



ESF Board Meeting

Online, 21st and 22nd February 2026

FINAL VERSION OF THE MINUTES

PRESENT:

Austria	Eduard Tripp	(ET)	
Belgium	Irene Nolte	(IN)	Vice President
Czech Rep.	Karolina Pomichalkova	(KP)	
	Emily Heimerle (<i>support</i>)	(EH)	
Greece	Antigoni Tsegeli	(AT)	
Hungary	Szilvi Öri	(SÖ)	Treasurer
Ireland	Sheena Woods	(SW)	
Italy	Susanna Castellani	(SC)	Secretary
	Giulia Profeti (<i>support</i>)	(GP)	
Poland	Karolina Kowalczyk	(KK)	
Spain	Vlad Bulai	(VB)	
	Ana María Gutiérrez	(AMG)	
Sweden	Chris McAlister	(CM)	President
UK	Dawn Oei	(DO)	
	Barbara Bond (<i>support</i>)	(BB)	

Chaired by president Chris McAlister

Minutes taken by Emily Heimerle

CONTENT	ACTION
SATURDAY, FEBRUARY 21ST Meeting convened at 15.00 chaired by (CM)	
<u>ITEM 1: Movement, centering</u> A few moments were taken for this.	

(CM) led a centering/meditation to settle members, emphasising group energy, gratitude, and the global impact of the Shiatsu community	
<u>ITEM 2: Apologies</u> (ISM) apologized for not being able to attend the meeting due to family matters and remains available for the secretary role remotely.	
<u>ITEM 3: Adoption of the Agenda</u> (SC): requests to add a discussion on EFCAM and the Global Shiatsu Festival before finances; the board agreed.	
<u>ITEM 4: Interpersonal slot</u> (SC) raised concerns about lack of engagement in the competencies/curriculum working group: many initial participants stopped replying, creating delays and extra work for active members; she stressed importance of communicating when stepping back from commitments. (IN) restated and highlighted that is mentioned in internal regulations, that is to formalize a coordinator role for each working group so one person has a mandate to check participation without seeming bossy. (SW) noted smaller working groups (e.g. three people) can be more effective than larger groups of 6–7 for delivering tasks. - General call for minimum courtesy to reply to emails and set simple expectations/response templates (e.g., “acknowledged”, timing for fuller reply) to keep momentum	
<u>ITEM 5: Minutes from the previous meeting</u> Minutes of previous meetings circulated; no issues flagged	
<u>ITEM 6: Matters arising from the minutes not covered</u> None	
<u>ITEM 7: Member news</u> (CM) queried Belgian symposium attendance numbers; (SC) confirmed 58 participants and 22 countries represented (clarified some communications stated 60 or 66) - Poland - (KK) reported a difficult legal/regulatory situation in Poland where multiple modalities are being swept into restrictive regulations; the Polish group prepared a 12-page submission and are awaiting government response; financial strain from legal costs threatens their ESF	

membership fee payment—ESF principle is to prioritise membership and support countries in difficulty. • (KP) suggested collecting snippets of edited country news to add to the newsletter. • (SW) highlighted the fact that communication with schools has improved since the Symposium. • (SW) and (KP) are compiling country news for the ESF newsletter; noted trend that many associations are reaching out to schools and facing similar issues post-EQF; advised standardizing wording for public communications and vetting sensitive details before publishing	
<u>ITEM 8: Non-member news</u> • France - ESF has been maintaining contact and monitoring the situation in France following complex legal/organisational conflict among associations. • Croatia - (CM) reported that new groups in Croatia exist but are fragmented; ESF policy is to encourage single national cohesion/federation rather than accepting multiple competing national members. • Finland - (CM) reported sending an apology for not inviting Finnish representatives to the Brussels symposium; they replied that they've formed a group and show interest in building cohesion; ESF offered assistance and continuity in support as leadership transitions. • Germany - no news. They continue to work on the EQF and are open for non-formal education. • Portugal - has contact via Fernanda organizing workshops, with potential future ESF involvement	
<u>EFCAM</u> • (CM) stepped back from presidency and announced the position as open. (SW) has accepted the Treasurer role; (IN) is current secretary but likely to step down; ESF has been asked to identify replacements for President and Secretary of EFCAM. This would be further discussed in an informal meeting the following week.	•
<u>ITEM 9: Finances</u> Current status of fee payments • (SC) broke down and summarised the finances as following (see appendix for detailed report)	

- Income: Belgium and Greece increased membership numbers; Italy, Spain, and Sweden had slight decreases; Poland joined and provided unbudgeted income; Swedish association paid 2024 in 2025. - Donations: Symposium donation matched budget; an extra €50 donation from Sylvia Exner included; Little Book of Shiatsu sales were included under symposium donations though a few purchasers did not pay. Performance of the 2025 budget - EFCAM's payment: an attempted payment bounced due to bank account change; small bank charge incurred; payment needs to be retried. (SO) asked SW to be registered in e-bank since she is in Ireland. This way there would be another person who can access the account and make payments. (SW) accepted. The process is complex and may take long to register. Budget for 2026 - See appendix "ESF Budget 2026" Financial advisor for occasional consultations - Consideration of hiring/consulting a financial advisor was discussed; an informal contact from Isabel exists for Swedish finance law questions.	
<u>ITEM 10:European Shiatsu profile and education</u> Update on NQF/EQF situation in other European countries Symposium outcomes and follow-up - The Brussels symposium highlighted the Austrian EQF Level 6 achievement as a model; follow-up communication to participating countries planned to gather updates on national processes. (KP) asked the question, "who is the qualification responsibility to certify practitioners/schools with a level 6 certificate? (ET) gave an explanation on how EQF implementation works (based on the Austrian example) - There are two main requirements: a curriculum matching EQF descriptors and an examination ensuring learners meet the curriculum; the national association typically holds qualification responsibility and may delegate education tasks to schools under controlled standards. Certified schools model described. - Austria has a dual-path approach: baseline ESF curriculum for membership and a higher-level EQF 6 curriculum (currently only Austria meets it).	

• ESF will write to symposium-participating countries to request progress updates and compile a summary for members. • (SW) brought up the idea of “teacher training curriculum guidelines” by the ESF. A working group was formed to create this: Working group idea for teacher-training curriculum guidelines ((SW), (KP), (ET), (EH) volunteered/contributed). Objective: collect national teacher training standards, produce guidance/templates (not mandatory rules)	• •
<u>ITEM 11 Guidelines for codes of ethics</u> Update after receiving NA’s observations • ESF circulated three draft documents; substantive feedback received from Belgium and Sweden requesting clarity whether items are advisory or compulsory, and asking about ESF vs NA responsibilities and disciplinary jurisdiction. • Sweden’s feedback may reflect communication gaps — the Swedish rep (ISM) who presented the drafts to her board was not at the ESF meeting, potentially causing messaging ambiguities. • Belgium expressed concerns about pluralistic process and asked for reassurance. Documents were produced via inclusive, consultative steps; ESF notes they invited boards to contribute. Suggested Approach • (SC) to meet face-to-face to defuse tensions and clarify intent, especially with BSF (Belgian Shiatsu Federation). Prepare a formal reply to BSF and arrange face-to-face dialogue. Plan to assemble 2–3 ESF representatives (including Tom where relevant) to meet BSF. • Working group to refine the drafts and clean language of the Code of Ethics document (address repetition, contradictions) was proposed; suggested use of AI tools to highlight contradictions and rephrase — (EH) and (KP) offered help. • ESF to revise documents to avoid “must” wording and clarify advisory vs binding status.	• • •
<u>Sunday February 22nd</u> <u>Start 10:00 CET</u>	
<u>ITEM 13: Specific roles in the ESF organisation</u> Which tasks should be paid and in that case, how much?	

• Several members ((AMG), (AT), (BB), (DO), (EH), (KP)) agreed with the idea of hiring a professional social-media/content person for editing, targeting, and analytics; suggested trial periods and combining professional with volunteer oversight. • Discussion of possible budget: an initial figure of €200/month (~ €2,000/year) for promotion was referenced; uncertainties about sufficiency and overlap with Shiatsu Resources Worldwide budget were raised. • Consensus reached to trial (EH) in the role (supported by several members) with a trial period up to end of May: (EH) to pilot social media tasks, track hours, and report for review; internal training/support from Karo/Antonia (SSUK contractor), offered as resources. • Agreed approach: use internal volunteer resources first to build strategy, test, then if needed hire a professional; set measurable expectations and review at next meeting (end-May) before committing ongoing payment.	•
<u>ITEM 14: website, social media and PR</u> Website • (SC) proposed consolidating website maintenance under Frederic (currently handling Shiatsu Resources Worldwide) to also manage ESF site for consistency; discussed checking his capacity/skills and contract timing with Kelly. • Decision to form a working group to audit and centralise passwords, hosting details and access and to update and maintain the PDF of credentials and consolidate drives. ((IN), (KP), (EH) volunteered. • (KP) offered to handle basic edits and identify tasks needing specialist help; heavier development to be subcontracted to Frederic if necessary. • (BB) on behalf of the SSUK raised that an external platform (Ivan Bel / “Global Shiatsu Media”) had approached journal editors about republishing content; concern that sharing content widely might bypass SRW / ESF and affect strategic coherence. • Working group: ((IN), (EH), (DO), (BB)) to clarify intent, invite the platform lead to discuss, and to liaise before decisions are made; (IN) offered to contact Ivan directly due to her prior acquaintance. Social media • (EH) has developed social media content (reels, posts, headlines) and been commended for creativity; discussions about tone/balance (poetic/soft vs. informative/educational) and better variety.	• •

- Budget: promotion/social media lines exist; 2025 promotions underspent (€200 vs budgeted €2,000) leaving room in 2026 but need strategic allocation
- Continue with volunteer-led content contributions ((EH), (AMG), (IN), (KP)). Keep the team small for efficiency.
- Approach: leverage existing assets (SRW) and repurpose footage (YouTube videos) for social channels; use national NAs' materials where appropriate and add English subtitles.
- Recommended focus and niche for ESF social media: highlight cross-national achievements, policy & education progress, ESF-wide projects and wins (e.g., EQF steps, new member associations), and act as an encouraging umbrella platform rather than replicate NA-level promotion.

Newsletter

- Proposal to publish ESF newsletter four times a year, coordinated around meetings and using MailerLite; (KP) (SW) to lead editorial with reminders for member inputs and suggested content sections (country news, resources, event links, educational items).
- Agreed to include Chris's outgoing-president article (link to be hosted or linked—possible to host on ESF site or MailerLite) and Vlad's Spanish podcasts as items; (KP) to coordinate and gather materials and timeline.

ITEM 15 Political strategy and activity

Fundraising - possible applications?

- (SQ) reported current workload manageable in a normal year but warned symposium year increased load; fundraising and complicated finance tasks may require an external professional.
- The board discussed existing limited external financial adviser contact in Sweden (informal friend who can answer small queries); for larger fundraising/ grant reporting, professional expertise will be required.
- (KK) described Poland's experience securing grants (local/state/Norwegian/EU funds) and emphasized the need for a clear project-focused proposal, professional grant writers, and post-award financial reporting.
- (IN) stressed that ESF should define clear projects/aims tied to social needs (e.g., mental health, youth mobility, education) before pursuing EU-level grants; EU applications are large, intensive processes requiring substantial effort and possibly hiring a fundraiser.
- Suggestions: sponsorship/corporate donors, Patreon/crowdfunding, membership subscriptions, targeted grants for research or service projects (e.g., pain management in hospitals).

• (AT) proposed a health-focused program (pain/stress management in hospitals) as fundable direction. • Consensus that ESF needs a clear vision/strategic plan (action plan, 2–5 year goals) to inform fundraising; Viktor (Hungarian facilitator from symposium) was suggested as an affordable external facilitator for a vision/strategy workshop, to be considered for September Poland meeting. • (IN) proposed drafting a vision/action document based on symposium outputs to circulate to national boards for input; collecting national board priorities will help clarify ESF direction and counter criticism about unclear value. • Plan: use symposium action list (available in shared chat) as starting point; (SC) will draft outreach letter to national associations and incorporate vision/meeting invitations ((ET) and (SC) to prepare letters) Competence-oriented curriculum • Update: draft competency document circulated to national associations for feedback by end of March; no further immediate action required beyond collecting national input. June Shiatsu month, Quintalogue and Global Meditation • Planning for June Shiatsu month and global meditation: (IN) to lead Quintalogue, (AT), (EH) to lead Global Meditation; group to plan content and themes.	•
<u>ITEM 16: Upcoming meetings</u> • 31 May 2026 online board meeting • 25 – 27 September 2026 board meeting in Poland (about 90 minutes from Warsaw), with suggestion to add one day (24.9) for strategy/vision workshop (facilitator Victor) and to hold AGM at end of meeting; members asked to book travel early. • February next-year weekend meeting proposed for weekend of 27–28 (noted some members may have local commitments; flexibility acknowledged)	
<u>ITEM 17: Any other business</u> Global Shiatsu Festival (Poland, June 17–20, 2027)	

● Proposal and update: a Global Shiatsu Festival is being organized in Poland (in a dojo one hour+ from Warsaw); planned dates 17–20 June 2027; team includes Polish association members; festival aims for 12–15 international presenters, intimate format, and to be a celebration of Shiatsu with invited ESF participation. ● ESF involvement: proposal that ESF be given space/time during the festival (e.g., to run a follow-up symposium/Brussels 2.0) rather than organizing the event—ESF members could be offered a number of free tickets (estimated 15–23 seats) while participants cover their own travel/accommodation; festival also seeks promotional support and partnership from ESF ● Concerns & alignment: Members discussed potential conflicts/overlap with an ESF-led follow-up symposium (possible Austria interest to host a symposium) and cautioned about clarity of roles—festival is an independent/private event inviting ESF, while any ESF symposium follow-up should remain an ESF-organised activity; need to choose appropriate ESF topics to align with festival programming and maintain neutrality to avoid alienating skeptical national actors	
<u>Meeting ends 1pm CET</u>	
<u>Decisions</u> ● EFCAM: identify new President and Secretary ● (SO) asked (SW) to be registered in e-bank since she is in Ireland. This way there would be another person who can access the account and make payments. (SW) accepted. The process is complex and may take long to register. ● Consensus that ESF needs a clear vision/strategic plan (action plan, 2–5 year goals) to inform fundraising; Viktor (Hungarian facilitator from symposium) was suggested as an affordable external facilitator for a vision/strategy workshop, to be considered for September Poland meeting. (SO) to contact Viktor. ● Consensus reached to trial (EH) in the social media lead (supported by several members) with a trial period up to end of May: (EH) to pilot social media tasks, track hours, and report for review; internal training/support from Karo/Antonia (SSUK contractor), offered as resources.	

Tasks

- Working group for idea of teacher-training curriculum guidelines (SW), (KP), (ET). Objective: collect national teacher training standards, produce guidance/templates (not mandatory rules)
- Retry EFCAM's payment: an attempted payment bounced due to bank account change; small bank charge incurred.
(SW) agreed to be an additional bank signatory
- (SC) to meet face-to-face to defuse tensions and clarify intent, especially with BSF (Belgian Shiatsu Federation). Prepare a formal reply to BSF and arrange face-to-face dialogue. Plan to assemble 2–3 ESF representatives (including Tom where relevant) to meet BSF.
- (EH) and (KP) offered to help with the use of AI tools, to highlight contradictions and rephrase the Code of Ethics document. Revise it to avoid “must” wording and clarify advisory vs binding status. Refine the drafts of and clean language of the Codes of Ethics document (address repetition, contradictions).
- (SC) proposed consolidating website maintenance under Frederic (currently handling Shiatsu Resources Worldwide) to also manage ESF site for consistency; discussed checking his capacity/skills and contract timing with Kelly.
- Working group to audit and centralise passwords, hosting details and access and to update and maintain the PDF of credentials and consolidate drives. (IN), (KP), (EH) volunteered.
- (KP) offered to handle basic website edits and identify tasks needing specialist help; heavier development to be subcontracted to Frederick if necessary.
- (KP) (SW) to lead editorial with reminders for member inputs and suggested content sections
- (SC) to draft outreach letter to national associations and incorporate vision/meeting invitations ((ET) and (SC) to prepare letters). Plan: use symposium action list to draft a vision/action document based on symposium outputs to circulate to national boards for input.
- (IN) to lead Quintalogue
- (AT), (EH) to lead Global Meditation; group to plan content and themes.
- Social media working group (EH), (AMG), (IN), (KP).

List of Appendices

- 1) Country news reports
- 2) Balance Sheet February 2025
- 3) ESF Budget 2026

APPENDIX 1 – Country News Reports

ESF country news FEB 26

UK

Membership of SSUK is stable at 685. We are working to attract new members, particularly qualified practitioners who are not SSUK members; we think that there is potential for enlisting people who belong to more generalist associations. We are also working to address a potential drop off in members as the age profile tips towards members who have been in SSUK for a long time and maybe reducing their working/teaching hours. Some members would like a managed transition to this – eg lower membership fees.

Communications We have now had a marketing manager, Antonia in post for a year – it has been very positive. We have taken the decision to focus on FB as the primary channel on socials and members for this year, having found that it was not helpful to not be clear whether we are addressing the general public or our members.

We have started a big programme of member events both online and in person, to emphasize the benefits of belonging to SSUK. This includes free/subsidised workshops, promotion of our Journal and promotion of members' events via our events page.

A major revamp of our website is ongoing. This will offer every member the facility to manage online bookings on their personal profile pages through an improved practitioner search function.

Schools Number of ratified schools is roughly stable. Recruitment of students remains low. The good news is that we have welcomed new Teachers and Teacher Trainers on to our register. Last year we held a schools promotion month, and Antonia has worked hard with our ratified schools so that their online presence is well supported and publicised and also more easily identified as SSUK recognised schools.

Research. We have done surveys on both public awareness of Shiatsu (paid for) and of our members. These will be used to inform the ongoing strategy, especially with regard to our ageing demographic. We have had a good response to the public survey which showed that a lot of people had heard of Shiatsu but only a small number had experienced it. As experiencing a Shiatsu treatment appears to be key to public awareness, our SAM (Shiatsu Awareness Month) campaign for 2026 is focused on supporting our members to get “first time” receivers and collecting testimonials from these people which will also help us in gathering evidence.

SSUK has sponsored training on writing case studies online, with in person training in the summer. The plan is to invite submissions of case reports to journals and to the SRN (Shiatsu Research Network) prize event.

We are starting the process of setting up a charitable arm so that we can apply for funding. This will require trustees, separate to the Board. We now have a working party for this but the process is quite complex so we do not anticipate it being up and running until 2027.

APPENDIX 1 – Country News Reports

Journal. We are examining the possibility of monetising the Journal for income generation, while also participating in the initiative of Ivan Bel. We are still discussing whether the Journal should be fully digitised. Falling membership may force this issue – the biggest cost in terms of the Journal is postage, so we already encourage members not to receive a physical copy and some category of membership receive digital only.

Ethics ESF guidelines are very useful as we have had some very time-consuming issues to deal with around ethics and professional code of conduct. We also have the usual challenges surrounding being a voluntary regulatory body.

Political Elaine Liechti is our link person for IHC (Integrated Healthcare Collaborative). They are working to identify and work with parliamentarians (MPs and Peers) who are sympathetic to CAM (Complementary and Alternative Medicine). CAM is not represented appropriately in All-Party Parliamentary Groups (APPGs).

Ireland

We held our Agm and recorded 25 members, 3 more than last year!

We have a shiatsu community whatsapp group, it is open to members and non-members and an active outreach has encouraged more to join. Another Practitioner Retreat is planned for June and Shiatsu Awareness month. The same incentive of financial support for practitioners offering and promoting shiatsu to the public in their local areas. A subgroup was set up to review our teacher training status, and how to support our trainee teachers to get registered.

Italy

The Professional Shiatsu press conference at the Chamber of Deputies in Rome was held in December 2025.

COS recently organised a meeting with their teachers and it turned out to be a very rich and engaging one. The main worry expressed by the group was the difficulty in gathering students for the schools. Schools are finding their own strategies to survive and this includes gathering students of different levels in the same class, offering advanced Shiatsu/Chinese Medicine seminars at a National level and incorporating other disciplines such as fascia treatment, craniosacral, .

We need to find new strategies to target ads to a different and more specific audience. COS are planning to give the schools the opportunity to create individual short videos (at COS expenses) for the advertising of their teaching.

Most of the group also expressed the need to adapt the Shiatsu language to more “modern” times. The Austrian association has done a lot of work around the Shiatsu language when

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dealing with the institutions. We need to develop the capacity to talk about Shiatsu in different contexts.

Some of the teachers think that it would be better to shorten the 3 years training in order to make it more appealing, given that the market offers shorter training courses in many fields. This would conflict with ESF policy and the requirements to gain NQF level 6. Any extra hours of our training might be covered in different ways, in order not to ask schools to increase their costs.

Not all the Italian Shiatsu world agrees about the recognition of Shiatsu as a profession. Some fear, that if recognised, the training and verification system would become the prerogative of the universities and of the medical system. Again, there are some interesting insights coming from the Austrian experience.

Greece

The Hellenic Shiatsu Association has become a Professional Association, as decided by the General Assembly last year. This step is necessary to pursue the future recognition of Shiatsu.

A Federation of Complementary Therapies, bringing together different professional specialties, is currently in formation, and HSS is participating in this process.

Our focus on the National Qualifications Framework—following the Symposium in Brussels—and the developments and ongoing dialogue of recent years among our members about the future of Shiatsu have also supported this direction.

We are updating our Internal Regulations on key issues, such as the definition of Shiatsu, the membership certification process, and education, among others.

A 10-member Working Group—five members of the Board and five Certified Members—has begun this work and is in the final stages of completing the process. ESF documents have contributed substantially to this work. The updated Internal Regulations will be presented for approval by the General Assembly Plenary at the end of March.

We want to strengthen our presence on social media; for now, our activities are limited to voluntary contributions, as the renewal of our website takes priority.

We currently have one new Certified Member and two Affiliated Members.

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Czech

We had our annual assembly meeting in January to review the 2025 – out of 18 members 10 were present and it was a nice supporting and fruitful discussion.

We were able to gain some perspective and support on what we could do in 2026 and 2027:

We are still working on strengthening the shiatsu community and gaining trust of the board, members, practitioners outside of the association and public. We plan to take part in a public event to promote shiatsu and the association and a weekend getaway for the members and other practitioners connected to our GAM with educational content.

We will carry on with our project with NGO providing treatments for their clients, we have now made it official and can present it to the public. We can promote our offer of supervised practice for students and practitioners and open it to students of other schools.

We aim to start open dialog with the shiatsu schools and invite them to work with us towards the EQF in our country. Slowly the thought and need of creating an independent profession is sinking.

We are preparing a campaign on social media and our website to promote ethics and professionalism amongst the shiatsu practitioners and to give the public information on what shiatsu treatments are supposed to look like, what to expect from a shiatsu practitioner and what the role of the shiatsu association is.

In 2027 we would like to create a shiatsu day where all the schools will be presenting shiatsu and taking part in the program.

Austria

Shiatsu on Tour. The mission of this project is: “We bring Shiatsu to the people and show them in a straightforward way who we are and what Shiatsu can do.”

As soon as the weather permits and it gets a little warmer outside, the ÖDS SHIATSU BUS will start up again and go on a Shiatsu tour. At the request of practitioners, the ÖDS bus visits towns and communities in cooperation with local practitioners.

The Shiatsu Bus is equipped with everything you need for an on-site presentation: Shiatsu mat, Shiatsu chair, roll-ups, drop flag, tent and flyers. How the bus stop is organised on site is up to the inviting practitioner. Whether you bring together colleagues from the area and inspire passers-by with Shiatsu, present yourself at an event (festival, run, health day, etc.) or select a specific target group (company, school, retirement home, etc.) – the bus comes and Shiatsu becomes visible

The Shiatsu bus is free of charge. Any fees incurred for space or permits will be covered by the ÖDS after consultation. The aim is to anchor Shiatsu more firmly in the public consciousness and make it better known.

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Poland

There seem to be more opportunities for NGOs in Poland to act and achieve their statutory goals. Thanks to this, the workshops and the Shiatsu school are run here as part of the association's activities. At the moment, this is a considerable simplification and facilitation for us and we are not so burdened with legal, financial and formal responsibilities.

We are pleased that the advanced part (two years) of the Shiatsu therapist training started in September and with 15 people on the way. We are also putting great effort into launching the next year of the Shiatsu school. We still have a lot of enquiries about the school, but there are only a handful of people who are actually interested. We have focussed on social media since the new year. We have set up a six-month posting schedule and, with a little slippage, we are already in week 8 with regular publications.

We are still working on optimising our website.

We are developing additional materials for our members, such as breathing techniques to implement in their practice, sensory exercises to improve their sense of touch, etc.

We have applied for a grant for our association's institutional purposes. We have passed the formal assessment and will find out at the end of March whether we have passed the substantive assessment. We have a great initiative planned as part of this grant, so we hope to be successful.

We have some open workshops within the school, which will allow our future therapists to meet other Shiatsu practitioners from Poland and, we hope, also from other countries. And that is why we invite you immensely to several events planned for 2026 in Poland. Among them:

- Diaphragm and breath in Shiatsu practice with Marina Papazian, 27-29.03.2026 in Warsaw,
- Restoring essence with Chris McAlister, 17-19.07.2026 at the fabulous Tranquility Hill (Forest Retreat), which is an hour's drive from Warsaw,
- Anpuku & Qineizang with Ivan Belem, 11-13.09.2026 at the atmospheric Dojo Old Village,
- and further meetings with Chris in October and December, which we will be announcing very soon.

We have gone through a rather demanding vetting process on one of the crowdfunding platforms and have launched as one tool to support it - our fresh newsletter. These are steps that we hope will help us raise additional funds to support the association's activities.

We are also fighting against the 'Lex Charlatan' - these are laws which, under the banner of fighting fraudsters and medical swindlers, hit reliable therapists of traditional and holistic methods simply because they do not fit into the definitions and framework of Western academic medicine on which the medical care system in Poland is based. Qualified

APPENDIX 1 – Country News Reports

practitioners of such therapies can be treated like criminals - mainly financial penalties without the right of appeal or trial, at the arbitrary discretion of the Patient Ombudsman only on the basis of complaints from individual clients. This destroys the sense of security and undermines the long-standing professional achievements of many professionals. This is a direct threat to the development of Shiatsu in Poland. Fear of penalties may push this beautiful Japanese art to the 'underground', completely inhibiting its professionalisation and substantive development. As the Shiatsu Association Poland, we have taken up the legal fight by filing motions and petitions to take Shiatsu out of the list of potentially prohibited practices. It took us a long time to prepare a professional letter because it has to meet strict requirements - it has to be based on scientific research and regulations from other European and Polish countries. Unfortunately, this consumed our entire annual legal budget and we had to launch a fundraiser (the upside of this fundraiser being that all donations are tax-deductible for donors) for this purpose.

In 2027 Poland will host the 1st Global Shiatsu Festival. We are delighted that we can together with Chris and Mike create this event. A venue for this event? One word - magical! This is not exaggerating, it is simply magical there. And here is the hardest news for us, because we feel we have to let you know. Due to the huge financial burden since the beginning of the year, unfortunately, we are not sure if we will simply be able to afford to be members of ESF. We only had 22 members at the end of the year.

Minutes ESF Board meeting online 21st -22nd February 2026

APPENDIX 2 –Balance Sheet February 2025

ESF BALANCE SHEET 2025

Balance sheet for 01/01/2025 to 31/12/2025

Income		Debits	
Austria	€4,000.00	Bank charges	-€283.60
Belgium	€3,216.00	ESF basics	
Czech Republic	€450.00	Bookeeping	-€550.00
Greece	€492.00	Admin, post	€0.00
Hungary	€876.00	Web	-€458.90
Ireland	€450.00	Loss of earning officers	-€1,800.00
Italy	€2,796.00	SRW	-€1,313.74
Spain	€2,160.00	Marketing	-€202.50
Sweden	€576.00	ESF meetings	
UK	€4,000.00	Minute taking	-€200.00
Poland	€450.00	Symposium	-€7,441.64
Sweden 2025	€684.00	Meeting	-€4,030.19
Donation Symposium	€1,105.00		
Donation	€50.00	Political	
		Membership fee (EFCAM)	-€12.70
Total	€21,305.00	Total	-€16,293.27
Balance 2025		€5,011.73	
ALLIED IRISH BANKS			
Balance 01/01/2025	€31,177.01		
Balance 31/12/2025	€36,188.37		
TOTAL BALANCE AIB 2025		EURO	€5,011.36
CASH			
Balance 01/01/2025			€0.00
Total income			€0.00
Total outgoings			€0.00
Balance 31/12/2025			€0.00
Total Balance CASH 2025		EURO	€0.00

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APPENDIX 3 – ESF Budget 2026

ESF budget 2026					
Income				Expenditures	
	Members	Members	budgeted	ESF basic	-7210
	approx	real		Bank charges	-290
Austria	1006		4,000	Bookkeeper	-550
Belgium	268		3,216	Admin, post, ...	-70
Czech R.	13		450	Officers – loss of earn	-1800
Greece	41		492	Tax	0
Hungary	73		876	Web	-500
Ireland	24		450	SRW	-2000
Italy	233		2,796	Promotion	-2000
Poland			450		
Spain	180		2,160	Meetings	-6100
Sweden	48		576	Meeting 2026	-5500
UK	615		4,000	Minute taking 2026	-600
Total	1886		19,466		
				Political budget	-1075
				EFCAM fee	-1075
				Loss of earn.	0
				Political work/project/lobby	0
				Research, ISN, work. groups, misc	-1000
				Working groups	0
				Research	-1000
				Total outgoings	-15,385 €

Total income 19,466

on AIB account		
1/1/2026	€36,188	
31/12/2025		

Reserves without €25,716

-1075 pending EFCAM membership payment from 2025
-300 pending minute taking from 2025

Money dedicated to research in AIB
(part of ESF reserve on account)
Euro by 31.12.2025: 10472,73

Structure fee structure adopted in Aegina 2022
The ESF board applies an upper limit of 4000 Euro
The ESF board applies a minimum fee of 450 Euro from 2025

Minute taking
200 euros two days Zoom meeting
150 euros one-day Zoom meeting
250 euros meeting in person

petit expenses -15 Euro per member/meeting
loss of earnings – 200 Euro per whole day
loss of earnings – 120 Euro per half day
reimbursement for use of private vehicle for ESF purposes ... 0,3 Euro per kilometer