



# IAFEI Weekly Update

**Knowledge, Resources, News, and Announcements**

**This is an issue of IAFEI Weekly Update for the week of April 14, 2025.**

Valued All IAFEI Board members, ExCom members & Advisory Committee members:

The following interesting articles and useful information await you in this issue. I hope you enjoy reading them.

My special thanks to Conchita (CLM) and Piergiorgio (PGV) for their contributions.

Please feel free to circulate this Weekly Update within your organization. I am hoping that this Weekly Update may increase the value of IAFEI membership. If you have any suggestions, or recommendations, or would like to participate to provide articles, please do not hesitate to contact me.

Thank you for your continuous support and I would love to hear from you.

**Tsutomu Mannari (TMA)**  
Chairman of IAFEI

(Total 18 pages)

## Upcoming Events

Date	Time	Event
<b>April 2025</b>	<b>T.B.N.</b>	<p><b>GLOBAL CFO Round e-Table</b> GEOPOLITICS AND LAW – Critical Issues for CFOs</p> <p><u>Speakers:</u></p> <p><b>Piergiorgio Valente</b>, Chair Overall Technical Committee IAFEI  <b>Andrea Borroni</b>, Prof. Comparative Law, Member of 3H Association  <b>Guido Perboli</b>, Prof. of Decision Making and Artificial Intelligence, Member of 3H Association (to be confirmed)  <b>Fabio Zambardino</b>, Prof. of Private Law and Integration Processes, Member of 3H Association  <b>et al.</b></p>
<b>May 7, 2025 (Wednesday)</b>	<b>3 p.m. Vietnam</b> <b>4 p.m. Philippines,</b> <b>China,</b> <b>Chinese Taipei</b> <b>5 p.m. Japan</b> <b>10 a.m. CET</b>	<p><b>Technical Webinar</b></p> <p><u>Speakers:</u></p> <p><b>Wilson Tan</b>, Head of Financial Reporting Working Group, IAFEI Technical Committee  <b>Roel E. Lucas</b>, Partner   Assurance, SyCip Gorres Velayo &amp; Co.</p>
<b>May 2025</b>	<b>T.B.N.</b>	<p><b>GLOBAL CFO Round e-Table</b> GLOBAL TAX CONTROVERSIES – Critical Issues for CFOs.</p> <p><u>Speakers (to be confirmed):</u></p> <p><b>Piergiorgio Valente</b>, Chair Overall Technical Committee IAFEI  <b>Steeff Huibregtse</b>, Chief Executive Officer Transfer Pricing Associates BV  <b>Stella Raventos-Calvo</b>, Tax Lawyer, Former Chair of Fiscal Committee at CFE Tax Advisers Europe  <b>Federico Baridon</b>, Associate VAT Partner, Crowe Valente</p>
<b>June 2025</b>	<b>T.B.N.</b>	<p>Special Webinar &amp; Presentation  <b>IAFEI Day 2025 in Chinese Taiwan: A Road Map</b></p> <p><u>Speakers:</u></p> <p><b>Jennifer Wang</b>, Area President for Asia IAFEI  <b>David Chou</b></p>

<b>July 2025</b>	<b>T.B.N.</b>	<b>GLOBAL CFO Round e-Table</b> INTERNATIONAL POLICY CHALLENGES – Critical Issues for CFOs.  <u>Speakers (to be confirmed):</u>  <b>Piergiorgio Valente</b> , Chair Overall Technical Committee IAFEI <b>Aleksandar Ivanovski</b> , Director of CFE Tax Advisers Europe <b>Stella Raventos-Calvo</b> , Tax Lawyer, Former President AEDAF <b>Federico Baridon</b> , Associate VAT Partner, Crowe Valente
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You are welcome to visit our **official website** [www.iafei.org](http://www.iafei.org)

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[Read the Newsletter >>>](#)

( ↑ Contributed by PGV )

### 02 **ecoDa** | 20 Years Anniversary Newsletter | April 9, 2025 **2025 European Corporate Governance Barometer - by ecoDa and Ethics & Boards**

ecoDa and Ethics & Boards released the 2025 European Corporate Governance Barometer. Unveiled on the occasion of ecoDa's 20th Anniversary, the report explores significant trends in Corporate Governance across Europe and the US, focusing on board size, independence, diversity, demographics, structures, and remuneration. ( ... ... )

[Read the Article >>>](#)

( ↑ Contributed by CLM )

### 03 **ecoDa** | 20 Years Anniversary Newsletter | April 9, 2025 **Driving EU competitiveness: Webinar Summary**

On 19th March, ecoDa, brought together key stakeholders and board members from various sectors for a high-impact virtual event, celebrating its 20-year anniversary. ( ... ... )

[Read the Article >>>](#)

( ↑ Contributed by CLM )

### 04 **ecoDa** | 20 Years Anniversary Newsletter | April 9, 2025 **Two Decades of Corporate Governance: A Retrospective on EU Initiatives**

ecoDa released a special compilation of EU laws that have shaped the work of board members over the past two decades. This compilation highlights the central role of Corporate Governance on the European agenda. ( ... ... )

[Read the Article >>>](#)

( ↑ Contributed by CLM )

■ **05 IFRS Foundation** | News Alert | April 11, 2025  
**IFRS Foundation calls for nominations for Trustee positions beginning January 2026**

The IFRS Foundation is seeking three new Trustees: one from the Americas, one from Europe and one from Asia–Oceania. The appointments would begin on 1 January 2026.

( ... ... )

[View in Browser >>>](#)

(↑ Contributed by CLM)

■ **06 IFRS Foundation** | News Alert | April 9, 2025  
**Sign up for episode 9 of 'Perspectives on sustainability Adisclosure' webinar series**

Join us live on 24 April 2025 for 'Ramping up systems and processes for sustainability data', episode 9 of our 'Perspectives on sustainability disclosure' webinar series, where experts will give insights on how some companies integrate sustainability information into financial reporting processes.

( ... ... )

[View in Browser >>>](#)

(↑ Contributed by CLM)

■ **07 Deloitte** | Event Information | May 7, 2025  
**Deloitte Global Boardroom Program**  
Join an upcoming webinar on GenAI for the Asia Pacific region

The Deloitte Global Boardroom Program invites you to register for an upcoming webinar on 7 May, "[GenAI: What boards need to know](#)" for the Asia Pacific region, featuring board members and chairs from Honeywell Automation India, Xero Ltd, OCBC Ltd, and more.

Please also find below links to register for the remaining webinars for the year, as well as some articles related to technology, data, GenAI, and governance.

Thank you for your active membership in the program - do feel free to share this note and invite your board and C-suite colleagues to join directly.

[Read the Details and Register >>>](#)

(↑ Contributed by CLM)

■ **08 OECD** | Newsletter | April 9, 2025  
**Young firms: Engines of competitiveness and inclusive growth**

This hybrid workshop on 28 April will present timely evidence on the critical role of young firms in driving both productivity growth and inclusive labour markets. It will explore how young firms shape economic dynamism and inclusive growth across OECD countries. ( ... ... )

[Register Here >>>](#)

(↑ Contributed by CLM)

■ **09 OECD** | Newsletter | April 9, 2025  
**The EU Carbon Border Adjustment Mechanism**

Europe's push to cut greenhouse gas emissions by 55% by 2030 is prompting a major overhaul of its climate policies. Our blog takes a look at the EU Carbon Border Adjustment Mechanism (CBAM), how it works, and explores its likely impact on global carbon emissions and trade. ( ... ... )

[Read the Blog >>>](#)

(↑ Contributed by CLM)

**BUSINESSEUROPE**

## Headlines

4 April 2025

### **Reciprocal US tariffs undermine the Transatlantic economy**

In a statement published yesterday, our Director General Markus J. Beyrer highlighted that the US decision to impose an additional 20% tariff on EU goods will harm businesses and consumers on both sides of the Atlantic.



It also risks triggering retaliatory measures that will further disrupt global supply chains and undermine confidence in global trade, without delivering meaningful benefits to either side. “In its response, the EU must be united with a legally sound, proportionate, and targeted approach that avoids unintended consequences for EU economic operators.

Ultimately, it is in the best interest of both the EU and US to reach a negotiated solution”, he said. Additionally, Beyrer called for urgent action to advance an ambitious trade and investment diversification strategy to build resilience and safeguard its economic interests. Swift ratification of the concluded agreements with Mercosur and Mexico is crucial in this respect.

[Read our press release](#)

## EU-Türkiye High Level Business Dialogue



The EU-Türkiye High Level Business Dialogue on 3 April in Brussels explored ways the EU and Türkiye can cooperate to enhance competitiveness and drive the green transition in a mutually beneficial manner. The event took place alongside the EU-Türkiye High Level Economic Dialogue, the first to be held since 2019. Our Deputy Director General Luisa Santos reiterated that a strong and competitive EU economy is essential to navigate today's global uncertainties. She underlined the importance of partnerships, pointing to Türkiye as a key economic partner — not only because of geographical proximity, but above all because of the deep links between our economies through regional and global supply chains. In this context, the modernisation of the Customs Union Agreement should be prioritised and Türkiye's efforts to align with EU regulations should be accelerated. "This is the best guarantee to achieve predictability and an environment that promotes rule of law and security of investments", Santos concluded.

Picture copyright: European Union, 2025.

### Did you know?





Our Deputy Director General Luisa Santos participated in an S&D hearing on Mercosur on 2 April. She highlighted that market diversification is key to strengthen European competitiveness. "In the current geopolitical context, furthering economic integration in a market of 750 million consumers is an opportunity that we can't miss", she said.

## Quote of the week

**"There's an urgency, the Council and the Commission need to act now, and they need to implement what we're seeing in the Omnibus [package] and go further in the following ones".**

Our President Fredrik Persson in [interview with EL PAÍS](#) on 1 April.

## Latest publication



### IFRS Foundation Exposure Draft: Due Process Handbook

27 March

Read the [letter from Erik Berggren to the IFRS Foundation](#).

## Upcoming events

**10-11 April**

[EU-Ukraine Business Summit 2025](#)

**15-16 April**

[EFNI Spring: "Future of work, work of the future"](#)

**14-16 May**

[B7 Summit in Ottawa](#)

**22 May**

[Competitiveness Council](#)

**5-6 June**

[EU Industry Days 2025](#)

**10-12 June**

[European Sustainable Energy Week 2025](#)

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(Reposted from: [BUSINESSEUROPE Headlines, April 4, 2025](#))



## 2025 European Corporate Governance Barometer - by ecoDa and Ethics & Boards

ecoDa and Ethics & Boards released the 2025 European Corporate Governance Barometer. Unveiled on the occasion of ecoDa's 20th Anniversary, the report explores significant trends in Corporate Governance across Europe and the US, focusing on board size, independence, diversity, demographics, structures, and remuneration.

European boards are becoming younger and more international. With an average of 3.6 nationalities per board compared to 2.6 for the S&P 100 in 2025, Europe is leading in terms of representation of different cultural backgrounds. European directors are, on average, four years younger than their US counterparts, 60 compared to 64. European boards also show a more balanced age distribution, with half as many directors over 70 and three times more under 50 in 2025.

The Barometer shows that since 2018, board independence in Europe has risen by five percentage points, reaching 70.4% in 2025. Despite this progress, European companies remain behind the S&P 100's 84.6% in 2025 independence rate. This gap is largely due to Europe's corporate structure, where family - and founder-led+ + businesses are more common, often resulting in a stronger board presence for controlling shareholders.

In terms of executive leadership, Europe has made notable progress. In 2025, 26.7% of executive roles in Europe are held by women, an increase from 15.7% in 2018. Europe has nearly closed the gap with the US which stands at 27.1% in 2025, and was at 20.7% in 2018.

Read the [barometer](#) and the full [press release](#).

## Driving EU competitiveness: Webinar Summary

On 19th March, ecoDa, brought together key stakeholders and board members from various sectors for a high-impact virtual event, celebrating its 20-year anniversary.

We released the [summary](#) of the conference, which delves into the key corporate governance (CG) trends of the past 20 years. The discussions provide valuable insights into the innovation gap between Europe and the US, and examine whether stakeholder capitalism remains relevant in today's landscape. Additionally, the conference explores Europe's evolving policy approach and the vital role of corporate governance in driving resilience and innovation across diverse industries. By addressing sector-specific strategies, the conference highlights how tailored approaches can foster long-term competitiveness at both the national and EU levels.

Read the [summary](#) of the conference. [Rewatch](#) the conference.



## Two Decades of Corporate Governance: A Retrospective on EU Initiatives

ecoDa released a special [compilation of EU laws](#) that have shaped the work of board members over the past two decades. This compilation highlights the central role of Corporate Governance on the European agenda.



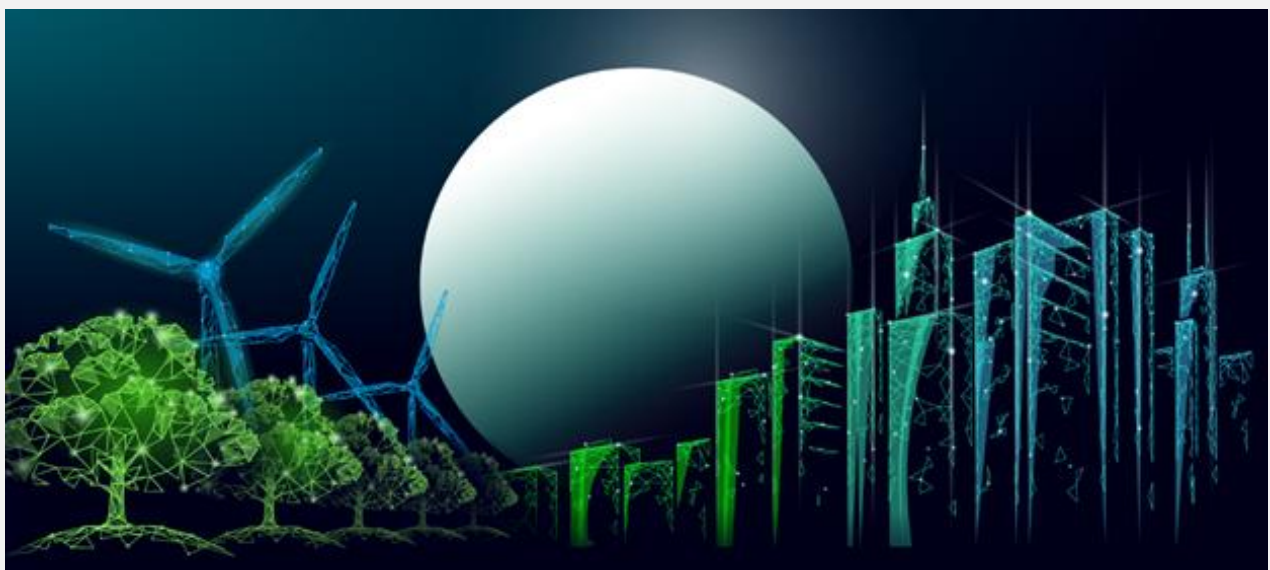
(Reposted from: ecoDa – 20 Years Anniversary Newsletter, April 9, 2025)

**Deloitte.**

April 2025

## Deloitte Global Boardroom Program

Join an upcoming webinar on GenAI for the Asia Pacific region



Dear members of the Deloitte Global Boardroom Program

The Deloitte Global Boardroom Program invites you to register for an upcoming webinar on **7 May**, "[GenAI: What boards need to know](#)" for the Asia Pacific region, featuring board members and chairs from **Honeywell Automation India, Xero Ltd, OCBC Ltd**, and more.

Please also find below links to register for the remaining webinars for the year, as well as some articles related to technology, data, GenAI, and governance.

Thank you for your active membership in the program- do feel free to share this note and invite your board and C-suite colleagues to join directly.

Best wishes,



**Dr. Arno Probst**

Global Boardroom Program Leader  
Deloitte Global



**Kevin Tracey**

Global Boardroom Program  
Senior Manager  
Deloitte Global



## Upcoming webinar

### GenAI: What Boards Need to Know (Asia Pacific)

The Asia Pacific region has been at the forefront in terms of investment and implementation of GenAI. How involved are boards in the Asia Pacific region in overseeing their organizations' approach to AI? What are some of the key strategic priorities for boards when it comes to AI integration, and how do they align with broader organizational goals? What unique challenges do boards face in balancing AI discussions with other pressing concerns specific to varying markets across the region? And how do boards manage their time to help ensure that AI-related discussions do not overshadow other critical boardroom topics?

Join our distinguished panel, which includes Doctor Ganesh G Natarajan, Chair, **Honeywell Automation India Ltd.** and **GTT Data Solutions Ltd.**; Susan Peterson, Chair, **Vista Group International Ltd**; Independent Director, **Xero Ltd**, **Mercury NZ Ltd**, and **Craigs Investment Partners Ltd.**; Yen Yen Tan, Independent Director, **OCBC Ltd**, **Jardine Cycle & Carriage Ltd**, **AMS OSRAM AG**, **EdgeConnex Inc**; and Clare Harding, Global Chief Innovation Officer, **Deloitte Global** in discussion with David Hill, CEO, **Deloitte Asia Pacific** on the future of AI in the Asia Pacific region.



7 May 2025



1:00 PM Beijing /2:00 PM  
Tokyo

[REGISTER](#)

## REGISTER FOR UPCOMING WEBINARS

*Deloitte Global Boardroom Program discussions are open to board members and senior executives. Please do share the invitation with your board and executive committee colleagues who may be interested. If you are unable to attend because of time zone differences or scheduling conflicts, please register for the session and a link to the recording will be sent to you to watch at your convenience.*

## Enhancing Board Performance – Key Considerations

4 June 2025

4PM London/11AM New York

[Register](#)

## Audit Committee Effectiveness: Does culture eat strategy for breakfast?

10 September 2025

4PM London/11AM New York

[Register](#)

## Resilience for growth

8 October 2025

4PM London/11AM New York

[Register](#)

## Reflections from COP30 – the board perspective

19 November 2025

4PM London/11AM New York

[Register](#)

From the editor's desk | Deloitte Insights

Recommended reading

### Has the CISO finally been accepted as a key strategic player?

Years of advocacy, the rise of generative AI, and elevated cyberthreats may have contributed to a surge in chief information security officers' strategic involvement in business-critical technology conversations.



**Elisabeth Sullivan**  
Editor in chief,  
Deloitte Insights

[Read more](#)

### How can tech leaders manage emerging generative AI risks today while keeping the future in mind?

While generative artificial intelligence offers significant opportunities to improve organizational products and practices, the technology also introduces new risks, both internal and external. Deloitte US's fourth quarter State of Generative AI in the Enterprise study finds that managing risks and regulatory compliance are the top two concerns among respondents globally when it comes to scaling their gen AI strategies.

[Read more](#)

### From vision to value: How your legal department can help deploy and scale your Generative AI program with speed and confidence

Generative AI presents a significant opportunity for businesses seeking to innovate and enhance efficiency. However, scaling its deployment requires careful consideration of the legal, ethical, and regulatory landscape to help mitigate risks and ensure responsible implementation.

[Read more](#)



**Dr. Ira Kalish**  
Chief Global Economist,  
Deloitte

## Global economic update

What's happening this week in economics? Deloitte's team of economists examines news and trends from around the world.

[Read more](#)

To register or refer a colleague:

Thank you for sending referrals to the Deloitte Global Boardroom Program. To make introductions to board or executive committee colleagues who would benefit from membership of the Global Boardroom Program, please just invite them by sending this link [here](#).

As always, please [get in touch](#) if you have any questions or suggestions.





**Dr. Arno Probst**  
Global Boardroom Program  
Leader



**Kevin Tracey**  
Global Boardroom Program  
Senior Manager



## About the Deloitte Global Boardroom Program

The Deloitte Global Boardroom Program brings together the knowledge and experience of Deloitte member firms around the world to address critical topics of universal interest to company boards and management. Supplementing country programs, its mission is to promote dialogue between corporations and their boards and management, investors, the accounting profession, academia, and government. In addition to the publication of thought-pieces on critical topics, the Deloitte Global Boardroom Program hosts a series of important webinar discussions with eminent panelists to help boards and management of global companies to stay current and challenge perceived wisdom.

To become a member of the Global Boardroom Program, click [here](#). For more information contact [globalboardroomprogram@deloitte.com](mailto:globalboardroomprogram@deloitte.com).

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