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Koostas/Issued by: Cecilia Linden	Kinnitas/Approved: Peter Thomsen	Kuupäev/Date: 30.10.2025	Dokumendi nr./Document no: 20250529_COUNCIL _MEETING 9	Rev: 02

SCAN. CHAMBER COUNCIL MEETING, OCTOBER 30th, 2025

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RELEVANT DOCUMENTS

The appendices and documents listed below are of essential value for the understanding of this document.

Document

No.	Document title
1.	20251030_Chamber_Council_Meeting.pdf

INVITATION

Venue: NJORD Law Firm, Telliskivi 60/2, Tallinn
Time: October 30th, 2025; 15.30 – 17.20
Invited: Council Members, Manager and Members



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AGENDA SCANDINAVIAN CHAMBER COUNCIL MEETING 30TH OCTOBER 2025

	Time	Subject	Comment	Resp
1	15.32-15.48	Welcome and Opening of the Remarks		Peter
2	15.48-15.49	Election of Chair and Minute Taker		Everyone
3	15.49-16.50	Approval of the Agenda		Everyone
4	15.50-15.54	Review of Previous Meeting Minutes and Follow-Up items		Peter
5	15.54-16.03	Work Group Updates		Everyone
6	16.03-16.22	Strategic Planning / Survey		Everyone
7	16.23-16.28	Financial Overview		Peter
8	16.29-16.30	Unpaid Invoices		Peter
9.	16.30-16.35	Member Status & Update		Cecilia
10	16.36-16.59	Scandinavian Business Awards		Peter, Kristiina & Cecilia
11	16.59-17.06	Event Planning & Upcoming Activities		Peter
12	17.06-17.17	Other Businesses		Peter
13	17.17-17.19	Action Points & Next Steps		Peter
14	17.19-17.21	Closing Remarks & Date for the Next Meeting		Peter

PARTICIPANTS

1. Hans Magnar Aanansen (online)
2. Peter Thomsen
3. Kristiina Koel
4. Cecilia Linden
5. Jaanus Stern
6. Janar Sutt
7. Ulrica Fors (online)
8. Maarja-Maria Aljas
9. Veikko Toomere
10. Paal Ascheim
11. Karolina Uilman
12. Marco Iovino (online)
13. Torfinn Losvik (online)



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9.1 Welcome and opening of the remarks

The meeting was opened by Peter Thomsen, who welcomed all participants. Each member gave a brief update on their company and the market situation in Estonia, offering useful insights into the current business climate across different industries.

9.2 Election of Chair and Minute Taker

The council proceeded with the election of the Chair and Minute Taker for the meeting. Peter Thomsen was elected as Chair of the meeting, and Cecilia Linden was appointed as Minute Taker.

9.3 Approval of Agenda

The Agenda for the meeting was reviewed by all council members and unanimously approved without changes.

9.4 Review of Previous Meeting Minutes and Follow-Up Items

Peter gave a short summary of the key discussions and follow-up points from the previous council meeting. The “Facts Friday” campaign continues successfully, and the outreach list from the Commercial Register is being reviewed and finalized together with a membership one-pager and outreach email. Veikko is checking the legal basis for this outreach.

The member survey was updated and launched for two weeks, with results to be shared and used for marketing purposes.

The financial overview now includes unpaid invoices, with stricter payment deadlines introduced for event fees and the option of issuing consolidated invoices when needed. Membership growth remains positive, with 15 new companies joining in 2025 (four since the last meeting).

The Scandinavian Business Awards concept has been confirmed, consisting of a seminar and gala dinner, with refined criteria and jury nominations in progress. In terms of events, After Works will continue with themed formats, short speakers, and networking pitches; the SEB Economic Outlook has been moved to spring; and the Christmas Party was confirmed for November 21, 2025.

Lastly, under governance, the council agreed to review member availability for 2026, and the nomination process for next year’s council has been initiated.

9.5 Work Group Updates

Member Outreach – Veikko, Jaanar and Hans-Magnar

Nothing new to report.

Social Media (SoMe) – Ulrika, Ksenia, Cecilia

Nothing new to report.

Events – Cecilia

No detailed discussion was held at this point, as events were scheduled for a later agenda item.

Scandinavian Business Awards – Kristiina, Peter, Jaanus and Cecilia

No detailed discussion was held at this point, as Scandinavian Business Awards will be discussed under 9.10.



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Scandi Scope – Cecilia

Cecilia reported that one contributor is still missing. Otherwise the material is up to date and the only thing is the texts from the chair and the vice chairs, that needs to be updated. Peter, Janar and Kristiina will send their updated versions to Cecilia as soon as they can.

Decisions:

- Cecilia will make sure that the missing material for ScandiScope will be collected and the finalization of the magazine will be done and sent to a printer.

9.6 Survey

Cecilia presented the results and feedback from the member survey. By the date of the council meeting, **28 members** had responded. Peter suggested keeping the survey open until **November 14**, with reminder emails sent out to encourage more responses, aiming for at least **50% participation** among members.

Peter then went through the key figures in the presentation, and the council agreed that the overall results were very positive, confirming that the chamber is moving in the right direction. The level of satisfaction with events remains high at **96%**, and it was agreed that maintaining this level should be a clear goal going forward.

It was emphasized that all written feedback and comments from members are valuable, particularly the suggestion to strengthen **business-to-business interaction**. Several respondents proposed creating opportunities for members to introduce their companies, exchange ideas, and explore collaborations—possibly through a “pitch” format or dedicated networking sessions. Another recurring comment was the need to offer more **online participation options**, as many members are located outside Tallinn. The council agreed that this should be taken into account in future planning.

All feedback, including both positive input and areas for improvement, will be used to guide the chamber’s activities and event planning for next year. Cecilia will continue to work with the survey results as a basis for the **2026 event strategy**.

Decisions:

- Survey to remain open until **November 14**, with reminders sent to members.
- Chamber aims to maintain the current **96% event satisfaction level**.
- Feedback on business-to-business interaction and online accessibility to be integrated into future planning.
- Cecilia to analyze survey results and apply findings to 2026 event planning.

9.7 Financial Overview

Peter presented the updated budget and financial overview. The council noted that the overall financial situation remains stable, and the chamber is expected to break even by the end of the year.



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Unpaid invoices still represent a significant portion of the missing income. If these payments are received, the chamber would likely end the year with a small surplus. Cecilia has worked to ensure that earlier savings, particularly from the beginning of the year, have not been entirely used up, maintaining a balanced financial position.

According to the latest figures, the chamber had budgeted €71,500 in membership income for the year but has so far collected €67,134, primarily due to unpaid invoices. Cecilia highlighted several of these outstanding cases, and the council agreed that all members should help follow up where possible. The full list of unpaid invoices is available on the shared drive, and Cecilia will ensure that it is updated immediately following the meeting. She receives the latest report from Reidi approximately once a month and will synchronize the document accordingly so council members can assist with outreach to unpaid members.

Despite the outstanding invoices, the overall outlook remains positive. The council expressed hope that no unforeseen costs will arise in the final months of the year. As of November, the chamber's finances remain stable and on track.

Decisions:

- The chamber's finances noted as stable, with a projected break-even result for 2025.
- Cecilia to update the unpaid invoice list on the shared drive and circulate the latest version.
- Council members to assist in contacting unpaid members where possible.
- Continued monitoring of income and expenses to ensure no unforeseen costs.

9.8 Unpaid Invoices

This item was kept brief as it overlaps with the financial overview. Cecilia will update the unpaid-invoices list on the shared drive as soon as possible. Council members are encouraged to check the list periodically and reach out to contacts they know. In addition to membership fees, a few event-related invoices (e.g., the Crayfish Party) remain outstanding; these are typically resolved with a short reminder. For any specific cases, council members can request invoice details directly from Cecilia to facilitate follow-up.

Decisions:

- Cecilia to update and maintain the unpaid-invoices list on the shared drive.
- Council members to review the list periodically and assist with outreach.
- Short reminders to be sent for outstanding event invoices (e.g., Crayfish Party).
- Invoice-specific details available from Cecilia on request.

9.9 Membership Update

The council reviewed the current membership status. As of September, the chamber has 121 active members, with no new members joining since the previous council meeting. However, there are several potential new members showing interest, including Nordic Hotel Forum, with whom Cecilia will have a meeting in two weeks, as well as KAI/MyCake.

A few membership cancellations were noted, mostly related to companies or individuals no longer active in Estonia. Cecilia continues to keep the membership list on the shared drive fully updated with all relevant information, including new additions and changes.



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Overall, the membership situation remains stable, with promising prospects for new corporate members in the near future.

Decisions:

- Cecilia to continue updating the membership list on the shared drive.
- Follow-up meetings with potential members (**Nordic Hotel Forum, KAI/MyCake**) to proceed.
- Membership cancellations noted as primarily due to companies leaving Estonia.

9.10 Scandinavian Business Awards

Peter presented the latest update regarding the Scandinavian Business Awards 2025. The structure of the event has now been confirmed: it will take place at Hotel Olympia and include an afternoon seminar from 14:00 to 17:00, followed by an award ceremony (17.00 – 18.30) and dinner at the same venue. The seminar will feature three to four keynote speakers and a panel discussion in cooperation with Enterprise Estonia.

Two awards will be presented during the evening: Company of the Year, which is open to chamber members only, and Rising Star, open to all companies with Scandinavian ties. Peter emphasized the importance of the council's active involvement in identifying and nominating candidates for both categories.

A key priority is finalizing the jury composition, as this must be confirmed within the coming week. Peter presented several suggestions for jury members, including Madis Müller (Governor of Eesti Pank), Kersti Kaljulaid (former President of Estonia), Maria Graatsche (Nordic Council of Ministers), Karsten Stær (TalTech), Minister Erki Kildo (Ministry of Economic Affairs and Communications), and Håkan Hilenius. Cecilia will contact these individuals shortly to confirm participation. The council agreed that the jury should consist of five members, rather than three, and it was also noted that this will be the first jury ever for the newly established awards. Jury members will be invited to stay for the dinner free of charge.

The invitation for the event should clearly indicate that participants may choose to attend the full event, the seminar only, or the dinner and awards only. Cecilia also highlighted the importance of having media coverage, at least for the awards ceremony, and asked council members to check their networks for suitable media contacts who could attend.

The council briefly discussed the award statuettes, with several members sharing examples from previous award events. As for next steps, to confirm the seminar theme in collaboration with Enterprise Estonia. Cecilia will meet with them on November 4 to further discuss the concept and details.

Cecilia will also meet with Radisson Blu on Friday to discuss logistics and pricing for the dinner. Enterprise Estonia has agreed to cover the seminar costs, while the chamber will handle costs related to the awards and dinner. Both the Swedish and Norwegian Embassies have indicated possible financial contributions toward the awards.



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Council members were asked to each nominate at least one or two companies for consideration, to ensure a strong selection of candidates.

Decisions:

- Event structure confirmed: seminar (14:00–17:00) followed by awards and dinner at Hotel Olympia.
- Two categories: *Company of the Year* (members only) and *Rising Star* (open to all Scandinavian-linked companies).
- Jury to consist of five members; proposed names include Madis Müller, Kersti Kaljulaid, Maria Gratschew, Karsten Stær, Erki Keldo, and Joakim Helinius.
- Cecilia to contact jury candidates and confirm participation.
- Invitations to specify attendance options (seminar only, dinner only, or both).
- Council members to assist in identifying media contacts for coverage.
- Cecilia to meet with Enterprise Estonia (Nov 4) to discuss further on seminar theme.
- Cecilia to meet with Radisson Blu to discuss dinner logistics and pricing.
- Enterprise Estonia to cover seminar costs; embassies may contribute toward awards.
- Each council member to nominate one or two companies for the awards.

9.11 Event Planning and Upcoming Activities

Peter presented the list of events planned for the remainder of 2025 and led a discussion on activities for early 2026.

Karolina, who joined the meeting, offered that NJORD Law Firm could host the upcoming Executive Breakfast with the Minister of Defence, which was warmly welcomed by the council. She will later show Cecilia the new event space at NJORD's office.

The council also discussed future event ideas and potential international initiatives. Peter mentioned that in the past, DECC had organized a successful trip to Denmark and proposed that a small group—possibly including Annelie Andersen, Janar, and others—draft an initial concept in mid-January for a potential trip to Denmark, Norway, or Sweden. Kristiina suggested combining such a trip with other regional events or business visits to maximize value for participating members.

The group then reviewed the upcoming Pan-Baltic Macro Outlook event, scheduled for February 5, 2026, organized in cooperation with SEB. Janar proposed holding it as a hybrid event, allowing simultaneous in-person participation in all three Baltic capitals. Cecilia will look if this would be possible.

The first Annual General Meeting (AGM) was discussed, with March 4, 2026, proposed as a tentative date. This means that membership invoices should be issued in early January, so that payment statuses are clear before the meeting. Any proposed changes to membership fees or benefits—for instance, reducing the number of free event invitations for Royal Members from four to two—must be communicated to members by the end of November 2025, allowing time for approval at the AGM.

Peter also proposed holding a Christmas get-together for the council on November 20, 2025, in connection with the next council meeting. By that time, he will present a draft budget for 2026 for review and discussion.



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Toward the end of the discussion, the council raised the question of whether FICE (Foreign Investors Council in Estonia) should be revived. Peter noted that FICE had previously been a small but valuable platform, and that it could once again serve as a unifying forum for foreign business representation. Janar agreed that it may be worth reconsidering, perhaps under a refreshed structure or new positioning. The council agreed to return to the topic at the next meeting to define its potential role and relevance.

In line with earlier discussions, it was confirmed that the “Meet the Member / B2B Pitch & Connect” event will take place on January 29, 2026, with the location already booked by Cecilia. The council reaffirmed the goal of organizing more online or hybrid events, and also discussed developing a total defense strategy seminar focusing on collaboration between the private sector and government institutions. The FICE discussion also tied into the idea of fostering member debates and cross-sector dialogue, similar to the election debate organized in early October.

Decisions:

- After Work sessions to be developed with themes, speakers, or pitches.
- Economic Outlook event with SEB postponed to spring.
- Christmas Party confirmed for November 21, 2025, with Scandinavian menu (€50–60, excl. drinks).
- Separate Christmas Party planning meeting to be held.

9.12 Other Businesses

Under this agenda point, Peter suggested arranging a Christmas get-together for the council in connection with the final meeting of the year, tentatively proposed for December 20. No decision was made on the exact format or date, but Cecilia will send out an invitation to check members’ availability. If scheduling proves difficult, a digital / or in person meeting on November 27 was mentioned as an alternative.

A significant part of the discussion focused on the Nomination Committee’s preparations for 2026. Three out of four committee members were present at the meeting and took the opportunity to discuss which council members plan to continue next year and which positions may need to be filled. It was noted that Ksenia is expected to change jobs and is therefore uncertain about her availability for the next term. Karolina, representing the Nomination Committee, underlined that it would be healthy for the chamber to introduce some rotation, bringing in new members while maintaining continuity.

Karolina also expressed that ideally three council members could step down at the end of this term, allowing three new members to join and gradually learn the role before next year. Both Janar and Kristiina indicated that they are considering taking a break from the council next year. Together with Ksenia’s potential departure, this would open three seats for new candidates. Some names were informally mentioned as possible new council members, and all current members were encouraged to contact Karolina if they do not wish to continue or if they have suggestions for new candidates.

Peter also briefly brought up recent news regarding the Danish company Flügger Färg, which was reported to have sold 1.5 million litres of paint to Russia through a subsidiary. This sparked a short exchange among participants but required no action.

Decisions:



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- Cecilia to send out an invitation for a possible **Christmas get-together** on December 20 (alternative: meeting on November 27).
- Nomination Committee to continue discussions on **council composition for 2026**.
- Council members to **inform Karolina** if they do not wish to continue or if they have candidate suggestions.
- Potential departures noted: **Ksenia, Janar, and Kristiina**.
- No other formal decisions made under this point.

9.13 Action Points and Next Steps

The council briefly reviewed the main follow-up points from the meeting. Cecilia will ensure that the unpaid invoice list is updated and accessible on the shared drive, and that council members assist in contacting companies where possible. The membership list will likewise be kept current, with upcoming meetings planned with potential new members.

Regarding the Scandinavian Business Awards, Cecilia will reach out to the proposed jury members and meet with Enterprise Estonia and Radisson Blu to finalize the seminar theme and dinner arrangements. Council members are asked to help identify media contacts and nominate companies for the awards.

Preparations for next year continue: the Pan-Baltic Macro Outlook event is scheduled for February 5, the Annual General Meeting for March 4, and the B2B Pitch & Connect event for January 29. The council will also meet again for a Christmas get-together in December (date to be confirmed). The Nomination Committee will proceed with discussions on next year's council composition, collecting feedback and name suggestions from members.

Decisions:

- Cecilia to update and share the unpaid invoice list; council to assist with follow-ups.
- Membership list to be continuously updated.
- Cecilia to contact jury candidates and coordinate planning for the Scandinavian Business Awards.
- Council members to nominate companies and suggest media contacts for the awards.
- Next confirmed events:
 - *B2B Pitch & Connect* – January 29, 2026
 - *Pan-Baltic Macro Outlook* – February 5, 2026
 - *Annual General Meeting* – March 4, 2026
- Christmas get-together planned for December (date to be confirmed).
- Nomination Committee to continue preparing proposals for the 2026 council.

9.14 Closing Remarks and Next Meeting

Peter thanked all Council members for their active participation and constructive input throughout the meeting. The next Council meeting will take place in **December** either on the 20th or 27th, to be confirmed.