**n Grandfather of OR? by David Lane (chair: Rita D'Ecclesia)
12.30-14.00	Methods for Mixed Integer Non Linear Optimization by Claudia D'Ambrosio (chair: Sanne Wøhlk)
14.30-16.00	What is Behavioural OR? by L. Alberto Franco, Raimo P. Hämäläinen, Martin Kunc (chair: Andrea Taylor)

3.5 Satellite Events

EURO 2025 was complemented by a rich programme of satellite events held across the UK, offering targeted engagement for researchers, educators, and practitioners in Operational Research (OR).

- **DELORES 25**, hosted at the University of Leeds, provided early-career researchers with hands-on training in scientific writing for OR, combining presentations, mentored sessions, and networking.
- **EWG Ethics and OR** Satellite Event, also in Leeds, fostered interdisciplinary dialogue on ethical dimensions of OR, including decision support and sustainable development, with participation from various EURO Working Groups.
- **EUROPT 2025** was held at the University of Southampton, focused on advances in continuous optimization, preceded by a summer school for young researchers.
- **HiGHS Workshop 2025** was in Edinburgh that brought together developers and users of the HiGHS optimization software, promoting collaboration and technical exchange.
- **OR Education Workshop** was organized by the EURO Forum on Education in Leeds, explored innovative teaching practices through interactive sessions and collaborative resource development.
- Finally, the **WISDOM Workshop**, part of the EURO WISDOM Forum, addressed gender equality in OR research, aiming to define relevant questions, gather data, and identify publication opportunities.

These events enriched the EURO 2025 experience by extending its impact beyond the main conference and fostering community-building across key areas of OR.

3.6 Special Sessions

3.6.1 EURO Awards

EURO proudly celebrates excellence in Operational Research through a series of prestigious awards and prize sessions, recognising outstanding contributions across research, practice, service, and societal impact.

EURO Gold Medal (EGM 2025): The EURO Gold Medal (EGM) is the highest distinction within OR in Europe. The award is conferred on a prominent person or team or institution, for an outstanding contribution to the OR science. The award was officially bestowed at the opening session. Members of the 2025 Jury were Ivana Ljubic (France) – chair, Justo Puerto Albandoz (Spain), Giovanni Felici (Italy), Martine Labbé (Belgium), and Ton de Kok (Netherlands).

EURO Distinguished Service Award (EDSA 2025): The EURO Distinguished Service Award honours extraordinary efforts in recognition of distinguished service to EURO and to the profession of OR. The award was officially presented at the opening session. Members of the 2025 Jury were Daniele Vigo (Italy) – chair, Sally Brailsford (UK), Albert Wagelmans (Netherlands), Marielle Christiansen (Norway), and Rudolf Vetschera (Austria).

EURO Doctoral Dissertation Award (EDDA 2025): The purpose of the EURO Doctoral Dissertation Award is to distinguish an outstanding doctoral dissertation in Operational Research, defended in the countries having an OR society that is a member of EURO. Four finalists presented their work at special sessions during the conference. The award was presented to the winner at the closing session. Members of the 2025 Jury were Marjan van den Akker (Netherlands) – chair, Violeta Cvetkoska (North Macedonia), Eduardo Pardo (Spain), Oliver Stein (Germany), and Bahar Yetis Kara (Turkey).

EURO Excellence in Practice Award (EEPA 2025): This award was sponsored by Gurobi. The EURO Excellence in Practice award is for the best submission and presentation describing an application of Operational Research in practice. This year there are three finalists who will present their work during a special session during the conference. The award was presented to the winners at the closing session. Members of the 2025 Jury were Frédéric Gardi (France) – chair, Evelien van der Hurk (Denmark), Tobias Achterberg (Germany) [GUROBI rep], Suzanne Harrison (UK), and Carolin Trouet (Germany).

EURO Prize for OR for the Common Good (EPOCG 2025): This is a EURO Prize to honour outstanding accomplishments of OR for solving social-oriented problems. This year there were two finalists who presented their work during special sessions during the conference. The award will be presented to the winner(s) at the closing session. Members of the 2025 Jury were Claudia D'Ambrosio (France) – chair, Alec Morton (UK), Marie Schmidt (Germany), Maria-Antónia Carravilla (Portugal), and Henrik Andersson (Norway).

EURO Award for the Best EJOR Paper (EABEP 2025): This award was sponsored by Elsevier. EURO has three annual awards available for papers published by EJOR: best survey paper; best application paper; and best theory/methodology paper. Winners for each category were selected by a jury and the awards were presented at the closing session. Members of the 2025 Jury were Bernardetta Addis (France) – chair, Valentin Bertsch (Germany), Tibor Illés (Hungary), Ruud Teunter (Netherlands) [EJOR rep], and Philine Schiewe (Finland).

3.6.2 Making an Impact

Making an Impact, or MAI in short, is a stream aimed at helping people become more effective in applying OR to make real changes in the world, whether you are working within a company or commercial consultancy, or within academia. Most of the sessions consisted of a single topic tackling a particular issue – either as a panel session or a tutorial on developing techniques, or even a discussion session sharing experiences and learning from each other. These sessions also provided opportunities for delegates to build useful and important connections between academia and industry. All MAI sessions were scheduled in Maurice Keyworth Building. There were 17 sessions in total with 12 sessions in Executive Seminar room 1.33, and 5 sessions in Executive Seminar room 1.32. The detailed timetable was provided in the handbook, as well as the conference website: <https://euro2025leeds.uk/making-an-impact/>.

	Maurice Keyworth Room 1.33	Maurice Keyworth Room 1.32
Monday 23 June		
8.30-10.00	MA-26 OR In Action: lightning talks for a whirlwind tour of our world	
10.30-12.00	MB-26 Speed networking	
12.30-14.00	MC-26 Generative AI for Intelligent Decision Support Systems	MC-25 Exploring System Dynamics: Getting started and applications in consulting
14.30-16.00	MD-26 Practical skills: knowledge sharing tutorials	MD-25 Accreditation/certification for OR professionals: the what, why and how
Tuesday 24 June		
8.30-10.00	TA-26 OR Making an Impact: 3 case studies and a discussion	
10.30-12.00	TB-26 Explainability	TB-25 What are we doing when we're not doing sums
12.30-14.00	TC-26 At the heart of things: OR in the UK Government and National Health Service England	
14.30-16.00	TD-26 Digital Twins	TD-25 How systems thinking can make a practical impact
Wednesday 25 June		
8.30-10.00	WA-26 Successful collaborations with academic partners	
10.30-12.00	WB-26 Lente Festina (aka not too fast, not too slow): how to match the pace with IT, Business and Users in OR-based projects	WB-25 Design thinking for impact in OR
12.30-14.00	WC-26 Getting to do the things we do: persuading leaders to invest in OR	
14.30-16.00	WD-26 Quantum Optimization: The Killer Use Case for Quantum Computing	

3.6.3 Celebrating 50 Years of EURO

To commemorate EURO's 50th anniversary, a dedicated series of retrospective sessions was held on Wednesday in Room 1.01 of the Esther Simpson Building. These sessions brought together distinguished contributors who shared personal reflections, historical perspectives, and memorable moments from five decades of Operational Research across Europe.

Chaired by Richard Eglese, Frits Spijksma, Marc Sevaux, Anita Schöbel, Roberto Rossi, and Gerhard-Wilhelm Weber, the talks covered the early days of EURO, landmark conferences, the evolution of computing in OR, and the development of key methodologies such as Data Envelopment Analysis and inventory analytics. Speakers also addressed broader themes such as sustainability, gender, and the societal impact of OR.

The sessions were well-attended and offered a rich narrative of EURO’s legacy, highlighting its enduring influence on the field and its vibrant community of researchers and practitioners.

3.6.4 Elevator-Pitches on the 50th Anniversary Articles

In celebration of the 50th Anniversary of EURO, this was a series of short talks on a selection of recently accepted papers in EURO journals covering 50 years of history of developments and future directions in a range of areas of OR. Each short talk was given by one or more authors of these papers.

3.6.5 WISDOM Sessions

The EURO WISDOM (Women In Society Doing Operational Research and Management Science) Forum continued its mission to promote inclusive participation in OR by hosting a well-attended series of sessions at EURO 2025. Held in Room 1.01 of the Esther Simpson Building on Tuesday, the programme featured three thematic blocks chaired by Dilek Gunec, Annunziata Esposito Amideo, and Heletje van Staden.

Presentations covered a wide range of topics, including counterfactual analysis, machine learning in decision trees, sustainable operations research, carbon capture in supply chains, bilevel optimization under uncertainty, transportation optimization, sustainability in location-routing, and demand-responsive public transport systems.

The sessions attracted strong engagement from delegates and highlighted the Forum’s commitment to showcasing diverse research contributions and fostering dialogue on gender equality and innovation in OR.

3.6.6 Memorial session for Professor Theodor Stewart

A number of delegates joined us for a special memorial session for Professor Theodor J Stewart’s contributions to Operational Research. This session featured discussions on scenario-focused decision analysis by Simon French, a review of Theo’s work by Murat Koksalan and Jyrki Wallenius, and an exploration of balance in multicriteria problems by Alec Morton and Lars Østerdal.

3.6.7 OR Journals

The conference provided opportunities to meet the editors of several prominent OR journals and to hear some talks from papers in EURO and OR Society journals. These sessions were held on Monday and Tuesday in **Rupert Beckett Lecture Theatre**.

Monday 23 June	Rupert Beckett Lecture Theatre, Michael Sadler Building
14.30-16.00	MD-04: EJOR: policy, facts and highlights Chair(s): Roman Slowinski
Tuesday 24 June	Rupert Beckett Lecture Theatre, Michael Sadler Building
8.30-10.00	TA-04: Journal of Simulation. Computer Modelling and Simulation Chair(s): Navonil Mustafee, Claudia Szabo, Charles Macal, Enlu Zhou

10.30-12.00	TB-04: EURO Journal on Computational Optimization (EJCO). Chair(s) : Immanuel Bomze, Miguel Anjos, Sarah Fores
12.30-14.00	TC-04: ORS Meet the Editors Session Chair: Thomas Archibald, Konstantinos Nikolopoulos

3.7 Special Issues

A series of special issues across leading journals have been curated to reflect the conference’s thematic diversity and intellectual depth, emphasizing the convergence of OR with finance, sustainability, game theory, machine learning, and human-centric systems. One of the flagship contributions is the invitation-only special issue in the European Journal of Operational Research, titled “Finance and Operational Research for Sustainable Management”. Other topics range from finance and network optimization to game theory, machine learning, and human factors. Sustainability is a dominant theme, with multiple issues addressing urban resilience, humanitarian logistics, retail supply chains, and global supply chain sustainability.

4 Delegate Experience

4.1 Celebrating Culture and Connection

EURO 2025 was as much about community as it was about research. Delegates enjoyed a lively Welcome Reception with brass bands and entertainers, a relaxed Meet & Mingle networking evening, British tea with scones, a photobooth throughout the event, and a spectacular Gala Dinner at the Royal Armouries. The Farewell Reception featured live music, Morris dancing, and naan curry offering a joyful close to an inspiring week.

4.2 Social Programme

Considering the 50th anniversary of EURO, we gave special consideration to the social programme by upgrading all menus to premium quality and also adding a whole new networking event on Monday for delegates to meet and mingle with each other. During the registration, we collected the delegates preferences to attend these events as below:

	Registered	%age
Welcome Reception on Sunday	1876	87.6%
Monday Social Event (Meet & Mingle)	1899	88.7%
Gala Dinner	879	41.2%
Closing Reception on Wednesday	1647	76.9%

4.2.1 Opening Reception

EURO 2025 opened with a welcome session followed by a reception on Sunday, 22 June, held in the University Precinct outside the Refectory. Delegates were greeted with a festive atmosphere celebrating the 50th anniversary of EURO. The event featured a traditional brass band, roaming entertainers, and a wine reception with light refreshments, offering attendees a warm introduction to the conference and the city of Leeds.



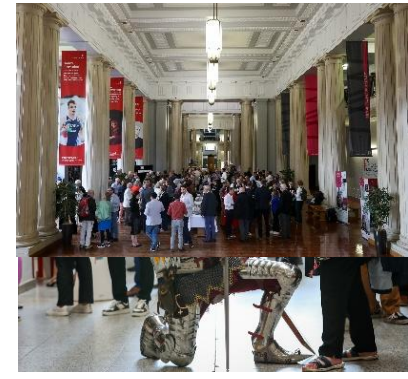
4.2.2 Meet & Mingle

On Monday, 23 June, the Meet & Mingle Networking Evening took place across the Refectory and Riley Smith Theatre. Delegates enjoyed a relaxed environment for conversation and connection, with live music, food, and drinks available throughout both venues. The event fostered informal networking and community-building among participants.



4.2.3 President's Reception

President's Reception was organised in Parkinson Building, which is the iconic building of the University of Leeds. This event was also hosted on Monday evening and was invitation-only; guests were offered premium light bites and drinks.



4.2.4 Gala Dinner

The Gala Dinner was held on Tuesday, 24 June, at the Royal Armouries. Pre-booked delegates attended an evening of dining and celebration at one of the landmark venues in Leeds. A coach shuttle service was also provided later in the evening to transport attendees back to the city centre.



4.2.5 Closing Reception

EURO 2025 concluded with a Farewell Reception on Wednesday, 25 June, again at the University Precinct. This final gathering offered delegates a chance to reflect on the week's highlights, enjoy live entertainment, and say goodbye to colleagues and new friends in a relaxed setting, bringing the 50th anniversary celebrations to a close.



4.2.6 Delegate Bag

A highlight of the conference was the eco-friendly delegate bag, praised for its sleek design and practicality. It included a water bottle, premium notebook and pen, and an A6 fold-out leaflet with key event details. To add Yorkshire charm, we included a recipe book and Yorkshire tea bags. The bag perfectly blended function, style, and regional hospitality.

4.3 Catering

Leeds University Campus is large with steep roads, so we chose the north side for its flatter terrain. Catering was centralized in the University Precinct (Refectory and Union building), about six minutes' walk from all event venues. Food was served centrally, while coffee was available in all buildings during breaks, with some offering it all day for convenience.

We avoided lunch and reception tickets to reduce queues and environmental impact, though this led to occasional over-serving and slower restocking. Despite this, food remained plentiful. Menus included meat, vegetarian, and vegan options, with special packs for dietary needs. Lunches came with drinks, and coffee breaks featured tea, cookies, cakes, and fruit.

Receptions offered varied menus to avoid repetition: Monday’s Meet & Mingle included light bites and ice cream, Tuesday featured British scones with tea, and the closing reception served curry (meat and vegetarian), which was well received.

4.4 Internet Access and Emergency Numbers

All delegates were provided emergency and non-emergency numbers (e.g. ambulance, security etc.). These were mentioned on the leaflet inserted in the delegate bag.

Also, delegates were provided with internet access during the conference. For those that did not have automatic access to the eduroam network, they were asked to visit the help desk in the Refectory Foyer for information on how to get access.

4.5 Campus Map & Signage

The campus map was not only functional but also a reflection of thoughtful planning. The unique layout of the University of Leeds campus was introduced during the opening session by the organising chairs, with clear guidance on building locations, session venues, and timings for lunch and coffee breaks. This initial walkthrough helped delegates feel at ease, especially those visiting the campus for the first time.

Volunteers were essential for directing delegates.

The map itself featured a colour-coded system that grouped buildings into clusters, making navigation intuitive.

- **Purple** was used for iconic academic buildings like Parkinson and Michael Sadler, which hosted several keynote sessions.
- **Blue** marked central social and event spaces such as the Great Hall, Refectory, Union Building, and University House—key locations for meals, networking, and informal gatherings.
- **Green** highlighted newer, modern facilities like Newlyn and Esther Simpson
- **Orange** was reserved for business and management-oriented buildings including Clarendon, Maurice Keyworth, and Liberty.



The campus map highlighted the university’s sustainability efforts, including hundreds of water fountains to promote reusable bottles, echoing the reusable bottle in the delegate bag. While the map was clear and helpful, poor signage and limited volunteer knowledge caused occasional confusion during session transitions. Better signage and volunteer training would greatly improve wayfinding. Overall, the map was a valuable tool, and with these enhancements, future EURO-k conferences can offer an even smoother experience.

5 Lessons Learnt

The organising committee held a review meeting and used Padlet to gather feedback, ensuring all voices were heard. Rachel Meadley compiled this input into a report shared with the EURO Management team. Key points include:

Success and Impact

EURO 2025 was vibrant, well-attended, and financially successful. Delegates praised facilities, smooth registration via CrowdComms kiosks, and a social programme rich in Yorkshire culture. Highlights included brass bands, Morris dancers, and the Gala Dinner at the Royal Armouries.

Campus Navigation

A colour-coded map aided navigation, but poor signage and unclear volunteer uniforms caused confusion. Recommendations: stronger branding and better volunteer training. Sustainability efforts, such as water fountains and reusable bottles, were well received.

Catering and Socials

Food was generally praised, with varied menus and continuous coffee. Early confusion over “grab and go” items led to shortages, suggesting clearer signage and restocking protocols. Social events were popular but under-promoted; Gala Dinner feedback suggested adding a short speech and clearer expectations on evening portions.

Operations and Communication

WhatsApp supported real-time coordination, but gaps in updates and handbook edits highlighted the need for a centralised platform. The website lacked polish; future events should consider commercial solutions. Printed materials were often unused, reinforcing the shift to digital guides and QR codes.

Governance and Planning

Planning was strong but rushed at the end. Recommendations: clearer roles, fewer overlapping committees, and continued use of the risk register. Knowledge transfer to Athens was successful. Julia Bennell closed the meeting by praising teamwork and achievements.

6 Finance

- Total Income: £722,638.14
- Total Costs: £613,998.45
- Surplus: £108,639.69 (of which, £ 53,800 from exhibition income)

6.1 Income

Category summary	Number	Rate	Category revenue
Accompanying person	22	£ 150.00	£ 3,300.00
Accompanying Plenary Person	1	£ -	£ -
GORS Bulk Discount*	8	£ -	£ -
Early Delegate Registration	984	£ 400.00	£ 393,600.00
Early Student/Retired Registration	602	£ 200.00	£ 120,400.00
Early Subsidised Registration*	36	£ 200.00	£ 7,200.00
EURO Guest + EURO Guest (R)	61	£ 400.00	£ 24,400.00
Exec Committee Registration	10	£ 400.00	£ 4,000.00
Exhibitor Registration*	33	£ -	£ -
Keynote Speaker	12	£ -	£ -
Observers	3	£ 150.00	£ 450.00
OR Society Invited Guest*	3	£ -	£ -
Organising Committee Member	11	£ -	£ -
Plenary Speaker	3	£ -	£ -
Programme Committee Member	19	£ -	£ -
Standard Delegate Registration	142	£ 520.00	£ 73,840.00
Standard Student/Retired Registration	84	£ 260.00	£ 21,840.00
Standard Subsidised Registration	9	£ 260.00	£ 2,340.00
Tutorial/Workshop Speaker*	7	£ 200.00	£ 1,400.00
Volunteer Registration	64	£ -	£ -
Non-refunded cancellations	-	£ 7,730.00	£ 7,530.00
Total registrations:	2116		£ 660,300.00

Exhibition Income: £ 53,800.00

EURO Loan: £8,538.14

Total Income: £ 722,638.14

6.2 Expenses

Venue	Qty	Price	CONFIRMED
Breakout rooms for 3 days	55	£ 900.00	£ 49,500.00
Refectory Costs (Monday - Wednesday)	3	£ 1,666.67	£ 5,000.00
Great Hall (Monday - Wednesday)	3	£ 750.00	£ 2,250.00
Great Hall AV Setup	1	£ 34,336.80	£ 34,336.80
Keynote and plenary editing	1	£ 2,070.00	£ 2,070.00
Leeds University Union Sunday - Wednesday	1	£ 10,383.00	£ 10,383.00
Additional Event Staff (a)	1	£ 4,157.24	£ 4,157.24
Additional Event Staff (b)	1	£ 12,292.59	£ 8,135.32
			£ 115,832.36
Media, Marketing and Promotion	Qty	Rate	CONFIRMED
Pre-event marketing - tea bag boxes	1	£ 3,530.42	£ 3,530.42
Pre-event marketing - tea bags	1	£ 276.00	£ 276.00
Pre-event marketing - tea bag shipping - Centenary Shipping	1	£ 678.00	£ 678.00
Pre-event marketing costs - Pop up Banners shipping	1	£ 147.84	£ 147.84
Design Concept	1	£ 151.00	£ 151.00
Vinyl Banner Item 1 (design Instructions)	1	£ 210.00	£ 210.00
Vinyl Banner Item 2 (Parkinson Archway)	1	£ 226.00	£ 226.00
Vinyl Banner Item 3 (Michael Sadler Railing)	1	£ 61.00	£ 61.00
Vinyl Banner Item 4 (Refectory Header)	1	£ 447.00	£ 447.00
Vinyl Banner Item 5 (Refectory Railing)	1	£ 52.00	£ 52.00
Vinyl Banner Item 6 (LUBS Railing)	1	£ 53.00	£ 53.00
Vinyl Banner Item 6 (LUBS Roger Stevens Railing)	1	£ 68.00	£ 68.00
Vinyl Banner Item 6 (LUBS Lifton Place Railing)	1	£ 68.00	£ 68.00
Pavement Signs	1	£ 468.00	£ 468.00
Pre-event marketing costs - Pop up Banner design and print	1	£ 90.00	£ 90.00
Feather Flag Designs	1	£ 300.00	£ 300.00
Feather Flags	1	£ 2,001.11	£ 2,001.11
Lectern Cover	1	£ 113.50	£ 113.50
DSV - Pallet handling charges (slight surcharge for card payment)	1	£ 566.24	£ 566.24
Event website	1	£ 2,500.00	£ 2,500.00
Pre-event promotional film	1	£ 5,994.00	£ 5,994.00
Photography	1	£ 1,512.00	£ 1,512.00
			£ 19,513.11
Catering			
Sunday 22 June	Qty	Rate	CONFIRMED

Sunday - Tea/Coffee/Biscuits	500	£ 2.50	£ 1,250.00
Sunday - Welcome Reception	1410	£ 15.95	£ 22,489.50
Monday 23 June			
Monday - 10am Tea/Coffee/Biscuits (in each building)	1950	£ 3.50	£ 6,825.00
Monday - Lunch (premium menu)	1950	£ 13.00	£ 25,350.00
Monday - Tea/Coffee (served with Lunch at Central Space)	1000	£ 1.95	£ 1,950.00
Monday - 2pm Tea/Coffee (in each building)	1000	£ 1.95	£ 1,950.00
Monday - 4pm Tea/Coffee/Biscuits (in each building)	1950	£ 3.50	£ 6,825.00
Monday - Meet & Mingle Event	1730	£ 18.10	£ 31,313.00
Tuesday 24 June			
Tuesday - 10am Tea/Coffee/Biscuits (in each building)	1950	£ 3.50	£ 6,825.00
Tuesday - Lunch (premium menu)	1950	£ 13.00	£ 25,350.00
Tuesday - Tea/Coffee (served throughout Lunch)	1000	£ 1.95	£ 1,950.00
Tuesday - 2pm Tea/Coffee (in each building)	1000	£ 1.95	£ 1,950.00
Tuesday - 4pm Tea/Coffee/Scones (in each building)	1000	£ 4.95	£ 4,950.00
Tuesday - 4pm Tea/Coffee & biscuits	1000	£ 3.50	£ 3,500.00
Wednesday 25 June			
Wednesday - 10am Tea/Coffee/Biscuits (in each building)	1950	£ 3.50	£ 6,825.00
Wednesday - Lunch (premium menu)	1950	£ 13.00	£ 25,350.00
Wednesday - Tea/Coffee (served throughout Lunch)	1000	£ 1.95	£ 1,950.00
Wednesday - 2pm Tea/Coffee Biscuits	1000	£ 1.95	£ 1,950.00
Wednesday - 4pm Tea/Coffee/Biscuits (in each building)	1950	£ 3.50	£ 6,825.00
Wednesday - Closing Reception - Premium Menu	1190	£ 24.95	£ 29,690.50
			£ 215,068.00
Conference Expenses	Qty	Rate	CONFIRMED
EURO Participant Fees Regular	1	£ 21,748.79	£ 21,748.79
EURO Participant Fees Student/Retired/Subsidised	1	£ 6,006.31	£ 6,006.31
PCO Services	2037	£45.00	£ 91,665.00
Support Staff 1	300	£ 30.00	£ 9,000.00
Support Staff 2	150	£ 20.00	£ 3,000.00
T-shirts	1	£ 1,611.00	£ 1,611.00
Volunteers & others Sunday lunch (catering)	62	£ 20.00	£ 1,240.00

Volunteers gifts	1	£ 2,280.00	£ 2,280.00
On-site badge printing - CrowdComms	1	£ 12,324.00	£ 12,324.00
On-site badge printing - CrowdComms - Additional Costs	1	£ 1,548.08	£ 1,548.08
			£ 150,423.18
Delegate bags and gifts	Qty	Rate	CONFIRMED
Printed delegate bags	1	£ 6,996.00	£ 6,996.00
Yorkshire Tea Bags	1	£ 264.00	£ 264.00
Water bottle	1	£ 15,603.60	£ 15,603.60
Notepad & Pen	1	£ 18,374.40	£ 18,374.40
Yorkshire Recepte Book	1	£ 4,462.50	£ 4,462.50
Booklet & Pdf Design	1	£ 440.00	£ 440.00
A6 booklet printing	1	£ 1,229.06	£ 1,229.06
Lanyards	1	£ 2,210.00	£ 2,210.00
Speaker gifts (plenary and keynote speakers)	1	£ 318.00	£ 318.00
			£ 49,897.56
Entertainment costs			
Sunday 22 June	Qty	Rate	CONFIRMED
Student Union Music (included in LUU costs above)		£ -	£ -
Back Chat Brass - Music	1	£ 2,040.00	£ 2,040.00
Close up magician	1	£ 310.00	£ 310.00
Stiltwalkers	2	£ 325.00	£ 650.00
Bezerkaz Circus Deposit	1	£ 174.50	£ 174.50
Juggling	1	£ 304.00	£ 304.00
Photobooth (all day - Sunday to Wednesday)	1	£ 3,234.00	£ 3,234.00
Monday 23 June			
Stark Polaris band (SF Friend)	1	£ 400.00	£ 400.00
AV Equipment for Band (included in Great Hall AV costs)	1	£ -	£ -
Wednesday 25 June			
PanTones (steel drum music)	1	£ 600.00	£ 600.00
Leeds Morris Men	1	£ 150.00	£ 150.00
			£ 7,862.50
Additional Costs	Qty	Rate	CONFIRMED
Radisson Blu Hotel Speaker Costs (INC VAT)	1	£ 8,666.00	£ 8,666.00
non-EU Guest Speakers - Travel	5	£ 1,000.00	£ 5,000.00
EU Guest Speakers - Travel	10	£ 500.00	£ 5,000.00

Deficit/surplus from Gala Dinner budget	1	£ 6,220.22	£ 6,220.22
			£ 24,886.22
Pre-event meetings	Qty	Rate	CONFIRMED
RCS135179 event 166820 EURO 2025 in person meeting	1	£ 389.60	£ 389.60
RCS137677 event 166822 EURO 2025 in person meeting	1	£ 250.00	£ 250.00
RCS138987 event 173671 EURO Site Visit - Sean & Willi	1	£ 601.60	£ 601.60
G. Weber Flights and accommodation	1	£860.54	£ 860.54
S McGarraghy - Hotel	1	£ 117.27	£ 117.27
PC Meeting Radisson	1	£ 3,500.00	£ 3,500.00
EURO PC Meeting	1	£ 1,330.75	£ 1,330.75
Giancarlo Bigi	1	£ 233.21	£ 233.21
Tony Wauters	1	£ 266.90	£ 266.90
Sanne Wohlk	1	£ 264.40	£ 264.40
LM Aragones	1	£ 315.83	£ 315.83
Karsten Kieckafer	1	£ 396.33	£ 396.33
Juuso Liesio	1	£ 560.74	£ 560.74
Bernard Fortz	1	£ 269.77	£ 269.77
Melaie Reuter-Oppermann	1	£ 610.42	£ 610.42
Milos Kopa	1	£ 464.03	£ 464.03
Rita Rita D'Ecclesia	1	£ 341.10	£ 341.10
Ender Ozcan	1	£ 105.04	£ 105.04
Sibel Salman	1	£ 893.50	£ 893.50
Restaurant Bar & Grill Payment 1	1	£ 1,000.00	£ 1,000.00
Restaurant Bar & Grill Payment 2	1	£ 170.35	£ 170.35
Restaurant Bar & Grill Payment 3 (Rachel Meadley)	1	£ 220.70	£ 220.70
			£ 13,162.08
Misc	Qty	Rate	CONFIRMED
Chalk boards	1	£ 91.77	£ 91.77
Foam Fingers & Chalk	1	£ 47.18	£ 47.18
HDMI Adapters	1	£ 252.57	£ 252.57
Expenses - Sajid Siraj Trip 255072 (Dinner with PC)	1	£ 18.75	£ 18.75
Expenses - Sajid Siraj Trip 253113 (Misc)	1	£ 14.70	£ 14.70
Expenses - Sajid Siraj Trip 253113 (Mileage)	1	£ 9.90	£ 9.90
Expenses - Julia (Dinner 24.03.2025)	1	£ 203.85	£ 203.85
			£ 638.72

EURO2024 Visit (ORS & LUBS Staff)	Qty	Rate	CONFIRMED
LUBS Staff EURO 2024 Accommodation	1	£ 1,240.12	£ 1,240.12
LUBS Staff EURO 2024 Flights	1	£ 812.64	£ 812.64
LUBS Staff EURO 2024 Reg Fees	1	£ 330.00	£ 330.00
OR Society Expenses - Flights	1	£ 359.02	£ 359.02
OR Society Expenses - Accommodation	1	£ 832.94	£ 832.94
			£ 3,574.72
Covering Gala Dinner for Important Delegates	Qty	Rate	CONFIRMED
Covering PC members	18	£ 80.00	£ 1,440.00
Covering OC members	11	£ 80.00	£ 880.00
Covering Plenaries gala dinner (1+1+2 tickets)	4	£ 80.00	£ 320.00
Covering Keynotes	12	£ 80.00	£ 960.00
			£ 3,600.00
Subsidised place support			
Subsidised place support	1	£ 9,540.00	£ 9,540.00
			£ 613,998.45