

Dear Board of Directors

First, welcome to the new faces and congratulations on the election. I am super happy that we can now say that we are a step further in our aim for diversity and that new and strong skills have been added to the board.

I think, from this background, that it is worth drawing up a map from our current strategy and starting point for the work that awaits us. Here is what we in this board and management of the GBA must be able to communicate and work towards:

It is the aim that both the chairmanship, management and employees of the Greenland Business Association must be able to reproduce the overall strategy in a maximum of 50 words:

*"The Greenland Business Association is both today's and the future's strongest business organisation, which until 2025 places special focus on communication, future business, generational change and members & service, as special areas of action.*

*The GBA protects the association's identity in the work for an economically independent Greenland. Economic and social sustainability is the framework for the choices the strategy makes."*

I took office in May last year and have not fully understood the dynamics and extent of this strategy until now.

The GBA is made up of a large member base with over 330 companies across the country. Which is again represented by us in the main board, a regional chairman, executive board, and the secretariat.

This ensures that we do not have far in our internal communication and that we can take action when necessary.

With so many members, I can also understand when I am often involved in or introduced to the various interests that are present in our association.

Many of our internal conflicts will be about the capital versus the coast. We have appointed chairmen in the regions to make the distance smaller and so that we can respond locally in a timely fashion when cases arise.

I am aware that internal conflicts are a basic condition for the GBA's work, and I also choose to see this as part of our great strength, that we can find the common ground and stay in it and thereby stand stronger when the big battles have to be fought.

As a member are must also be aware that it is not only what the GBA can do for you, but also that you are a part of a bigger "engine" when we put pressure on the decision-makers behind

the scenes and help create the framework conditions that are important for our development in the business community.

The board and management is not always in a position to provide extensive information about the processes and measures we use in safeguarding our interests, because it is an ongoing work that requires trust from, for example, the politicians we meet with. A kind of confidential mission, and although it may appear from the outside as if there is no focus on a given case, a lot often happens behind the scenes.

Sometimes we must bite our tongues to assure our members that we are working. For us in the board, and very often for me and the management, it's about keeping a balance between keeping doors open, while at the same time conveying the demands we receive from our members. We aim at keeping the diplomatic dialogue and development going.

There is an enormous task for both management, the secretariat and us here on the board, and especially the chairmen of our regions, in conveying the importance of having a focus on communication, as well as listening and being understanding. Even when it's not easy.

The business community in Greenland has a huge role and is the key to a stronger society. If things don't go well for us, our employees and local communities will be affected.

As members, we are spread across Greenland, all well-rooted in our local communities divided into both large and medium-sized to smaller companies. The distance between our members is geographically challenged, but what we all have in common is that every day we take on a large and important societal responsibility. It is all the companies, large and small, regardless of where in the country we are, that make up the GBA and it is important to emphasize that for us here in the GBA it is not about Nuuk and the coast. We work for and with everyone.

It should be a strength for our members that there are many of us who can create a network and a community where we can meet and learn from each other's experiences and challenges. And not least obtain the right framework conditions from the country's policy makers and at the same time shed some light on some of the topics that can make a change for the business community.

The strategy also embraces a focus on an economically and socially sustainable business community. Here, there is continuous work for the association to precisely promote these framework conditions to push the development along.

As a business community we want growth and the right business framework conditions to enable this so that we can contribute to the social and economic growth of our country.

When it comes to social sustainability, the future looks somewhat bleak. We do not have a sustainability as it is today. Our youth is not robust and there is hence no one who can take

over our places and that we can recruit from the trade schools and our educational system. Social growth and human sustainability lack political frameworks and long-term plans that can create the necessary change.

A long-sighted politically focus is necessary, but with prioritized focus and action now.

I am aware that we sit on the board with different interests and different backgrounds, but I still hope that we can find a common mindset where we let our local associations and industry committees select and address the interests that will benefit the members in the area and let it shape the association's business policy positions supported by the board.

My wish is that we can find a common approach to the upcoming board work, so that we as a board can concentrate on keeping a common focus on the current strategy, which is largely focused on the future we are looking into.

What should we as the GBA be able to do not just now but in the future? What do our members say? What framework is needed? We must listen to that.