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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.	20251120_Chamber_Council_Meeting.pdf

INVITATION

Venue:	Metropol Hotel Roseni 9, Tallinn
Time:	November 20th, 2025; 15.30 – 17.15
Invited:	Council Members, Manager and Members



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AGENDA SCANDINAVIAN CHAMBER COUNCIL MEETING 30TH OCTOBER 2025

	Time	Subject	Comment	Resp
1	15.32-15.32	Welcome and Opening of the Remarks		Peter
2	15.32-15.33	Election of Chair and Minute Taker		Everyone
3	15.33-16.33	Approval of the Agenda		Everyone
4	15.34-15.37	Review of Previous Meeting Minutes and Follow-Up items		Peter
5	15.37-15.45	Work Group Updates		Everyone
6	15.45-16.01	Strategic Planning / Survey		Everyone
7	16.01-16.03	Financial Overview		Peter
8	16.03-16.05	Unpaid Invoices		Peter
9.	16.05-16.13	Member Status & Update		Cecilia
10	16.13-16.29	Scandinavian Business Awards		Peter, Kristiina & Cecilia
11	16.29-16.43	Event Planning & Upcoming Activities		Peter
12	16.43-17.12	Other Businesses		Peter
13	17.12-17.13	Action Points & Next Steps		Peter
14	17.13-17.14	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

10.1 Welcome and opening of the remarks

Peter opened the meeting by welcoming everyone and noting that this was the final council meeting of the year. He thanked all participants for their contributions and ongoing commitment to the Chamber throughout 2025.



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10.2 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.

10.3 Approval of Agenda

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

10.4 Review of Previous Meeting Minutes and Follow-Up Items

The council briefly reviewed the minutes and follow-up points from the previous meeting. The main discussion centered around the progress of the Nomination Committee in preparing the 2026 Council structure.

Cecilia provided an update on her recent contact with the Nomination Committee, which had proposed several potential new candidates.

From the Norwegian side, Helena Almqvist from Protex has expressed interest in joining the Council. From the Swedish side, the committee has spoken with Jonas Heinonen from Boomerang and Tommy Lindros from Tallink.

The committee also wishes to include a Danish representative, and has shown interest in connecting with Novo Nordisk. Cecilia has shared the Chamber's contact information for Novo Nordisk to facilitate this. The Nomination Committee will continue their work in the coming weeks and aims to finalize the list of proposed candidates ahead of the Annual General Meeting.

Peter also reminded the group that the Tuesday coordination meetings are not mandatory. He acknowledged that all council members contribute their time voluntarily and emphasized that no one should feel pressured to attend every weekly meeting. Cecilia expressed appreciation for everyone's continued engagement but agreed that attendance should remain flexible, particularly as the Tuesday meetings are primarily intended for the Chair and Vice Chairs.

Decisions:

- Previous meeting minutes noted.
- Nomination Committee to continue preparing the 2026 Council structure.
- Cecilia to stay in contact with the committee and support outreach to Novo Nordisk.
- Council members reminded that Tuesday coordination meetings are voluntary.

10.5 Work Group Updates

Membership & Benefits

Peter, Janar, and Kristiina noted that they will meet separately before the end of the year to review the current membership structure, particularly in light of potential membership fee adjustments and benefit changes for 2026. The purpose is to ensure clarity, prepare for the AGM, and align benefits with the Chamber's long-term strategy.

Member Outreach – Veikko, Jaanar and Hans-Magnar



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Janar brought up the idea of developing a Scandinavian Chamber Loyalty Card for 2026. He suggested that it would be beneficial to assign one dedicated person within the work group to focus specifically on the Loyalty Card project to ensure progress and continuity.

Cecilia confirmed she can manage the practical tasks but would need help identifying and collecting discount offers and partner benefits.

The ambition is to include both member companies and carefully selected non-member partners (e.g., cafés, restaurants, gyms), to ensure a broad and attractive list of benefits.

Social Media (SoMe) – Ulrika, Ksenia, Cecilia

The team agreed to largely continue the current strategy, including the **Friday Facts** format and maintaining a consistently strong communication presence. Other social media platforms should be used as well.

Scandinavian Business Awards – Kristiina, Peter, Jaanus and Cecilia

No detailed discussion was held at this point, as Scandinavian Business Awards will be discussed under 10.10.

Scandi Scope – Cecilia

Cecilia informed the council that she has still not received all the material required to complete the upcoming issue of ScandiScope, which makes it difficult to produce a publication with sufficiently broad content.

Janar suggested adding an article about the Scandinavian Business Awards, as this would provide valuable publicity and useful material for social media. This led to a discussion about finding someone within the network to write one or two short articles.

Peter proposed contacting Thomas Hvid who has a background in journalism. Cecilia will reach out to him to ask whether he can prepare a short article on the Business Awards (and possibly also the Christmas Dinner). If Thomas is not available, Marcus Christiansen, one of the Chamber's partners/members, could be another good option.

All material for the magazine must be submitted by 15 December. Cecilia asked Peter to remind Marco to send his contribution.

Furthermore, Peter, Janar, and Kristiina need to update the introductory text to ensure it is aligned with the Chamber's current situation and timeline.

Cecilia apologized that collecting articles has been challenging due to time constraints, and she emphasized that it would be very helpful to have more than one person working on ScandiScope next year, especially to help plan themes, reach out to contributors, and secure content well in advance.

Decisions:

- Membership & Benefits group to meet as soon as possible to prepare for 2026 fee and benefits structure.
- Loyalty Card project to be revived for 2026; Cecilia to handle execution with additional help.
- Social media efforts to continue (including Friday Facts).
- Cecilia to contact Thomas Hvid (or alternatively Marcus Christiansen) regarding articles for ScandiScope.



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- All ScandiScope material due by **15 December**
- Editorial introduction to be updated by Peter, Janar, and Kristiina.
- Consider adding one more person to the ScandiScope work group for 2026.

10.6 Survey

The council reviewed the updated status of the member survey. Only a few additional responses had been received since the previous meeting, so the overall results remain largely the same. The discussion therefore focused on how to act on the specific feedback and how to incorporate it into planning for 2026.

It was noted from the comments that we should aim for more online events for 2026 as an additional category to our events. Ulrika noted that online seminars can work very well, provided they are kept at a professional level and delivered through reliable platforms such as Microsoft Teams. High quality in format and delivery would ensure that online events are perceived as valuable, especially for members who find networking more challenging or who are not based in Tallinn.

Cecilia mentioned that Swedish Chambers International (SCI) has encouraged more cross-chamber collaboration across Europe. Their model involves rotating between chambers, each hosting an interesting speaker while simultaneously inviting members from all other chambers. This setup could offer the Scandinavian Chamber an additional opportunity for scalable online events with broader reach.

Kristiina added that it would also be beneficial to strengthen cooperation with the Scandinavian Chambers in Latvia and Lithuania. She suggested that Cecilia could visit them next year to build closer relationships and explore potential joint events.

The council reaffirmed the importance of maintaining the social component of events, as networking remains the most requested member benefit. With a current event satisfaction rate of 96%, Janus noted that while improvements are welcome, the Chamber should avoid changing too much of the existing structure to ensure that satisfaction levels remain high. The consensus was to keep the traditional format intact while adding selected online events as a supplement.

Janar proposed hosting an event focused on how to network — a short, professional crash course aimed at helping members who find networking uncomfortable or difficult. Cecilia agreed that this could be a strong addition for next year, and Janar suggested approaching Mikael Raud as a potential speaker.

Marja then suggested creating a series of practical marketing workshops throughout the year — for example:

- *How to network effectively*
- *How to present yourself and your company online*
- *How to communicate via social media in a professional and strategic way*

These workshops could form a connected theme and be spread across the year to provide continuous value and help members develop both networking and marketing skills.

Veikko concluded that the survey results — particularly the statistic that 76% of members have done business through the Chamber or its events — should be used in marketing and member outreach materials, as it is a strong indicator of the Chamber's relevance and effectiveness.



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Overall, the council was very satisfied with the survey results and will use the insights to guide next year's planning while continuing efforts to increase participation numbers.

Decisions:

- Explore possibilities for more online and hybrid events in 2026.
- Maintain existing event structure while adding selected online sessions.
- Consider a **networking crash course** and a **series of practical marketing workshops** next year.
- Cecilia to follow SCI collaboration initiatives and coordinate participation in European online events.
- Cecilia to explore closer contact with the Latvian and Lithuanian Scandinavian Chambers.
- Survey data (e.g., **76% business connections**) to be used in marketing and outreach materials.

10.7 Financial Overview

The financial update was brief, as the previous council meeting took place only three weeks ago and there have been no significant changes since then. Cecilia noted that she has reached out to the accountant for the latest budget overview but has not yet received the updated figures.

Peter will begin preparing the **budget for 2026**, and it would be helpful if the **accountant could share comments or notes regarding the current budget**, especially any items that may affect next year's planning. Cecilia will ensure that this information is obtained **as soon as possible**, so that Peter can start working on the new budget during the coming week.

Decisions:

- Cecilia to obtain updated budget comments from the accountant.
- Peter to begin preparing the **2026 budget** next week.

10.8 Unpaid Invoices

Cecilia informed the council that the list of **unpaid invoices** has been updated on the common drive and that she continues to follow up with the remaining outstanding payments.

Cecilia also asked for guidance regarding the situation with **BLRT**. It was recently discovered that they had received a **Corporate Membership invoice instead of a Royal Membership invoice**. While they have not attended many events overall, Cecilia noted that they have registered **four participants** for the upcoming Christmas Dinner, which exceeds the Corporate Membership allowance.



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The council agreed that the Chamber should **request the remaining balance** from BLRT, either as the membership difference or as payment for the additional Christmas Dinner participants. Cecilia will contact BLRT to clarify the situation and request the **outstanding amount**.

Decisions:

- Cecilia to continue following up with all unpaid membership invoices.
- Cecilia to contact **BLRT** to clarify the membership invoice discrepancy and request the remaining balance.

10.9 Membership Update

Cecilia presented the latest membership status and noted that there is **strong interest from several potential new members**, with multiple organisations currently in the pipeline.

Cecilia recently met with **Nordic Hotel Forum**, who expressed general interest in joining. They are already members of several other chambers and will discuss the possibility with their ownership before making a decision for next year.

Cecilia was also contacted by **Tallinn Health University** through a connection in the Chamber community. They have shown interest in becoming members, and Cecilia will follow up to confirm whether they wish to join from next year.

A meeting was held with **Rauno Pagil**, who is interested in joining as a **Small Business Member** in 2026. He also expressed preliminary interest in potentially serving on the council at a later stage, representing the Norwegian side.

Cecilia also met with **KB Components**, a Swedish industrial company in Tallinn. They will discuss the membership internally with their owners and colleagues and will revert with a decision. The hope is that they may join from next year as well.

In addition, the **Nordic Playground Institute International** submitted a membership application through the website. Cecilia will meet them next week to discuss membership for 2026.

Peter recommended reaching out to **Foxy Way**, a Swedish company, to explore their interest in joining. Cecilia will contact them accordingly.

The council discussed setting a **membership growth target** for next year. Veikko suggested establishing a concrete goal, and the council agreed that reaching **140 members** in 2026 would be a strong and realistic result. It was acknowledged that some natural member turnover must be expected, but the increasing interest during the final quarter of the year indicates positive momentum.

The final membership target will depend on the **membership fee structure** decided for 2026. remains stable, with promising prospects for new corporate members in the near future.

Decisions:

- Cecilia to follow up with all prospective members: Nordic Hotel Forum, Tallinn Health University, Rauno Pagil, KB Components, and Nordic Playground Institute International.
- Cecilia to contact Foxy Way to assess potential membership interest.



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- Council agreed on an initial membership target of **140 members** for 2026, subject to confirmation of next year's membership fees.

10.10 Scandinavian Business Awards

Cecilia provided an extensive update on the progress of the Scandinavian Business Awards, summarising the preparations made together with Enterprise Estonia in recent weeks. The seminar planning is largely completed, with most items on the to-do list already checked off. The Chamber is still awaiting final confirmations from additional speakers and panelists, and once the agenda is fully finalised, Cecilia will send out an additional round of invitations to ensure high attendance.

The target set by Enterprise Estonia is at least 50 attendees, and the Chamber is already close to that number. The event capacity is 100 participants, and the council expects attendance to fall between 50 and 100.

Awards & Jury Process

The jury has now received all application materials — a total of nine submissions from both member and non-member companies. The jury is confirmed and is currently evaluating the applications using the scoring sheets and documents prepared by Jaanus.

Cecilia will prepare formal invitations for all jury members for both the Business Awards ceremony and the Christmas Dinner, should they wish to attend.

Financial support of €800 each has been confirmed from the Swedish and Norwegian embassies, while the Danish Embassy has not yet confirmed their contribution. An update is expected within the coming week.

The council agreed that each jury member will prepare one to two sentences describing the reasons behind their choice of winner, to be read aloud during the ceremony. All applicants will be publicly acknowledged at the event to ensure visibility and appreciation.

The group also discussed coordinating with the ambassadors regarding their speaking parts at the ceremony, ensuring that each of them covers different topics to avoid repetition.

Ceremony Format

For each award winner, **three representatives** will take part in the on-stage presentation:

- One person will hand over the **trophy**
- One will hand over the **diploma**
- One will present **flowers**

These roles will be shared between representatives from the embassies, the jury (if present), and the Chamber. Peter will prepare the official motivation text to accompany each award announcement. Cecilia noted that several embassies have already registered three to four people for the Christmas Dinner. The Chamber will remind them that each embassy has two seats free of charge, and additional attendees will require payment.

A photographer will be hired for the evening to cover the ceremony, ensure high-quality visual material, and provide photos for a possible article (e.g., for ScandiScope).



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Christmas Dinner

Cecilia confirmed that coordination with Radisson Blu is progressing smoothly and that all arrangements for the dinner are in place. The Chamber will purchase a selection of alcoholic beverages for the evening. Any minor financial shortfall will be covered using remaining funds from earlier events, such as the Lutefisk, Summer Party, Grand Opening and other activities where budgeted amounts were not fully used.

Decisions:

- Seminar agenda to be finalised; Cecilia to send individual invitations.
- Jury confirmed; each member to prepare 1–2 sentences for the award announcement.
- All nine applicants to be presented at the event.
- Cecilia to send formal invitations to all jury members for the ceremony and dinner.
- Swedish and Norwegian embassy contributions confirmed; Danish Embassy pending.
- Ambassadors to receive coordinated speaking topics.
- Three presenters (trophy, diploma, flowers) per award; representation mixed between embassies, jury, and Chamber.
- Photographer to be hired for the Business Awards evening.
- Christmas Dinner logistics confirmed with Radisson Blu; Chamber to purchase drinks using remaining event funds.

10.11 Event Planning and Upcoming Activities

The council reviewed the upcoming events scheduled for the remainder of 2025. In addition to the major programme on 3 December — comprising the seminar, the Scandinavian Business Awards ceremony, and the Christmas Dinner — two events remain for this year: the Scandinavian Executive Breakfast and the final Scandi Social Hour of 2025.

For the Executive Breakfast on 16 December, the Minister of Defence is confirmed as the speaker. The event will take place at NJORD, and Cecilia has secured suitable catering.

Looking ahead to 2026, the council discussed the possibility of organising a Scandinavian trip. Cecilia informed the council that she had been contacted by the Swedish Chamber of Commerce in Lithuania, who asked whether we would be interested in arranging a joint trip to Scandinavia together with their members. The council appreciated the initiative but concluded that such a collaboration could result in a very large group and a fragmented programme. Therefore, it was considered more practical and beneficial to focus on organising a trip primarily for our own members next year.

Following the success of the Narva trip, the council agreed that similar regional visits should continue. Pärnu emerged as the preferred destination for the spring 2026, as several member companies are based in the Pärnu region — such as Wendre, Norrakas, and others. The idea was raised that the trip could be aligned with a cultural or public event in Pärnu, similar to how the opera event added value to the Narva visit. Cecilia will check whether Anneli could assist with local coordination.

The council confirmed that the Annual Meeting will take place on 5 March (moved from 4 March) to accommodate travel schedules from Oslo to Tallinn. Paul Aschheim highlighted that Wednesday events often cause scheduling issues for Norwegian participants, and Thursday is therefore preferable.



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The council also agreed on a follow-up activity with the Ministry of Foreign Affairs (MFA) regarding Business Diplomacy, exploring whether a joint event could be held in spring. Increasing the number of online seminars remains a priority for next year.

For early 2026, the following events are already in the pipeline:

- **29 January – Meet the Member / Pitch & Connect session**, which will also include the first council meeting of 2026.
- **5 February – Pan-Baltic Macro Outlook (online version)**, together with SEB.

Peter and Cecilia reminded everyone that an “Events Ideas” document is available on the shared drive. Council members are encouraged to add suggestions at any time so that all ideas are collected in one place. Ahead of the January council meeting, Cecilia will prepare a compiled list of potential spring and early summer events, which the council can then review and prioritise.

Decisions:

- Executive Breakfast on 16 December confirmed, with Njord as venue and Minister of Defence as speaker.
- Scandinavian trip to be member-focused; Pärnu selected as the preferred location for 2026.
- Annual Meeting moved from 4 March to **5 March** (Thursday).
- Follow-up to be scheduled with MFA regarding Business Diplomacy cooperation.
- Meet the Member / Pitch & Connect confirmed for **29 January**.
- Pan-Baltic Macro Outlook (online) confirmed for **5 February**.
- Council members encouraged to add event ideas to the shared drive; Cecilia to prepare event proposal list for January meeting.

10.12 Other Businesses

FICE:

The council discussed the future of FICE, specifically whether the organisation should be reactivated or liquidated. Peter explained that in recent years, the main practical reason for keeping FICE formally active has been to enable participation in the annual Baltic investment climate survey, conducted together with the corresponding councils in Latvia and Lithuania. The survey provides valuable comparative data, although FICE itself has had no ongoing programme or activities.

FICE's membership has decreased significantly, now consisting of only two organisations, and the structure currently lacks an active leadership role in Estonia. The administrative obligations are minimal: Estonia must have a contact person who distributes the survey and ensures that the Estonian contribution is submitted. The annual cost of keeping FICE registered is approximately €200, and the estimated workload related to the survey — including preparation and follow-up — is about 10 hours per year.

Janar pointed out that FICE was originally created as a platform for foreign investors, and that to remain meaningful, the survey and membership base should clearly reflect the investor community rather than micro-enterprises with limited relevance to the organisation's mandate.

Peter will contact Heiki, the current chair, to clarify whether he would be willing to serve as Estonia's contact person for FICE if the organisation is kept active for 2026.



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Given the limited activity and remaining open questions, the council agreed to revisit the topic at the next council meeting, once more clarity is available regarding its potential future value.

Budget Planning for 2026

The council also discussed preparations for the 2026 budget, as Peter will begin drafting the new budget framework this week. Peter, Kristina and Jaanus will meet to review key financial considerations for next year.

A central topic was the structure of the Royal Membership. The council noted that the current model — where four participants may attend all events free of charge — results in a situation where the cost of Royal Member participation is indirectly subsidised by other membership categories. The council therefore agreed that the Chamber needs a more balanced and sustainable structure.

Cecilia and Peter will jointly analyse the annual cost per Royal Member, estimating typical attendance levels and event participation, in order to design a fair adjustment. After discussion, the council agreed to move forward with the proposal to change the benefit from four free participants per event to two free participants per event starting in 2026. This adjustment aims to keep the category attractive for large companies while ensuring financial sustainability for the Chamber.

The council also considered whether the fee for Royal Membership should be increased closer to €2,000, but agreed that such a substantial increase may be counterproductive and could risk losing companies. Instead, the council decided to introduce a general 5% membership fee increase for all membership categories for 2026, reflecting the current inflation rate of 5.2%.

Peter will continue preparing the 2026 budget with input from Cecilia where needed. The draft budget will be reviewed at the Tuesday meeting on 25 November.

To ensure transparency, Cecilia will inform all members by 30 November about the upcoming 5% membership fee increase for 2026, and will also prepare a separate communication for Royal Members explaining the updated event access benefit (two free participants) and the rationale behind it, supported by usage data and attendance statistics.

The council further agreed to allocate a small budget line for marketing in 2026. Cecilia suggested testing social media advertising as a more effective and measurable alternative to printed media ads.

Finally, the council agreed that Cecilia's salary will be increased by 5% for 2026, in line with inflation and the general membership fee adjustment.

Decisions:

- Peter will contact Heiki to clarify whether he can act as Estonia's contact person for FICE.
- The council will revisit the future of FICE (reactivate or liquidate) at the next council meeting.
- The benefit for Royal Members will be adjusted from four to two free participants per event starting in 2026.
- A 5% membership fee increase for all membership categories is approved for 2026.
- Cecilia will inform all members about the upcoming fee increase by 30 November.
- Cecilia and Peter will prepare a cost analysis of Royal Member participation before finalising the budget.
- A marketing budget will be introduced for 2026, prioritising social media advertising.
- Cecilia's salary will be increased by 5% for 2026.



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- Peter will prepare the draft budget for 2026, with review planned at the Tuesday meeting on 25 November.

10.13 Action Points and Next Steps

- Cecilia follows up with potential new members and continues membership outreach.
- Membership goal for 2026: 140 members.
- Cecilia prepares an event idea overview for the next council meeting (*Pitch & Connect, Pärnu trip concept, Pan-Baltic Outlook, etc.*).
- Cecilia finalises the seminar agenda with Enterprise Estonia for the Scandinavian Business Awards.
- Peter prepares the first draft of the 2026 budget, with input as needed.
- Cecilia informs all members about the 5% membership fee increase and updates Royal Members about the two-person event benefit for 2026.
- Cecilia continues to follow up on unpaid invoices and keeps the list updated.
- Peter contacts Heiki regarding FICE and clarifies the contact person question.
- Council members submit nominations or express interest regarding the 2026 council rotation

10.14 Closing Remarks and Next Meeting

Peter thanked all Council members for their continued engagement throughout the year. The next Council meeting will take place on **29 January** at **Novotel Tallinn**.