ANNUAL REPORT

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SEI Tallinn in 2025

The year 2025 marked the first full year of implementing SEI's new global strategy, and for SEI Tallinn it was a period of strong delivery, expanded geographic reach, and growing policy influence. Across our key thematic areas – circular and green economy, urban transformation and resilience and climate rand energy policy – our work translated directly into measurable outcomes for communities and decision-makers in Estonia, the Eastern Partnership region, and across Europe.

Through 65 projects, our research and engagement contributed to tangible shifts in policy and practice, from transforming school food systems at the EU scale to co-creating Estonia's public transport reform and supporting energy resilience in war-affected Ukraine. These results reflect the centre's commitment to contribute to all SEI's impact areas – climate transitions, nature and resources, health and wellbeing, by combining rigorous evidence with participatory approaches that put people and institutions at the heart of sustainability transitions. Below are some of the notable contributions and achievements from our work in 2025.

Selected research and policy highlights

Transforming school food systems across Europe. Through the EU Horizon 2020 SchoolFood4Change project, SEI Tallinn contributed to a measurable shift towards healthier and more sustainable school food in Europe. As national lead partner in Estonia and a key contributor at EU level, SEI Tallinn helped develop and scale the Whole School Food Approach, bringing together schools, municipalities, parents, chefs, and food producers to integrate sustainability into everyday school food practices. By November 2025, the approach had been implemented in over 600 schools across Europe, including 24 schools and kindergartens in Estonia, while improved sustainable procurement practices were adopted in 35 cities, benefiting more than one million students. Capacity-building for school chefs translated policy into daily practice: over 1 400 chefs across the EU, including 387 in Estonia, were trained in planetary health cooking, directly influencing meals consumed daily by 23 200 students in Estonia. The project's impact is reflected in its uptake at EU policy level, including references in the European Commission Joint Research Centre report on sustainable food procurement, as well as national policy dialogue in Estonia through SEI-led events and media engagement.

Co-creating Estonia's public transport reform. SEI Tallinn played a central role in laying the groundwork for Estonia's public transport reform, directly informing national policy development through a large-scale participatory co-creation process. Between March and November, SEI Tallinn designed and facilitated two rounds of co-creation workshops across seven regions, engaging local residents (including vulnerable groups), municipalities, schools, transport organisers, service providers, and community organisations. Regional mobility needs and barriers were systematically mapped and translated into agreed priority changes to line networks. SEI Tallinn synthesised the outcomes into a national analytical framework for public transport service levels, defining minimum frequency and operating hours by settlement type and access to key services. The framework now provides a transparent, user-centred basis for coherent public

transport planning and investment decisions, supporting reduced car dependency, improved access to essential services, and lower transport emissions. The results are actively used by the Ministry of Regional and Agricultural Affairs and regional transport centres in developing the reform concept and action plans submitted to the national government for funding decisions.

Strengthening municipal energy resilience in Ukraine. Through the UA-GRIDEX project, SEI Tallinn enabled a Ukrainian municipality to take concrete, data-driven steps towards strengthening the resilience of critical infrastructure under conditions of ongoing energy insecurity. In 2025, SEI Tallinn evaluated feasible renewable electricity generation and storage options for a municipal water supply station serving around 400 000 residents, alongside an assessment of heating technologies to reduce dependence on centralised fossil-based systems. The analysis identified solar and wind solutions combined with storage as the most effective pathway to ensure continuity of essential water services during power disruptions, while also reducing emissions. By mapping international financing options, SEI Tallinn directly supported the municipality's decision-making on pursuing implementation of the proposed solutions, linking technical feasibility with realistic funding pathways.

Geographic expansion and partnerships

Collaboration in the Eastern Partnership region grew substantially in 2025. Work expanded in Ukraine, Moldova, and Armenia through the GUMA project, where SEI Tallinn experts led the delivery of national assessments in Ukraine and Moldova, completed the development of the Climate Neutrality Tool for GUMA countries, and strengthened partnerships with international actors and national and municipal authorities. New collaborations, including with Södertörn University linked to the Östersjöstiftelsen foundation, further broadened our regional engagement. In a notable expansion of geographic scope, SEI Tallinn, together with SEI HQ, launched a fact-finding mission in Albania to assess the country's needs for support to Chapter 27 EU accession negotiations.

Organisational development and operations

Organisationally, 2025 was a year of consolidation and continued growth. SEI Tallinn met its revenue target of €1.7 million and maintained a balanced project portfolio. Operational improvements continued through updated guidance, strengthened quality assurance practices, and more consistent use of the internal handbook. One-to-one meetings between staff and line managers, together with internal learning events, supported team alignment and knowledge-sharing. Recognising the importance of diversifying funding sources, the centre laid the groundwork for more strategic fundraising, including a decision to fund a dedicated part-time fundraising role starting in 2026.

Communications and impact planning were further embedded into project workflows, with increased communication support and dedicated budgets for project-level outreach. The launch of SEI Tallinn's LinkedIn account and deeper engagement with national media contributed to increased visibility and stronger dialogue with partners and stakeholders. Several successful events and webinars reinforced the centre's profile in Estonia and the wider region.

SEI Tallinn actively supported the One SEI agenda, participating in three new thematic programmes and deepening collaboration with SEI HQ, particularly around the regional strategy for EU enlargement and

the Eastern Partnership region. SEI Tallinn colleagues participated in the Science Forum 2025 in Stockholm – both online and on-site – contributing session proposals and active participation. In addition, one team member also took part in the SEI Staff Exchange programme.

Looking ahead, the centre will continue to deepen its work on sustainable food systems, mobility, spatial planning, and climate resilience, while advancing longer-term ambitions around AI integration, enhanced regional strategies, and new funding pathways. With a strong foundation in place, SEI Tallinn is well positioned to deliver on its roadmap goals and contribute meaningfully to SEI's global mission in the years ahead.

Management and employees

In 2025, SEI Tallinn continued to strengthen its work in line with the SEI People Agenda, with a focus on supporting staff, improving leadership, and creating a stable and engaging work environment. We continued to develop our HR processes, onboarding practices, and internal communication to better attract, retain, and support employees throughout their careers.

The employee full-time equivalent was 21,56 and total salary costs with social taxes amounted to 1 174 424 euros in 2025 (2024, 1 177 440 euros). In 2025 we involved 27 interns who gained valuable hands-on experience as well as gave additional energy and input for SEI Tallinn team.

Daily activities at SEI Tallinn are administered by the Centre Director (CD), a member of the Management Board. At the centre level, the Management Group (MG) is an advisory body for the Centre Director. MG consists of the Centre Director, Financial Manager and Communications Manager, HR Coordinator and Heads of Units. MG meets approximately once a month. We have also appointed an Employee Representative, who provides continuously input to management on employee and HR-related matters.

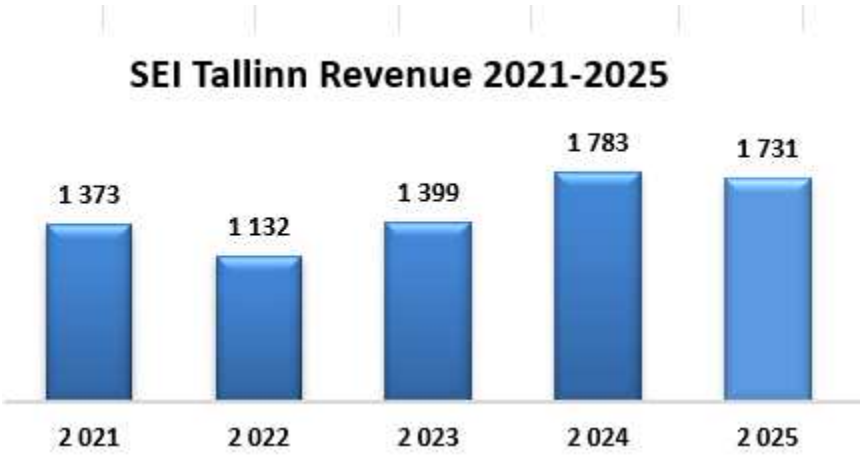
Funding

For the 2025 financial year, the organization's objective was to maintain revenue at the level achieved in 2024, following an exceptional growth rate of 34% in the previous year. In light of this rapid expansion, prioritizing revenue stabilization over further growth was assessed as both prudent and achievable.

The funding portfolio remained primarily anchored in European Union programmes, notably Interreg and Horizon, two additional Biodiversa EU grants were secured. as well as the SIDA-funded Green Agenda for Armenia, Moldova and Ukraine (GUMA) project. These core funding streams were supplemented by shorter-term, tender-based policy engagement and consulting assignments, which contributed to a diversified revenue base.

The solid financial foundation established in 2024, combined with effective cost control measures, supported the organization's continued financial stability throughout the reporting period.

SEI Tallinn's revenues for 2021-2025 are presented in the graph below (thousand Euros):



Main activities

In order to deliver positive changes, the SEI global strategy 2025-29 focuses on changing agendas, enhancing capacities, improving decisions and accelerating implementation in 3 key impact areas – 1) climate transitions 2) nature and resources and 3) health and wellbeing. SEI Tallinn has been aligning our research focus and activities to contribute to effectively delivering those priorities.

In 2025, SEI Tallinn´s work was organised in three units: **Climate Systems and Energy Policy Unit** (CE), **Sustainable Cities and Resilient Communities Unit** (SC) and the **Green and Circular Economic Transformation Unit** (ET)

In 2025, the **Climate Systems and Energy Policy Unit (CE)** continued as a stable and developing team. The unit consisted of 9 employees, including one new colleague who started at the beginning of the year. Out of the 9 team members, there were 4 senior, 3 mid-level and 2 junior experts. Building on the restructuring period in 2024, the unit made strong progress in establishing a consistent working rhythm and clearer internal processes. This will continue in 2026, with a focus on refining ways of working and further strengthening delivery capacity.

During the year, the CE team contributed to 19 projects. Six new projects started in 2025 and nine were finalized. In parallel with project delivery, the unit also led the development of SEI's Eastern European Strategy from the SEI Tallinn side in close collaboration with SEI HQ, strengthening regional positioning and creating a clearer framework for priorities, partnerships, and implementation.

The main funding sources in 2025 were diversified across European, Nordic, and national streams, including Horizon Europe (4 projects), Swedish Institute (1), the Ministry of Climate of Estonia (2), Formas (2), Interreg Baltic Sea Region Programme (2), Sida (2), Suomen Ympäristökeskus (SYKE) (1), Biodiversa (1), and Interreg EST-LAT (1). The unit also took concrete steps toward further diversification of funding sources. Collaboration with a private company started (Sunly). New financing options were tested, even though initially unsuccessful, including an UN-Habitat and UNICEF tender. The unit also saw initial success

with self-developed projects, such as the school sensor network initiative, and will continue building a pipeline that includes philanthropic and foundation funding, supported by joint strategy work with SEI HQ.

For 2025, the unit's overall direction focused on (1) accelerating decarbonization policies through innovative energy modelling, (2) supporting local adaptation strategies, and (3) delivering sectoral climate action. While continuing established work in the EU and the Nordic-Baltic region, the unit expanded activities in the Eastern Partnership region. This included both successful implementation and a stronger strategic footprint through deeper engagement with regional and national counterparts.

The expanded work in Eastern Europe and the Eastern Partnership included successful implementation of activities in Ukraine, Moldova, and Albania, with a strong emphasis on climate and energy. The team also deepened engagement with key Estonian counterparts relevant for the region, including the Ministry of Foreign Affairs and ESTDEV, and advanced a pipeline of new applications, including a climate-focused initiative in Albania and two Horizon applications connected to Ukraine.

On consumption and city decarbonisation tools, SEI Tallinn provided the modelling backbone for **Consumption Compass 2.0**, extending results into a five-year time series and updating core methods across most emission sectors. This was then deepened through neighbourhood-level modelling with HQ and Lund Municipality, linking consumption emissions with over 200 socio-economic attributes to create profiles for local dialogue and decision support.

On energy security and sectoral transition, **UA GRIDEX** delivered renewable generation and storage modelling to keep a critical municipal water station operating during power disruptions in Ukraine, and strengthened investment readiness by mapping financing options. In parallel, **H2-SEAS** produced EU policy and legal analysis for hydrogen in small-scale coastal fishing and compiled baseline fleet and marine-area profiles to support forthcoming comparisons with the hydrogen vessel under construction.

On green transition delivery in the Eastern Partnership, the centre-wide **Green Agenda for Armenia, Moldova and Ukraine** project produced National Comprehensive Green Transition Assessment Reports, with SEI Tallinn leading the Ukraine and Moldova reports. In 2025, the team also finalized a user-friendly climate neutrality modelling tool for partner-country policy use, with training scheduled to start in 2026, and initiated sectoral decarbonisation roadmaps for completion in 2026.

On local adaptation and climate services, **Adaptation AGORA** concluded with SEI Tallinn building key parts of the Digital Academy, including a climate data visualisation module and two inventories mapping over 100 climate data and adaptation resources, plus an international NbS tools webinar with over 300 registrations. **Regions4Climate** expanded evidence for urban heat action by maintaining a 50-sensor network, delivering Pärnu's heat hazard map, and modelling the thermal effects of nature-based solutions along a redesigned street**. ClimaResponse** started in March 2025 and progressed from design to uptake support via a resilience dashboard concept, practical guidance for urban sensor networks, a 20+ city survey, and a Baltic Sea Region decision-maker workshop.

On biodiversity and water, **Forest-Web 3.0** launched SEI Tallinn's work on harmonising in-situ forest microclimate data and building proof-of-concept machine learning models to predict biodiversity metrics, while strengthening data quality tests and representativeness checks. In parallel, water work focused on finalisation and practical uptake: **TrustAlum** closed with national final stakeholder webinars to support wider method adoption, **NURSECOAST-II** mapped decentralised wastewater systems in the Moonsund archipelago to identify upgrade needs, and **Biofloat** launched a floating island pilot with stakeholder consultations, media outreach, educational materials, and continued hydrological monitoring for later nutrient balance work.

Looking ahead, the unit contributed to six Horizon calls targeting 2026 opportunities and has clear plans for 10 active projects in 2026. The unit will continue to strengthen its contribution to one-SEI collaboration, with an ambition to participate in at least two one-SEI programmes and to lead at least one.

In 2025, the **Sustainable Cities and Resilient Communities Unit (SC)** continued to develop and evolve, aligning spatial development practices with sustainability principles, expanding the understanding of just transition principles and practices, and strengthening climate adaptation for resilient communities. SC unit explored the links between nature-based solutions (NbS), climate adaptation, biodiversity, energy transition and human health and wellbeing, working on projects and consultancies in the EU as well as in the Eastern Partnership countries and Asia. We also began citizen science work in 2025.

The unit made good progress in establishing internal work rhythms and processes. This work will continue in 2026, with a special focus on strengthening academic delivery capacity (by increasing the number of academic articles) and building a more diverse project and funding portfolio. The team consisted of 4 employees, 2 senior experts and 2 junior experts, but there were changes in staff: we had one senior leaving SEI and another senior transferring from another unit, as well as a junior transferring to another unit and a new junior joining. These shifts brought along new teambuilding activities and increased team competence in climate adaptation and risk governance, as well as water management, LCA and systems thinking.

SC team contributed to 15 projects in 2025. Six new projects started in 2025, including two Biodiversa projects, **ForestWeb 3.0** and **Nature-based solutions services promoting local biodiversity, wellbeing and scalable solutions** (NBSPLUS).

In 2025, the SC unit was involved in centre-wide projects, **Green Agenda for Armenia, Moldova and Ukraine** (GUMA), as well as two **One SEI programmes** focusing on transport and multifunctional landscapes, resulting in a small seed project, **Visual Storytelling** on equitable transportation.

The work on transforming the spatial planning paradigm and practices in Estonia continued by aligning planning practices with justice and sustainability thinking, resulting in publishing the **Spatial Planning Toolbox for High Quality and Sustainable Living Environment** in January 2025 for the Ministry of Economic Affairs and Communication, followed by three consultancies, on co-producing **Public Transport Reform Strategy and Action Plan** with local stakeholders for Ministry of Regional Affairs and Agriculture, providing insights for ministries for reorganising the use of county level planning as a tool in **Analysing the practices using County Level Planning** for the Ministry of Economic Affairs and Communication, and

contributing to the study on the data-driven monitoring and evaluation framework for the **National Spatial Plan 2050.** In collaboration with the CA team, SC also helped to develop **Green reform indicators for Estonia on topics of just transition and green economy.**

SC unit´s ongoing local resilience work that is contributing to just municipal climate adaptation as part of the Horizon-funded **Regions4Climate** project was complemented by the start of **Climaresponse** – **Responsive local action for climate change adaptation and disaster risk reduction** Interreg project in collaboration with the ET unit.

Building on our long-term work with raising youth awareness and building capacity for green transition, SC also contributed to Erasmus+ project **Oscar: Fostering YOuth Behavioural Change Towards Sustainable Choices Concerning WAste of ElectRonic Devices**, co-developing innovative learning materials for youth and youth workers to reuce e-waste and support sustainable behaviour.

Looking ahead, the SC unit has a new Biodiversa project starting in 2026 with a case in South Africa, which expands the unit's geographical range and offers the opportunity to deepen SC expertise in assessing justice and social impacts of energy transition, and using citizen science. SC unit participated in developing six Horizon applications in 2025, aiming to deepen research on risk resilience, climate adaptation and just transition for vulnerable groups in 2026.

The Green and Circular Economic Transformation Unit continued exploring in 2025 opportunities for creating a green/sustainable, resource-light society and a socio-ecological market economy in which products and services offer a high quality of life and are produced sustainably, either globally or locally. The unit focuses on two main work streams: sustainable production and consumption, and circular systems. Our concentration is on sustainable and responsible procurement in public and private sectors and integrating sustainability principles into managing environmental resources to assess environmental, social, and economic impacts within an organisation. We are also analysing waste management and circular economy-related policies, assisting in implementing policy instruments, exploring innovative circular business models, and examining methods to design circular products and services, and risk-related assessments throughout society, including vulnerability and its multi-level governance. In 2025, ET unit had 6 people working full time (FTE).

In 2025, seven EU funded projects were running in the ET unit. Two of them, funded by the Interreg Baltic Sea Region programme, were continuing projects from 2023 and 2024: **BALTIPLAST** – Baltic approaches to handling plastic pollution under a circular economy context, **Change(K)now**! – A mindset change from single-use to circular or multiple-use of food delivery systems in cities of the BSR. In 2025, the cooperation with other research partners in the Baltic Sea Region led to four successful project applications from Interreg BSR programme that kicked off in March 2025: **ChemClimCircle-2** – Fostering implementation of the ChemClimCircle approach to Green Public Procurement in the Baltic Sea Region, which was a follow-up project of the ChemClimCircle project, **Circ@Home** – Resilience by circularity and sharing culture at households as a precondition for climate-neutral cities, **CliNeDest** – Climate Neutral Destinations – Developing climate-smart tourism business for sustainability and resilience, and **Climaresponse** – Responsive local action for climate change adaptation and disaster risk reduction, which is a collaboration together with the SC unit.

ET also has one project financed by the EU Horizon programme and which started in 2022: **SchoolFood4Change** – Shifting school meals and schools into a new paradigm by addressing public health and territorial, social and environmental resilience. The project received an agreement of non-paid extension until June 2026.

The ET unit is also involved in two centre-wide projects, **Green Agenda for Armenia, Moldova and Ukraine** (GUMA) and "COWI Technical assistance for improved materials recovery from waste through separate collection, reuse and recycling based on circular economy principles" in cooperation with SEI Headquarters.

Further, the ET unit continued to support the Estonian Green Key system in cooperation with Estonian Business and Innovation Agency and supported the Ministry of Climate in enhancing environmental management in offices (Green Office Programme) and museums (Green Museum Programme). In cooperation with the Estonian Academy of Arts, developing a circular textile system in Kenya continued (Nairobi Circular Design Hub project).

Communication activities

In 2025, SEI Tallinn made its research accessible, actionable and agenda-setting with several strategic communication activities. The Centre continued strengthening communication for impact through several focused activities. We invested in staff skills by offering practical trainings, including a session on the new SEI PowerPoint template and effective presentation design, as well as a workshop on SEI Tallinn's new video and photo equipment, encouraging colleagues to capture material from events and fieldwork. This helped us experiment more with visual storytelling and broaden the range of formats used in our outreach. Both efforts helped improve the quality and consistency of both internal and external outputs. The launch of SEI Tallinn´s LinkedIn account and more engagement with national media led to increased visibility. In media outreach we remained proactive, focusing on pitched stories and opinion articles to increase the visibility of spokespersons and contribute to relevant public discussions. In 2025, SEI Tallinn was mentioned 178 times across Estonian media – an increase from 145 mentions in 2024. Half of these stories featured us prominently, including 74 in-depth coverages with named experts, as well as op-eds and press releases. Our experts contributed timely commentary on waste reform, climate policy and international processes such as COP30, while several key projects also received strong visibility. In addition, our experts were featured on international media – on the Medscape portal on urban heat and the SEI Tallinn Director participated in a TV show on the Moldovan news agency IPN on green transition in Moldova.

Successful engagement activities and organized events and webinars also contributed to a stronger dialogue with partners and stakeholders. SEI Tallinn organized the international webinar "Nature-based Solutions for Climate-Resilient Cities – Digital Tools for Decision-Makers," that attracted over 300 experts and stakeholders across the globe to register and over 100 experts participated the event. The session showcased three NbS platforms and highlighted how digital tools can support urban adaptation, particularly in addressing heat, flooding and heavy rainfall. In October, SEI Tallinn organised a conference for the key policymakers and other stakeholders from Estonia, 130 people participated "The future education starts from the plate".

Also, we continued integrating communication planning into project work by using SEI's communication and impact model and contributing to proposal writing to ensure communication is considered early in new projects. This has been a priority for several years, and due to numerous new projects and successful proposals, the approach has now increased communication support in the projects and allocated more budget for communications support for projects.

In addition to contributing to the communication activities of numerous SEI Tallinn projects, the communications team plays a leading role in several international projects. We lead the communication work for the Interreg core project NURSECOAST-II, we began coordinating the communication work package of the new Erasmus+ funded project SLOPE promoting a more sustainable ski industry from the end of 2025, and continued to head communication efforts in Estonia for the Interreg project BioFloat, while also supporting outreach and engagement activities in SEI's Sida-funded Bosnia and Herzegovina project (BiH SuTra).

Research and publications

In 2025, our work continued to contribute to SEI strategic impact areas - climate transitions, nature and resource, and health and wellbeing - with a clear focus on decarbonisation modelling, local climate adaptation support, circular systems and resilience of critical systems.

Out of the projects in 2025 (65 in total), the following were scientific and applied research projects:

1. EEA: ETC-ST (European Topic Centre on Sustainability Trends, Prospects and Responses)
2. SchoolFood4Change – Shifting school meals and schools into a new paradigm by addressing public health and territorial, social and environmental resilience
3. BALTIPLAST – Baltic approaches to handling plastic pollution under a circular economy context
4. Nairobi Circular Design Hub – Mapping post-industrial textile waste in the Nairobi region, Kenya, with Kenyatta University and the Estonian Academy of Arts
5. Analysis for setting mandatory food and catering service procurement criteria in Estonia
6. Journey towards the Circular Economy: Implementing the UPMADE digital solution for the textile circularity
7. Climaresponse – Responsive local action for climate change adaptation and disaster risk reduction
8. ChemClimCircle-2 – Fostering implementation of the ChemClimCircle approach to Green Public Procurement in the Baltic Sea Region
9. Circ@Home – Resilience by circularity and sharing culture at households as a precondition for climate-neutral cities
10. Regions4Climate: Large scale demonstrators of climate resilience creating cross-border value
11. Model Nutrients Solutions in Near-Coast Touristic Areas (NURSECOAST-II)
12. Green Agenda for Armenia, Moldova and Ukraine - Supports green transition policy planning in Eastern Partnership countries
13. AGORA: A Gathering place to cO-design and co-cReate Adaptation
14. Net Zero Cities: Net Zero Cities Climate Investment Model

15. Nursecoast-II – Assessment of decentralised wastewater systems and upgrade needs to reduce pollution loads to the Baltic Sea
16. UA-GRIDEX: Ukraine´s Grid Resilience and Infrastructure Development Excellence
17. Trust Alum: Building trust in target groups for ALUM treatment - an effective, yet misunderstood method for water quality improvement
18. Biofloat: Floating islands as biodiversity pit stops and pollution cut outs towards more resilient cities
19. Consumption compass – displays consumption-based emissions at local levels and supports targeted climate action
20. Advising on the preparation of the Tallinn Circular Economy Development Plan 2035
21. Riverine litter monitoring at Pirita River
22. Forest-Web 3.0 - develops methods using forest microclimate monitoring and machine learning to predict biodiversity indicators.
23. NBS services promoting local biodiversity, wellbeing and scalable solutions (NBSPLUS)

Publications

In 2025, SEI Tallinn experts were actively publishing both peer-review journal articles and project reports and policy briefs. Below are listed the publications we made in 2025:

Peer-reviewed articles:

- Tuhkanen, H., Pateman, R., Opiyo, R., Muhoza, C., Cambridge, H., Archer, D., & Cinderby, S. (2025). Engagement around risk, informality and Nature-based solutions in Nakuru, Kenya. City and Environment Interactions. 100195. https://doi.org/10.1016/j.cacint.2025.100195
- Tuhkanen, H., Archer, D., Pateman, R., & Sitati, C. (2025). Pursuing more equitable access to urban green spaces: engaging with social equity in urban planning in low- and middle-income countries. SEI Report. Stockholm Environment Institute. https://doi.org/10.51414/sei2024.057
- Lylykangas, K., Kertsmik, K.-A., Cerrone, D., Walke, P., Kuusk, K., & Kalamees, T. (2025). Decarbonisation of Estonia's residential building stock. *Energy and Buildings*, *346*, 116193. https://doi.org/10.1016/j.enbuild.2025.116193
- Vidal, I., Beelen, K., Smets, A., Rut, M., Piirsalu, E., Diez, J., & Franco, M. (2026). The Whole School Food Approach: A European framework and implementation to promote healthy and sustainable school food systems. *Preventive Medicine*, *202*, 108440. https://doi.org/10.1016/j.ypmed.2025.108440

Project and policy reports:

- Hebinck, A., Kaljonen, M., Oinonen, I., Namaganda, E., Wittmayer, J., Mungekar, N., Zhminko, O., Bartels, H., Silverton, S., Tamm, K., Faehnle, M., Fransen, T., De Schoenmakere, M., van Rossum, L., Bout, C., & Kappe, J. T. (2025). *Intergenerational justice and youth participation* (ETC ST Report

2025/1). European Topic Centre on Sustainability Transitions; European Environment Agency. https://doi.org/10.5281/zenodo.17774658

- da Silva Vieira, R., Lyytimäki, J., Virkkunen, H., Tool, B., & Köhler, J. (2025). *Towards European food systems transition monitoring framework and indicators.* ETC ST Report 2024/4. https://doi.org/10.5281/zenodo.14673804
- Tamm, K., & Yallop, L. (2025). *Kohalike omavalitsuste maakonnaplaneeringute kasutuse analüüs.* SEI Tallinn.
- Tamm, K., & Yallop, L. (2025). *Ühistranspordireformi liinivõrgureformi koosloomeprotsessi lõpparuanne: Ida- ja Lääne Virumaa, Läänemaa, Ida- ja Lääne Harjumaa, Saaremaa ja Raplamaa regionaalsete koosloomeprotsesside tulemused.* SEI Tallinn.
- Piirsalu, E., & Tool, B. (2025). Kuidas muuta Eesti koolitoidu pakkumist kestlikumaks ja tervist toetavamaks? SEI brief. Stockholm Environment Institute. https://doi.org/10.51414/sei2025.039
- Mapping textile waste and leftover materials in Rivatex´ textile and garment production process
- Leftover fabric analyses with a description of design input
- National comprehensive green transition assessment report for Armenia
- National comprehensive green transition assessment report for Ukraine
- National comprehensive green transition assessment report for Moldova

Conference contributions:

- Kanarbik L, **Moora H** (2025). *How Local Policies Can Accelerate the Shift to a Reuse Economy – The Case of Tallinn City*. Symposium Proceedings of Sardinia 2025 on Waste Management, Resource Recovery, and Sustainable Landfilling. ISBN: 9788862650472.
- **Tamm, K**. (2025). *Youth Perceptions of Inter- and Intragenerational Justice and Their Participation in Sustainability Transition Politics.* 5th International Sociology Forum, Rabat, Morocco, 11. July 2025.
- **Tamm, K., Tuhkanen, H.** (2025). *Social impacts of nature-based solutions: equity, wellbeing and biodiversity nexus in the context of climate adaptation.* Health and Climate Conference presentation in Tallinn, 17. Oct 2025.
- **Hoy, A**. (2025). *Empowering climate adaptation through modular learning: The Adaptation AGORA Digital Academy.* European Metorolocial Society Annual Meeting 2025. Abstract and recorded presentation, Ljubljana 7-12. Sept 2025.

Input into

In 2025, our work supported policymaking through decision-support tools, modelling, guidance, and targeted policy recommendations at local, national, and European levels. In Net Zero Cities, we completed database updates and methodological improvements for the NetZeroPlanner tool, including sensitivity analysis and deviation matrix analysis to help cities and the consortium assess data accessibility and accuracy in emissions estimation.

In Ukraine, UA GRIDEX (2024–2025) responded directly to energy infrastructure attacks by providing energy system modelling for renewable generation and storage options for a municipal water station serving 400,000+ people, alongside a macro-level assessment of heating infrastructure resilience. To support implementation, we mapped potential funding sources, improving investment readiness of the most effective measures.

For urban resilience and climate adaptation planning, Regions4Climate continued operational climate observation via a 50-sensor network, feeding directly into Pärnu's heat hazard map delivered at the end of 2025 and into microclimate modelling of nature-based solutions along Supeluse street before and after redesign. The new ClimaResponse project progressed from concept to uptake support through work on a municipal resilience dashboard approach, draft guidance for establishing urban weather sensor networks, a European city survey with 20+ specialised responses, and a Baltic Sea Region workshop with 30+ decision-makers.

In sectoral transition policy, H2-SEAS produced an overview of the EU policy and legal framework for hydrogen in small-scale coastal fisheries and compiled policy recommendations for EU-level actors contributing to the EU Energy Roadmap for Fisheries and Aquaculture. We also prepared baseline profiles of marine areas and fleet fuel use in Estonia, Latvia, and France to enable later comparison with the hydrogen vessel under construction.

In Estonia, we worked with the University of Tartu to support the Ministry of Climate, proposing green reform indicators for tracking whether Estonia's green transition is progressing at an adequate pace and in a just manner, with emphasis on data availability and practical monitoring. We also began work on guidance to the Ministry of Climate to define and delimit significant climate impacts for EIA and SEA processes, including proposed threshold capacities that could standardize and accelerate climate impact assessments if adopted into legislation.

ET contributed to circular economy policy-making at the local level by advising Tallinn City in developing the Circular Economy Action Plan for Tallinn, which was adopted in June 2025.

SEI Tallinn carried out many projects supporting policy making. During 2025 the following project activities were carried out:

1. Net Zero Cities: enhancement of the model and developed methodologies to validate the model to improve its accuracy
2. UA GRIDEX: Development of the project and initialization of work
3. H2-SEAS - producing policy and regulatory analysis to enable hydrogen-powered fishing vessels and supports EU sector decarbonisation planning.
4. Regions4Climate
5. Green reform indicators - proposing measurable indicators to track the pace and fairness of Estonia's green transition reforms.
6. Significant climate impacts guidance for EIA and SEA – developing threshold-based guidance to standardise climate impact assessment requirements for planning and permitting.
7. UA GRIDEX - strengthening energy resilience in Ukraine by modelling renewable and storage solutions for critical infrastructure and mapping financing options.

8. Reviewing Estonia's county-level planning practices through municipalities' implementation experiences
9. Conducting co-creation activities for public transport reform in Estonia
10. Nationwide spatial planning development
11. Advising the preparation and implementation of the Tallinn Circular Economy Development Plan 2035 (BALTIPLAST, Change(K)now!)
12. Developing just transition and green economy indicators in the context of green reform
13. ClimaResponse

Capacity building

Throughout 2025, we conducted numerous trainings, seminars, and events focused on raising awareness and building capacity. We did this based on project work directly aimed at capacity building and on tools developed in research-oriented projects.

For example, SEI Tallinn conducted a series of workshops on Green Key in cooperation with Enterprise Estonia. Green Key is an international environmental labelling scheme for tourism organisations. In addition, we organised multiple training sessions on the circular economy in food packaging in the frame of BALTIPLAST, Change(K)now!, and Circ@Home projects. Together with the Estonian Association of Environmental Management, we held monthly seminars on environmental management, green office, and other sustainability tools.

SEI Tallinn carried out many capacity-building projects. During 2025 the following project activities were carried out:

1. Change(K)now! – A mindset change from single-use to circular or multiple-use of food delivery systems in cities of the BSR
2. BALTPLAST – Baltic approaches to handling plastic pollution under a circular economy context
3. Circ@Home – Resilience by circularity and sharing culture at households as a precondition for climate-neutral cities
4. Sustainable Transition of Bosnia and Herzegovina (BiH SuTra)
5. Assistance of the Estonian Association for Environmental Management
6. Fostering Youth Behavioural Change Towards Sustainable Choices Concerning Waste of ElectRonic Device (OSCAR)
7. Coordinating the Green Office and Green Museums programmes in Estonia
8. Green Key: Green Key coordination in Estonia

SEI Tallinn's goals for 2026

In 2026, we will continue contributing to SEI's strategic impact areas by delivering high-quality research and practical solutions across climate transitions, nature and resources, and health and wellbeing. Our

work will combine project implementation, strategic policy engagement, capacity building and targeted communication to ensure that research insights translate into meaningful change. Building on our regional positioning and growing partnerships, we will strengthen our contribution to resilience, security and inclusive sustainability transitions in the EU, Eastern Partnership and beyond.

To support this, we have set the following main priorities and expected achievements for 2026:

- **Geographic expansion.** While maintaining strong delivery in the EU and Nordic-Baltic region, we will significantly deepen engagement in the Eastern Partnership and EU enlargement countries. A key milestone will be the finalisation and operationalisation of a regional strategy for the Eastern Partnership and EU accession countries, developed jointly with Stockholm Environment Institute HQ. We will also expand cooperation in the Western Balkans and continue cross-regional collaboration in Africa and Asia to promote learning and scaling of solutions. We will launch the Climate Neutrality Modelling Tool in Ukraine, Moldova and Armenia, supporting national authorities in evidence-based policy planning. In 2026, we also aim to develop a concept for Competence Centre of Green Transition in EU accession countries, to support more programmatically key reforms in both Eastern Partnership and Western Balkans region.
- **Financial resilience.** SEI Tallinn's financial outlook for 2026 projects revenue of €1.7 million. We will take significant steps toward diversifying funding sources, including tapping into philanthropic and foundation funding for the first time, supported by a dedicated strategy in collaboration with SEI HQ.
- **Communication, impact and policy engagement.** We will integrate impact-oriented communication more systematically into project implementation, ensuring that research findings reach decision-makers in a timely and strategic manner. Strategic communication will be central to the regional strategy process and to major milestones, including a high-level event in Brussels co-organised with SEI HQ.
- **Strengthening partnerships and One-SEI collaboration.** Building and maintaining strong partnerships will remain central to our approach. We will also deepen collaboration with other SEI centres through thematic networks, joint projects and cross-centre initiatives, embodying the "One SEI" vision in practice.

At the time of the annual report compilation in February 2026 there were 30 projects in process.

The annual accounts

Statement of financial position

(In Euros)

	31.12.2025	31.12.2024	Note
Assets			
Current assets			
Cash and cash equivalents	321 758	522 724	2
Receivables and prepayments	639 111	520 505	3
Total current assets	**960 869**	**1 043 229**	
Non-current assets			
Property, plant and equipment	34 840	28 711	5
Total non-current assets	**34 840**	**28 711**	
Total assets	**995 709**	**1 071 940**	
Liabilities and net assets			
Liabilities			
Current liabilities			
Payables and prepayments	645 838	746 786	7
Total current liabilities	**645 838**	**746 786**	
Total liabilities	**645 838**	**746 786**	
Net assets			
Foundation/Issued capital	87 152	87 152	
Reserves	26 586	11 586	
Accumulated surpluses (deficits) from previous periods	226 416	201 125	
Surplus (deficit) for the period	9 717	25 291	
Total net assets	**349 871**	**325 154**	
Total liabilities and net assets	**995 709**	**1 071 940**	

Statement of revenues and expenses

(In Euros)

	2025	2024	Note
Revenue			
Grants and donations	1 548 586	1 447 038	8
Business income	178 073	425 393	9
Other income	4 822	2 792	
Total revenue	**1 731 481**	**1 875 223**	
Expenses			
Other operating expense	-497 983	-594 442	10
Employee expense	-1 207 011	-1 217 293	11
Depreciation and impairment loss (reversal)	-15 104	-9 287	5
Other expenses	-4 385	-28 050	
Total expenses	**-1 724 483**	**-1 849 072**	
Surplus (deficit) from operating activities	**6 998**	**26 151**	
Interest income	2 123	2 786	
Other financial income and expense	596	-3 646	
Net surplus (deficit) for the period	**9 717**	**25 291**	

Statement of cash flows

(In Euros)

	2025	2024	Note
Cash flows from operating activities			
Surplus (deficit) from operating activities	6 998	26 151	
Adjustments			
Depreciation and impairment loss (reversal)	15 104	9 287	5
Total adjustments	**15 104**	**9 287**	
Adjustments for operating receivables and prepayments	-118 606	-7 955	
Adjustments for operating liabilities and prepayments	-85 949	251 273	3
Interest received	2 123	2 786	
Other cash flows from operating activities	0	-1	
Total cash flows from operating activities	**-180 330**	**281 541**	
Cash flows from investing activities			
Purchase of property, plant and equipment and intangible assets	-21 231	-18 013	5
Total cash flows from investing activities	**-21 231**	**-18 013**	
Total cash flows	**-201 561**	**263 528**	
Cash and cash equivalents at beginning of period	522 724	262 842	2
Change in cash and cash equivalents	**-201 561**	**263 528**	
Effect on exchange rate changes on cash and cash equivalents	595	-3 646	
Cash and cash equivalents at end of period	321 758	522 724	2

Statement of changes in net assets

(In Euros)

				Total net assets
	Foundation/Issued capital	Reserves	Accumulated surpluses deficits from previous period	
31.12.2023	87 152	1 586	201 125	289 863
Restated balance 31.12.2023	87 152	1 586	201 125	289 863
Net surplus (deficit) for the period	0	0	25 291	25 291
Changes in reserves	0	10 000	0	10 000
31.12.2024	87 152	11 586	226 416	325 154
Net surplus (deficit) for the period			9 717	9 717
Changes in reserves	0	15 000	0	15 000
31.12.2025	87 152	26 586	236 133	349 871

Notes

Note 1 Accounting policies

General information

General information

The financial statements of Stockholm Environment Institute Tallinn Centre (foundation or SEI Tallinn SA) have been prepared in accordance with the Generally Accepted Accounting Principles of Estonia and utilizing the acquisition cost model, unless otherwise specified in the accounting policies below. The Estonian Generally Accepted Accounting Principles are based on internationally acknowledged accounting and reporting principles, whose main requirements are stipulated in the Accounting Act of the Republic of Estonia and supplemented by the guidelines issued by the Accounting Standards Board.

The financial statements have been prepared in euros.

Cash and cash equivalents

Cash and cash equivalents

Cash equivalents comprise short-term highly liquid investments that can be converted into a known amount of cash and that do not involve any significant risk of market value change, incl. cash.

Foreign currency transactions and assets and liabilities denominated in a foreign currency

Foreign currency transactions have been reported based on official rates of the European Central Bank prevailing on the transaction date. Monetary assets and liabilities denominated in foreign currencies are translated into euros as of the balance sheet date based on the official exchange rates of the European Central Bank prevailing on the balance sheet date.

Profits and losses from foreign currency transactions are recorded in the statement of activities of the reporting period.

Receivables and prepayments

Receivables and prepayments

All receivables (e.g. accounts receivable, accrued income, and other short-term and long-term receivables), except receivables acquired for resale, are generally reflected at adjusted cost in the balance sheet. The adjusted cost of short-term receivables is generally equal to their nominal value (less possible discounts), therefore the short-term receivables are reflected at their estimated collectible amounts (reflected for example in the invoice, contract or any other source document) in the balance sheet.

Plant, property and equipment and intangible assets

Plant, property and equipment and intangible assets

Assets with an acquisition cost of over 600 euros and useful life exceeding one year are accounted for as property and equipment. Items with a useful life of over one year, but whose acquisition cost is below 600 euros, are classified as low-value items until taken into use and are fully expensed when the asset is taken into use. Expensed low-value assets are accounted for off the balance sheet.

Items of property and equipment are initially recognised at their acquisition cost, which comprises the purchase price and any costs directly attributable to the acquisition. After recognition, items of property, plant and equipment are carried at cost less any accumulated depreciation and possible accumulated impairment losses.

If an item of property and equipment consists of separately identifiable parts which have different useful lives, the parts are accounted for as separate asset items and are assigned depreciation rates which correspond to their useful lives.

Subsequent costs related to an item of property and equipment, such as the costs of replacing part of it, are recognised in the carrying amount of the item if the following conditions are met:(a) it is probable that there are future economic benefits associated with the costs, and (b) these costs can be measured reliably. The carrying amount of the parts which are replaced is derecognised. All other costs related to property, plant and equipment are recognised as an incurred expense over the period when the respective expense occurred.

Items of property and equipment are depreciated using the straight-line method. Each item is assigned a depreciation rate which corresponds to its useful life. Items of property and equipment are depreciated until their residual value exceeds their carrying amount. The residual value of an asset is the amount that the foundation would currently obtain from disposal of the asset, if the asset were already of the age and in the condition expected at the end of its useful life.

The depreciation methods, depreciation rates and residual values of property and equipment are reviewed at least at the end of each financial year and, if expectations differ from previous estimates, the changes are recognised prospectively.

The foundation assesses the carrying amount of an item of property and equipment should any circumstances indicate that an asset may be impaired. Upon the presence of such circumstances the company shall conduct an assessment of the impairment. If the carrying amount of an asset exceeds its estimated recoverable amount, the asset or the cash-generating unit to which the asset belongs is written down to its recoverable amount. The recoverable amount of an asset is the current value of estimated cash flows (value in use) to be derived from the asset or the fair value of the asset, less selling costs, depending on which of these values is higher. Where necessary, the fair value of an asset is determined with the assistance of independent experts. Impairment losses on assets are recognised in the statement of activities as “Depreciation and impairment of non-current assets”.

If there is any indication that the recoverable amount of an asset exceeds the carrying amount, the impairment loss recognised in prior periods is reversed and the carrying amount of the asset is increased; however, the amount attributable to a reversal of an impairment loss cannot exceed the carrying amount that would have been determined had no impairment loss been previously recognised for the asset. A reversal of an impairment loss is recognised in the statement of activities in the same row in which the original impairment loss was recognised.
The carrying amount of an item of property and equipment is derecognised when the item is disposed of or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment is included as other operating income or other operating expenses in the statement of activities of the period in which the item is derecognised.

Minimal acquisition cost Minimal acquisition cost 600

Leases

Leases
In the case of operating leases, the leased assets are carried in the balance sheet of the lessor. Operating lease payments are recognised as lessor's income and lessee's expense on a straight-line basis over the lease period.

Financial liabilities

Financial liabilities
Financial liabilities are recognised initially at their acquisition cost, which is the fair value of the remuneration received for the financial liability. After initial recognition, financial liabilities are measured at an adjusted acquisition cost based on an effective interest rate. Transaction costs are taken into consideration upon calculating the effective interest rate, and charged to expenses over the term of the financial liability. Financial liabilities acquired for resale are measured at their fair value and any changes in the fair value are recorded in the statement of activities. Interest expenses related to the financial liability are recognised as an expense when incurred and presented in the statement of activities as financial income and expenses. Financial liabilities are derecognised when the obligations have been discharged, cancelled or expire.

Grants and donations

Grants and donations
Accounting for received donations and grants (incl. grants and receipts for specific purposes) is based on the following principles:
(a) donations and grants not designated for a specific purpose are recognised as income when the donation/grant becomes available;
(b) donations and grants designated for specific purposes are recognised as income when the donation/grant becomes available and the accompanying conditions are met.

Revenue recognition

Revenue recognition
Revenue of SEI Tallinn is based on three different financing principles: core funding, project funding and business revenue.
• SEI core funding is project funding by the Stockholm Environment Institute (SEI), which mainly covers SEI-Tallinn's general administrative expenses.
• Other project funding received is used to cover operating expenses of specific projects funded by the donor. These funds are reported in the balance sheet as liabilities (prepayments) and as revenue in the amount of the project's expenses during the period or depending on the proportion of execution.
• Business revenue comprises all other revenue (sale of different services, sale of books etc.) and work performed outside project funding e.g. revenue from projects related to conducting environmental audits and consultations on integrated environmental permits etc. In addition, competitive trainings (e.g. ISO standards, environmental management etc.) are also reflected in this section.
Revenue from the sale of services is reflected upon the rendering of services.
Interest income is recognised on accrual basis using internal interest rates.

Expense recognition

Expense recognition
Expenses are recognised in the same period as the income related to them. Expenses, which are likely to be used for earning economic profit in future, are reflected as assets when they arise and are reflected as expenses during the period(s) they give profit (e.g. costs of property, plant and equipment). Expenses, which are used for creating income during the accounting period or are not used for creating income, are reflected as expenses in the period when they occur.

Related parties

Related parties
In preparing the annual report of SEI Tallinn SA, related parties are the founder of the foundation and legal entities in the founder's consolidation group, chief management, supervisory board members, close family members of the above mentioned individuals and enterprises under their control or material influence.

Note 2 Cash and cash equivalents

(In Euros)

	31.12.2025	31.12.2024
Cash at bank	321 758	522 724
Total cash and cash equivalents	**321 758**	**522 724**

Note 3 Receivables and prepayments

(In Euros)

	31.12.2025	Allocation by remaining maturity		Note
		Within 12 months	1 - 5 years	
Accounts receivable	615 235	615 235		
Accounts receivables	615 235	615 235		
Tax prepayments and receivables	2 624	2 624		4
Prepayments	1 918	1 918		
Deferred expenses	1 918	1 918		
Total receivables and prepayments	**639 111**	**639 111**		

	31.12.2024	Allocation by remaining maturity		Note
		Within 12 months	1 - 5 years	
Accounts receivable	456 623	456 623	0	
Accounts receivables	456 623	456 623	0	
Tax prepayments and receivables	1 126	1 126	0	4
Prepayments	134	134	0	
Deferred expenses	70	70	0	
Other paid prepayments	64	64	0	
Total receivables and prepayments	**520 505**	**520 505**		

Note 4 Tax prepayments and liabilities

(In Euros)

	31.12.2025		31.12.2024	
	Tax prepayments	**Tax liabilities**	**Tax prepayments**	**Tax liabilities**
Value added tax		7 366		18 268
Personal income tax		14 431		12 766
Fringe benefit income tax		814		434
Social tax		24 101		23 008
Contributions to mandatory funded pension		1 477		1 130
Unemployment insurance tax		1 438		1 384
Other tax prepayments and liabilities	1 624		626	
Prepayment account balance	1 000		500	
Total tax prepayments and liabilities	**2 624**	**49 627**	**1 126**	**56 990**

Note 5 Property, plant and equipment

(In Euros)

			Total
	Computers and computer systems	Other property, plant and equipment	
31.12.2023			
Carried at cost	46 382	67 359	113 741
Accumulated depreciation	-37 784	-55 972	-93 756
Residual cost	**8 598**	**11 387**	**19 985**
Acquisitions and additions	18 013	0	18 013
Other acquistions and additions	18 013	0	18 013
Depreciation	-6 690	-2 597	-9 287
31.12.2024			
Carried at cost	64 395	67 359	131 754
Accumulated depreciation	-44 474	-58 569	-103 043
Residual cost	**19 921**	**8 790**	**28 711**
Acquisitions and additions	7 594	13 637	21 231
Other acquistions and additions	7 594	13 637	21 231
Depreciation	-10 662	-4 440	-15 102
31.12.2025			
Carried at cost	71 989	80 997	152 986
Accumulated depreciation	-55 136	-63 010	-118 146
Residual cost	**16 853**	**17 987**	**34 840**

Note 6 Operating lease

(In Euros)

Accounting entity as lessee

	2025	2024
Operating lease expenses	32 239	31 500
Future lease expense under non-cancellable lease contracts		
	31.12.2025	**31.12.2024**
Within 12 months	32 239	31 992
1 - 5 years	50 890	31 132

Note 7 Payables and prepayments

(In Euros)

	31.12.2025	Within 12 months	Note
Trade payables	7 049	7 049	
Employee payables	43 420	43 420	
Tax payables	49 627	49 627	4
Other payables	1 058	1 058	
Other accrued expenses	1 058	1 058	
Prepayments received	544 684	544 684	
Total payables and prepayments	**645 838**	**645 838**	

	31.12.2024	Within 12 months	Note
Trade payables	12 672	12 672	
Employee payables	52 809	52 809	
Tax payables	56 990	56 990	4
Other payables	703	703	
Other accrued expenses	703	703	
Prepayments received	623 612	623 612	
Total payables and prepayments	**746 786**	**746 786**	

Note 8 Grants and donations

(In Euros)

	2025	2024
Grants and donations related to income	1 548 586	1 447 038
Total grants and donations	**1 548 586**	**1 447 038**

Note 9 Business income

(In Euros)

	2025	2024
Sales revenue (other international organizations)	1 500	53 226
Sales revenue (Estonian public sector)	90 090	262 279
Sales revenue (Estonian private sector)	11 987	300
Sales revenue (Estonian educational institutions)	0	67 300
Sales revenue (other Estonian organizations)	74 496	42 288
Total business income	**178 073**	**425 393**

Note 10 Miscellaneous operating expenses

(In Euros)

	2025	2024
Leases	30 271	31 500
Energy	**5 872**	**6 510**
Electricity	1 656	1 791
Heat energy	2 853	3 144
Fuel	1 363	1 575
Miscellaneous office expenses	13 658	12 015
Travel expense	74 291	49 991
Training expense	7 864	4 919
Allowance for doubtful receivables	0	20 308
Other	366 027	469 199
Total miscellaneous operating expenses	**497 983**	**594 442**

Note 11 Labor expense

(In Euros)

	2025	2024
Wage and salary expense	884 805	887 963
Social security taxes	289 619	289 477
Fringe benefits	32 587	39 853
Total labor expense	**1 207 011**	**1 217 293**
Average number of employees in full time equivalent units	22	21

Note 12 Related parties

(In Euros)

Related party balances according to groups

SHORT TERM	31.12.2025	31.12.2024
Receivables and prepayments		
Founders and members	211 592	205 401
Total receivables and prepayments	**211 592**	**205 401**
Payables and prepayments		
Founders and members	0	1 288
Total payables and prepayments	**0**	**1 288**

SOLD	2025	2024
	Services	Services
Founders and members	747 025	916 150
Total sold	**747 025**	**916 150**

BOUGHT	2025	2024
	Services	Services
Founders and members	2 476	5 222
Other entities belonging into same consolidation group	0	8 752
Total bought	**2 476**	**13 974**

Remuneration and other significant benefits calculated for members of management and highest supervisory body		
	2025	**2024**
Remuneration	90 976	87 648