IFRS Foundation

Better information for better decisions

Annual Report 2024

Contents

At a glance

Report from the Chair

Organisation

2024 review and 2025 priorities

Governance

Financial statements

Appendices

About this report

This annual report by the IFRS Foundation Trustees covers the financial year ended 31 December 2024 and was authorised for issue in March 2025.

If you have questions or feedback on the report, please email communications@ifrs.org. Detailed information about the IFRS Foundation can be found on www.ifrs.org.

At a glance

Who we are

IFRS Foundation

The IFRS Foundation is a not-for-profit organisation created in 2001 to develop—in the public interest—high-quality, understandable, enforceable and globally accepted standards for financial reporting, and to promote and facilitate their adoption.

The Standards—IFRS® Accounting Standards and IFRS® Sustainability Disclosure Standards—are collectively referred to as IFRS® Standards. They are set by the Foundation's two independent standard-setting bodies, the International Accounting Standards Board (IASB) and the International Sustainability Standards Board (ISSB), using a rigorous, inclusive and transparent due process.

Oversight

The IFRS Foundation Trustees oversee the two boards and are accountable to a Monitoring Board of public authorities.

Locations

The Foundation has offices in Beijing, Frankfurt, London, Montreal, San Francisco and Tokyo.

What we do

Our mission

Our mission is to develop IFRS Standards that bring transparency, accountability and efficiency to capital markets around the world. Our work serves the public interest by fostering trust, growth and long-term financial stability in the global economy.

Our objectives

The IFRS Foundation's objectives are set out in our *Constitution*. In short, they are:

- to develop—in the public interest—high-quality, understandable, enforceable and globally accepted IFRS Standards for general purpose financial reporting based on clearly articulated principles;
- to promote the use and rigorous application of IFRS Standards;
- to take account of the needs of varied sizes and types of entities in diverse economic settings when developing and promoting use of IFRS Standards; and
- to promote and facilitate adoption of IFRS Standards.

Our values

- **We serve the public interest**—to deliver our mission, we act with integrity, transparency and accountability.
- **We shape the future**—we help shape the future of financial reporting to promote a sustainable and resilient global economy.
- **We deliver as one**—we deliver as one Foundation, connected by our shared commitment to our mission and goals.
- **We thrive together**—we create a supportive environment for all colleagues to do their best work and thrive.

Global financial reporting standards

A common language for investor-focused information

The IFRS Foundation is recognised as the global standard-setter for investor-focused financial reporting and is an essential part of the financial regulatory system. We work alongside economic policymakers, securities regulators, financial institutions, central banks, national standard-setters and other capital market authorities to promote growth and stability in the global economy.

Our standard-setting involves extensive research, consultation and stakeholder engagement. Our robust and inclusive due process ensures that IFRS Standards result in decision-useful information for investors, are cost-effective for companies and are enforceable by regulators worldwide.

IFRS Accounting Standards are, in effect, the global language of financial statements—required for use by more than 140 jurisdictions. Thirty-five jurisdictions are making progress towards adopting or otherwise using IFRS Sustainability Disclosure Standards.

A collaborative and connected approach

Developing comprehensive, globally applicable financial reporting standards that meet investors' needs is a collaborative process.

We engage in a constant dialogue with our stakeholders. Understanding their needs and perspectives is essential to our mission. The feedback we gather helps us ensure that our Standards and other materials meet evolving information needs.

We also partner with organisations around the world to help ensure that IFRS Standards are widely adopted and applied consistently, thereby resulting in high-quality information for the capital markets.

Created through engagement

Trusted, reliable and transparent

Well-functioning capital markets do more than provide finance; they bring local economies together as part of one global system, facilitating capital allocation and supporting worldwide growth and financial stability.

For markets to function effectively:

- investors, creditors and other providers of capital need to make sound decisions based on transparent, comparable and reliable information;
- companies need high-quality, globally accepted standards that enable them to provide decision-useful information in a timely and cost-effective manner; and
- regulators and authorities need standards with clear requirements that they can enforce to fulfil their responsibilities for safeguarding the markets.

We strive to ensure that investors receive comprehensive and coherent information by developing complementary requirements and shared concepts in our Standards, facilitated through the collaboration of both boards.

IFRS Standards meet the needs of capital markets and evolve as these needs change—enabling better information for better decisions.

Informing investment decisions

Key accomplishments in 2024

In 2024 we at the IFRS Foundation made significant strides in delivering on our mission through the work of our two boards, the IASB and the ISSB, and through engaging with stakeholders to ensure that their views continue to inform our work.

The IASB brought a large number of projects to completion or consultation stage, demonstrating our dedication to improving IFRS Accounting Standards in a timely manner to meet stakeholder needs.

At the same time, the ISSB continued to gain momentum. In the 18 months since it issued its inaugural Standards, 35 jurisdictions have taken steps to adopt or otherwise use the Standards, with around half completing their adoption process by the end of 2024. We engaged extensively with stakeholders worldwide to support the adoption, implementation and consistent application of our IFRS Sustainability Disclosure Standards.

Notable achievements for the year include:

IFRS Accounting

- **advanced financial reporting by issuing two new IFRS Accounting Standards**—IFRS 18 and IFRS 19—which will improve the information investors receive about financial performance and reduce the disclosure requirements for subsidiary companies;
- **verified that two major Standards work as intended** by carrying out post-implementation reviews of the requirements in IFRS 15 and the impairment requirements in IFRS 9; and
- **clarified requirements** by issuing amendments to IFRS Accounting Standards to explain how companies should measure financial instruments and how they can better report the financial effects of nature-dependent electricity contracts in their financial statements.

IFRS Sustainability

- **supported jurisdictions' adoption or other use of IFRS Sustainability Disclosure Standards** through various initiatives, including the publication of a dedicated guide;
- **supported companies in implementing IFRS Sustainability Disclosure Standards** by developing a wide range of education resources and capacity building initiatives; and
- **started enhancing the SASB Standards and researching sustainability-related risks and opportunities** associated with biodiversity, ecosystems and ecosystem services and human capital.

Report from the Chair of the IFRS Foundation Trustees

Anticipating and meeting the information needs of investors

Capital markets connect investors with companies seeking capital and so drive economic growth and prosperity. To function effectively, markets require high-quality, globally comparable financial information that enables investors to make informed investment decisions.

Erkki Liikanen

The IFRS Foundation helps companies provide this information to their investors. Through our two standard-setting boards, we develop standards used by companies around the world to provide financial reports that meet investors' information needs.

Investors' needs are not static. Since its inception in 2001, the Foundation has sought to shape and drive financial reporting to meet the evolving information needs of investors.

Global accounting standards

Back in 2001, the Foundation set up the International Accounting Standards Board (IASB). Its task was to consolidate and enhance the various accounting standards in use around the world into a single, globally accepted language of financial reporting. The IASB's work has been a remarkable success. More than 140 jurisdictions require the use of the IASB's IFRS Accounting Standards, and the financial statements prepared in accordance with these Standards are used and trusted by investors, regulators and others worldwide.

The IASB's 2024 work plan reflects the maturity and global applicability of its Standards. Most jurisdictions that adopted IFRS Accounting Standards did so many years ago, and companies and investors value the stability in accounting requirements. Therefore, the IASB's focus is on enhancing its Standards, guided by its technical work plan.

A good example of this approach is IFRS 18 *Presentation and Disclosure in Financial Statements*, which was issued in April 2024 and which will improve the usefulness of information in financial statements. IFRS 18 is just one of 10 projects the IASB completed and another 13 projects it consulted on in 2024.

Global sustainability disclosure standards

The IASB has been a success, but investors' information needs have evolved, particularly in relation to information about companies' sustainability-related risks and opportunities. Investors want to assess companies' sustainability-related risks and opportunities over the short, medium and long term. To address these needs, the Trustees created the International Sustainability Standards Board (ISSB) to sit alongside the IASB in 2021. The success criteria identified at the time still serve as a good measure of the significant progress made.

The first criterion was *global support*. Less than three years after the ISSB started its work, 35 jurisdictions are making progress towards introducing IFRS Sustainability Disclosure Standards into their legal or regulatory frameworks.

We have made significant progress on the second criterion—*reducing complexity*. The ISSB's inaugural Standards, issued in 2023, have consolidated the sustainability reporting landscape; the ISSB collaborates with partners to ensure its Standards are interoperable with regional and other requirements, thereby reducing duplication in reporting.

Report from the Chair of the IFRS Foundation Trustees continued

The third criterion of *governance* has been achieved. We are updating the Foundation's constitutional and due process requirements to reflect the formation of the ISSB, and have appointed sustainability experts to the Trustees and the IFRS Advisory Council.

The fourth—*expertise*—was achieved a couple of years ago when we reached the full complement of 14 highly skilled professional ISSB members, supported by skilled staff and advisory bodies to facilitate consistent stakeholder engagement.

With regard to *funding*—the fifth criterion—we are in a transition phase, focused on moving from seed funding, which enabled us to rapidly establish the ISSB's multi-location presence and to deliver its initial work plan, to longer-term funding through both earned and contributed revenue to support both our boards' work.

The final criterion was *connectivity*. An important argument for creating the ISSB within the Foundation was the unique benefits afforded by having the IASB and the ISSB work alongside each other. To help companies to provide investors with a comprehensive package of information, our two boards continued to collaborate to ensure their requirements for financial statements and sustainability-related financial disclosures are complementary. See page 32 for further examples of connected working.

Priorities for 2025

Our progress in 2024 and the preceding years set us up well for success in 2025 and beyond. However, we still have important challenges ahead.

The Foundation has gone through a period of rapid change and growth, which has naturally led to greater organisational complexity and capacity. After a successful start in our two-board, multi-location structure, it is now an appropriate time to take stock and to ensure we are properly organised and adequately resourced over the medium term to continue advancing our mission of developing IFRS Standards that meet investors' information needs.

Addressing the challenges of complexity, capacity and financial resilience are focus areas for Michel Madelain, our new managing director (see box), as is reflected in the table listing organisational priorities on page 34. Achieving greater financial resilience will require particular attention from the Trustees and leaders, given the reported financial deficit for 2024.

Although this deficit is covered by reserves, we are taking action to return to a balanced budget—such as by examining the efficiency and effectiveness of the Foundation and exploring additional areas for income generation to ensure we continue to serve the needs of the capital markets for many years to come.

Thank you

The Foundation would not be able to do its job without the support of our many partners, stakeholders and funding providers, for which we are grateful.

I would like to thank the Monitoring Board for constructive engagement throughout the year, my fellow Trustees for their contribution to the Foundation and our board members and staff for their tireless work. In particular, thanks are due to Andrea Pryde for stepping in as acting managing director until Michel's appointment.

Finally, I would like to extend my gratitude to the stakeholders for sharing their views with us, engaging with our work and advocating for global standards.

Erkki Liikanen
Chair of the IFRS Foundation Trustees

Michel joined as managing director in September 2024. He previously served as President of Moody's Investors Service. He is also a former Trustee of the IFRS Foundation; he chaired the Trustees' Nominating Committee and was instrumental in creating the ISSB and in consolidating the Climate Disclosure Standards Board and the Value Reporting Foundation into the IFRS Foundation in 2022.

Michel leads the strategic planning, governance, funding and expenditure activities and day-to-day operations of the Foundation. He also supports the work of the Trustees, the IASB and the ISSB.

How we work—Due process

The IFRS Foundation has a rigorous, inclusive and transparent due process for developing IFRS Standards. This due process is outlined in our *Constitution* and in more detail in the *Due Process Handbook*.[1]

The due process enables our diverse group of stakeholders to follow and contribute to our work, helping us ensure that the requirements in IFRS Standards reflect the best thinking worldwide.

Transparency, full and fair consultation, and accountability are the essential principles of our due process. By following these principles, our due process builds trust in—and global acceptance of—our Standards and related materials.

The Trustees are responsible for the governance of the IFRS Foundation. They ensure that the IASB, the ISSB and the IFRS Interpretations Committee follow our due process via their Due Process Oversight Committee. See page 41.

The IASB and the ISSB:

1. The *Due Process Handbook* is currently being revised.

Our people

At the end of 2024, the Foundation comprised 369 people from 50 countries, varying in age and tenure, working both in our offices and remotely. Their diverse perspectives and professional backgrounds, along with geographical diversity, are essential to our mission and to effective stakeholder engagement.

2024 has been a year of stable staff numbers after the significant growth we experienced in 2022 and 2023. This stability has given us the opportunity to focus on enhancing our programmes and systems to better support the Foundation's staff. See page 33.

Throughout the year, we have made substantial investments in people-related tools. Notably, we have implemented a new applicant tracking system that will accelerate our hiring process and improve the overall candidate experience.

We have also introduced a learning management system designed to support all staff in their professional development. Work has begun on implementing our new HR information system, which will provide a comprehensive source of data on all our people worldwide, enabling our managers to make better-informed decisions and improve the employee experience. In conjunction, we have updated our HR structure by implementing a centre-of-excellence model that is supported by two HR business partners.

We have continued to embed our culture framework throughout the organisation, supporting all staff in delivering on our mission.

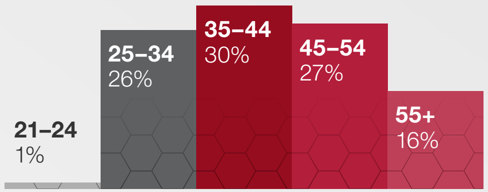
Staff As at 31 December 2024

369

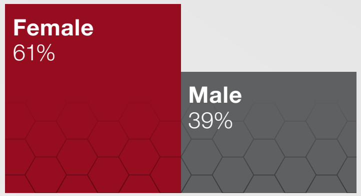
Nationalities

50

Age

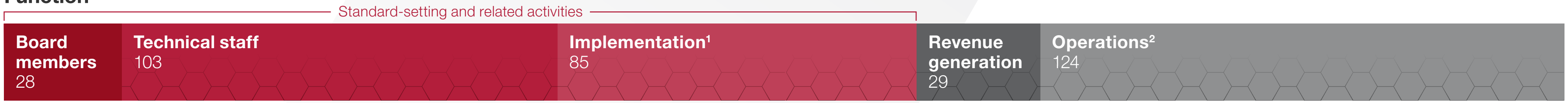


Gender



Length of service

Function



1. Implementation includes engagement, adoption and capacity building functions.
2. Operations includes communications, finance, human resources and legal functions, several of whom are externally facing staff.

Our people continued

Staff engagement survey

Every two years an independent external partner carries out a survey to help us measure, understand and improve staff engagement. Our most recent survey took place in September 2024.

We were pleased to achieve a response rate of 75%—up from 72% in 2022—and to see an improvement in our total engagement score of 91%—up from 87% in 2022.

Although these results are positive, we acknowledge that we have room for improvement. Our leadership and managers will be taking steps to respond to any areas of concern within their teams.

Staff engagement survey

75%
response rate

85%
would recommend the Foundation as a great place to work

97%
are proud to work for the Foundation

91%
total engagement score

Project perspective

Rommie Johnson
ISSB technical director

From: United States
Office: Montreal
Joined: August 2014 (via SASB)

They say all discovery begins with a question and our work is no exception. Over the past two years, we carried out a formal public consultation to solicit views on the ISSB's agenda priorities from companies, investors and other market participants. That feedback, in turn, is helping the ISSB ensure its work plan is focused on essential market needs.

In my view, this consultation process is vital to the ISSB's continued success. The insights we gleaned from stakeholders have helped us identify opportunities to enhance the efficiency of global capital markets. I believe those enhancements, by extension, will unlock the market's ability to allocate resources efficiently, directing them to their best use.

After all, markets that can effectively price risk are a necessary precondition for resilient and sustainable economic development.

It was a tremendous responsibility and a great honour to oversee the ISSB's consultation on its agenda priorities, and to synthesise what our stakeholders told us to give shape to the next work plan. I look forward to our next learning journey as ISSB members and technical staff put that plan into practice in the months and years to come.

Our products and services

The IFRS Foundation offers a range of products and services—including education, events, licensing and membership programmes—developed to facilitate global adoption and application of IFRS Standards.

These products and services also generate income to help us deliver on our mission.

IFRS Standards, SASB Standards and the Integrated Reporting Framework—and a range of educational materials and guidance, including information on the IFRS Sustainability knowledge hub—are available free of charge to registered users on our website for non-commercial use. A licence is required for any commercial use, such as reporting software, investment analysis tools, data services and product development. Additional materials are also available to paying subscribers. Jurisdictions wishing to adopt and translate IFRS Standards sign licensing agreements with the Foundation.

Standards and related materials

Printed publications	IFRS® Accounting Standards and the *IFRS for SMEs*® Accounting Standard are available in book format (bound volumes). Full IFRS Accounting Standards are offered in 'issued', 'required' and 'annotated' editions.
IFRS Digital subscription	Access to IFRS Standards and supporting documents in digital format.
IFRS Accounting Standards licensing	IFRS Accounting Standards are available for commercial use through our licensing programme.
IFRS® Sustainability Disclosure Standards and SASB Standards licensing	IFRS Sustainability Disclosure Standards, and the SASB Standards, are available for commercial use through our licensing programme.
IFRS digital taxonomy licensing	The IFRS digital taxonomies consist of a suite of elements used to tag companies' disclosures, making them more easily accessible to users of digital reports. The IFRS Accounting, IFRS Sustainability and SASB taxonomies can be licensed for commercial use.

Education

FSA® Credential	Self-study training programme equipping professionals with the knowledge and skills to understand the link between sustainability and a company's financial performance.
Integrated Reporting Training Partner	Training programme for professionals who want to develop skills and build capacity to support their organisation in implementing integrated reporting.

Engagement

Conferences and events	The Foundation organises several free and chargeable events and conferences, including the IFRS Foundation Conference, the IFRS Sustainability Symposium and the Integrated Thinking and Reporting Conference.
Sponsorship	The Foundation offers tiered sponsorship opportunities at its conferences and events.

Membership

IFRS Sustainability Alliance	Membership programme providing professionals with knowledge of best practice in sustainability disclosures and integrated reporting, peer-to-peer learning and updates on IFRS Sustainability news and events.
IFRS Sustainability Consultant Content Programme	Membership programme for corporate sustainability consultants that keeps them informed on trends in the use of IFRS Sustainability resources.

Our sustainability

We are committed to optimising the Foundation's own sustainability performance and have taken steps over the past couple of years to put in place the necessary governance and structure to do so.

Our sustainability programme aims to embed sustainability as business-as-usual into the Foundation's operations, ensuring that we manage sustainability-related risks and opportunities effectively.

Overview of the sustainability programme

Foundation staff and relevant external stakeholders have identified the sustainability-related issues to be managed under the sustainability programme. These issues are being integrated into the relevant teams' strategies for execution and include climate change, diversity and inclusion, health, safety and employee wellbeing and workforce development and training.

Oversight of the sustainability programme

A dedicated sustainability task force was created in 2022 and concluded its work in March 2025. It comprised four Trustees. It was set up to oversee the establishment of an internal sustainability programme. This task force was responsible for:

- overseeing the development of sustainability-related policies and strategies;
- endorsing and monitoring a three-year internal sustainability work plan;
- approving sustainability-related information for the Foundation's annual report;
- providing strategic guidance and support; and
- ensuring sustainability is integrated into the Foundation's operations as business-as-usual.

From April 2025, responsibility is being transferred to management with oversight provided by the Audit and Risk Committee. Management is accountable for implementing the programme.

Progress made

We continue to make steady progress on the sustainability programme and on the issues related to the environment.

We have:

- agreed on a sustainability and greenhouse gas (GHG) emissions policy;
- begun implementing an environmental management system;
- calculated and externally verified the Foundation's baseline GHG emissions inventory;
- engaged with staff through the Foundation's onboarding programme and regular staff meeting presentations;
- continued work to develop a sustainability reporting approach proportionate to the nature and size of the Foundation; and
- responded to stakeholder requests for information on our sustainability programme, including requests received via the CDP supplier engagement platform.

2025 outlook

In 2025 we will continue our work to integrate the sustainability programme into the Foundation's everyday operations.

Project perspective

Eli Reisman
Director of earned revenue

From: United States
Office: San Francisco
Joined: March 2023

The IFRS Sustainability Alliance is a membership programme that provides professionals with knowledge of best practice in sustainability disclosures and integrated reporting as well as opportunities for peer-to-peer learning. Going into 2024, our team knew we wanted to focus on increasing our engagement with IFRS Sustainability Alliance members to gain a better understanding of their needs.

Through hard work and diligent planning, the membership team crafted a content agenda in 2024 that has engaged more than 1,100 individuals from all over the globe. This engagement has been one of the main factors contributing to significantly increased membership retention in 2024. Our team has also connected Sustainability Alliance members with other IFRS Foundation initiatives, such as the ISSB's projects on Biodiversity, Ecosystems and Ecosystem Services and Human Capital, where their subject-matter expertise will be invaluable.

Our structure

The IFRS Foundation has a three-tier governance structure.

The IFRS Foundation's governance structure is designed to keep standard-setting independent of special interests, maintain a high level of accountability to stakeholders and provide a formal link to public authorities.

The IFRS Foundation Trustees oversee the two independent standard-setting boards of experts—the IASB and the ISSB—and are accountable to the IFRS Foundation Monitoring Board.

IFRS Foundation Monitoring Board

The Monitoring Board is a group of capital market authorities responsible for setting the form and content of financial reporting in their jurisdictions. It reinforces the public oversight of the Foundation and the Trustees. The Monitoring Board approves all Trustee appointments. See page 38.
Chair: Takashi Nagaoka

IFRS Foundation Trustees

The 22 Trustees are appointed from various countries and professional backgrounds. They are responsible for governance and organisational strategy; for maintaining the Foundation's *Constitution* and the *Due Process Handbook*; for appointing members to the IASB, the ISSB, the IFRS Interpretations Committee and various advisory bodies; and for funding. See page 39.
Chair: Erkki Liikanen

International Accounting Standards Board (IASB)

The IASB is an independent accounting standard-setting body of the IFRS Foundation. Its 14 members are appointed from various countries and professional backgrounds, including academia, accountancy, investment, reporting companies, regulation and standard-setting. The IASB issues IFRS Accounting Standards, the *IFRS for SMEs* Accounting Standard and the IFRS Accounting Taxonomy, which enables digital reporting.[1] See page 16.
Chair: Andreas Barckow

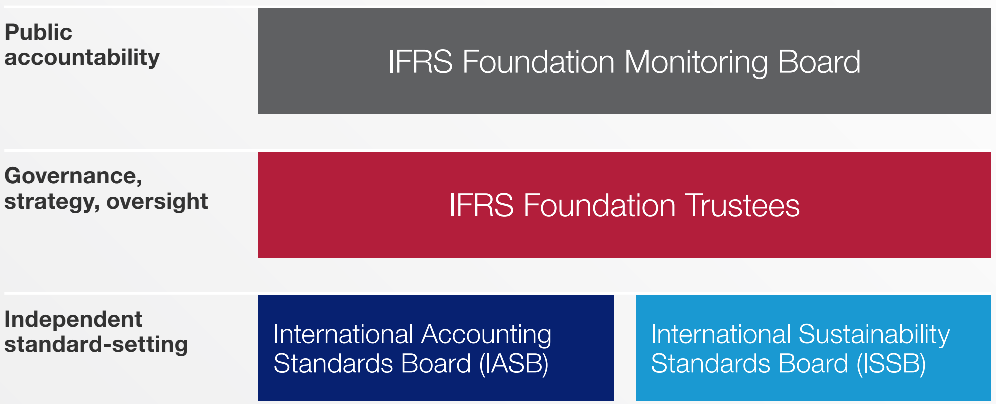
International Sustainability Standards Board (ISSB)

The ISSB is an independent sustainability disclosure standard-setting body of the IFRS Foundation. Its 14 members are appointed from various countries and professional backgrounds, including academia, accountancy, investment, reporting companies, sustainability, regulation and standard-setting. The ISSB issues IFRS Sustainability Disclosure Standards and the IFRS Sustainability Disclosure Taxonomy, which enables digital reporting. The ISSB also maintains the SASB Standards.[1] See page 17.
Chair: Emmanuel Faber

IFRS Interpretations Committee

The IFRS Interpretations Committee comprises 14 external members and a non-voting chair. The Committee works with the IASB to support consistent application of IFRS Accounting Standards by responding to stakeholders' application questions and carrying out other work at the request of the IASB. The Committee proposes that the IASB make narrow-scope amendments to the Accounting Standards and develops other materials supporting stakeholders. See page 82.
Chair: Bruce Mackenzie

IFRS Foundation governance structure



1. The IASB and the ISSB are jointly responsible for the Integrated Reporting Framework.

International Accounting Standards Board

As at 31 December 2024

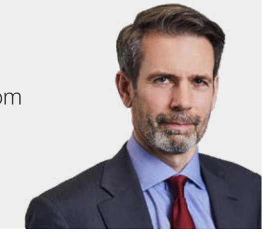
Andreas Barckow
Chair

From: Germany
Region: At large
First term ends
30 June 2026

Linda Mezon-Hutter
Vice-Chair

From: Canada
Region: Americas
First term ends
31 August 2027

Nick Anderson



From: United Kingdom
Region: Europe
Second term ends
31 August 2027

Patrina Buchanan

From: Ireland
Region: Europe
First term ends
30 November 2027

Tadeu Cendon

From: Brazil
Region: Americas
Second term ends
30 June 2029

Florian Esterer

From: Switzerland
Region: Europe
First term ends
31 March 2028

Zach Gast

From: United States
Region: Americas
second term ends
31 July 2028[1]

Hagit Keren

From: Israel
Region: Asia-Oceania
First term ends
29 February 2028

Jianqiao Lu

From: China
Region: Asia-Oceania
Second term ends
31 August 2025

Bruce Mackenzie

From: South Africa
Region: Africa
Second term ends
30 September 2030[1]

Bertrand Perrin

From: France
Region: Europe
First term ends
30 June 2026

Rika Suzuki

From: Japan
Region: Asia-Oceania
Second term ends
30 June 2029

Ann Tarca

From: Australia
Region: Asia-Oceania
Second term ends
30 June 2025

Robert Uhl

From: United States
Region: Americas
First term ends
31 August 2027

The IASB's required composition is set out in our *Constitution*.

Member biographies are available at https://www.ifrs.org/groups/international-accounting-standards-board/#members.

All IASB members are based in the London office.

1. Bruce Mackenzie and Zach Gast have been reappointed to serve second terms starting in 2025.

International Sustainability Standards Board

As at 31 December 2024

Sue Lloyd
Vice-Chair

From: New Zealand
Region: At large
Location: Frankfurt
First term ends
28 February 2026

Emmanuel Faber
Chair

From: France
Region: At large
Location: Frankfurt
Second term ends
31 December 2027

Jingdong Hua
Vice-Chair

From: China
Region: At large
Location: Montreal
First term ends
30 September 2026

Richard Barker

From: United Kingdom
Region: Europe
Location: Frankfurt
First term ends
30 September 2026

Jenny Bofinger-Schuster

From: Germany
Region: Europe
Location: Frankfurt
First term ends
30 November 2027

Verity Chegar

From: United States
Region: Americas
Location: San Francisco
First term ends
30 June 2027

Jeffrey Hales[1]

From: United States
Region: At large
Location: Montreal
First term ends
30 June 2027

Michael Jantzi[1]

From: Canada
Region: Americas
Location: Montreal
First term ends
30 September 2025

Hiroshi Komori

From: Japan
Region: Asia-Oceania
Location: Tokyo
First term ends
30 September 2025

Bing Leng

From: China
Region: Asia-Oceania
Location: Beijing
First term ends
30 September 2026

Ndidi Nnoli-Edozien

From: Nigeria
Region: Africa
Location: Frankfurt
First term ends
30 September 2026

Tae-Young Paik

From: South Korea
Region: Asia-Oceania
Location: Tokyo
First term ends
30 September 2025

Veronika Pountcheva

From: Bulgaria
Region: Europe
Location: Frankfurt
First term ends
30 September 2027

Elizabeth Seeger

From: United States
Region: Americas
Location: Montreal
First term ends
30 September 2025

The required composition of the ISSB is set out in our *Constitution*.

Member biographies are available at https://www.ifrs.org/groups/international-sustainability-standards-board/#members.

1. Serves part-time.

Our locations

The IFRS Foundation has a multi-location model with offices around the world to support our mission. We are grateful to our stakeholders for their valuable support in enabling our global presence, and particularly for the seed funding that has allowed us to open our newer offices.

London

The IFRS Foundation's London office is our longest-serving office. London is the base for IASB members and most of the IASB technical staff and centralised engagement, governance, revenue generation and operations staff. Some ISSB technical staff members are also located in London.

Beijing

The Beijing office supports the ISSB's work, leading and executing the ISSB's strategy for emerging and developing economies. It is a hub for stakeholder engagement in Asia, and its staff facilitates deeper cooperation and engagement with stakeholders, and capacity building for emerging economies, developing countries and small and medium-sized enterprises (SMEs).

Frankfurt

Frankfurt is the seat of the ISSB, housing the office of the Chair, and serves as the hub for Europe, the Middle East and Africa. The office is a base for ISSB members, and the Frankfurt-based staff supports key functions of the ISSB while building deeper cooperation with regional stakeholders.

Montreal

The Montreal office serves as the ISSB hub for the Americas, and it houses staff members who focus on standard-setting and market engagement. The office serves as a base for ISSB members and the Montreal-based staff supports key functions of the ISSB while building deeper cooperation with regional stakeholders.

San Francisco

The San Francisco office team provides technical support for the ISSB and builds platforms for market engagement and deeper cooperation with regional stakeholders.

Tokyo

The Tokyo office team supports the work of both the IASB and the ISSB. The office is the base for some ISSB members and serves as a dedicated regional point of contact and a platform for stakeholders in the Asia-Oceania region.

Our stakeholders and how we engage

Effective stakeholder engagement is a prerequisite for the IFRS Foundation to achieve its objectives of meeting the information needs of the capital markets. The Foundation engages with a wide range of stakeholder groups, tailoring that engagement to our stakeholders' needs.

Stakeholders	Their needs	How we respond
Academia	contributes to standard-setting through research; gains access to materials and resources about IFRS Standards, meetings, conferences and events to inform research	annual academic research forum, tailored engagement, literature reviews as part of the standard-setting work by the boards
Accounting profession and auditors	gain access to materials and resources about IFRS Standards, contribute to standard-setting, join conferences and events and have IFRS Foundation speakers participate at their events to educate professional	conferences and events, regular meetings, cooperation with the International Federation of Accountants
Civil society	gains transparent financial and sustainability-related reportings	consultations, events and news (website and social media)
Companies	apply recognised standards that are globally applicable and are trusted by investors around the world	meetings with the Global Preparers Forum, regular educational events, conferences, guidance and explanatory materials
Customers	receive superior products and services	products, services, licensing material and intellectual property
Funding providers	support reputable standard-setting projects that will benefit their jurisdictions	regular updates and engagements
Investors	gain consistent, comparable and reliable financial statements and sustainability-related financial disclosures that enable them to make informed decisions	meetings with the Capital Markets Advisory Committee and the ISSB Investor Advisory Group, dedicated investor relations team and regular meetings
Media	discover new information that engages their audiences, thought leadership	press office, regular communications and briefings
Multilateral institutions	gain transparency and trust in disclosed information	engagements bilaterally and via our Sustainability Consultative Committee
Policy makers and regulators	achieve well-regulated capital markets where information flows seamlessly and investments thrive; gain access to globally recognised standards that are applicable to and suitable for their jurisdictions, which they can adopt, endorse and enforce	events, cooperation and regular meetings with bodies such as the Basel Committee on Banking Supervision, the Financial Stability Board (FSB), the International Organization of Securities Commissions (IOSCO) and jurisdictional regulators and authorities—for example, through the Jurisdictional Working Group
Standard-setters	contribute to the development of globally accepted standards, participate in international debate and share information and ideas with other standard-setters	annual conference for standard-setters, as well as meetings with the Accounting Standards Advisory Forum, the Emerging Economies Group, the International Forum of Accounting Standard-setters and the Sustainability Standards Advisory Forum, regular engagement with individual standard-setters

Our consultative groups

Developing accounting and sustainability-related financial disclosure standards for the global economy is a collaborative exercise founded on transparency, full and fair consultation, and accountability.

Our *Due Process Handbook*—the manual for standard-setting (see page 10), which ensures that IFRS Standards are developed without undue influence—requires that the boards consider the perspectives of those affected by IFRS Standards globally.

To help us gather such perspectives, we work closely with a network of advisory committees and other bodies representing the many stakeholder groups that have an interest in and are affected by financial reporting.

These groups and bodies enable us to consult efficiently with and understand the viewpoints of interested parties and professionals from varied backgrounds and geographical regions. Their input is essential for standard-setting.

Some of our groups advise the IASB, the ISSB and the Trustees—the majority are dedicated to informing either the IASB or the ISSB.

IFRS Advisory Council
The Advisory Council is the formal strategic advisory body to the Trustees, the IASB and the ISSB, comprising representatives from a range of groups affected by and interested in the Foundation's work. Chaired by Bill Coen.[1]

Integrated Reporting and Connectivity Council (IRCC)
The IRCC provides guidance to the Trustees, the IASB and the ISSB on integrated reporting, and on applying principles and concepts from the Integrated Reporting Framework to IASB and ISSB projects. Chaired by Charles Tilley, its remit runs until 2026.

IFRS Taxonomy Consultative Group (ITCG)
The ITCG is an expert consultative group that advises both the IASB and the ISSB on the development of the IFRS Accounting Taxonomy and the IFRS Sustainability Disclosure Taxonomy, and on related activities. Co-chaired by IASB member Ann Tarca and ISSB member Bing Leng.

Advisory and consultative groups for the IASB

The IASB meets publicly with its advisory bodies and consultative groups. Papers and webcasts from these meetings are available on our website.

The standing consultative groups are:

Accounting Standards Advisory Forum (ASAF)
The ASAF was established to formalise and streamline our engagement with the global community of national standard-setters and regional standard-setting bodies to ensure a range of national and regional input on major technical issues. Chaired by IASB Chair Andreas Barckow.

Capital Markets Advisory Committee (CMAC)
The CMAC was created to provide the IASB with regular views from investors around the world. Investors are important stakeholders because they use financial reports prepared by applying IFRS Accounting Standards. Investors provide vital information and feedback for standard-setting. Co-chaired by Anthony Scilipoti and Enitan Adebonojo.

Emerging Economies Group (EEG)
The EEG aims to enhance emerging economies' participation in developing IFRS Accounting Standards. The EEG provides an advisory forum that supports the IASB in achieving its objectives by engaging in technical discussions, contributing to the standard-setting agenda and identifying and sharing application issues and experiences. Chaired by IASB member Tadeu Cendon. The Ministry of Finance in China provides the EEG secretariat.

Global Preparers Forum (GPF)
The GPF was set up to provide the IASB with regular views from companies that apply IFRS Accounting Standards in preparing their financial statements. These preparers provide valuable comments on our consultations and feedback on the practical application of IFRS Accounting Standards. Chaired by Ian Bishop.

Islamic Finance Consultative Group (IFCG)
The IFCG was established to focus on potential challenges in applying IFRS Accounting Standards to sharia-compliant instruments and transactions, highlighting matters that might warrant consideration by the IASB and/or the IFRS Interpretations Committee. The group had its final meeting in December 2024; IASB member Bruce Mackenzie was its Chair.

SME Implementation Group (SMEIG)
The SMEIG considers questions about applying the *IFRS for SMEs* Accounting Standard and determines which questions can be addressed with published educational materials (Q&As) and which questions point to a need to amend the Standard. Chaired by IASB member Jianqiao Lu.

The IASB also has project-specific consultative groups.

1. Merran Kelsall was appointed to succeed Bill Coen from 1 February 2025 when his term ended.

Our consultative groups continued

Advisory and consultative groups for the ISSB

The ISSB also draws on external expertise through advisory bodies and consultative groups. These groups include:

ISSB Investor Advisory Group (IIAG)

The IIAG is a group of asset owners and asset managers in various markets who are committed to improving the quality and comparability of sustainability-related financial disclosures. The IIAG provides strategic guidance on the development of IFRS Sustainability Disclosure Standards and helps to ensure that the investor perspective is clearly articulated and considered in standard-setting. Chaired by Carine Smith Ihenacho.

Sustainability Consultative Committee (SCC)

The SCC provides advice to the ISSB on priority sustainability matters and related technical protocols. Members include the International Monetary Fund, the Organisation for Economic Co-operation and Development, the United Nations, the World Bank and additional experts drawn from public, private and non-governmental organisations. Chaired by ISSB Vice-Chair Jingdong Hua.

Sustainability Standards Advisory Forum (SSAF)

The SSAF provides a mechanism for formal engagement between the ISSB and jurisdictional representatives. It contributes technical advice to the ISSB on the development of IFRS Sustainability Disclosure Standards. Chaired by ISSB Vice-Chair Sue Lloyd.

Transition Implementation Group on IFRS S1 and IFRS S2 (TIG)

The TIG consists of experts in preparing sustainability-related information for investors. It discusses implementation questions that arise when companies implement the two inaugural IFRS Sustainability Disclosure Standards. Chaired by ISSB Vice-Chair Sue Lloyd.

A full list of our advisory groups, their remits and membership can be found at www.ifrs.org/about-us/our-consultative-bodies.

Project perspective

Yoshiki Kashioka
IASB technical fellow

From: Japan

Office: Tokyo

Joined: November 2022–December 2024

I was a member of the IASB technical team that developed IFRS 18, which was issued in April 2024 and aims to improve how companies communicate in their financial statements. In developing IFRS 18, our team had to respond to a wide range of stakeholder needs. Throughout the project, we—that is, not only the technical staff but also staff from other areas of the organisation—always maintained strong principles of teamwork and strived to make IFRS 18 as useful as possible for stakeholders.

Our work on this project did not end with the issuance of IFRS 18. We have held several educational events around the world, including a session at the IFRS Foundation Conference, and have published a webinar series to help stakeholders better understand IFRS 18. I trust IFRS 18 will help us uphold our guiding principle that better information leads to better decisions.

Report from the IASB Chair
Closing the books—A year of milestones

Building on two decades of work to develop a comprehensive set of requirements that help investors make better-informed financial decisions, the IASB continues to meet evolving stakeholder needs.

Andreas Barckow

In 2024 we made significant progress on our work plan and delivered essential improvements to our requirements so that investors will receive better information.

Our robust standard-setting process means that, at any one time, we have many projects under way at various stages of their lifecycle. This year, however, has been notable for the number of projects we've completed and consulted on.

Final phase of five-year work plan

I'm pleased to say we have now started work on all three areas identified as priorities in our most recent agenda consultation—projects to improve the reporting of intangible assets, to make the statement of cash flows more useful to investors and to examine the accounting for climate-related risks—the latter of which we began in 2023.

New IFRS Accounting Standards

As the culmination of several years' work, in the first half of the year we issued two new IFRS Accounting Standards—IFRS 18 *Presentation and Disclosure in Financial Statements* and IFRS 19 *Subsidiaries without Public Accountability: Disclosures.*

IFRS 18 responds to calls from investors for more transparent and comparable information from companies about their financial performance. IFRS 19 will permit subsidiaries to use IFRS Accounting Standards with reduced disclosure requirements, which will simplify the reporting process for subsidiaries, and help them to provide more focused and relevant information to their investors.

PIRs and maintenance projects

An essential part of standard-setting is reviewing the Standards to ensure they are working as they should be.

This year we completed post-implementation reviews (PIRs) of the impairment requirements in IFRS 9 *Financial Instruments* and of IFRS 15 *Revenues from Contracts with Customers,* concluding in both cases that the requirements are working as intended. We also started work on a PIR of IFRS 16 *Leases.*

We finalised amendments to the classification and measurement requirements in IFRS 9 and IFRS 7 *Financial Instruments: Disclosures* after the PIR of these requirements identified possible areas for improvement. We also made targeted amendments to both Standards to help companies better report the financial effects of nature-dependent electricity contracts. We began consulting on the latter amendments in May and have worked at pace to issue them before the end of the year to support the growing number of companies signing such long-term contracts.

We also worked on several other maintenance projects in 2024—for example, a project to resolve accounting issues faced by companies that translate financial information from a non-hyperinflationary currency to a hyperinflationary currency. See page 25 for more information.

Consulting with stakeholders

Our research and decisions are informed by engaging with the people who are most affected by them—our stakeholders.

Report from the IASB Chair continued

In 2024 we consulted stakeholders on 13 diverse projects—an unusually high number. This effort supports our aim to complete as many of the projects on our work plan as possible by the end of 2026. These projects include:

- proposals to improve the information companies disclose to investors, at a reasonable cost, about the subsequent performance of acquisitions;
- proposed examples to illustrate how companies should report the effects of climate-related and other uncertainties in their financial statements in accordance with the current requirements; and
- proposals to clarify how companies record and measure provisions on their balance sheets.

A look at the year ahead

With so many milestones achieved in 2024, what will be the priorities for the IASB next year?

One of our main priorities is to issue the third edition of the *IFRS for SMEs* Accounting Standard in the first half of 2025. We also plan to issue a new Accounting Standard on rate-related activities in the second half of the year.

Work is also drawing to a close on our revised practice statement on Management Commentary. The publication of this practice statement will be another step towards greater integration in reporting.

We will move forward with projects that are under way, such as those on intangibles and the statement of cash flows.

And finally, we are already looking ahead towards our Fourth Agenda Consultation, with the aim of consulting publicly in the second half of the year. First, we want to talk to our stakeholders to hear about the issues that concern them and to gather their views on what our future priorities should be. We will also seek their views on whether the two boards should embark on joint work and, if so, what priority they would assign to any such joint work relative to existing work. In doing so, we will ensure that our consultation aligns with the perspectives of the ISSB and our Trustees.

Thank you

As ever, I am grateful to all my colleagues at the Foundation for their hard work, and to our stakeholders for all their insights and support. In particular, I would like to thank Ann Tarca and Jianqiao Lu, whose terms with the IASB will end in 2025.

Andreas Barckow
Chair of the IASB

Project perspective

Emma Crosswell
Director of publishing

From: United Kingdom

Office: London

Joined: January 2022

Issuing IFRS 18 involved the production team in two ways. We not only produced the Standard and accompanying documents in PDF, Word and XML formats, but also consolidated the amendments arising from IFRS 18 into more than 50 other IFRS Accounting Standards. This dual-aspect project required me to allocate tasks throughout the production team and appoint a production team lead to work closely with the technical project lead throughout the production process.

The consolidation aspect of the project required me to agree on workable timelines with the technical project team, oversee best practice, accommodate additional content requests and ensure any issues that arose were resolved. This project contributes to the IFRS Foundation's mission to develop high-quality IFRS Standards, and exemplifies two of our values—serving the public interest and thriving together.

2024 review and 2025 priorities—IFRS Accounting

The IASB develops and maintains IFRS Accounting Standards and the *IFRS for SMEs* Accounting Standard, supports their consistent application and responds to new developments and trends that affect financial reporting globally.

2024 review

New IFRS Accounting Standards

We issued two new IFRS Accounting Standards:

- IFRS 18 *Presentation and Disclosure in Financial Statements,* which aims to improve companies' reporting of their financial performance. IFRS 18 will give investors more transparent and comparable information about companies' financial performance, thereby enabling better investment decisions.
- IFRS 19 *Subsidiaries without Public Accountability: Disclosures,* which permits eligible subsidiaries to use IFRS Accounting Standards with reduced disclosures. IFRS 19 will reduce the costs of preparing financial statements for subsidiaries while ensuring the information provided to investors remains useful.

Both Accounting Standards will be effective from 1 January 2027.

Developing IFRS Accounting Standards

We started research work on intangible assets and the statement of cash flows and related matters—two projects that had been prioritised through our Third Agenda Consultation.

Throughout the year, we advanced our standard-setting agenda by:

- publishing the Exposure Draft *Business Combinations—Disclosures, Goodwill and Impairment,* which proposes to improve the information companies provide to investors about their acquisitions while minimising the cost of providing that information;
- publishing the Exposure Draft *Equity Method of Accounting—IAS 28* Investments in Associates and Joint Ventures (revised 202[x]), which proposes to reduce diversity in practice by clarifying how a company applies the equity method, thereby providing investors with more comparable and useful information;
- completing deliberations on the Rate-regulated Activities and Second Comprehensive Review of the *IFRS for SMEs* Accounting Standard projects, with a plan to issue two new or revised IFRS Accounting Standards in 2025; and
- completing our research project on Business Combinations under Common Control by publishing a summary of our findings.

We also continued to deliberate about our projects on Dynamic Risk Management and Financial Instruments with Characteristics of Equity.

As part of our due process, a few years after an Accounting Standard has come into effect, we carry out a PIR. PIRs assess whether the effects of applying requirements in IFRS Accounting Standards on investors, companies, auditors and regulators are as intended when the IASB developed those new requirements. In 2024 we:

- concluded the PIR of IFRS 15 *Revenue from Contracts with Customers* and the PIR of the impairment requirements in IFRS 9 *Financial Instruments*, both of which we found to be working as intended. Nonetheless, in response to our findings from the PIR of the impairment requirements in IFRS 9, we:
  - added a project to our pipeline to explore targeted improvements to the credit risk disclosure requirements in IFRS 7 *Financial Instruments: Disclosures*;
  - aim to make targeted amendments to clarify the requirements in IFRS 9 for modification, derecognition and write-off of financial instruments; and
  - started the PIR of IFRS 16 *Leases* by consulting with stakeholders to inform a request for information, which we expect to publish in the first half of 2025.

In response to our findings from the PIR of the classification and measurement requirements in IFRS 9—the first part of our PIR of IFRS 9, which we concluded in 2022—we:

- decided to start a new research project on Amortised Cost Measurement; and
- issued *Amendments to the Classification and Measurement of Financial Statements*, which will be effective from 1 January 2026.

Maintaining and supporting consistent application of our Standards

In 2024 the IFRS Interpretations Committee published four agenda decisions and five tentative agenda decisions in response to application questions from stakeholders. These agenda decisions focused on a wide range of topics—for example, disclosure of revenues and expenses for reportable segments, guarantees issued on obligations of other companies and whether to recognise climate-related commitments in the financial statements. During the year, we moved ahead with our maintenance projects by issuing two sets of narrow-scope amendments:

- *Contracts Referencing Nature-dependent Electricity,* which responds quickly to a developing application question and introduces targeted changes to IFRS 9 and IFRS 7 for the accounting for renewable electricity contracts; and
- *Annual Improvements to IFRS Accounting Standards—Volume 11,* which includes clarifications, simplifications, corrections and changes that will improve the consistency of several Accounting Standards.

2024 review and 2025 priorities—IFRS Accounting continued

We also published several consultation documents, namely:

- Exposure Draft *Climate-related and Other Uncertainties in the Financial Statements,* which proposes several new examples illustrating how companies apply IFRS Accounting Standards when reporting the effects of climate-related and other uncertainties in their financial statements;
- Exposure Draft *Translation to a Hyperinflationary Presentation Currency,* which proposes requirements for companies that translate financial information from the currency of a non-hyperinflationary economy;
- Exposure Draft *Amendments to IFRS 19* Subsidiaries without Public Accountability: Disclosures, which would amend IFRS 19 and proposes reduced disclosure requirements for eligible subsidiaries in line with recently issued IFRS Accounting Standards and amendments; and
- Exposure Draft *Provisions—Targeted Improvements,* which proposes improvements to the requirements that companies apply when recognising and measuring provisions on their balance sheets.

To help our stakeholders understand and use IFRS Accounting Standards, we publish various materials, including podcasts, webcasts and educational materials. For example, in 2024 we published a series of webcasts accompanying the newly issued IFRS 18 and IFRS 19.

Other developments and trends

Management commentary

In 2024 we completed technical discussions on the Management Commentary project, and we expect to issue revised IFRS Practice Statement 1 *Management Commentary* in 2025. The revised Practice Statement will provide a comprehensive resource for regulators and companies to support improvement and greater global alignment in these types of reports. The refinements to this Practice Statement will also help to enhance the connections between sustainability-related and other financial information in companies' reports (see page 32 for more information).

Digital financial reporting

Digital financial reporting allows investors to efficiently search, extract and compare companies' accounting disclosures. The IFRS Accounting Taxonomy facilitates the reporting of information prepared in accordance with IFRS Accounting Standards in a computer-readable format.

In 2024 we updated the IFRS Accounting Taxonomy to reflect new or amended presentation and disclosure requirements arising from narrow-scope amendments issued in 2023, namely *International Tax Reform—Pillar Two Model Rules*, *Supplier Finance Arrangements* and *Lack of Exchangeability.* The IFRS Accounting Taxonomy was also updated to reflect common reporting practice relating to the presentation of financial instruments and other improvements, such as the introduction of categorical elements.

We also proposed changes to the IFRS Accounting Taxonomy to reflect IFRS 18, IFRS 19 and various amendments to IFRS Accounting Standards issued in 2024, including *Amendments to the Classification and Measurement of Financial Instruments* and *Contracts Referencing Nature-dependent Electricity.*

This annual cycle of improvement and maintenance ensures the IFRS Accounting Taxonomy remains up to date, thereby facilitating the use of digital financial information.

Horizon scanning

We regularly scan the financial reporting ecosystem to identify any developments or trends worth further consideration. For example, our ongoing horizon-scanning activities on pollutant pricing mechanisms will help us assess whether the prevalence and significance of these mechanisms have changed enough since our last agenda consultation to warrant adding a project to the work plan.

2025 priorities

In 2025 we plan to advance our standard-setting agenda by:

- issuing a new Standard on regulatory assets and regulatory liabilities and the third edition of the *IFRS for SMEs* Accounting Standard;
- publishing an exposure draft on the Dynamic Risk Management project;
- publishing a request for information on the PIR of IFRS 16;
- finalising and publishing examples informed by feedback on Exposure Draft *Climate-related and Other Uncertainties in the Financial Statements;* and
- continuing discussions with stakeholders on our projects on Amortised Cost Measurement, Business Combinations—Disclosures, Goodwill and Impairment, Equity Method, Financial Instruments with Characteristics of Equity, Intangible Assets, Provisions—Targeted Improvements and Statement of Cash Flows and Related Matters.

We also expect to launch our next agenda consultation, which will inform our work plan for 2027 to 2031.

As well as continuing our work with the IFRS Interpretations Committee to respond to application questions, we will continue to support the implementation and consistent application of the Accounting Standards we issued in 2024 and the new Accounting Standards we plan to issue in 2025, including through education sessions, webcasts, stakeholder engagement and dedicated webpages of resources. We will monitor implementation and develop resources to meet stakeholders' needs.

Report from the ISSB Chair
Bridging markets through IFRS Sustainability Disclosure Standards

Since issuing IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information* and *IFRS S2 Climate-related Disclosures* in June 2023, we have built significant momentum in pursuit of our goal of developing a global baseline of sustainability-related financial disclosures to inform investors' decisions.

Emmanuel Faber

The global baseline we are building is truly inclusive, with 35 jurisdictions—from emerging to advanced economies—already on the pathway to adopting or otherwise using IFRS Sustainability Disclosure Standards. Our Standards are proportionate, scalable and serve companies and investors globally.

The International Organization of Securities Commissions (IOSCO) has played a pivotal role in driving this momentum, endorsing our Standards and encouraging their global use. Its support has been extended further through the launch in December 2024 of a new IOSCO Growth and Emerging Markets Committee Network made up of regulators in 31 jurisdictions, which will be supporting the adoption or other use of our Standards.

Filling the information gap

The findings of our report on companies' progress in making climate-related disclosures, published in November 2024, emphasise why the move to regulation is important. Fewer than 3% of companies report in line with all the Task Force on Climate-related Financial Disclosures recommendations, which have been integrated into IFRS Sustainability Disclosure Standards. This lack of comprehensive reporting indicates that investors are not yet receiving all the information they need.

To bridge this information gap, we are focusing on supporting adoption and implementation of our Standards and on researching and developing new Standards.

Capacity building and supporting adoption

Through our capacity building programme, we work with partners to improve market readiness—raising awareness, facilitating stakeholder inclusion and providing globally accessible educational resources. Our 45 capacity building partners—such as the World Bank, with whom we expanded our partnership this year—help us reach a broad global audience. Furthermore, the IFRS Sustainability knowledge hub now hosts more than 270 third-party resources, and we have supported training initiatives for more than 16,500 stakeholders worldwide.

In 2024 we have also developed several resources to help companies apply our Standards, including a guide to identifying and disclosing material information, a guide to applying IFRS Sustainability Disclosure Standards voluntarily and the IFRS Sustainability Disclosure Taxonomy.

To support adoption, we are working with jurisdictions to help them design and plan their journeys towards adopting our Standards. With this objective in mind, we published the *Inaugural Jurisdictional Guide for the adoption or other use of ISSB Standards* in May 2024. The *Guide* complements our Regulatory Implementation Programme, which provides materials to support jurisdictions on their adoption journeys.

Report from the ISSB Chair continued

Working in partnerships for interoperability

The success of the global baseline relies on a consolidated sustainability reporting landscape. In 2024 we deepened our partnerships with several organisations to further consolidate this landscape.

The ISSB and the Global Reporting Initiative committed to working together to deliver full, direct interoperability to provide a seamless, global and comprehensive sustainability reporting system for companies looking to meet the information needs of both investors and a broader range of stakeholders.

CDP—as the ISSB's key global climate disclosure partner—aligned its 2024 corporate questionnaire with IFRS S2, using the Standard as the basis for CDP's climate disclosure guidance. Consequently, companies that report in accordance with IFRS S2 can use the resulting information to complete the CDP questionnaire, and those that complete the questionnaire are well positioned to report in line with IFRS S2.

In beginning our nature-related research, we agreed with the Taskforce on Nature-related Financial Disclosures to consider how to build on their recommendations to meet investors' information needs.

We also put in place governance arrangements so that the ISSB is engaged in updates to the GHG Protocol standards and guidance, which are referenced in IFRS S2.

We also assumed responsibility for the disclosure-specific materials developed by the Transition Plan Taskforce, which will enable us to develop educational materials at pace.

Another milestone was the joint publication with EFRAG of *ESRS–ISSB Standards Interoperability Guidance,* which companies can use to help them meet the requirements in both sets of standards.

Our priorities for 2025 and beyond

In June the ISSB agreed its next two-year work plan. Although our focus is on supporting the implementation of IFRS S1 and IFRS S2, we are making good progress in other areas. After updating the SASB Standards in 2023 to enhance their international applicability, we will continue to update those Standards to support companies using IFRS S1 in providing industry-based disclosures.

We are also advancing our projects on Biodiversity, Ecosystems and Ecosystem Services and on Human Capital through research and engagement to understand investor information needs and how we can best meet those needs. This work will continue into 2025, when we expect to consult on updates to around 12 SASB Standards and to decide on the next steps for our two research projects.

One of our areas of focus in 2025 will be on supporting companies that have transition plans to disclose information about them. We will use the Transition Plan Taskforce disclosure materials to develop educational materials, tailoring them to ensure that they are globally applicable and fully compatible with IFRS S2. These new resources will help provide clarity in an area where investors' demand for information is growing and reduce the risk of fragmentation in reporting on transition plans globally.

Thank you

The ISSB was established in response to demand for a sustainability disclosure system designed to meet the needs of capital markets globally. My thanks to the countless individuals who not only remain committed to this vision but are vital to shaping its reality. The response to our Standards has been humbling, and I am positive we will see yet further momentum in 2025.

Emmanuel Faber
Chair of the ISSB

2024 review and 2025 priorities—IFRS Sustainability

One year after issuing the inaugural IFRS Sustainability Disclosure Standards, the ISSB announced its work plan for 2024–2026.

2024 review

The 2024–2026 work plan

In June 2024 we published our two-year work plan, following our Consultation on Agenda Priorities. Consistent with stakeholder feedback, we decided:

- to place a high level of focus on supporting the implementation of IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information* and IFRS S2 *Climate-related Disclosures*; and
- to place a slightly lower level of focus on enhancing the SASB Standards and beginning new research projects—giving these activities equal attention.

We also acknowledged that engaging with stakeholders and building connections between ISSB and IASB requirements are at the core of all our activities and fundamental to our mission to deliver a comprehensive global baseline of sustainability-related financial disclosures to meet the needs of investors (for more information on the connections between the IASB and the ISSB, see page 32). Interoperability also plays a vital role, ensuring the efficiency of sustainability reporting for capital markets around the world.

Implementation and adoption

Implementation of IFRS S1 and IFRS S2

We have made progress in 2024 to support implementation and adoption of IFRS S1 and IFRS S2. With this objective in mind, we have developed and delivered materials in various mediums and have collaborated with external partners such as CDP.

Our teams have developed educational material to support the high-quality application of IFRS S1 and IFRS S2. Our publications in 2024 include:

- guidance material and a webcast illustrating the high level of alignment between IFRS Sustainability Disclosure Standards and the European Sustainability Reporting Standards (ESRS);
- a comprehensive guide to help companies identify sustainability-related risks and opportunities and disclose material information;
- a publication illustrating areas of interoperability between *GRI 305: Emissions* and IFRS S2 for companies measuring and disclosing Scope 1, Scope 2 and Scope 3 greenhouse gas (GHG) emissions in accordance with both sets of requirements; and
- a revised guide to making the transition to integrated reporting, which complements the mapping tool showing how IFRS S1 and IFRS S2 can be used together with the Integrated Reporting Framework.

The Transition Implementation Group on IFRS S1 and IFRS S2 (TIG) provides a public forum for stakeholders to learn about IFRS Sustainability Disclosure Standards from others involved with implementation. In 2024 the TIG met three times to discuss questions submitted by stakeholders. All the meetings were recorded and the recordings are accessible on our website.

To enable investors to search, extract and compare sustainability-related financial disclosures prepared in accordance with IFRS Sustainability Disclosure Standards, we issued the IFRS Sustainability Disclosure Taxonomy (ISSB Taxonomy). The ISSB Taxonomy was designed to be consistent with the IFRS Accounting Taxonomy and other digital taxonomies so that companies can provide a complete digital financial reporting package to investors.

At the request of the Financial Stability Board, the IFRS Foundation published a report recording:

- companies' progress since 2023 in making corporate climate-related disclosures; and
- jurisdictional progress towards adopting or otherwise using IFRS Sustainability Disclosure Standards since the Task Force on Climate-related Financial Disclosures disbanded in 2023.

In June 2024 CDP published its corporate questionnaire in a new format that aligns with IFRS S2 as the foundational baseline for CDP's climate disclosure guidance. The questionnaire supports companies on their path to compliance with IFRS Sustainability Disclosure Standards.

2024 review and 2025 priorities—IFRS Sustainability continued

Regulatory adoption
Since the IOSCO's endorsement of IFRS Sustainability Disclosure Standards in July 2023, an increasing number of jurisdictions have decided to use or are taking steps to introduce the Standards into their regulatory frameworks. At the end of December 2024, 35 jurisdictions had embarked on their journeys to adopt or otherwise use the Standards. Together, these jurisdictions represent approximately:

- 60% of global gross domestic product;
- 40% of global market capitalisation; and
- 60% of global GHG emissions.

This year we published our *Inaugural Jurisdictional Guide for the adoption or other use of ISSB Standards*. The *Guide* describes a range of approaches that jurisdictions might take to 'adopt, apply or otherwise be informed by' our Standards when introducing sustainability-related financial disclosure requirements into their legal and regulatory frameworks.

To assist regulators—particularly those from emerging markets and developing economies—in adopting or otherwise using IFRS Sustainability Disclosure Standards, we have launched a Regulatory Implementation Programme. In May 2024 we published an outline of the programme, providing an overview of its content and explaining how its components will support regulators on their adoption journeys.

Capacity building
We launched the Partnership Framework for capacity building at COP27 in 2022 to help build market readiness for adoption and implementation of IFRS Sustainability Disclosure Standards through various initiatives (for example, development of educational material and training). The number of capacity building partners affiliated with the framework increased to 45 in 2024.

The IFRS Sustainability knowledge hub had more than 270 resources at the end of 2024, covering various topics and mostly contributed by capacity building and other partners.

We have delivered or supported training and webinar initiatives at global, regional and jurisdictional levels for close to 20,000 stakeholders from diverse backgrounds. We also launched a new webinar series called 'Perspectives on sustainability disclosure', hosting six episodes in 2024.

Throughout the year, we raised awareness and understanding of the nature and benefits of IFRS Sustainability Disclosure Standards by attending events such as the Conferences of the Parties on the UN Convention on Biological Diversity in Colombia (COP16), the UN Framework Convention on Climate Change in Azerbaijan (COP29) and annual meetings of multilateral development banks (MDBs).

We recently updated the pricing structure of our Fundamentals of Sustainability Accounting (FSA) Credential to support professionals in low- and middle-income economies. More than 2,000 professionals from 67 jurisdictions registered for the FSA Credential in 2024, bringing the total number of participants to more than 8,000 professionals from 86 jurisdictions.

Project perspective

Bella Cheng
Capacity building and operations manager

From: China
Office: Beijing
Joined: July 2023

As a capacity building and operations manager, I am responsible for capacity building, mainly focusing on China and Asia. I also assist our Beijing office director in office operations. I am fortunate enough to be part of the team that set up the Beijing office—a task that undoubtably embodied the Foundation's value of delivering as one.

In 2024 our entire office, comprising various teams and functions, dedicated ourselves to organising the ISSB's second board meeting in Beijing and related stakeholder engagement. My colleagues and I played several roles. Some of us managed logistics, arranging hotels and transportation, and others engaged with stakeholders. One major part of our work was organising the Beijing International Sustainability Conference. We successfully mobilised resources, both internally and externally, to ensure that this event was a success. Our teamwork ensured that both the conference and the other stakeholder engagements ran smoothly. The result was remarkable, with almost 300 people attending in person and eight million attending online.

2024 review and 2025 priorities—IFRS Sustainability continued

MDBs
MDBs have to date allocated about US$5 million in total to facilitate adoption of IFRS Sustainability Disclosure Standards in various regions. During 2024, our work to strengthen ties with MDBs included:

- agreeing with the World Bank to widen the scope of our memorandum of understanding to support adoption of our Standards in emerging markets and developing economies (EMDEs);
- signing a memorandum of understanding with the International Finance Corporation that agreed on a partnership to improve sustainability and climate reporting in EMDEs; and
- signing a letter of intent with the African Development Bank relating to its plans to provide capacity building and technical assistance to African financial institutions, regulators and policymakers.

Developing and maintaining the Standards

Enhancing SASB Standards
To initiate our 2024–2026 work plan, we started our project on Enhancing the SASB Standards. We decided to start developing exposure drafts of proposed enhancements to the SASB Standards for 12 priority industries. So far, we have engaged with more than 400 stakeholders to hear their views on how we should enhance the SASB Standards for these industries.

We also decided to consider making targeted amendments to other SASB Standards to ensure that metrics for common topics remain consistent among industries. We will also research priorities for the second phase of the project and explore ways to enhance the Sustainable Industry Classification System® used in relation to the SASB Standards.

We issued updates to the SASB Standards Taxonomy to reflect disclosure requirements arising from the amendments made to the SASB Standards. Specifically, we integrated the 2023 amendments made to reflect the issue of IFRS S2 and the project on International Applicability of the SASB Standards.

Research projects
The feedback from our agenda consultation indicated that investors are increasingly integrating considerations related to biodiversity, ecosystems and ecosystem services and to human capital into their investment processes and decisions. We therefore decided to include these topics in our 2024–2026 work plan and we have begun research on both topics.

2025 priorities

Continued focus on our work plan

Supporting implementation of IFRS S1 and IFRS S2
In 2025 we will continue to work on the areas of focus set out in our 2024–2026 work plan and to support the implementation of IFRS S1 and IFRS S2. We will support implementation of the Standards through:

- TIG meetings throughout 2025;
- publishing additional educational material; and
- continued market engagement, events and capacity building activities—including a planned update to Level II of the FSA Credential.

Equal focus on enhancing SASB Standards and research projects
We will continue our work on enhancing the SASB Standards and on the Biodiversity, Ecosystems and Ecosystem Services and Human Capital projects. Our goals in 2025 are:

- to publish exposure drafts of proposed enhancements to the 12 priority SASB Standards and start research to determine the other SASB Standards to prioritise; and
- to work on recommendations regarding the necessity and feasibility of standard-setting based on our two new research projects.

Interoperability

Interoperability considerations remain crucial to the ISSB's work in 2025. It is essential that companies that need or want to apply IFRS Sustainability Disclosure Standards alongside other relevant reporting requirements can do so efficiently. We will continue working closely with both EFRAG and the GRI to reduce the complexity of dual reporting and rationalise the global sustainability reporting regime.

Supporting our strategic relationships

Over the next two years, we will work on several initiatives to harmonise the sustainability reporting landscape. For example:

- we have assumed responsibility for the disclosure-specific materials developed by the Transition Plan Taskforce. We will develop educational materials building on those materials in 2025.
- we have signed a memorandum of understanding to ensure that we are involved in updates and decisions made in relation to the GHG Protocol standards and guidance—for example, an ISSB representative will serve as an observer on the GHG Protocol Independent Standards Board.
- we will continue our strategic partnership with CDP.
- we have committed to jointly identifying and aligning common disclosures with the GRI for both thematic and sector-based standard-setting.
- we will consider how to build upon the Taskforce on Nature-related Financial Disclosures recommendations as part of our project on Biodiversity, Ecosystems and Ecosystem Services.
- we will continue to work closely and build our relationships with other standard-setting bodies globally.

Connecting IFRS Accounting and IFRS Sustainability

Investors need both financial statements and sustainability-related financial disclosures to make informed decisions.

IFRS Accounting and IFRS Sustainability are connected in their:

- purpose—comprehensive and coherent information for capital markets in general purpose financial reports prepared by applying IFRS Standards. We work to enable companies to report connected information that provides the basis for informed investment decision-making.
- products—compatible and complementary IFRS Accounting Standards and IFRS Sustainability Disclosure Standards, related digital taxonomies and other materials. Our requirements use consistent language and shared concepts, avoid conflicts, gaps and unintended overlaps, and are designed to work well as a package.
- people—collaborative working between IASB and ISSB members and technical staff on various projects and activities. To deliver coordinated, complementary products, we have processes in place to ensure that although we work independently, we do so in a connected manner.

Highlights in 2024

Collaboration to build understanding of connectivity

IASB and ISSB members and technical staff collaborated on various initiatives to educate stakeholders about the connections between IFRS Accounting Standards and IFRS Sustainability Disclosure Standards, and to demonstrate how the two boards consider these connections in their work. For example:

- we presented a joint educational plenary session on connectivity at the 2024 World Standard-setters Conference, featuring a set of practical illustrative examples;
- we published a joint series of webcasts on connectivity on the IFRS Foundation website; and
- we launched a new connectivity webpage providing a single repository for all the Foundation's connectivity-related resources and activities.

Collaboration in our projects

IASB and ISSB members and technical staff cooperated on several projects. For example:

- the IASB and ISSB held their first joint meeting, at which the boards discussed feedback on the ISSB's Consultation on Agenda Priorities;
- the IASB published the Exposure Draft *Climate-related and Other Uncertainties in the Financial Statements,* which proposed examples to illustrate how companies apply IFRS Accounting Standards when reporting the effects of climate-related and other uncertainties in their financial statements;
- the IASB finalised its technical decision-making on revised IFRS Practice Statement 1 *Management Commentary,* which included making targeted refinements to support alignment with IFRS Sustainability Disclosure Standards, to improve connections in companies' reports and to provide a stepping stone towards greater integration in reporting in the future; and
- IASB and ISSB technical staff collaborated on new research projects on Intangible Assets and Human Capital as well as on horizon-scanning activities on a possible project on pollutant pricing mechanisms.

Collaboration on application support

IASB and ISSB members and technical staff cooperated to support application of IFRS Standards. For example:

- the Foundation published a comprehensive guide to help companies identify and disclose material information about sustainability-related risks and opportunities;
- the Foundation published webcasts discussing the reporting of the current and anticipated financial effects of sustainability-related risks and opportunities; and
- the ISSB discussed whether it should require sustainability-related financial disclosures prepared using IFRS Sustainability Disclosure Standards to be included in management commentary if a company prepares such a document in accordance with revised IFRS Practice Statement 1 *Management Commentary.*

2024 review and 2025 priorities—Revenue generation and operations

The Foundation's support for the IASB and ISSB is underpinned by centralised external engagement, operations, funding and governance functions. These functions are essential in enabling the boards to deliver on their objectives and work plans, and in meeting our commitments to our stakeholders to promote and facilitate use of IFRS Standards.

2024 review

Following the decision in 2021 to create the ISSB, in 2024 we continued our operational transformation—embedding the systems, processes and structures necessary to align our operational capabilities with the needs of both boards, as they strive to meet global stakeholder expectations.

Our people strategy

Recognising the unique challenges and opportunities of operating in several locations, we have developed our approach to managing talent, and have invested in people, tools and systems that streamline talent acquisition, development and retention.

We began an evaluation of compensation and benefits, laying the groundwork for the introduction of a comprehensive total rewards philosophy. We also updated our anti-bullying and diversity policies, reflecting our commitment to fostering a diverse, inclusive and supportive workplace. These initiatives were complemented by the launch of a new culture framework in June—the culmination of a project overseen by the Trustees' Human Capital Committee since 2022.

Insights gained from the September 2024 staff engagement survey (see page 12) will guide the next steps in our workforce strategy.

Our funding strategy

We took steps towards advancing our funding strategy in a way that will support future financial resilience and sustainability while safeguarding our independence and public-interest mandate. We made notable progress in diversifying our revenue streams, for example, by securing partnerships with key philanthropic funders. We also started preparing to replace the seed funding for the ISSB.

In 2024 we merged and reorganised the IFRS Sustainability and IFRS Accounting earned revenue teams to help streamline our operations. We will continue to build on this foundation in 2025 by creating a new funding team responsible for both contributed and earned revenue.

Laying the foundations for improved financial control

We have refined our business planning and budgeting under the oversight of the Trustees' Budget and Finance Committee. We have introduced new reporting tools to enhance visibility and accountability of expenses and have updated our expense and travel policies to optimise resource usage throughout the organisation.

Strategic technology investments

Technology played a critical role in driving efficiency and innovation in all our offices. We have consolidated our customer relationship management system and enhanced our cybersecurity, including data loss prevention, to strengthen the resilience of our operations. We have piloted various artificial intelligence (AI) tools to explore how they could enhance our efficiency and inform our standard-setting—for example, AI could be used to streamline operations or to analyse our research. We are also considering how AI systems use and interpret disclosed information to ensure our standards remain relevant in an AI-driven future.

Strengthening governance and compliance

Since we established our internal audit function in 2023, it has become a cornerstone of our governance framework. In 2024 we started to develop an enterprise risk management framework and to enhance the compliance function, further strengthening our ability to meet regulatory requirements and integrate global policies.

Due process oversight

Support for the Due Process Oversight Committee remained a priority, culminating in the December publication of an exposure draft proposing targeted amendments to the *Due Process Handbook*.

Appointments and nominations

We supported the Trustees' Nominating Committee in appointing a new managing director, and in appointing or reappointing five Trustees, three IASB members and appointing the next Chair of the Advisory Council (see page 42 for more information).

Our multi-location model

We made progress in our multi-location model for the ISSB this year, with the relocation of our office in Montreal to new premises in May. This milestone was welcomed by public- and private-sector stakeholders in Canada, including the governments of Canada and Quebec and the city of Montreal, demonstrating their support of our regional presence to advance our mission.

2025 priorities

We are committed to advancing our public-interest mission by promoting the development, adoption and implementation of high-quality IFRS Standards. Our priorities in 2025 will be to improve our financial resilience by strengthening our organisational efficiency and to further secure sustainable funding. We will:

- enhance our efficiency by streamlining internal processes, using technology to reduce costs and allocating our resources effectively to meet our objectives;
- enhance our financial resilience by diversifying our funding to replace the ISSB seed funding and increasing our revenue from jurisdictions, philanthropies and private-sector contributions;
- strengthen collaboration by enhancing our internal communication channels;
- develop our workforce capabilities by investing in training and responding to any skill gaps through targeted development or hiring; and
- strengthen our compliance and sustainability practices by further integrating sustainability principles into our operations.

Summary of our 2025 priorities

	A. Strengthen the efficiency and effectiveness of the whole organisation	B. Develop high-quality Standards	C. Promote and facilitate use of IFRS Standards (adoption and implementation)
1	**Reduce** complexity and enhance efficiency	**Deliver** IASB's objectives and workplan	**Promote** use of Standards (regulatory/voluntary)
2	**Build** cohesion and capacity	**Deliver** ISSB's objectives and work plan	**Build** market capacity and resource
3	**Achieve** financial resilience	**Facilitate** connectivity in reports, products and processes	**Support** high-quality application

Project perspective

Neil Stewart
Director of corporate outreach

From: Canada

Office: Remote—USA

Joined: March 2020 (via SASB)

In 2024 our market engagement team set out to understand how companies were preparing to implement IFRS Sustainability Disclosure Standards by interviewing 18 companies in 12 jurisdictions. A picture emerged of the challenges, opportunities and questions companies have around voluntary application.

In response, and to encourage and support high-quality implementation of IFRS S1 and IFRS S2, we worked with ISSB members who have corporate experience, as well as with the regulatory affairs team, to produce *Voluntarily applying ISSB Standards—A guide for preparers.* This publication has been well received by the corporate sustainability, financial reporting and accounting communities, because it provides guidance on how companies can describe their application of our Standards. It will be a particularly useful tool in jurisdictions without regulatory requirements to apply the Standards.

Our conferences and speaking engagements

The IFRS Foundation organises conferences to update stakeholders on new and existing IFRS Standards and to facilitate discussions.

The events enable stakeholders to share feedback and network, strengthening our relationships, and support the adoption and use of IFRS Standards by national standard-setters, regulators, companies and investors.

IFRS Sustainability Symposium

- February 2024
- New York, USA

The 2024 IFRS Sustainability Symposium convened companies, investors, advisors, regulators and policymakers to discuss and shape the future of sustainability-related financial disclosures. More than 700 organisations from 61 jurisdictions gathered to examine topics including how companies are applying the IFRS Sustainability Disclosure Standards, how regulators are responding to these Standards and how investors are using sustainability-related information.

IFRS Foundation Conference

- June 2024
- London, UK

The 2024 IFRS Foundation Conference convened companies, regulators and standard-setters to hear the latest IASB and ISSB developments directly from the source. More than 500 delegates from 60 jurisdictions gathered for panel sessions and technical workshops on the consistent application of IFRS Accounting Standards, including the new Standard, IFRS 18, and insights into the adoption strategy for IFRS Sustainability Disclosure Standards.

World Standard-setters Conference

- September 2024
- London, UK

The 23rd World Standard-setters Conference brought together national standard-setters to update them on and discuss the Foundation's activities. More than 130 delegates from 70 jurisdictions joined in London and online to hear from a range of experts on accounting and sustainability reporting.

IFRS Foundation Integrated Thinking and Reporting Conference

- October 2024
- Milan, Italy

The Integrated Thinking and Reporting Conference convened companies, investors, regulators and standard-setters to discuss the value of integrated reporting and ways to increase its effectiveness. Organised in partnership with the Italian Business Reporting Organisation (OIBR), the conference convened 150 people from around the world to discuss topics such as how IFRS Sustainability Disclosure Standards can strengthen integrated reports and how the IASB's Management Commentary project builds on concepts from the Integrated Reporting Framework.

In addition to these prestigious events, we organised many other events around the world, including sustainability-focused conferences in Beijing and Frankfurt, an academic research forum to inform the work of the IASB in Sydney and stakeholder dinners in conjunction with the Trustees' meetings in Madrid, Singapore and Montreal.

Speaking engagements

Speaking engagements are an important way to broaden our engagement with stakeholders and strengthen relationships with organisations around the world. Through speaking at external events, we raise awareness of our activities and gain valuable feedback.

In 2024 we took part in approximately 400 events hosted by external parties in more than 70 cities, attending 100 of these events virtually. Participants in these events included policymakers, regulators, technical accountants and corporate practitioners.

Report from the Chair of the IFRS Foundation Monitoring Board

Continuous engagement for better information in the public interest

In 2024 the IFRS Foundation stepped up its engagement with stakeholders to contribute to greater transparency, accountability and efficiency in capital markets globally.

Takashi Nagaoka

The Monitoring Board has been working with the IFRS Foundation Trustees to monitor the Foundation's governance and standard-setting processes from a public-interest perspective. I would like to take this opportunity to pay tribute to the consistent and proactive commitment of the Trustees as well as the IASB and ISSB leadership teams and their staff.

High-quality standard-setting

The Monitoring Board welcomed the publication of the *Inaugural Jurisdictional Guide for the adoption or other use of ISSB Standards* in May 2024. The guide will help promote adoption, application or other use of IFRS Sustainability Disclosure Standards, IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information* and IFRS S2 *Climate-related Disclosures*, both issued in 2023. The Monitoring Board hopes that the Foundation will continue to work closely with jurisdictional governments and regulators to ensure smooth implementation of IFRS S1 and IFRS S2. In doing so, it will be important to further explore how the multi-location model could be used to support stakeholder engagement worldwide.

In June 2024 the ISSB finalised its two-year work plan following an agenda consultation, and, accordingly, has started new research projects on the risks and opportunities related to nature and human capital. At the same time, the ISSB is engaged in various initiatives to promote the implementation of IFRS S1 and IFRS S2. Going forward, the Monitoring Board anticipates steady progress in the ISSB's activities related to other sustainability topics beyond climate.

Turning to the IASB, the issuing of two new IFRS Accounting Standards, IFRS 18 *Presentation and Disclosure in Financial Statements* and IFRS 19 *Subsidiaries without Public Accountability: Disclosures,* was a significant achievement. The Monitoring Board welcomes the progress represented by these new Standards, which should contribute significantly to improving the comparability, transparency and usefulness of companies' financial statements. The Monitoring Board also takes note of the Exposure Draft *Climate-related and Other Uncertainties in the Financial Statements,* published in July 2024, as a good example of connectivity and collaboration between the two boards.

For the consistent success of the two boards, it is essential that they remain independent but continue to collaborate and to facilitate connections in their work under the 'Two Boards under One Foundation' model. The Monitoring Board will continue to work with the Trustees to ensure strong governance and due process to guide such initiatives.

Nominations and due process

To ensure high-quality standard-setting and proper governance of the Foundation, it is essential to have the right individuals in place as Trustees and on the leadership team for each board. In 2024 the Monitoring Board approved the appointments of new Trustees and the reappointments of Trustees who were due to complete their first term. I would like to express my gratitude to the outgoing Trustees, who have made exceptional contributions during their tenure, and I look forward to working with the new Trustees in our respective roles.

Report from the Chair of the IFRS Foundation Monitoring Board continued

In December 2024 the Trustees published the Exposure Draft *Proposed Amendments to the IFRS Foundation Due Process Handbook* to reflect the creation of the ISSB. The Monitoring Board welcomes this publication as an important milestone in ensuring the credibility and transparency of the Foundation's standard-setting activities and will continue to monitor its due process.

Thank you

I would like to congratulate Erkki Liikanen on his reappointment for a third term as Chair of the Trustees. I am confident that he will continue to demonstrate his exceptional leadership in steering the Foundation—in particular, at this important juncture in the process of expanding the use of IFRS Sustainability Disclosure Standards worldwide.

I would like to thank the principals, deputies and secretariat of the Monitoring Board for their unwavering support for and commitment to the Monitoring Board's activities.

The Monitoring Board will continue to support the Trustees and the two boards in setting the strategic direction for their future work to achieve our shared objective—ensuring the provision of decision-useful high-quality financial information to the global capital markets.

Takashi Nagaoka
Chair of the IFRS Foundation Monitoring Board

IFRS Foundation Monitoring Board
As at 31 December 2024

Public authority	Member	Position
Chair		
Japan Financial Services Agency	**Takashi Nagaoka**	Deputy Commissioner for International Affairs
Members		
Brazil Securities and Exchange Commission (Comissão de Valores Mobiliários)	**João Pedro Barroso do Nascimento**	Chair
European Commission	**Maria Luís Albuquerque**	Commissioner for Financial Stability, Financial Services and Capital Markets Union
IOSCO	**Jean-Paul Servais**	Chairman of the Financial Services and Markets Authority, Belgium
IOSCO Growth and Emerging Markets Committee[1]	–	–
People's Republic of China Ministry of Finance[1]	–	–
South Korea Financial Services Commission	**Yun Su Rhee**	Standing Commissioner
United Kingdom Financial Conduct Authority	**Nikhil Rathi**	Chief Executive
United States Securities and Exchange Commission	**Gary Gensler**	Chair
Observers		
Basel Committee on Banking Supervision	**Katherine Tilghman Hill**	Chair of the Accounting Experts Group

1. Appointment of a successor is in process.

Trustees of the IFRS Foundation

1. Appointed to serve a second term from 1 January 2025.
2. Appointed as Vice-Chair from 1 January 2025.
3. Appointed 1 July 2024.

As at 31 December 2024

Erkki Liikanen
(Europe) Chair

From: Finland
Former Governor of the Bank of Finland
Third term ends 30 September 2027
Attendance 2024:
Scheduled meetings 3/3
Ad hoc meetings 1/1

Teresa Ko
(Asia-Oceania) Vice-Chair

From: Hong Kong SAR
China Chair and Senior Partner, Freshfields Bruckhaus Deringer
Third term ended 31 December 2024
Attendance 2024:
Scheduled meetings 3/3
Ad hoc meetings 1/1

Maria Theofilaktidis
(Americas) Vice-Chair

From: Canada
Executive Vice President and Chief Auditor, Bank of Nova Scotia
Second term ends 31 December 2025
Attendance 2024:
Scheduled meetings 3/3
Ad hoc meetings 1/1

Sarah J. Al Suhaimi (at large)
From: Saudi Arabia
Chair of Tadawul (the Saudi Stock Exchange), member of the Board of Directors of the Saudi Cultural Development Fund and the Board of Directors of Saudia
Second term ended 31 December 2024
Attendance 2024:
Scheduled meetings 2/3 Ad hoc meetings 0/1

Bertrand Badré (Europe)
From: France
Managing Partner and Founder of Blue Like an Orange Sustainable Capital
First term ends 31 December 2026
Attendance 2024:
Scheduled meetings 3/3 Ad hoc meetings 1/1

Rudolf Bless (Americas)
From: USA
Chief Accounting Officer for Bank of America
First term ends 31 December 2026
Attendance 2024:
Scheduled meetings 3/3 Ad hoc meetings 1/1

Koushik Chatterjee (Asia-Oceania)
From: India
Executive Director and Chief Financial Officer, TATA Steel Ltd
First term ends 31 December 2025
Attendance 2024:
Scheduled meetings 0/3 Ad hoc meetings 1/1

Morgan Després (at large)
From: France
Executive Director for international climate finance, land use and net zero macroeconomy at the European Climate Foundation
First term ends 31 December 2026
Attendance 2024:
Scheduled meetings 3/3 Ad hoc meetings 1/1

Jorge Familiar (Americas)
From: Mexico
Vice President and Treasurer of the World Bank
First term ended 31 December 2024[1]
Attendance 2024:
Scheduled meetings 3/3 Ad hoc meetings 0/1

Suresh Kana (Africa)
Former Chair of the Financial Reporting Standards Council From: South Africa
Second term ended 31 December 2024
Attendance 2024:
Scheduled meetings 3/3 Ad hoc meetings 1/1

Masamichi Kono (at large)
From: Japan
Member of Global Advisory Board, Mitsubishi UFJ Financial Group Bank, former Deputy Secretary General of the Organisation for Economic Co-operation and Development
Second term ends 31 December 2026[2]
Attendance 2024:
Scheduled meetings 3/3 Ad hoc meetings 1/1

Sukjoon Lee (Asia-Oceania)
From: South Korea
Chairman and Chief Executive Officer, NongHyup Financial Group Inc.
First term ends 31 December 2025
Attendance 2024:
Scheduled meetings 2/3 Ad hoc meetings 0/1

Steven Maijoor (Europe)
From: The Netherlands
Executive Board Member, De Nederlandsche Bank
First term ends 31 December 2025
Attendance 2024:
Scheduled meetings 3/3 Ad hoc meetings 1/1

Chong-Tee Ong (Asia-Oceania)
From: Singapore
Chairman of the Accounting and Corporate Regulatory Authority in Singapore
First term ends 31 December 2026
Attendance 2024:
Scheduled meetings 3/3 Ad hoc meetings 1/1

Robert Pozen (Americas)
From: USA
Senior lecturer, MIT Sloan School of Management
Second term ends 31 December 2026
Attendance 2024:
Scheduled meetings 3/3 Ad hoc meetings 1/1

Ken Robinson (Americas)
From: USA
Member of the Board of Directors at Abercrombie and Fitch, Paylocity Holding Corporation, Morgan Stanley US Banks and Occidental
Second term ends 31 December 2026
Attendance 2024:
Scheduled meetings 3/3 Ad hoc meetings 1/1

Giovanni Sabatini (Europe)
From: Italy
Former General Manager of the Italian Banking Association
First term ends 31 December 2026
Attendance 2024:
Scheduled meetings 1/1 Ad hoc meetings N/A[2]

Isabel de Saint Malo (Americas)
From: Panama
Advisor to the Administrator of the UN Development Programme, Member of the Advisory Council of the SEK International Institution
First term ends 31 December 2025
Attendance 2024:
Scheduled meetings 3/3 Ad hoc meetings 1/1

Erhard Schipporeit (Europe)
From: Germany
Former Chief Financial Officer and Chairman of VARTA
Second term ends 31 December 2026
Attendance 2024:
Scheduled meetings 3/3 Ad hoc meetings 1/1

Richard Sexton (Europe)
From: UK
Member of the Board and the Audit Committee Chair for Northumbrian Water and a Trustee and Audit and Risk Committee Chair of Our Future Health
First term ends 31 December 2026
Attendance 2024:
Scheduled meetings 3/3 Ad hoc meetings 1/1

Keiko Tashiro (Asia-Oceania)
From: Japan
Deputy President, Daiwa Securities Group Inc.
First term ended 31 December 2024[1]
Attendance 2024:
Scheduled meetings 3/3 Ad hoc meetings 1/1

Wencai Zhang (Asia-Oceania)
From: China
Managing Director and Chief Administrative Officer, World Bank Group
First term ended 31 December 2024
Attendance 2024:
Scheduled meetings 3/3 Ad hoc meetings 1/1

Trustees who stepped down on 31 December 2024

Teresa Ko (Vice-Chair), Sarah J. Al Suhaimi, Suresh Kana and Wencai Zhang

New Trustees appointed to serve from

January 2025:
Sheila Alrowaily, Shixin Chen, Assietou Diouf
March 2025:
Rowena Chu

For more information on the Trustees, see www.ifrs.org/groups/trustees-of-the-ifrs-foundation/#members.

Trustee committees

The Trustees meet several times a year and operate through committees.

Audit and Risk Committee
(formerly Audit, Finance and Risk Committee)

Chair: Maria Theofilaktidis
Members: Jorge Familiar, Sukjoon Lee, Erhard Schipporeit, Richard Sexton, Wencai Zhang
Meetings in 2024: Five

Activities and decisions:

- advised the Trustees on whether the financial statements are fair, balanced and understandable
- approved the rotation of the partner to lead the external audit of the Foundation
- reviewed and monitored the integrity, adequacy and effectiveness of the Foundation's system of risk management, including detailed research on the risks associated with cybersecurity
- reviewed and approved the internal audit charter
- approved the annual internal audit programme presented by the director of internal audit
- approved the appointment of a co-source internal audit partner following a competitive tender
- reviewed the results and conclusions of the internal audit programme, including management progress against internal audit recommendations
- discussed an internal audit assessment of the Foundation's entity-level controls and oversaw progress to implement the actions arising from the report
- received regular updates on the programme to improve the Foundation's compliance functions
- oversaw the implementation of a policy to ensure a structured procedure is in place for evaluating and accepting offers of donations received by the Foundation
- reviewed and approved the annual external audit plan and fees

Budget and Finance Committee
(new in 2024)

Chair: Richard Sexton
Members: Bertrand Badré, Rudolf Bless, Koushik Chatterjee, Giovanni Sabatini, Maria Theofilaktidis, Wencai Zhang
Meetings in 2024: Five

Activities and decisions:

- approved the new committee's terms of reference
- reviewed the Foundation's annual budget, accounts and related forecasts
- approved the business planning process to develop the 2025 budget
- reviewed proposals to amend the Foundation's hedging strategy
- collaborated with the Funding Committee to understand the actions taken to increase the Foundation's revenue base

Digital Technology Oversight Committee

Chair: Suresh Kana
Members: Chong-Tee Ong, Ken Robinson, Erhard Schipporeit
Meetings in 2024: Two

Activities and decisions:

- received regular updates on:
  – the ongoing progress, investment and implementation of digital and technology strategies
  – the Foundation's strategy for the digital consumption of information
- considered how to ensure robust cybersecurity infrastructure, for example, by:
  – monitoring the implementation of actions arising from an independent cybersecurity assessment
  – discussing challenges and advising on strategies to maintain cybersecurity in a multi-location organisation
- discussed the risks and opportunities arising from artificial intelligence (AI) technology, in particular Generative AI, for the Foundation

Trustee committees continued

Due Process Oversight Committee

Chair: Teresa Ko
Members: Koushik Chatterjee, Morgan Després, Masamichi Kono, Steven Maijoor, Chong-Tee Ong, Robert Pozen
Meetings in 2024: Eight

Activities and decisions:

- received regular updates on the technical activities of the IASB, the ISSB and the IFRS Interpretations Committee
- reviewed the due process applied in developing IFRS 19 and the third edition of the *IFRS for SMEs* Accounting Standard following completion of the IASB's technical discussions
- reviewed and approved requests for shortened comment periods for the proposed amendments to IFRS 9 and IFRS 7 related to contracts referencing nature-dependent electricity
- approved the publication of a proposed IFRS Taxonomy update based on the proposed amendments to IFRS 9 and IFRS 7
- considered the staff's annual reviews of the Foundation's consultative groups, due process for the educational materials published by the Foundation to support the consistent application of IFRS Standards, and various reporting matters relating to comment letters, board papers and dialogue with regulators
- received a comprehensive briefing about the ISSB's Consultation on Agenda Priorities
- reviewed the due process undertaken by the IASB in its post-implementation reviews of IFRS 9 and IFRS 15 and confirmed that they had been completed satisfactorily
- reviewed the composition of the IFRS Taxonomy Consultative Group as a result of some proposed new appointments and reappointments, and the initial composition of the IFRS Sustainability Reference Group (SRG) to support the development of IFRS Sustainability Disclosure Standards
- published a proposed update to the *Due Process Handbook* for comment on 19 December 2024. The updated *Handbook* would reflect the creation of the ISSB and include some enhancements and clarifications to the current *Handbook*

Ethics Committee

Chair: Maria Theofilaktidis
Members: Jorge Familiar, Steven Maijoor
Meetings in 2024: Two

Activities and decisions:

- the committee met on an ad hoc basis to review and provide confidential advice to the Trustees on ethical questions

Executive Committee

Chair: Erkki Liikanen
Members: Suresh Kana, Teresa Ko, Ken Robinson, Isabel de Saint Malo, Richard Sexton, Keiko Tashiro, Maria Theofilaktidis
Meetings in 2024: Eight

Activities and decisions:

- supported the Chair and the Vice-Chairs in ensuring priorities and key decisions are advanced on behalf of the Trustees, for example, by:
  - considering the IASB's and the ISSB's strategic priorities
  - discussing strategies to increase the resilience of the medium- to long-term funding base for the Foundation
- reviewed the agendas ahead of each in-person meeting of the Trustees

Funding Committee

Chair: Isabel de Saint Malo
Members: Bertrand Badré, Rudolf Bless, Koushik Chatterjee, Sukjoon Lee, Erkki Liikanen, Chong-Tee Ong, Giovanni Sabatini, Keiko Tashiro
Meetings in 2024: Seven

Activities and decisions:

- monitored fundraising efforts in target jurisdictions and identified additional actions to advance these efforts
- received regular updates on the contributed revenue to support the work of the IASB and the ISSB
- oversaw development of new fundraising from international aid agencies
- reviewed and commented on the philanthropic fundraising efforts
- received input from the IFRS Advisory Council and Monitoring Board on the IFRS Foundation Corporate Champions Network
- expanded resources for the Foundation's fundraising staff
- continued to develop a multi-year funding strategy with a new focus on integrating contributed and earned revenue functions
- participated in fundraising meetings and activities adjacent to the Trustee meetings in Madrid, Singapore and Montreal
- represented the Foundation at events in Washington DC and Hamburg
- participated in bilateral meetings between the Trustees and potential donors in various jurisdictions

Trustee committees continued

Human Capital Committee

Chair: Keiko Tashiro
Members: Sarah J. Al Suhaimi, Rudolf Bless, Jorge Familiar, Robert Pozen, Isabel de Saint Malo, Wencai Zhang
Meetings in 2024: Seven

Activities and decisions:

- discussed and made recommendations on the annual review of remuneration in association with the Budget and Finance Committee
- agreed recommendations for revising the Trustee body evaluation (a self-assessment of their effectiveness carried out every two years)
- reviewed both IASB and ISSB members' annual effectiveness self-evaluation process and procedures
- received updates on the launch of the project to create an appropriate organisational culture framework throughout the consolidated organisation
- reviewed and made suggestions on a global people strategy integrating talent acquisition, talent development, performance management and organisational structure and processes, underpinned by the culture framework
- provided views on actions to be taken in response to the staff engagement survey carried out in 2024
- received updates on changes in jurisdictional tax regimes that affect employees

Nominating Committee

Chair: Ken Robinson
Members: Suresh Kana, Teresa Ko, Masamichi Kono, Steven Maijoor, Richard Sexton
Meetings in 2024: 10

Activities and decisions:

- recommended the appointment or reappointment of seven Trustees
- recommended the appointment of three IASB members
- recommended the reappointment or appointment of five IFRS Interpretations Committee members
- recommended the appointment of the managing director
- recommended the appointment or reappointment of 12 organisations and representatives of the IFRS Advisory Council
- recommended the appointment of the Chair of the IFRS Advisory Council

Non-Executive Director Oversight Committee

Chair: Erkki Liikanen
Members: Ken Robinson, Maria Theofilaktidis
Meetings in 2024: One

Activities and decisions:

- set up for the period required to ensure that senior IFRS Foundation employees adhere to the specified steps for mitigating any perceived or potential conflicts of interest while they make the transition from non-executive director or similar positions with third-party organisations

Organisational risks and mitigation

The IFRS Foundation's Executive Risk Committee (Committee) has the day-to-day responsibility for identifying, managing and mitigating organisation-wide risks faced by the Foundation that might affect whether it achieves its operational and strategic objectives (enterprise risks).

The Committee comprises senior executives representing all areas of the Foundation. The Committee meets every other month and identifies, assesses and monitors enterprise risks and appropriate mitigating actions. Identification and assessment of departmental, programme and project risks are being embedded into management and operational processes throughout the Foundation.

The Trustees' Audit and Risk Committee provides oversight of the Foundation's risk management processes and systems and reports to the Foundation's Trustees, who bear the ultimate responsibility for monitoring risk.

In 2024 the Executive Risk Committee started assessing the Foundation's risk management appetite and processes. The corporate risk register captures the cross-cutting risks and uncertainties identified by the Committee as significant to the Foundation. The table outlines the primary risk areas the Committee has identified and the Foundation's strategies to mitigate them.

Three lines of defence model for risk management at the IFRS Foundation

Project perspective

Mosireletsi M. Mogotlhwane
Regulatory affairs manager

From: Botswana
Office: Frankfurt
Joined: April 2024

Delivering the main elements of the Regulatory Implementation Programme has been my most exciting challenge this year.

This programme provides materials to support jurisdictions in adopting or otherwise using IFRS Sustainability Disclosure Standards. The publication of the programme outline has been the first project I have participated in from start to finish since joining the IFRS Foundation in April 2024.

It has been fun to be part of the realisation of the programme outline, and I believe I joined the Foundation at the right time. The programme outline and the *Inaugural Jurisdictional Guide for the adoption or other use of ISSB Standards* form the basis of our work to support jurisdictions in adopting or otherwise using IFRS Sustainability Disclosure Standards. The appreciation we have received from the Foundation's partners, including jurisdictional regulators and standard-setters, shows how important and influential the programme and the Guide are around the globe.

Organisational risks and mitigation continued

	Risk	Key mitigations	Further mitigations completed in 2024
Support	Loss of policy-level support for the Foundation	• Monitoring and mapping of policy-level contacts • Relationship owners for important policy-level contacts • Ongoing communication of the case for global Accounting and Sustainability Disclosure Standards • Trustee engagement with stakeholders to promote our Standards	• Signed cooperation agreements with the Global Reporting Initiative, the World Bank, the International Finance Corporation and the GHG Protocol • Signed memorandum of understanding with International Fund for Agricultural Development
Adoption	Jurisdictions either not adopting IFRS Standards or making material modifications in adopting the Standards	• Collaboration and engagement to maintain support for IFRS Standards from IOSCO, the FSB, G7 and G20 • Monitoring and maintaining jurisdictional profiles on the website to highlight modifications made in adopting IFRS Accounting Standards; developing jurisdictional profiles on adoption of IFRS Sustainability Disclosure Standards • Proactive engagement with adopters of IFRS Accounting Standards in developing new Standards to understand possible issues • Engagement with the Sustainability Standards Advisory Forum and the Jurisdictional Working Group • Adoption strategy and proactive engagement with stakeholders to encourage and support adoption of IFRS Sustainability Disclosure Standards • Monitoring of and engaging with jurisdictional consultations on advancing regulatory adoption of IFRS S1 and IFRS S2	• Continued development of strategic priorities to support adoption of IFRS Accounting Standards • Published the *Inaugural Jurisdictional Guide for the adoption or other use of ISSB Standards* and the *Regulatory Implementation Programme Outline* • Collaborated with IOSCO to launch its Growth and Emerging Markets Committee Network for Adoption or Other Use of ISSB Standards
Revenue	Insufficient revenue to maintain the Foundation's operations and failure to effectively and efficiently use limited resources to achieve the Foundation's mission	• Trustees' Funding Committee to oversee a medium- to long-term funding model • Commercial strategy to increase earned revenue • Investment policy, which includes guidelines for risk appetite and diversifying investment portfolios	• Created Trustees' Budget and Finance Committee (formerly Audit, Finance and Risk Committee) to ensure dedicated oversight and strategic management of financial resources • Introduced cost-saving measures and controls • Developed plans to expand revenue base and align our medium-term cost and revenue
People	Failure to attract and retain people with the necessary skills and expertise	• Strong focus on staff training and development • IFRS Foundation culture framework that encourages the organisational values and behaviours to which we aspire • Reinforced organisational capacity (our people and systems) in key functional areas • Appropriate compensation	• Implemented new performance management process • Carried out staff engagement survey, which is conducted every two years, and developed action plan in response to feedback • Created new talent acquisition team • Introduced business partner model • HR Information System procured and will be rolled out in 2025
Technology	Failure to develop appropriate systems and policies that support effective operations and protect the Foundation from cyber attacks	• Cyber-attack incident response and business continuity plans • Consolidated systems throughout Foundation and legacy organisations • Dedicated budget for maintaining and updating systems	• Carried out independent third-party review of cybersecurity maturity and implemented an action plan in response to its findings

Summary of financial results 2024

Overview

As a not-for-profit organisation, we aim to ensure our long-term financial stability by generating enough income from diverse sources to cover the necessary expenses to deliver our strategy, and by maintaining sufficient reserves to absorb unexpected shortfalls.

In 2024 we incurred a pre-tax deficit of £1.6 million (compared with a £1.2 million surplus in 2023). Total income was £67.6 million (down from £68.4 million in 2023) and operating expenses were £68.9 million (up from £67.5 million in 2023). We have £47.9 million in reserves (down from £49.5 million in 2023).

The deficit was mainly due to expenditures on technology programmes and a shortfall in reaching our revenue target for the year. This target was set to support our expanded team and multi-location model as well as an extensive programme of standard-setting and related activities for both boards.

Anticipating the revenue shortfall, we implemented several cost-saving measures in the second half of the year, including a hiring freeze for non-critical roles and a reduction in travel and one-off expenses. These efforts helped to mitigate the deficit and minimise the drawdown of our reserves, which remain healthy.

Our reserves are sufficient to ensure ongoing operations for the short to medium term. In preparation for the ending of ISSB seed funding in 2026, we are assessing measures to secure our long-term financial stability.

Income and expenses

Summary of financial results 2024 continued

Income

Our organisation is funded by a combination of contributed and earned revenue. We receive contributed income from a wide range of jurisdictions, companies and organisations globally in support of our public-interest mission, which ensures our independence. The ISSB is also supported by fixed-term seed funding, much of which will end in 2026.

The Foundation's total income of £67.6 million represents a decrease of £0.8 million (1%) compared with the previous year.

Sixty per cent of our income is from contributed revenue. In 2024 it included £13.6 million in jurisdictional funding for the IASB and the ISSB, and £17.8 million in funding to establish the ISSB and support its offices in Beijing, Frankfurt, Montreal and Tokyo. Some contributions we had expected were delayed until after year end, which affected contributed revenue for both the IASB and the ISSB. Furthermore, foreign exchange fluctuations adversely affected contributed revenue received in various currencies, particularly the US dollar and the yen, when they were converted to British pounds sterling (GBP). All these factors contributed to the overall decrease in revenue.

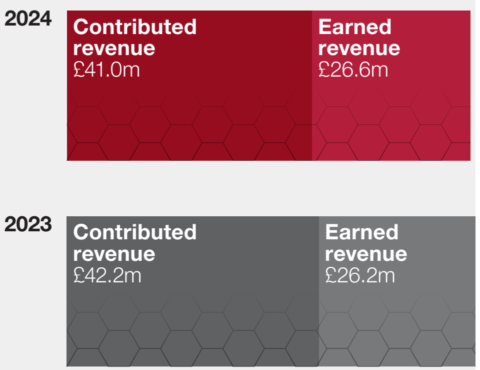
Despite growth in philanthropic contributions and corporate income, we did not meet our revenue targets. Income from jurisdictions and companies to support the ISSB's programme of standard-setting and related activities fell short of expectations, particularly in Europe.

Our primary source of earned revenue is the licensing of our intellectual property.

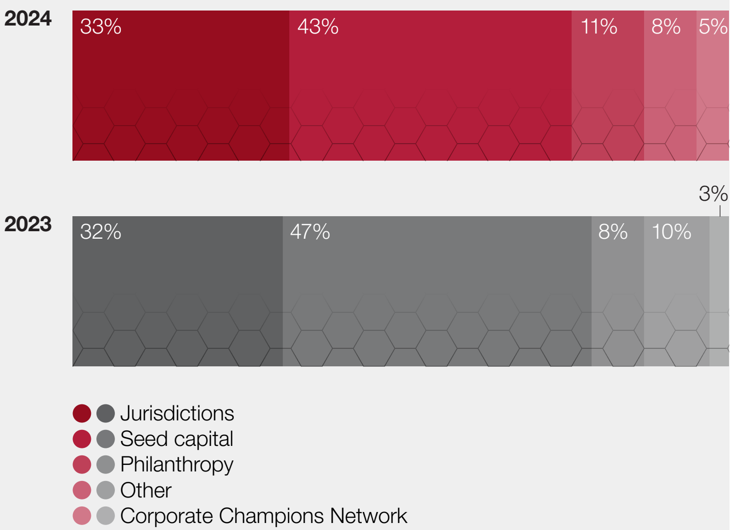
Sales of subscriptions, events, memberships, licensing and publications increased, but did not translate into a proportional rise in earned revenue recognised in the year. Foreign exchange fluctuations reduced the value of amounts received in US dollars compared with 2023, notably affecting licensing fees.

Furthermore, because some of our contracts cover a 12-month period spanning the year end, and the associated income is recognised evenly over the contract term, some of this income will not be recognised until 2025.

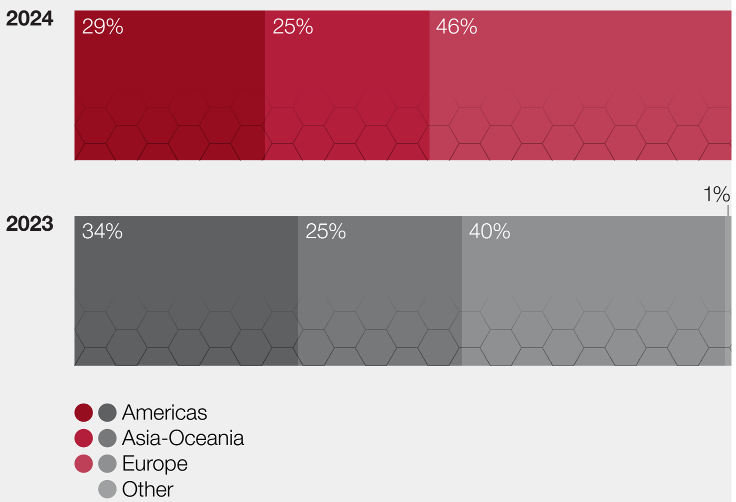
Revenue



Contributed revenue by source



Contributed revenue by region



Summary of financial results 2024 continued

Operating expenses

Total operating expenses were £68.9 million, representing an increase of £1.4 million (2%) year on year.

Staff salaries and related costs remain the largest expense for the Foundation, totalling £51.3 million (2023: £49.5 million), which represents 74% of our total costs. The year-on-year increase of £1.8 million is attributable to the full-year effect of new hires made in 2023, additional hires in 2024 and annual pay rises that were in line with the inflation rate. Additional hires were mainly ISSB technical staff to expand our capacity, and staff in shared services to support the multi-location model.

Within other technical and operating costs, legal and professional fees decreased by £0.3 million, reflecting a reduction of £1.2 million in costs related to the creation of the ISSB.

This decrease was offset, however, by increased fees to support our internal audit function and other consultancy services for capacity building and revenue-generating activities. Technology costs also increased by £0.8 million due to investments in technology transformation programmes. Cost-saving measures effectively reduced travel and other expenses, contributing to an overall decrease in other technical and operating costs of £0.4 million compared with 2023.

Premises and occupancy costs rose by £0.4 million due to the new Montreal office, which opened in May 2024 and was funded by the contributions from Canada.

Expenses associated with earned revenue activities decreased by £0.2 million due to a reorganisation of reporting lines, with some earned revenue staff being reclassified to roles under technical and operational activities.

Operating expenses

Financial performance and effect of foreign exchange rate changes

During 2024 the net loss from financing and foreign exchange was £0.3 million, compared with a £0.3 million gain in 2023. This figure includes net foreign exchange losses of £1.5 million in 2024, up from £0.7 million in 2023. These losses primarily stemmed from a 5% to 9% appreciation of GBP against the yen, Canadian dollar and euro, which reduced the GBP value of our foreign currency cash balances reported in the statement of financial position at year end.

Tax charges of £0.2 million (2023: £0.4 million) brought our deficit for the year after tax to £1.8 million (2023: £0.8 million income).

Furthermore, after accounting for the exchange gain of £0.2 million (2023: £0.4 million loss) arising from the translation of foreign operations, we are reporting total comprehensive loss of £1.6 million for 2024, compared with total comprehensive income of £0.5 million in the previous year.

Investments

We invest the majority of our surplus funds in fixed-interest, highly liquid investments, with short durations of two to three years and high credit quality. The carrying value of the bond portfolio at the year end was £12.7 million (2023: £12.9 million). We have also invested in the Barclays Medium-Low Risk Multi Asset Class Sustainable Portfolio, which includes equities, commodities and real estate with a fair value of £2.9 million at year end (2023: £2.8 million).

Reserves

We aim to operate under a balanced budget policy. Our reserves policy is focused on maintaining an appropriate level of accessible funds. Reserves are essential for managing unexpected changes in income and expenses, allowing ongoing activities to continue despite unforeseen costs or income shortfalls. The Trustees may authorise the use of reserves for one-time, non-recurring expenses that build long-term capacity, such as staff development, research and infrastructure investments, or for opportunities aligned with the Foundation's mission. We remain committed to using reserves primarily for these strategic, non-recurring purposes.

This year, our reserves decreased due to the operating deficit we incurred as a result of our unmet revenue target. Moreover, some expenditures, particularly those related to technology investments, were funded from our reserves. At the end of December 2024 our total reserve funds stood at £47.9 million (2023: £49.5 million). These funds are unrestricted, allowing us the flexibility to allocate them towards any of the Foundation's purposes.

2025 outlook

The Foundation values the ongoing support from our funding providers, as acknowledged on pages 74–81. We remain committed to managing our operating expenditure prudently and effectively, and are pursuing further initiatives to enhance the organisation's operational stability and efficiency.

Summary of financial results 2024 continued

The Foundation's 2025 budget, approved by the Trustees, anticipates that we will also have a deficit in 2025. This anticipated shortfall is primarily due to a decrease in contributed revenue because some seed funding arrangements concluding in 2024 have not been fully replaced by regular contributions.

Furthermore, we have adopted a conservative approach to our 2025 revenue projections as we transition to new funding arrangements. Operating expenses in 2025 are also expected to increase, reflecting new critical hires, inflation-related expenses and continued technology expenditures.

In line with our commitment to serving the public interest, we are taking proactive steps to ensure our long-term financial position remains strong. We are preparing for the end of ISSB seed funding in 2026 and anticipated cost increases driven by remuneration for critical hires. We are seeking to optimise our revenue strategies and operations to ensure they are fit for purpose given the continuing importance of the IASB's and the ISSB's work.

These initiatives are designed to enhance our operational efficiency, maintain our strong financial position and support our long-term goals.

Going concern

The Trustees have reviewed the Foundation's financial performance and the general reserves position for 2024. The Foundation's business planning and budget process for 2025 has taken into consideration the current and forecast economic climate and its potential impact on the Foundation's various sources of income and planned expenditure.

The Trustees have carefully considered the implications of operating within a multi-location model. Although the Foundation does not directly engage in trade activities, recent US tariffs could indirectly affect cost structures and market conditions in locations where it operates, such as Canada and China. Remaining alert to these potential effects, the Foundation has implemented robust financial planning and cost management strategies throughout its offices. In 2024 the Foundation entered into foreign exchange swap agreements to manage currency risks, thereby enhancing its financial stability. This proactive approach will enable the Foundation to manage its financial exposure effectively and supports its ongoing commitment to financial stability and regulatory compliance throughout its global operations.

The Foundation is focused on building the medium- to long-term funding strategy for both contributed and earned revenue.

The Foundation has reviewed the financial cash flow projections for the 18 months after the end of the reporting period and has performed stress testing on these cash flows. The Foundation has a reasonable expectation that it will be able to continue to operate and meet its liabilities as they fall due for the 18 months after the end of the reporting period (see detailed information on pages 58–59 of the financial statements).

Having regard to all relevant circumstances and the substantial reserve funds held by the Foundation, the Trustees consider it appropriate to prepare the financial statements on a going concern basis.

Trustees' responsibilities statement

The Trustees are responsible for preparing the annual financial statements in accordance with applicable law and regulations.

In accordance with IFRS Accounting Standards, the Trustees can only approve the annual financial statements if they are satisfied that the statements give a true and fair view of the state of affairs and profit or loss of the group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- apply IFRS Accounting Standards with no material departures; and
- prepare the annual financial statements on the going concern basis unless it is inappropriate to presume that the Foundation will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Foundation's transactions, disclose with reasonable accuracy at any time the financial position of the Foundation, and enable them to ensure that the financial statements comply with applicable law and regulations. They are also responsible for safeguarding the assets of the Foundation and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Trustee approval

To the best of our knowledge:

- the group financial statements, prepared in accordance with IFRS Accounting Standards, give a true and fair view of the assets, liabilities, financial position and profit or loss of the Foundation and the undertakings included in the consolidation taken as a whole; and
- the annual financial statements include a fair review of the development, performance and position of the Foundation and the undertakings included in the consolidation taken as a whole, together with a description of the principal risks and uncertainties that it faces.

The financial statements were approved and authorised for issue by the Trustees of the Foundation on 31 March 2025. At that date there had been no events since 31 December 2024 that required an adjustment to the financial statements.

Erkki Liikanen

Erkki Liikanen
Chair of the IFRS Foundation Trustees

Independent auditor's report to the Trustees of IFRS Foundation

Opinion

Our opinion on the group financial statements is unmodified

We have audited the group financial statements of the IFRS Foundation ("Foundation") and its subsidiaries (the "group") for the year ended 31 December 2024, which comprise the consolidated statement of comprehensive income, the consolidated statement of financial position, the consolidated statement of changes in reserves, the consolidated statement of cash flows and notes to the consolidated financial statements, including material accounting policy information. The financial reporting framework that has been applied in their preparation is applicable law and IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB).

In our opinion the group financial statements give a true and fair view of the consolidated financial position of the group as at 31 December 2024 and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the IASB.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 'Auditor's responsibilities for the audit of the group financial statements' section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We are responsible for concluding on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify the auditor's opinion. Our conclusions are based on the audit evidence obtained up to the date of our report. However, future events or conditions may cause the group to cease to continue as a going concern.

Our evaluation of the Trustees' assessment of the group's ability to continue to adopt the going concern basis of accounting included:

- obtaining an understanding of how management prepared their base case, sensitised forecast and reverse stress test for 18 months after the year end to 30 June 2026;
- understanding the significant assumptions of key contributions, earned revenue and cash flow and comparing those assumptions to underlying historical financial data and post-year-end information;
- assessing the reasonableness of the Trustees' assumptions, including board member and staff costs across the group;
- considering the inherent risks associated with the group's multi-location model, including effects arising from macroeconomic factors, and assessing how these factors were incorporated into the base case, sensitised and reverse stress test forecasts;
- analysing how the risks identified and disclosed by the Trustees might affect the group's financial resources or ability to continue operations over the going concern period;
- evaluating management's reverse stress test forecast and the plausibility of events occurring resulting in a decline in cash that would eliminate cash for working capital purposes;
- performing procedures on the mathematical accuracy and consistency checks on management's going concern base case, sensitivities and reverse stress test forecasts; and
- assessing the adequacy of the disclosures within the annual report for consistency with management's assessment of going concern and whether they are in line with the IFRS Accounting Standards.

Independent auditor's report to the Trustees of IFRS Foundation continued

In our evaluation of the directors' conclusions, we considered the inherent risks associated with the group's business model, including effects arising from macroeconomic uncertainties such as increases in the cost of living, inflationary rates and other macroeconomic circumstances relevant to the group. We assessed and challenged the reasonableness of estimates made by the directors and the related disclosures and analysed how those risks might affect the group's financial resources or ability to continue operations over the going concern period.

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Our approach to the audit

Overview of our audit approach

Grant Thornton

Overall materiality: £1.7m, which represents 2.5% of the group's total income at the planning stage of the audit.

Key audit matters were identified as:

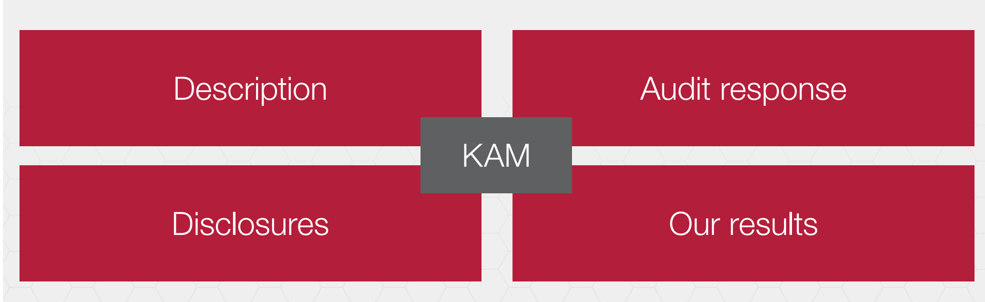
- contributions received after the reporting date (the same as the previous year); and
- income recognised from a performance-based grant (new in the current year).

Our auditor's report for the year ended 31 December 2023 included no key audit matters that have not been reported as key audit matters in our current year's report.

The engagement team evaluated the scoping and significance of each component of the group. There are no key changes in the group or key changes in the scope of the audit from the prior year.

Key audit matters (KAMs)

Key audit matters (KAMs) are those matters that, in our professional judgement, were of most significance in our audit of the group financial statements of the current period and include the most significant assessed risks of material misstatement (whether or not due to fraud) that we identified. These matters included those that had the greatest effect on: the overall audit strategy; the allocation of resources in the audit; and directing the efforts of the engagement team. These matters were addressed in the context of our audit of the group financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.



In the graph below, we have presented the key audit matters and significant risks relevant to the audit. This is not a complete list of all risks identified by our audit.

Independent auditor's report to the Trustees of IFRS Foundation continued

Key audit matter	How our scope addressed the matter
Contributions received after the reporting date We identified contributions received after the reporting date as one of the most significant assessed risks of material misstatement due to fraud and error. A significant proportion of income relates to voluntary contributions. These contributions are recognised on a receipts basis, exceptions being those received post year end, which have been designated by the contributor as related to the previous year. As at year end, £3.9m (2023: £3.2m) is included within contributions receivable. Unpaid contributions were considered a significant risk due to the significant judgements made by management in determining whether they were recognised correctly in the current year.	In responding to the key audit matter, we performed the following audit procedures: • selecting a sample of unpaid contributions and obtaining evidence of subsequent receipt by inspecting post-year-end bank statements to identify whether unpaid contributions have been received post year end. If the contributor had not paid after year end, the engagement team liaised directly with the contributor to obtain a contribution confirmation directly from them; • inspecting correspondence with the contributor to determine whether they had provided a firm commitment to the group to pay the funds due and whether the contribution related to the correct financial year; and • performing a non-substantive analytical review of contributions income year on year by contributor and jurisdiction to identify any unusual movements in balance.
Relevant disclosures in the annual report The group's accounting policy on contributed revenue is shown in Note 3 to the financial statements and related disclosures are included in this note.	**Our results** Based on our audit work, we did not identify material misstatements concerning contributions received after the reporting date.

Key audit matter	How our scope addressed the matter
Income recognised from performance-based grants We identified income recognised from performance-based grants as one of the most significant assessed risks of material misstatement due to fraud and error. Income recognised from performance-based grants was identified as a key audit matter due to the material grants received during the year from several contributors. These grants included several terms and conditions alongside an intended timeframe. Management made significant judgements in determining: • the amount of grant income to recognise during the year due to the conditions in the grant agreements applicable in the duration of the grant agreement; • the most appropriate IFRS Accounting Standard to apply in recognising the revenue of the grant income (which management determined was IAS 20 *Accounting for Government Grants and Disclosure of Government Assistance* rather than IFRS 15 *Revenue from Contracts with Customers*); and • the accounting policy to apply in recognising the grant income.	In responding to the key audit matter, we performed the following audit procedures: • inspecting management's accounting paper, which identifies the judgements and estimates they made in recognising the grant income. This included reviewing management's judgement in the application of IAS 20 by inspecting the criteria of the Accounting Standard alongside the grant agreement to identify whether the criteria per the Accounting Standard were met; • inspecting correspondence between the grant providers and the Foundation, including the signed grant agreements, to identify whether management's judgements aligned with the agreed conditions; • inspecting management's workings to identify expenditure that had not been funded through other contributions during the year; • inspecting the remaining expenditure, comprising primarily staff costs, to identify whether this expenditure met the criteria of the relevant grant agreement; • confirming directly with the relevant employees whether they worked on the projects stated within the grant agreement during the period; and • inspecting Foundation bank statements to identify whether the grant monies were received in 2024.
Relevant disclosures in the annual report The group's accounting policy on grant income is shown in Note 3 to the financial statements and related disclosures are included in this note.	**Our results** Based on our audit work, we did not identify material misstatements concerning income recognised from performance-based grants.

Independent auditor's report to the Trustees of IFRS Foundation continued

Our application of materiality

We apply the concept of materiality both in planning and performing the audit, and in evaluating the effect of identified misstatements on the audit and of uncorrected misstatements, if any, on the financial statements and in forming the opinion in the auditor's report.

Materiality was determined as follows:

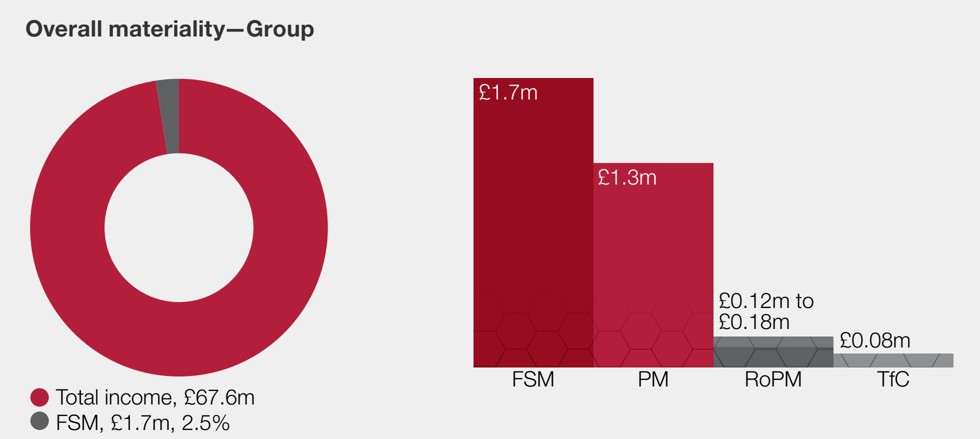
Materiality measure	Group
Materiality for financial statements as a whole	We define materiality as the magnitude of misstatement in the financial statements that, individually or in the aggregate, could reasonably be expected to influence the economic decisions of the users of these financial statements. We use materiality in determining the nature, timing and extent of our audit work.
Materiality threshold	£1.7m (2023: £1.7m), which represents 2.5% of total income.
Significant judgements made by auditor in determining materiality	In determining materiality, we made the significant judgement that income is the most appropriate benchmark because the group is a not-for-profit organisation and income is a key benchmark used by its stakeholders. Materiality for the current year is the same as the level that we determined for the year ended 31 December 2023 to reflect similar amounts of contributions and other income earned from the group's subsidiaries.

Materiality measure	Group
Performance materiality used to drive the extent of our testing	We set performance materiality at an amount less than materiality for the financial statements as a whole to reduce to an appropriately low level the probability that the aggregate of uncorrected and undetected misstatements exceeds materiality for the financial statements as a whole.
Performance materiality threshold	£1.3m (2023: £1.2m), which is 75% (2023: 75%) of financial statement materiality. The range of component performance materialities used across the group was £0.12m to £0.18m. Parent company component performance materiality has been capped at an amount less than group performance materiality for group audit purposes.
Significant judgements made by auditor in determining performance materiality	In determining performance materiality, we made the following significant judgements based on: • our understanding of the group during the performance and risk assessment procedures; and • our experience with auditing the financial statements of the group in the prior year. In determining component performance materiality, we made significant judgements such as: • the extent of disaggregation of financial information across components, including the relative risk and size of each component to the group. For each component in scope for our group audit, we allocated a performance materiality that is less than our overall group performance materiality.
Specific materiality	We determined specific materiality for one or more particular classes of transactions, account balances or disclosures for which misstatements of lesser amounts than materiality for the financial statements as a whole could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. We determined a lower level of specific materiality for the following areas: • fees payable to the external auditor—audit services; • fees payable to the external auditor—non-audit; and • related party transactions.

Independent auditor's report to the Trustees of IFRS Foundation continued

Materiality measure	Group
Communication of misstatements to the audit committee	We determine a threshold for reporting unadjusted differences to the Audit and Risk Committee.
Threshold for communication	£0.08m (2023: £0.08m), which represents 5% of financial statement materiality, and misstatements below that threshold that, in our view, warrant reporting on qualitative grounds.

The graph below illustrates how performance materiality and the range of component performance materiality interact with our overall materiality and the threshold for communication to the Audit and Risk Committee.



FSM: Financial statement materiality, PM: Performance materiality, RoPM: Range of performance materiality at two components, TfC: Threshold for communication to the Audit and Risk Committee.

An overview of the scope of our audit

We performed a risk-based audit that requires an understanding of the group's business and, in particular, matters related to:

Understanding the group, its components, their environments and its system of internal control, including common controls

- The engagement team obtained an understanding of the group and its environment, including common controls, and assessed the risks of material misstatement at the group level.
- The engagement team also gained an understanding of the group organisational structure and group financial reporting system.

Identifying components on which to perform audit procedures

- Having assessed the significance of the group's components by reference to total income for the year, no other components were assessed as being individually significant to the group.
- The Foundation was subject to an audit of its components' financial information using the UK approach to component materiality. The group audit team evaluated the significant classes of transactions across the subsidiaries and incorporated an element of unpredictability when identifying components on which to perform audit procedures.
- The group audit team evaluated each component's total income to assess its significance and our planned audit response based on a measure of materiality. Significance was determined as a percentage of the group's total income and the group audit team considered any qualitative factors such as the nature of the component.

Type of work to be performed on financial information of parent and other components (including how it addressed the key audit matters)

- The engagement team performed a full-scope audit of the Foundation and performed specific-scope audit and analytical procedures at the other components. The audit of the Foundation and its subsidiaries included the procedures described earlier for the key audit matters of contributions received after the reporting date and income recognised from performance-based grants.
- Based on the group significance and assessment of audit risk, the engagement team performed:
  - an audit of the financial information of the component using component materiality (full-scope audit);
  - an audit of one or more account balances, classes of transactions or disclosures of the components (specific-scope audit); and
  - analytical procedures at group level (analytical procedures).

Independent auditor's report to the Trustees of IFRS Foundation continued

Performance of our audit

- We performed a full-scope audit for one component, which amounted to 96% of total income for the group and 98% of total assets. We performed a specific-scope audit for two components, which amounted to 3% of total income for the group.
- The engagement team visited one location. Most of the Foundation's subsidiaries are non-trading and therefore do not have a physical location. The visited location represents 96% of the income for the group and the engagement team visited this location to perform the audit work.
- Further audit procedures performed on components subject to specific scope and specified procedures may not have included testing of all significant account balances of such components, but further audit procedures were performed on specific accounts within that component that we, the group auditor, considered had the potential for the greatest impact on the group financial statements either due to risk, size or coverage.
- The components within the scope of further audit procedures accounted for the following percentages of the group's results, including the key audit matters identified:

Audit approach	No. of components	% coverage income	% coverage total assets
Full-scope audit	1	78%	85%
Specific-scope audit	2	20%	13%
Full-scope and specific-scope-procedures coverage	3 (2023: 2)	98% (2023: 98%)	98% (2023: 98%)
Analytical procedures	7 (2023: 8)	2% (2023: 2%)	2% (2023: 2%)
Total	10	100	100

Communications with component auditors

- We did not engage component auditors to perform audit work for the group for the year ended 31 December 2024.

Changes in approach from previous period

- There was one additional component for the year ended 31 December 2024 where specific scope procedures were performed compared to the year ended 31 December 2023.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 48, the Trustees are responsible for the preparation of the group financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of group financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the group financial statements, the Trustees are responsible for assessing the group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the group financial statements

Our objectives are to obtain reasonable assurance about whether the group financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these group financial statements.

Independent auditor's report to the Trustees of IFRS Foundation continued

Irregularities, including fraud, are instances of non-compliance with laws and regulations. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- The group is subject to many laws and regulations for which the consequences of non-compliance could have a material effect on amounts or disclosures in the group financial statements. The significant laws and regulations we have identified as the most likely to have a material effect if non-compliance were to occur are the International Financial Reporting Standards, HMRC tax legislation for payroll, tax and value added tax filings, tax legislation within the United States, anti-bribery legislation and employment law in the United Kingdom.
- We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our general sector experience and through discussion with the Trustees, and from inspection of the group's board minutes and legal and regulatory correspondence. We discussed the policies and procedures regarding compliance with laws and regulations with the Trustees.
- Based on the results of our risk assessment we designed further audit procedures to identify non-compliance with such laws and regulations. These procedures were performed for all components of the group. Our procedures also involved journal entry testing, with a focus on journals meeting our defined risk criteria based on our understanding of the business; enquiries of legal counsel and management; and consideration of the volume and nature of complaints received through whistleblowing during the year.
- These audit procedures were designed to provide reasonable assurance that the financial statements were free from fraud or error. The risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error and detecting irregularities that result from fraud is inherently more difficult than detecting those that result from error, as fraud may involve collusion, deliberate concealment, forgery or intentional misrepresentations. Also, the further removed non-compliance with laws and regulations is from events and transactions reflected in the financial statements, the less likely we would become aware of it.
- The engagement partner's assessment of the appropriateness of the collective competence and capabilities of the engagement to identify or recognise non-compliance with laws and regulations included consideration of the engagement team's:
  - understanding of and practical experience with audit engagements of a similar nature and complexity through appropriate training and participation;
  - knowledge of the industry in which the client operates;
  - understanding of the legal and regulatory requirements specific to the group including:
    - the provisions of the applicable legislation;
    - the regulator's rules and related guidance, including guidance issued by relevant authorities that interprets those rules; and
    - the applicable statutory provisions.
- We communicated relevant laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit. We communicated the potential for fraud in revenue recognition through manipulation of contributions received after the reporting date and income recognised from a performance-based grant. These are also reported as key audit matters in the key audit matter section of our report, where the matters are explained in more detail and the specific procedures we performed in response are described in more detail.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Foundation's Trustees, as a body, in accordance with our letter of engagement dated 9 December 2024. Our audit work has been undertaken so that we might state to the Foundation's Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Foundation and the Foundation's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Grant Thornton UK LLP

Grant Thornton UK LLP
London
31 March 2025

Consolidated statement of comprehensive income

Year ended 31 December 2024

	Note	2024 £'000	2023 £'000
Income			
Contributed revenue	3	40,997	42,174
Earned revenue	4	26,577	26,168
Other income		–	24
		67,574	**68,366**
Operating expenses			
Technical and operational activities			
Board members and staff costs	5(a)	(48,309)	(46,587)
Other technical and operating costs	5(b)	(10,781)	(11,169)
IFRS Advisory Council, IFRS Interpretations Committee and other advisory bodies	5(d)	(416)	(512)
Earned revenue activities	4	(5,146)	(5,304)
Trustee oversight	6	(1,119)	(1,135)
Premises, occupancy and related expenses	7(a)	(3,146)	(2,747)
		(68,917)	**(67,454)**
Net operating (deficit)/income		(1,343)	**912**
Finance and net foreign exchange income	12	1,399	1,182
Finance and net foreign exchange costs	12	(1,662)	(903)
		(263)	**279**
(Deficit)/income before tax		**(1,606)**	1,191
Income tax charge	9(a)	(172)	(357)
(Deficit)/income for the year after tax		**(1,778)**	**834**
Other comprehensive income — items that may be reclassified subsequently to the income statement			
Exchange differences on translating foreign operations		175	(374)
Total comprehensive (loss)/income for the year		**(1,603)**	**460**

The notes on pages 58–73 form part of these financial statements.

Consolidated statement of financial position

As at 31 December 2024

	Note	2024 £'000	2023 £'000
Assets			
Current assets			
Cash and cash equivalents	10(b)	35,545	37,663
Contributions receivable	3(a)	5,404	3,156
Trade and other receivables	4	2,723	4,030
Prepaid expenses		1,685	2,055
Inventories		35	41
Bonds at amortised cost, including accrued interest	11	1,491	561
Bonds at fair value, including accrued interest	11	3,029	4,990
Forward currency contracts at fair value	10(f)	4	–
		49,916	**52,496**
Non-current assets			
Bonds at amortised cost, including accrued interest	11	8,153	4,375
Bonds at fair value, including accrued interest	11	–	2,948
Investment portfolio	11	2,940	2,776
Leasehold improvements, furniture and equipment	7(b)	2,422	1,830
Right-of-use assets	8(b)	3,244	4,368
Intangible assets	5(c)	395	698
		17,154	**16,995**
Total assets		**67,070**	**69,491**
Liabilities			
Current liabilities			
Trade and other payables		1,179	1,803
Payroll taxes payable		1,080	959
Accrued expenses		3,205	3,607
Lease liability	8(b)	918	887
Tax liability	9(a)	229	278
Earned revenue received in advance	4	5,747	5,524
Contributions received in advance	3(a)	3,031	1,770
Forward currency contracts at fair value	10(f)	4	–
		15,393	**14,828**
Non-current liabilities			
Lease liability	8(b)	3,170	4,530
Reinstatement provision	7(a)	503	517
Deferred tax liability	9(b)	123	132
		3,796	**5,179**
Total liabilities		**19,189**	**20,007**
Net assets/reserves		**47,881**	**49,484**

Erkki Liikanen

Erkki Liikanen
Chair of the IFRS Foundation Trustees

Consolidated statement of changes in reserves

Year ended 31 December 2024

	Retained surplus £'000	Translation reserve £'000	Total £'000
Balance at 1 January 2024	49,695	(211)	49,484
(Deficit) for the year after tax	(1,778)	–	(1,778)
Other comprehensive income			
Exchange differences on translating foreign operations	–	175	175
Balance at 31 December 2024	**47,917**	**(36)**	**47,881**
Balance at 1 January 2023	48,861	163	49,024
Income for the year after tax	834	–	834
Other comprehensive income			
Exchange differences on translating foreign operations	–	(374)	(374)
Balance at 31 December 2023	**49,695**	**(211)**	**49,484**

Consolidated statement of cash flows

Year ended 31 December 2024

	Note	2024 £'000	2023 £'000
Operating activities			
Cash received			
Contributions		40,011	42,491
Earned revenue		27,963	26,640
Interest		1,010	677
Other receipts		–	24
Cash paid			
Salaries, wages and benefits		(48,591)	(48,320)
Earned revenue-related activities expenses		(4,982)	(4,856)
Trustees' fees		(678)	(680)
Other operating expenses		(13,322)	(14,285)
Net cash from operating activities		**1,411**	**1,691**
Investing activities			
Matured bonds receipts		5,567	6,956
Purchase of investments		(5,154)	(4,936)
Purchase of leasehold improvements, furniture and equipment		(1,241)	(536)
Net cash from investing activities		**(828)**	**1,484**
Financing activities			
Payment of lease liabilities	8	(1,447)	(390)
Net cash used in financing activities		**(1,447)**	**(390)**
Effects of exchange rate changes on cash and cash equivalents		(1,254)	(1,080)
Net (decrease)/increase in cash and cash equivalents		**(2,118)**	**1,705**
Cash and cash equivalents at the beginning of the year		37,663	35,958
Cash and cash equivalents at the end of the year		**35,545**	**37,663**

Notes to the consolidated financial statements

Year ended 31 December 2024

1. Basis of accounting, material accounting policy information, and judgements and estimates

(a) General information

The parent entity (IFRS Foundation) is a not-for-profit corporation incorporated without share capital under the General Corporation Law of the State of Delaware, registered as the International Financial Reporting Standards Foundation with the address of 1209 Orange Street Wilmington, New Castle County, Delaware 19801, United States. The IFRS Foundation operates in England and Wales as an overseas company (Company number: FC023235), with its principal office at Columbus Building, 7 Westferry Circus, Canary Wharf, London, E14 4HD.

The IFRS Foundation was incorporated on 6 February 2001. The objectives and governance arrangements of the IFRS Foundation and its independent standard-setting bodies, the International Accounting Standards Board (IASB) and the International Sustainability Standards Board (ISSB), are set out in the IFRS Foundation's Constitution.

The IFRS Foundation has established subsidiaries and offices comprising:

- IFRS Foundation (ISSB) Montreal—incorporated on 13 July 2022 in Montreal, Canada;
- IFRS Foundation (ISSB) Frankfurt—incorporated on 15 November 2022 in Frankfurt, Germany;
- IFRS Foundation Asia-Oceania Ippan Shadan Hojin—established on 2 May 2023 in Tokyo, Japan, taking over the operations, assets and liabilities of the Foundation's Tokyo branch on 31 August 2023; and
- International Financial Reporting Standards Foundation (USA) Beijing Office—established on 12 June 2023 in Beijing, China.

All subsidiaries are 100% owned directly by the IFRS Foundation.

(b) Basis of preparation

The consolidated financial results for 2024 encompass the global operations of the IFRS Foundation and its subsidiaries (Foundation), which include its offices in Canada, China, Germany, Japan, the UK and the US. The consolidated financial statements have been prepared on a basis that reflects these operations, providing a comprehensive view of the Foundation's position and performance.

The consolidated financial statements are presented in GBP, which is the functional currency of the parent company.

Foreign currency transactions are translated into the functional currency of the respective reporting entity, using the exchange rates prevailing at the dates of the transactions (spot exchange rate). Foreign exchange gains and losses resulting from settling such transactions and from remeasuring monetary items denominated in foreign currency at period-end exchange rates are recognised in profit or loss.

Non-monetary items are not retranslated at the period end; they are measured at historical cost (translated using the exchange rates at the transaction date).

The Foundation has prepared the consolidated financial statements in accordance with IFRS Accounting Standards, as issued by the IASB. The consolidated financial statements are based on the historical cost principle, except for financial assets and financial liabilities measured at fair value.

Assets acquired and liabilities assumed as part of a business combination are measured at their acquisition fair values.

(c) Going concern

The cash flow forecasts for the 18-month period are based on the Foundation's approved budget:

- cash inflows for contributed revenue are based on agreed and expected amounts, conservatively adjusted for uncertainty;
- cash inflows for earned revenue are based on historical patterns of recognition; and
- cash outflows include both committed and uncommitted expenditures, such as capital expenditures.

For the period beyond 31 December 2025, the Foundation carries out a roll-forward exercise for anticipated variances in the business model and economic conditions, assuming stable interest rates and inflation.

To evaluate financial resilience, the Foundation carried out stress tests assuming expenditure levels consistent with that assumed in the base level and reliance on existing liquidity reserves. These tests focused on revenue receipts because this variable is partly beyond the Foundation's control. The scenarios considered were:

- a 10% reduction in all revenue;
- a 25% reduction in all revenue; and
- reduction of non-agreed contributed revenues to zero.

The results of these stress tests show that the Foundation's liquidity reserves are robust enough to absorb the effects of potential revenue shortfalls, thereby allowing the Foundation to continue its operations. The Foundation remains solvent in all scenarios throughout the 18-month period, and therefore has a reasonable expectation that it will be able to meet its obligations as they fall due. Furthermore, the Foundation actively monitors revenue flows and is prepared to take management action in response to any early indications of negative variances. The Foundation's forecasting process allows for prompt escalation and follow-up on any deviations from expected cash inflows.

Notes to the consolidated financial statements continued

Year ended 31 December 2024

1. Basis of accounting, material accounting policy information, and judgements and estimates—continued

A reverse stress test showed that a 36% revenue reduction would deplete liquidity by June 2026—a scenario the Foundation deemed unlikely due to its active monitoring of revenue flows and its previously contracted and committed revenues. The Foundation also applied a reverse stress scenario to determine the level of revenue at which it would run out of liquidity at the end of 18 months. This scenario assumed the Foundation would:

- take no management action to reduce its cost base or otherwise supplement income;
- pay the remaining long-term liabilities (those with a term beyond 30 June 2026) at 30 June 2026; and
- receive no value for any of its assets other than financial instruments.

Although the Foundation's current reserves can absorb the shortfall throughout the 18-month period, strategic action is required to ensure long-term financial sustainability. The Trustees have committed to implementing strategic measures to respond to identified revenue and cost issues, including a two-year restructuring and savings plan. The Foundation is enhancing its revenue strategies, refining its operating model to manage costs more effectively and strengthening its funding team to explore new revenue streams. These efforts are designed to ensure the Foundation's financial position remains strong and to support its long-term objectives (for further details, see Note 15).

In their evaluation, the Trustees have carefully considered the implications of operating within a multi-location model. Although the Foundation does not directly engage in trade activities, recent tariffs imposed by the US could indirectly affect cost structures and market conditions in locations where it operates such as Canada and China. The Foundation remains vigilant regarding these potential effects and has implemented robust financial planning and cost management strategies throughout its offices. In 2024 the Foundation entered into foreign exchange swap agreements to manage currency risks, thereby enhancing its financial stability. This proactive approach will enable the Foundation to manage its financial exposure effectively and supports its ongoing commitment to financial stability and regulatory compliance throughout its global operations.

Given the continued strong global support for the work of the IASB and the ISSB, along with substantial reserve funds, the Trustees have a reasonable expectation that the Foundation will continue to operate and meet its liabilities as they fall due. The Foundation's cash flow analysis indicates that its liquidity reserves are robust enough to absorb the effects of stress, thereby supporting its capability to continue operations. This expectation is underpinned by strategic planning and robust financial management, ensuring stability over the 18-month period following the end of the reporting period. Consequently, the Trustees consider it appropriate to prepare the financial statements on a going concern basis, fully considering all relevant circumstances.

(d) Issued but not yet effective accounting pronouncements

IFRS 18 *Presentation and Disclosure in Financial Statements* was issued in April 2024, effective for annual reporting periods beginning on or after 1 January 2027. The Foundation expects to adopt this Standard from 2025 and anticipates that doing so will result in changes to the presentation of the consolidated statement of comprehensive income and related notes.

The Foundation has concluded that no other issued but as yet unapplied IFRS Accounting Standards or IFRIC Interpretations will have a material effect on the financial statements.

(e) Cash

Cash and cash equivalents are defined as cash and short-term bank deposits. The cash flow statement has been prepared in accordance with the direct method.

(f) Inventories

Inventories consist of the Foundation's publications, which are carried at the lower of the cost of printing, on a first-in, first-out basis or their net realisable value.

(g) Financial instruments

Financial assets and financial liabilities are recognised when the Foundation becomes a party to the contractual provisions of the financial instrument.

Financial assets include trade receivables and investments. All financial assets are initially measured at fair value. Financial assets are classified into either amortised cost or fair value through profit or loss based on the characteristics of the asset and the business model applied. The Foundation assesses the characteristics of the asset and the applicable business model at initial recognition of a financial asset based on the evidence available at the time. The Foundation reassesses the business model of existing asset portfolios at each reporting date. Existing portfolios would be reclassified only if the business model were to change. A significant change in the Foundation's operations that is observable to external parties would be evidence of a change in the business model.

Financial liabilities include trade and other payables. Financial liabilities are initially measured at fair value and then held at amortised cost.

(h) Other material accounting policy information

Other material accounting policy information is included in the note to which it relates.

(i) Judgements and estimates

When preparing the consolidated financial statements, management makes estimates, judgements and assumptions about the recognition and measurement of assets, liabilities, revenues and expenses.

The key judgements made by management in applying the accounting policies of the organisation that have the most material effect on these financial statements relate to:

i. the capitalisation of intangible assets (software development)—to distinguish the research and development phases, including configuration or customisation of software development, and to determine whether the recognition requirements for the capitalisation of software development costs meet the criteria of IAS 38 *Intangible Assets* and SIC-32 *Intangible Assets—Web Site Costs*. After capitalisation, management monitors whether the recognition requirements continue to be met and whether there are any indicators that capitalised costs may be impaired.

Notes to the consolidated financial statements continued
Year ended 31 December 2024

1. Basis of accounting, material accounting policy information, and judgements and estimates—continued

ii. IFRS Accounting Standards do not provide explicit guidance on the treatment of philanthropic grants, which necessitates the use of management judgement to select an appropriate accounting policy. The Foundation has decided to adopt IAS 20 *Accounting for Government Grants and Disclosure of Government Assistance* to recognise income from philanthropic grants.

IAS 20 offers a relevant framework for these types of grants, which often share features with government grants.

Under IAS 20, revenue recognition is systematic, based on the fulfilment of performance conditions tied to specific outcomes. The Foundation recognises grant income during the period when these conditions are met, ensuring transparency and consistency in its financial reporting. This method aligns with the Foundation's strategic objectives, because many grants are multi-year and intended to support specific projects.

By recognising this grant income in accordance with IAS 20, the Foundation provides a clear basis for the timing and measurement of this income, thereby helping users of its financial statements to understand the financial effects of grant funding.

IAS 20 sets clear criteria for recognising grant income, emphasising the need for a company to be entitled to the funds, have fulfilled the performance conditions associated with the grant, be reasonably assured of its receipt and be able to measure the amount reliably. These criteria align with the nature of the Foundation's grants, which often span several years with performance-based milestones.

Management applies judgement to ensure revenue is recognised only when funds are available for drawdown, expenditures comply with grant terms and specified outcomes are achieved.

There are no other significant judgements or estimates that require separate disclosures.

(j) Explanatory information

The explanatory notes have been organised into sections that provide a cohesive presentation of the financial reporting implications of the Foundation's core activity (the development, adoption and application of IFRS Accounting Standards and IFRS Sustainability Disclosure Standards), how it funds that activity and how it manages its financial risk. Each section presents the financial information and any material accounting policy information that is relevant to understanding the activities of the Foundation.

2. Consolidation

The financial results for 2024 cover the Foundation's global operations, including its offices in Canada, China, Germany, Japan, the UK and the US. The accounting principles are applied consistently for the IFRS Foundation and its subsidiaries and are based on the same accounting periods.

Subsidiaries are defined as entities over which the IFRS Foundation, directly or indirectly, has control. Control over an entity is evidenced by the Foundation's ability to exercise its power to affect any variable returns that the Foundation is exposed to through its involvement with the entity.

When preparing the consolidated financial statements, intra-group transactions and balances, along with gains and losses on transactions between Foundation entities, are eliminated.

In the consolidated financial statements, all assets, liabilities and transactions of the Foundation's foreign operations with a functional currency other than GBP are translated into GBP upon consolidation. The functional currencies of the Foundation's foreign operations have remained unchanged during the reporting period. Assets and liabilities in foreign operations have been translated into GBP at the closing rate at the reporting date. Income and expenses in foreign operations have been translated into GBP at the average rate over the reporting period. Exchange differences are charged or credited to other comprehensive income and recognised in the currency translation reserve in equity.

Notes to the consolidated financial statements continued

Year ended 31 December 2024

2. Consolidation—continued

(a) Composition of the Foundation

All subsidiaries are owned 100% directly by the Foundation:

Name of entity	Country of incorporation/ formation	Date incorporated/ formed	Principal activity	Status at 31 December 2024
Subsidiaries				
Value Reporting Foundation UK	UK	2011	Integrated Reporting	Active
Value Reporting Charity UK	UK	2015	Integrated Reporting	Active
IFRS Foundation (ISSB) Frankfurt	Germany	2022	Standard-setting	Active
IFRS Foundation (ISSB) Montreal	Canada	2022	Standard-setting	Active
International Financial Reporting Standards Foundation LLC	US	2022	Standard-setting	Dormant parent with active subsidiary
IFRS UK Ltd	UK	2022	Standard-setting	Dormant
IFRS Foundation Asia-Oceania Ippan Shadan Hojin	Japan	2023	Standard-setting	Active
International Financial Reporting	UK	2023	Standard-setting	Dormant
Branches and representative offices of the parent company (IFRS Foundation)				
International Financial Reporting Standards Foundation (branch office in the UK)	UK	2001	Standard-setting	Active
International Financial Reporting Standards Foundation (USA) Beijing office	China	2023	Standard-setting	Active

The annual reporting date of each of the subsidiaries is 31 December.

The Canadian and German entities started transacting on 1 January 2023. The Japanese entity started transacting on 1 September 2023.

3. Contributed revenue

(a) Contributions from jurisdictions, seed capital and contributions from companies

Contributions to the Foundation are voluntary and are recognised as income in the year designated by the funding provider. Contributions that have been received but are designated for use after the reporting date are deferred and recognised as contributions received in advance. At the year end £3.0 million (2023: £1.8 million) of contributions received are deferred. Of the £1.8 million (2023: £2.5 million) contributions received in advance balance at the beginning of the year, £1.7 million (2023: £1.9 million) of revenue was recognised in the year.

Contributions received after the reporting date but designated for use in the reporting period are recognised as income and as contributions receivable. At the year end, £5.4 million (2023: £3.2 million) is included within contributions receivable.

In 2022 the Foundation signed memoranda of understanding (MoUs) with partners in China, Canada and Germany agreeing seed-funding arrangements for the ISSB. In 2023 an MoU was signed with Japan. These arrangements, effective until 2026, are designed to provide essential financial support for the ISSB while also committing the Foundation to specific operational activities and staffing development in various locations.

The German MoU establishes partnerships with German public- and private-sector institutions to support the ISSB in Frankfurt for five years. Additionally, in 2024 the Foundation received an extra grant from the German public institutions to further this commitment.

Similarly, the Canadian MoU with the Federal and provincial governments and the private sector supports the presence of the ISSB in Montreal for five years.

The MoU with the Chinese Ministry of Finance formalised the partnership to support the establishment and presence of the ISSB in Beijing for three years.

The Japanese MoU, which updates a prior agreement, provides continued funding support from the Financial Accounting Standards Foundation, Japan, for the Foundation's activities in its Tokyo office over five years.

(b) Contributions from philanthropy

In accordance with IAS 20, the recognition of income from philanthropic grants by the Foundation is based on several criteria: the Foundation must be entitled to the funds, the performance conditions associated with the grants must be met, the receipt of income must be probable and reliable measurement of the amount must be possible. Any amounts that do not meet these criteria are deferred and may be recognised in income in later years as these conditions are satisfied.

Notes to the consolidated financial statements continued

Year ended 31 December 2024

3. Contributed revenue—continued

In 2024 the Foundation secured new multi-year philanthropic grants totalling £7.0 million for ISSB-related activities, compared with £2.9 million in 2023. Of this amount, £4.5 million was recognised as income (2023: £2.6 million). The remaining grant amounts will be recognised in future periods as the Foundation meets the required performance conditions, and the funds fall due. This systematic approach meets the requirements in IAS 20, ensuring that our income recognition complies with the grant conditions and aligns with the timeline for fulfilling our performance obligations.

A full list of funding providers can be found on pages 74 to 81.

(c) Contributions by board

	2024 £'000	2023 £'000
IASB-related activities	15,218	16,207
ISSB-related activities	25,779	25,967
	40,997	**42,174**

(d) Contributions by region

	2024 £'000	2023 £'000
Americas	11,838	14,227
Asia-Oceania	10,236	10,466
Europe	18,774	16,945
Other	149	536
	40,997	**42,174**

The Foundation receives contributions from jurisdictions in a range of currencies.

(e) Contributions by currency

	2024 £'000	2023 £'000
GBP	5,888	5,725
Canadian dollars	7,982	10,723
Euro	11,581	9,172
US dollars	10,582	11,246
Other	4,964	5,308
	40,997	**42,174**

For more information on how the Foundation manages its currency risk, see Note 10(f).

4. Earned revenue

The Foundation generated earned revenue from publications and subscription services, licensing of intellectual property, membership fees for the IFRS Sustainability Alliance, education programmes and conferences.

The table presents the components of the net income generated by all earned revenue activities.

	Note	2024 £'000	2023 £'000
Revenues from contracts with customers			
Licensing		19,538	19,525
Publications		1,187	1,275
Subscription services		1,370	1,459
Membership services		2,554	2,376
Education services		986	799
Conferences and speaking engagements		942	734
		26,577	**26,168**
Expenses			
Staff salaries and related costs	5(a)	3,032	2,952
Cost of goods sold		1,252	1,436
Depreciation	7(a)	158	168
Occupancy	7(a)	164	125
Communication and technology		250	285
Other costs		290	338
		5,146	**5,304**
Net income from earned revenue activities		**21,431**	**20,864**

The Foundation enters into non-exclusive licensing contracts granting intellectual property rights to customers who wish to use its intellectual property in their commercial offerings or commercial practices. The arrangements are governed by contracts that establish the fees and term. Consideration for these contracts is in the form of fixed fees. Revenues for fixed-fee contracts are recognised on a time-apportioned basis over the term of the licence because the contracts provide ongoing access to updated versions of IFRS Standards and other related content. Revenues for variable-fee contracts are recognised as the customers' sales occur. Revenue is measured based on the consideration specified in the contracts.

Revenue from printed publications is recognised when control of the publication is transferred to the customer, which occurs upon shipment. Publications are paid for in advance of shipment. Customers are entitled to refunds or returns in accordance with statutory requirements, but, based on experience, such occurrences are expected to be infrequent and immaterial.

Notes to the consolidated financial statements continued

Year ended 31 December 2024

4. Earned revenue—continued

Revenue from subscription and membership services is recognised over the subscription or membership period on a time-apportioned basis. Subscriptions and memberships are generally paid for in advance. Some subscriptions and memberships renew automatically on an annual basis. If payment is not received within a defined time, the subscription is cancelled and any revenue recognised is reversed.

Revenue from education services is recognised when the relevant exam is taken by the customer.

Revenue from conferences and speaking engagements is recognised on conclusion of the event.

Revenue received in advance arises from revenue received (for licensing, memberships, subscriptions, conferences and education services) in advance of the period in which the Foundation provides the services. The balance at the beginning of the year of £5.5 million has been recognised as revenue during the year. The balance at the end of the year of £5.7 million is expected to be recognised as revenue in 2025.

Trade and other receivables of £2.7 million (2023: £4.0 million) include balances arising from revenue from contracts with customers of £1.9 million (2023: 2.5 million).

5. Technical and operational activities

(a) Staff salaries and related costs

The main costs associated with developing IFRS Accounting Standards and IFRS Sustainability Disclosure Standards are the salaries and related costs of the IASB and ISSB members and staff. The number of staff employed by the Foundation has increased from 353 to 369 during 2024.[1] Of these, 28 are board members, 103 are technical staff, 85 work on implementation activities (including adoption and capacity building), 29 work on revenue-generating activities and 124 are operations staff.

The Trustees review, benchmark and approve salary and benefit levels.

The Foundation pays fixed contributions into independent entities in relation to several retirement plans and insurances for individual employees. The Foundation has no legal or constructive obligations to pay contributions in addition to its fixed contributions, which are recognised as an expense in the period that related employee services are received.

In 2024 £2.4 million in expenses for the defined-contribution pension schemes was recognised under operating expenses (2023: £2.0 million).

1. Staff includes all permanent and fixed-term contract employees, casual workers, consultants, secondees and visiting fellows.

Staff salaries and related costs are analysed as follows:

	2024 £'000	2023 £'000
Technical and operational activities	48,309	46,587
Earned revenue activities (Note 4)	3,032	2,952
	51,341	**49,539**

	2024 £'000	2023 £'000
IASB member salaries and related costs	8,455	8,166
ISSB member salaries and related costs	6,697	6,671
Other staff salaries and related costs	36,189	34,702
	51,341	**49,539**

Staff salaries and related costs by region were as follows:

	2024 £'000				
	UK and other	Asia-Oceania	Europe	Americas	Total
Board	8,389	1,498	3,217	2,048	**15,152**
Technical and operational	23,090	836	3,408	8,855	**36,189**
	31,479	**2,334**	**6,625**	**10,903**	**51,341**

	2023 £'000				
	UK and other	Asia-Oceania	Europe	Americas	Total
Board	8,100	1,447	3,178	2,112	**14,837**
Technical and operational	22,113	563	2,477	9,549	**34,702**
	30,213	**2,010**	**5,655**	**11,661**	**49,539**

Technical and operational staff costs in the Americas decreased from the prior year due to retention bonuses paid in 2023 related to the consolidation of the Value Reporting Foundation into the Foundation.

The IASB and the ISSB each had their full complement of 14 members at the end of the year (2023: 14 members). During the year, there were no changes to the membership of either board.

Notes to the consolidated financial statements continued

Year ended 31 December 2024

5. Technical and operational activities—continued

Remuneration for board members is either:

- an annual allowance where members can choose how this balance is received in salary, pension contributions and other benefits; or
- a gross salary plus pension contributions and other benefits.

ISSB member salaries are paid in a range of currencies.

Gross remuneration covering all compensation and benefits for the Chairs and Vice-Chairs of the boards is shown under key management personnel in the table.

The average annual gross salary (based on a full year), including all compensation and benefits for other IASB and ISSB members, is £518,000 (2023: £526,000). ISSB board members are based in our global offices, with salaries paid in local currencies. Consequently, foreign exchange rate fluctuations can affect the average salaries reported in GBP. The decrease from the prior year reflects these foreign exchange movements.

Key management personnel

Key management personnel include the Chairs and Vice-Chairs of the boards, and the Managing Director. The total annual allowances including all compensation, pension contributions and benefits of these key personnel are as follows:

	2024 £'000			2023 £'000
	Short-term employee benefits	Post-employment benefits	Total benefits	Total benefits
Salary received as annual allowance				
Andreas Barckow				
IASB Chair	737	4	**741**	**735**
Emmanuel Faber				
ISSB Chair	741	–	**741**	**735**
Sue Lloyd				
ISSB Vice-Chair	619	22	**641**	**636**
Linda Mezon-Hutter				
IASB Vice-Chair	637	4	**641**	**636**
Jingdong Hua				
ISSB Vice-Chair	465	2	**467**	**447**
Salary received as gross salary plus pension and other benefits				
Lee White				
Managing Director *(until February 2024)*	106	11	**117**	**417**
Michel Madelain				
Managing Director *(from September 2024)*	158	–	**158**	**–**

Included in Lee White's 2024 short-term employee benefits is £29,000 as payment in lieu of untaken holiday, which he received upon his departure from the Foundation in February 2024 (2023: £nil). Michel Madelain assumed his role in September 2024.

Outstanding amounts owed to the above key management personnel at the year end totalled £nil (2023: £3,000). Information related to the remuneration of the Trustees is provided in Note 6.

(b) Other technical and operating costs

Operating expenses, which include other technical and operating costs, are recognised when the service is used or as incurred.

	2024 £'000	2023 £'000
Group auditor's fees		
Fees payable to the external auditor—audit services	100	101
Fees payable to the external auditor—non-audit services	13	23
	113	**124**
Legal and professional services		
Establishment of ISSB/multi-location model	859	2,040
Other	1,258	367
	2,117	**2,407**
Technology		
SaaS and IT infrastructure	2,957	2,721
Technology transformation programmes	1,310	711
Intangible asset amortisation (Note 5(c))	303	302
	4,570	**3,734**
Travel and meetings	**2,003**	**2,659**
Other costs		
Communications and external relations	412	494
Human resource and recruitment activities	784	926
Other office-related costs	782	825
	1,978	**2,245**
	10,781	**11,169**

Notes to the consolidated financial statements continued

Year ended 31 December 2024

5. Technical and operational activities—continued

In the 2023 financial statements, ISSB establishment costs of £2.8 million were aggregated and included expenses for setting up the multi-location structure and technology system enhancements. In the current financial statements, these costs have been separated into 'Establishment of ISSB/multi-location model' (under 'Legal and professional services') and 'Technology transformation programmes'. This change has been made to align with our internal reporting practices, and to provide greater transparency and clarity about the distinct components of our spending. The technology transformation programmes have a budget of £5 million spanning the years 2023 to 2025.

Establishment of ISSB/multi-location model costs in 2023 comprised fees for tax, compliance and employment-related advice associated with implementing the multi-location model, and post-merger integration costs. In 2024 these costs comprised fees for tax, compliance and employment-related advice associated with finalising the multi-location model.

The increase in other costs under 'Legal and professional services' is primarily due to professional fees associated with supporting the newly created internal audit function, as well as consultancy fees related to enhancing our capacity building efforts and revenue-generating activities.

(c) Intangible assets

The Foundation recognises some intangible assets at cost, minus accumulated amortisation and impairment losses.

The Foundation's most important intangible asset—the intellectual property embodied in IFRS Standards and related content—is not recognised on the balance sheet because its cost cannot be reliably measured. Expenditures related to the development of IFRS Standards and related content are recorded as expenses in the year they occur.

The Foundation's technology programmes necessitate expenditure for the development of new IT infrastructure.

Costs associated with computer software licences, research activities and project management are not recognised as intangible assets and are expensed as incurred. Research and development costs of £567,000 (2023: £257,000) that do not meet the criteria for capitalisation have been recognised as an expense as the costs were incurred.

Expenditures that are directly attributable to the development of new software and IT infrastructure can be capitalised as intangible assets if they meet specific criteria, namely:

- the development costs can be measured reliably;
- the necessary technical, financial and other resources are available to complete the development;
- the generation of future economic benefits is probable; and
- the Foundation controls the future economic benefits and can restrict others' access to them.

Development expenditures are not amortised until the asset is available for use. Once amortisation begins, it is applied on a straight-line basis over the asset's estimated useful life, typically five years or less. Asset lives are reviewed annually, considering the asset's evolution and any plans for its replacement. The useful lives of all intangible assets recognised in the accounts are finite. Estimated useful lives for the modern web platform and other intangible assets are five years. The remaining amortisation period for the modern web platform is one year, and for other intangible assets is up to two years.

An amortisation charge of £303,000 has been expensed in 2024 (2023: £302,000) and is included in other technical and operating costs (Note 5(b)).

	2024 £'000		
	Modern web platform	**Other**	**Total**
Cost			
1 January	1,202	324	1,526
Additions	–	–	–
31 December	**1,202**	**324**	**1,526**
Accumulated amortisation			
1 January	660	168	828
Charge for the year	241	62	303
31 December	**901**	**230**	**1,131**
Carrying amount	**301**	**94**	**395**

	2023 £'000		
	Modern web platform	**Other**	**Total**
Cost			
1 January	1,202	324	1,526
Additions	–	–	–
31 December	**1,202**	**324**	**1,526**
Accumulated amortisation			
1 January	420	106	526
Charge for the year	240	62	302
31 December	**660**	**168**	**828**
Carrying amount	**542**	**156**	**698**

Notes to the consolidated financial statements continued

Year ended 31 December 2024

5. Technical and operational activities—continued

(d) The IFRS Advisory Council, IFRS Interpretations Committee and other advisory bodies

The annual remuneration for the Chair of the IFRS Advisory Council was £50,000 in 2024 (2023: £50,000). The Foundation also reimburses the Chair's travel and accommodation costs. Other members of the IFRS Advisory Council do not receive remuneration and meet their own costs for attending meetings. Members of the IFRS Interpretations Committee and members of the Capital Markets Advisory Committee are not remunerated, but they are reimbursed for their travel and accommodation costs for attending meetings. Members of the boards' other advisory bodies meet their own costs for attending meetings and are not remunerated by the Foundation. The decrease in travel expenses compared to the previous year reflects the Foundation's cost-saving measures, including fewer in-person meetings and limited travel.

Costs associated with these committees and advisory bodies are:

	2024 £'000	2023 £'000
Remuneration costs	50	50
Travel and meeting costs	366	462
	416	**512**

6. Trustee oversight

The Trustees oversee the Foundation's management and governance. In 2024 there were 21 Trustees from January to June, increasing to 22 from July to December, compared with 22 throughout 2023. The Trustees met four times during the year—three times in person and once virtually (2023: three in-person meetings). The Chair of the Trustees receives an annual fee of £200,000 and other Trustees receive £20,000 annually. In 2024 two Trustees waived their fees (2023: one Trustee). One Trustee received remuneration of £20,000 for consultancy services (2023: £nil). Nine active Trustee committees operated in 2024, with committee chairs receiving an additional £7,000 per year. All Trustees are reimbursed for travel expenses related to Foundation business, with amounts owed for reimbursement totalling £2,000 at year end (2023: £3,000).

Costs associated with Trustee activities are:

	2024 £'000	2023 £'000
Remuneration costs	640	677
Travel and meeting costs	479	458
	1,119	**1,135**

7. Premises, occupancy and related expenses

(a) Components of premises, occupancy and related expenses

	2024 £'000	2023 £'000
Property taxes, insurance and energy	729	425
Rent—short-term leases (Note 8(a))	466	490
Service charges	473	412
Depreciation—leasehold improvements, furniture and equipment fixed assets (Note 7(b))	635	556
Depreciation—right-of-use asset (Note 8(b))	1,037	982
Other costs	128	175
	3,468	**3,040**
Less amounts allocated to expenses for earned revenue activities:		
Depreciation (Note 4)	(158)	(168)
Occupancy (Note 4)	(164)	(125)
	3,146	**2,747**

In 2023 our property taxes were lower due to a one-off property tax rebate.

The lease reinstatement provision of £503,000 (2023: £517,000) is the estimated cost of returning leasehold property to its original state at the end of the lease in accordance with the lease terms. The provision is released on termination of the lease (Note 8(b)).

	£'000
1 January 2024	517
Net exchange differences	(14)
31 December 2024	**503**

(b) Leasehold improvements, furniture and equipment

Leasehold improvements, furniture and equipment and other fixed assets are initially measured at cost and then depreciated on a straight-line basis from the date on which the asset is available for use. Leasehold improvements are depreciated over the remaining periods of the related leases or their useful lives, whichever is shorter. Furniture and equipment are depreciated over three or five years.

Leasehold improvements at the year end include an amount of £nil (2023: £228,000) relating to assets for which no depreciation has yet been charged because they are not yet available to use.

Notes to the consolidated financial statements continued

Year ended 31 December 2024

7. Premises, occupancy and related expenses—continued

	2024 £'000		
	Leasehold improvements	Furniture and equipment	Total
Cost			
1 January	3,279	1,757	**5,036**
Additions	955	286	**1,241**
Disposals	–	(61)	**(61)**
Net exchange differences	(35)	(2)	**(37)**
31 December	**4,199**	**1,980**	**6,179**
Accumulated depreciation			
1 January	1,835	1,371	**3,206**
Charge for the year	379	256	**635**
Disposals	–	(52)	**(52)**
Net exchange differences	(21)	(11)	**(32)**
31 December	**2,193**	**1,564**	**3,757**
Carrying amount	**2,006**	**416**	**2,422**

	2023 £'000		
	Leasehold improvements	Furniture and equipment	Total
Cost			
1 January	3,120	1,484	**4,604**
Additions	228	308	**536**
Disposals	–	–	**–**
Net exchange differences	(69)	(35)	**(104)**
31 December	**3,279**	**1,757**	**5,036**
Accumulated depreciation			
1 January	1,599	1,155	**2,754**
Charge for the year	304	252	**556**
Disposals	–	–	**–**
Net exchange differences	(68)	(36)	**(104)**
31 December	**1,835**	**1,371**	**3,206**
Carrying amount	**1,444**	**386**	**1,830**

8. Leases

The Foundation makes use of leasing arrangements principally for the provision of office space. The Foundation also has leases for some IT and office equipment. Except for short-term leases and leases of low value, each lease is reflected in the statement of financial position as a right-of-use asset and a lease liability.

Right-of-use assets are recognised at cost and comprise the amount of the initial measurement of the lease liability less accumulated depreciation. The Foundation depreciates the right-of-use asset on a straight-line basis from when the asset is available for use to the earlier of the end of the useful life of the underlying asset or the end of the lease term.

Lease liabilities are recognised at the present value of lease payments not yet paid discounted using the Foundation's incremental borrowing rate at the date of the lease inception—if the interest rate implicit in each lease cannot be readily determined. Interest expense on the lease liability is included in finance costs (see Note 12).

The Foundation has elected not to recognise a right-of-use asset or lease liability for short-term leases (lease term of 12 months or less) or for leases of low-value assets. Payments for such leases are expensed on a straight-line basis over the lease term.

(a) Short-term leases and leases of low-value assets

The Foundation has short-term leases for office premises in Frankfurt, Montreal (through April 2024) and Beijing, and leases of low value for some IT and office equipment. The expense relating to payments not included in the measurement of the lease liability is as follows:

	2024 £'000	2023 £'000
Short-term premises leases (Note 7(a))	466	490
Office equipment	5	11
	471	**501**

(b) Long-term leases (lease term of more than 12 months)

The Foundation has long-term leases for the office premises in London, San Francisco, Montreal and Tokyo.

The 10-year London office-premises lease commenced in January 2018. The lease includes a five-year termination clause and incentives in the form of rent-free periods both initially and in year six. In 2022 the Foundation made the decision not to exercise the termination clause and benefitted from a one-year rent-free period in 2023 (amortisation was still charged to the income statement). The lease term has not been modified or changed.

A five-year lease commenced on 1 October 2022 for the Tokyo office premises.

In 2022 the Foundation extended the lease for office premises in San Francisco, which is scheduled to expire on 31 July 2025.

Notes to the consolidated financial statements continued

Year ended 31 December 2024

8. Leases—continued

A lease for office premises in Montreal began in September 2023. This lease includes a rent-free period for installing leasehold improvements up to 1 May 2024, during which time the premises remained unoccupied, followed by a 10-year rental period. The lease offers a five-year termination clause and incentives, including a rent-free period and a contribution towards leasehold improvements. The Foundation has determined that it is reasonably certain the termination clause will not be exercised due to the economic incentives provided by its investment in leasehold improvements.

Expected useful lives for the right-of-use assets are determined by reference to the lease term.

The following amounts are recognised in the statement of financial position as right-of-use assets relating to leases:

	2024 £'000	2023 £'000
Buildings	3,208	4,336
IT equipment	36	32
	3,244	**4,368**

In 2024 the only addition to the right-of-use assets was £15,000 for IT equipment. The 2023 additions totalled £992,000 and were related to the Montreal office.

The following amounts are recognised in the statement of profit or loss relating to leases:

	Notes	2024 £'000	2023 £'000
Depreciation charge for right-of-use assets:			
Buildings		(1,027)	(981)
IT equipment		(10)	(1)
	7(a)	**(1,037)**	**(982)**
Interest expense (included in finance costs)	12	(205)	(160)

Future undiscounted lease commitments under the premises leases are:

	2024 £'000	2023 £'000
Within one year	1,060	1,095
In two to five years	2,857	4,176
More than five years	749	964
	4,666	**6,235**
Effect of discounting	(578)	(818)
Lease liability at 31 December	**4,088**	**5,417**
Current	918	887
Non-current	3,170	4,530
	4,088	**5,417**

Total cash outflows related to leases during the year were £1.4 million (2023: £390,000).

9. Taxation

The IFRS Foundation was incorporated in February 2001 and is registered in the US as a not-for-profit corporation, known as a Section 501(c) (03) tax-exempt organisation. The exemptions are subject to periodic review by the federal and state taxing authorities and management is confident that the IFRS Foundation continues to satisfy all federal and state statutes to continue to qualify for continued tax exemption status.

The Foundation operates on a not-for-profit basis in Canada, China, Germany and Japan, resulting in no tax payable in these jurisdictions. Although the Foundation also functions as a not-for-profit in the UK, UK tax regulations do not provide the same tax-exempt status. Therefore, the current tax charge detailed in the table below specifically reflects the Foundation's UK tax obligations.

(a) Current tax charge

In 2024 the Foundation has a deficit before tax of £1,606,000 (2023: £1,191,000 income). The current tax liability is £229,000 (2023: £278,000). The tax charge of £172,000 (2023: £357,000) comprises:

	2024 £'000	2023 £'000
Current tax charge for the year	229	281
Adjustments for current tax of prior periods	(48)	99
Deferred tax credit	(9)	(23)
Total tax charge	**172**	**357**

Notes to the consolidated financial statements continued

Year ended 31 December 2024

9. Taxation—continued

The tax assessed for the period is analysed in the table. The 2024 rate was 25% (2023: 23.52% average corporation tax rate).

	2024 £'000	2023 £'000
(Deficit)/income before tax	**(1,606)**	**1,191**
Applicable tax rate	25.00%	23.52%
Tax (credit) / charge at the applicable tax rate	**(402)**	**280**
Effects of:		
– items not deductible/(chargeable) for tax purposes	631	1,306
– allocated expenses deductible for UK tax purposes	–	(1,305)
– adjustment differences in prior years	(48)	99
– deferred tax credit (see table below)	(9)	(23)
Tax charge	**172**	**357**

In 2024 the Foundation transitioned to a transfer pricing model affecting the recognition of revenue for UK tax purposes. Due to this transition, notional royalty expenses, classified under 'Allocated expenses deductible for UK tax purposes' (2023: £1,305,000), are no longer applicable.

(b) Deferred tax

As at 31 December 2024 the Foundation has recognised a deferred tax liability of £123,000 related to temporary differences (2023: £132,000).

Deferred taxes recognised at the balance sheet date are determined using the anticipated future tax rate. With the current enacted UK corporation tax rate of 25% expected to remain stable, deferred tax balances are calculated using this rate (2023: 25%).

Deferred taxes are summarised as:

	Total 2024 £'000	Total 2023 £'000
Deferred tax liability at 1 January	(132)	(155)
Deferred tax credit for the year	9	23
Deferred tax liability at 31 December	**(123)**	**(132)**

10. Risk management

The Trustees have overall responsibility for the creation and oversight of the Foundation's risk management framework. The Foundation's risk management policies are established to identify and analyse the risks faced by the Foundation, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. The Foundation has a conservative approach to financial risk, and the principal purpose of its treasury management policy is to maintain liquidity and to safeguard the Foundation's reserves. The Trustees oversee how management monitors compliance with financial risk management policies and procedures and reviews the adequacy of the risk management framework in relation to those risks. Risk management policies and systems are reviewed regularly.

As at 31 December 2024 the Foundation has not identified significant risks induced by climate changes that could negatively affect the 2024 consolidated financial statements.

(a) Capital management

The Foundation considers its capital to be its reserves and has no debt. The Foundation's objective is to maintain an appropriate level of accessible funds and to use these funds in a timely and strategic manner. The Foundation holds reserves to provide cover for unexpected changes in income and expenditure, allowing the Foundation to continue its activities in the event of any shortfall in income (particularly from contributed earnings) or unforeseen costs.

The Trustees monitor and manage the reserves to ensure they remain within an acceptable range for a not-for-profit organisation. The Trustees review the financial position of the Foundation at each board meeting.

(b) Liquidity risk

Liquidity risk is the risk that the Foundation will not be able to meet its financial obligations as they fall due. The Foundation's approach to managing liquidity is to ensure that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Foundation's reputation. The Foundation has no borrowings.

The contractual maturity analysis for lease liabilities is presented in Note 8(b). All other financial liabilities comprising trade and other payables are due within six months.

The Foundation holds reserves in different currencies to provide cover for unexpected changes in income and expenditure, allowing the Foundation to continue its activities in the event of any shortfall in revenue (particularly from the voluntary elements of its funding), as well as unforeseen costs.

Cash is principally held in current accounts and deposits, which include short-term overnight deposits at floating rates and fixed-rate deposits with short or medium-term durations. Balances are actively managed, with deposits continually maturing and being reinvested. Cash at bank is maintained in GBP, Canadian dollar, euro, US dollar and yen accounts to fulfil expenditure obligations in various currencies.

Notes to the consolidated financial statements continued

Year ended 31 December 2024

10. Risk management—continued

	2024 £'000	2023 £'000
Cash and cash equivalents		
Cash at hand	28,006	27,262
Short-term deposits	7,539	10,401
	35,545	**37,663**

Surplus funds are invested in short-duration investments, all of which are of high credit quality (Note 11). Cash and cash equivalents include £2.8 million of cash received from philanthropic grants, which must be exclusively used for ISSB projects.

(c) Credit risk

Credit risk is the risk of financial loss to the Foundation if a counterparty or customer to a financial instrument fails to meet its contractual obligations. The Foundation is exposed to credit risk in relation to its fixed-interest investments and its financial assets measured at amortised cost comprising cash and cash equivalents, contributions receivable and earned revenue receivables. The Foundation has assessed the credit risk of its financial assets measured at amortised cost and has determined that the loss allowance for expected credit losses of those assets is immaterial to the financial statements. The Foundation has a history of very low credit losses, which is not expected to change in the foreseeable future.

The Foundation is mainly exposed to credit risk from its anticipated contributions receivable and earned revenue receivables.

As at 31 December 2024 the Foundation had contributions receivable totalling £5.4 million (2023: £3.2 million). At year end, notable outstanding contributions include £1 million from Japan, £1.7 million from Germany, £0.65 million from China and £0.7 million from the rest of the EU. These jurisdictions are known for their high credit ratings and stable economic environments, and the Foundation has determined these receivables have low credit risk.

Exposure to credit risk arising from earned revenue activities is managed by requiring advance payments for some products and services and with the contractual control of the use of the Foundation's intellectual property. The Foundation retains a right to terminate contracts and cancel all rights and licences, although such occurrences are expected to be infrequent and immaterial.

The credit risk on fixed-interest investments is limited because the Foundation only invests in highly liquid investments, all of which are of high credit quality, and are held to maturity.

Credit risk also arises from cash and cash equivalents and deposits held with banks and financial institutions. For banks and financial institutions, only independently rated parties with high credit ratings are accepted. Counterparty credit ratings are reviewed regularly.

The carrying amount of the Foundation's financial assets represents the maximum credit exposure.

(d) Market risk

Market risk is the risk that changes in market prices will affect the Foundation's income or the value of its holdings of financial instruments. The Foundation is exposed to risks from movements in interest rates, asset prices and foreign currency exchange rates that affect its assets and forecast transactions. To manage market risk, the Foundation employs various strategies. These strategies include diversifying investments across different asset classes and regions, actively monitoring market conditions and conducting regular reviews of cash flows. Stress testing is also used to assess potential impacts of extreme events, and investment policies are regularly reviewed and adjusted to align with risk tolerance and objectives.

(e) Interest rate risk

Interest rate risk is the risk that the fixed-income bonds will lose value due to an increase in interest rates. To mitigate this risk, the Foundation's objective is to hold sufficient cash reserves to meet its liabilities as they fall due so that it can hold bonds to maturity. The Foundation only invests in short-duration bonds, all of which are of high credit quality. The sensitivity analysis for bond prices is shown within the section on 'Price risk'.

(f) Foreign currency management

The Foundation receives contributions and inflows in various currencies, primarily GBP, US dollars, Canadian dollars, euro and yen, and manages foreign exchange risk by keeping cash flows in their original currencies to match respective expenses. From 2019 to 2023, the Foundation did not hedge foreign exchange exposure directly, relying instead on surplus reserves to manage potential currency fluctuations.

In 2024 the Trustees reviewed the Foundation's hedging strategy and recommended it reinstate the hedging policy used prior to 2019. This change in approach is appropriate for the multi-location model, which has reduced the reserves' coverage of operating expenses, alongside a strengthening GBP. This environment has led to increased variability in cash flows, particularly for US dollars, which must be exchanged for GBP to cover outflows. During 2024 the Foundation entered into new foreign exchange swaps to manage this exposure. Foreign currency is sold forward with a reputable financial institution; credit risk is deemed minimal.

As part of the revised hedging strategy, the Foundation will hedge 100% of contributions that require conversion to GBP, ensuring stability in funding against currency fluctuations. Concurrently, the Foundation will continue to self-hedge other currencies, including US dollars, Canadian dollars, euro and yen, in alignment with its operational needs.

Foreign exchange derivatives are recognised at fair value and subsequently measured at fair value through profit or loss. The table presents the fair value and notional value of these financial instruments by currency.

Notes to the consolidated financial statements continued

Year ended 31 December 2024

10. Risk management—continued

Forward foreign exchange contracts by currency	2024 £'000 Fair value	2024 £'000 Notional value	2024 £'000 Weighted average rate	2023 £'000 Fair value	2023 £'000 Notional value	2023 £'000 Weighted average rate
Financial assets						
US dollar (Level 2)	£4	$11,620	1.252	–	–	–
Financial liabilities						
US dollar (Level 2)	(£4)	$5,810	1.252	–	–	–

The fair values of forward foreign exchange contracts are based on third-party valuations predicated on pricing models that use observable exchange rates and meet the definition of Level 2 set out in IFRS 13 *Fair Value Measurement*. All forward contracts expire in 2025.

Exposure

The Foundation's net exposure to foreign exchange risk as at 31 December is disclosed in the table. The exposure on translating the financial statements of overseas operations into the presentation currency is excluded from this analysis. The amounts shown are translated into GBP at the closing rate.

	2024 £'000 Canadian dollar	2024 £'000 Euro	2024 £'000 Yen	2024 £'000 US dollar
Financial assets	6,319	3,048	2,313	7,781
Financial liabilities	(40)	(104)	–	(43)
Total exposure	**6,279**	**2,944**	**2,313**	**7,738**

	2023 £'000 Canadian dollar	2023 £'000 Euro	2023 £'000 Yen	2023 £'000 US dollar
Financial assets	5,789	5,966	4,418	4,316
Financial liabilities	(29)	(27)	(6)	(4)
Total exposure	**5,760**	**5,939**	**4,412**	**4,312**

Sensitivity

The effect of a fluctuation in exchange rates on the Foundation's financial assets and financial liabilities carried at the reporting date, all other variables held constant, is shown in the table.

The effect of a 10% strengthening or weakening of the Canadian dollar, euro, yen and US dollar against GBP would increase or decrease income after tax by £1.9 million (2023: £2.0 million).

	£'000 Canadian dollar	£'000 Euro	£'000 Yen	£'000 US dollar	£'000 Total
31 December 2024	628	294	231	774	1,927
31 December 2023	576	594	441	431	2,042

(g) Price risk

The Foundation is exposed to other price risks in respect of its listed bond securities and investment portfolio, which are held at fair value through profit or loss (Note 11). The investment portfolio includes equities, commodities and real estate. The strategy of the portfolio is low to medium risk and is globally diversified.

Sensitivity

For the listed bonds, an average volatility of 0.4% has been observed during 2024 (2023: 1.4%). This volatility figure is considered to be a suitable basis for estimating how income would have been affected by changes in market prices that were reasonably possible at the reporting date. If the quoted prices for these bonds increased or decreased by that amount, income after tax would have changed by £11,000 (2023: £180,000).

For the investment portfolio, an average volatility of 4.4% has been observed in the period (2023: 7%). If the quoted price for the securities within the portfolio increased or decreased by that amount, income after tax would have changed by £129,000 (2023: £194,000).

Notes to the consolidated financial statements continued

Year ended 31 December 2024

11. Investments

The Foundation invests in low-risk, short-duration AAA-rated bonds.

Bonds acquired prior to 2023 are recognised at fair value and subsequently measured at fair value through profit or loss. These bonds will have fully redeemed by December 2025. Existing portfolios would be reclassified only if the business model were to change. A significant change in the Foundation's operations that is observable to external parties would be evidence of such a change.

For bond portfolio assets acquired since 2023 the Foundation has concluded that the business model is hold-to-collect and these bonds are subsequently measured at amortised cost. The Foundation assesses the business model of bonds at initial recognition based on the evidence available at the time of recognition.

Bond values are quoted on active markets, described as Level 1 in IFRS 13.

Fair values and face values of current and non-current bonds are presented in this table.

	2024 £'000		2023 £'000	
Bond portfolio at fair value	**Fair value**	**Face value**	**Fair value**	**Face value**
Current, including accrued interest	3,029	3,067	4,990	5,117
Non-current, including accrued interest	–	–	2,948	3,067
	3,029	**3,067**	**7,938**	**8,184**

The bond portfolio at amortised cost includes publicly traded bonds with fixed interest rates between 4.0% and 6.5%. The bonds mature between 2025 and 2026. The carrying amounts (measured at amortised cost), fair value and face value of these bonds are presented in this table.

	2024 £'000		
Bond portfolio at amortised cost	**Amortised cost**	**Fair value**	**Face value**
Current, including accrued interest	1,491	1,488	1,478
Non-current, including accrued interest	8,153	8,123	8,047
	9,644	**9,611**	**9,525**

	2023 £'000		
Bond portfolio at amortised cost	**Amortised cost**	**Fair value**	**Face value**
Current, including accrued interest	561	566	450
Non-current, including accrued interest	4,375	4,380	4,379
	4,936	**4,946**	**4,829**

In June 2022 the Foundation invested £2.5 million of its funds in the Barclays Medium-Low Risk Multi Asset Class Sustainable Portfolio (investment portfolio). The investment portfolio includes equities, commodities and real estate. The portfolio strategy emphasises global diversification.

The investment portfolio is recognised at fair value and subsequently measured at fair value through profit or loss. The investment portfolio valuation is quoted on active markets, described as Level 1 in IFRS 13.

The fair value of, and amount invested in, the investment portfolio are presented in this table.

	2024 £'000		2023 £'000	
Investment portfolio	**Fair value**	**Investment cost**	**Fair value**	**Investment cost**
Non-current, including accrued interest	2,940	2,500	2,776	2,500

12. Finance income and finance costs

	2024 £'000	2023 £'000
Finance income		
Interest income	1,013	766
Fair value gains on bonds	222	164
Fair value gains on investment portfolio	164	252
	1,399	**1,182**
Finance costs		
Interest on lease liabilities (Note 8(b))	(205)	(160)
Net exchange losses on monetary assets and liabilities	(1,457)	(743)
	(1,662)	**(903)**

Fair value gains and losses from bonds do not include interest income.

Notes to the consolidated financial statements continued

Year ended 31 December 2024

13. Fair value of financial instruments

The fair values of investments are disclosed in Note 11, and forward exchange contracts in Note 10(f). All other financial instruments are initially measured at fair value and subsequently measured at amortised cost. Due to their short-term nature, the carrying value of cash and cash equivalents, trade and other receivables, and trade and other payables approximates their fair value. Included in financial liabilities are lease obligations with a total carrying amount of £4.1 million (2023: £5.4 million).

14. Contingent liabilities

As of 31 December 2024, the Foundation faced two contingent liabilities, both related to legal claims filed by individuals concerning employment matters. Although the timing of their resolutions is uncertain, both matters are anticipated to potentially be resolved within the upcoming financial year. Based on external legal advice, the Foundation believes it is likely that judgements will be in its favour for both cases, and therefore, no provisions have been recognised in relation to these claims. At this time, management is unable to estimate the financial impact of either claim.

15. Events after the reporting period

After the balance sheet date, the Trustees initiated a strategic review to ensure the Foundation's operating model remains effective and sustainable. This review underscores our commitment to operational efficiency and long-term financial health in achieving our mission. As a result of this review, the Trustees approved a cost savings plan after the year end, which is aiming for an overall reduction of approximately 15% in our remuneration costs over the next two years. Although the cost savings for 2025 have not yet been finalised, we anticipate that they will exceed the restructuring costs, which are expected to be in the range of £1 million to £1.5 million. This initiative will help to mitigate our 2025 revenue risk.

There have been no other material non-adjusting events since 31 December 2024, nor any events that required an adjustment to the financial statements.

Appendices
Funding providers
For the year ended 31 December 2024

Amounts converted into sterling on date received

Jurisdiction	Organisation
Australia	
£1,289,836	Department of the Treasury on behalf of the Commonwealth of Australia
Belgium	
£38,476	Syensqo SA
Brazil	
£22,050	
Less than £25,000	Instituto dos Auditores Independentes do Brasil (IBRACON) Petróleo Brasileiro S.A. (Petrobras)
Canada	
£7,982,213	
£1,000,000+	Montréal International through the contributions of the Government of Québec and the Government of Canada
£500,000+	Chartered Professional Accountants of Canada
	Through the Coalition of Canadian Champions (individual contributions disclosed)
£250,000+	Autorité des marchés financiers Ontario Securities Commission
£100,000+	Alberta Investment Management Corporation (AIMCo) ATB Financial BDO Canada LLP Bell Canada BMO Financial Group British Columbia Securities Commission Canada Life CDPQ Deloitte LLP Desjardins Group Ernst & Young LLP (EY) First Nations Financial Management Board Healthcare of Ontario Pension Plan (HOOPP) iA Financial Group—iA Groupe Financier Intact Financial Corporation—Intact Corporation Financière KPMG LLP Magna International Inc. National Bank of Canada OMERS PricewaterhouseCoopers LLP (PwC) Public Sector Pension Investment Board (PSP Investments) Royal Bank of Canada Suncor Energy Inc. TD Bank Group TELUS The Bank of Nova Scotia The Co-operators Group TMX Group
	Through the Coalition of Canadian Champions (individual contributions not disclosed)
	CIBC CPP Investments Ontario Teachers' Pension Plan Sun Life

Funding providers continued

Amounts converted into sterling on date received

Jurisdiction	Organisation
Chinese Taipei	
£65,100	
Less than £25,000	Accounting Research and Development Foundation Taipei Exchange Taiwan Depository & Clearing Corporation Taiwan Futures Exchange Taiwan Stock Exchange Corporation
EU	
£2,588,555	European Commission
Finland	
£74,669	Confederation of Finnish Industries
France	*Voluntary levy through the Ministry of the Economy, Finance and Industrial and Digital Sovereignty.* *The Foundation would like to thank the individual companies and accounting firms that contribute to the voluntary levy.*
£834,011	Ministry of the Economy, Finance and Industrial and Digital Sovereignty
Germany	
£5,657,719	
£1,000,000+	Hessisches Ministerium für Wirtschaft, Energie, Verkehr und Wohnen
£100,000+	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ)
	Voluntary contribution through the Institut der Wirtschaftsprüfer in Deutschland e.V. (IDW)
£100,000+	Deloitte GmbH EY GmbH & Co. KG KPMG AG PricewaterhouseCoopers GmbH

Funding providers continued

Amounts converted into sterling on date received

Jurisdiction	Organisation		
Germany continued			
Less than £25,000	Baker Tilly GmbH & Co. KG BDO AG dhpg Wirtschaftsprüfer Rechtsanwälte Steuerberater GmbH & Co. KG ETL AG Forvis Mazars GmbH & Co. KG Genoverband e.V.	Grant Thornton AG Institut der Wirtschaftsprüfer in Deutschland e.V. (IDW) Nexia GmbH PKF Fasselt Partnerschaft mbB Rödl & Partner GmbH RSM Ebner Stolz	
	Voluntary levy through the Accounting Standards Committee of Germany (DRSC)		
£100,000+	BVI		
£50,000+	Interessensgemeinschaft Frankfurter Kreditinstitute		
£25,000+	Allianz SE BASF SE Bayer AG BMW AG Continental AG Deutsche Bank Deutsche Börse AG Deutsche Post AG Deutsche Telekom AG DZ Bank AG Fresenius Medical Care AG & Co. KGaA	Helaba Landesbank Hessen-Thüringen Girozentrale Henkel AG & Co. KGaA Infineon Technologies AG Mercedes Benz Group (Daimler AG) Merck KGaA Münchener Rückversicherungs-Gesellschaft RWE AG SAP SE Siemens AG Siemens Healthineers AG	
Less than £25,000	Aareal Bank AG adesso SE adidas AG AXA Konzern AG B. Metzler seel. Sohn & Co. AG BayWa AG Bilfinger SE Ceconomy AG Commerzbank AG DekaBank Deutsche Beteiligungs AG Dürr AG EnBW Energie Baden-Württemberg AG Evonik Industries AG Fielmann Group AG GDV–Gesamtverband der Deutschen Versicherungswirtschaft eV GEA Group AG	Generali Deutschland AG Hannover Rück Hapag-Lloyd AG Hensoldt AG Hornbach Holding AG & Co. KGaA KfW Bankengruppe Klöckner & Co. SE Krones AG KSB SE & Co. KGaA Metro AG MTU Aero Engines AG Patrizia SE Robert Bosch GmbH Sartorius AG Schaeffler AG SGL Carbon SE Siemens Energy AG	Siltronic AG Softing AG Südzucker AG Symrise AG Talanx thyssenkrupp AG UBS Europe SE UniCredit Bank AG Uniper SE Villeroy & Boch AG Vitesco Technologies Group AG Vonovia SE Wacker Chemie AG Wintershall Dea AG Zürich Beteiligungs AG

Funding providers continued

Amounts converted into sterling on date received

Jurisdiction	Organisation
Hong Kong SAR	
£302,653	
£50,000+	AIA Company Limited CK Hutchison Holdings Limited The Securities and Futures Commission of Hong Kong
£25,000+	CLP Holdings Limited
Less than £25,000	Hong Kong Monetary Authority
India	
£75,183	Tata Steel Limited
Indonesia	
£71,400	
£25,000+	Financial Services Authority (OJK) Indonesia Stock Exchange
International	
£11,956	Bank for International Settlements
Ireland	
£8,244	Central Bank of Ireland
Israel	
£17,850	Israel Securities Authority
Italy	
£623,788	Organismo Italiano di Contabilità
Japan	
£3,447,857	
£1,000,000+	Financial Accounting Standards Foundation
£250,000+	Financial Services Agency of Japan

Funding providers continued

Amounts converted into sterling on date received

Jurisdiction	Organisation
Kazakhstan	
£8,235	National Bank of Kazakhstan
Malaysia	
£65,000	Malaysian Accounting Standards Board
Mexico	
£38,068	Cemex S.A.B. de C.V.
Netherlands	
£1,988,520	
£1,000,000+	Stichting IKEA Foundation
£250,000+	Ministry of Finance Porticus
£50,000+	Ingka Group | IKEA
£25,000+	Akzo Nobel N.V. ASML Holding N.V. Heineken N.V.
Less than £25,000	De Nederlandsche Bank
New Zealand	
£121,556	External Reporting Board
People's Republic of China	
£4,273,528	
	Through system created by the Ministry of Finance
£1,000,000+	Ministry of Finance of the People's Republic of China
£500,000+	Chinese Institute of Certified Public Accountants Shanghai Stock Exchange Shenzhen Stock Exchange
£50,000+	Agricultural Bank of China Bank of China China Construction Bank Corporation China Development Bank China Investment Corporation China Petroleum & Chemical Corporation CNOOC Limited Industrial and Commercial Bank of China Limited PetroChina Company Limited

Funding providers continued

Amounts converted into sterling on date received

Jurisdiction	Organisation	
People's Republic of China continued		
£25,000+	Bank of Communications Co., Ltd. China CITIC Bank Corporation Limited China Communications Construction Company Ltd China Merchants Bank Co., Ltd	China Mobile Communication Co., Ltd. China Pacific Insurance (Group) Co., Ltd. China Telecom Corporation Limited China United Network Communications Corporation Limited
Less than £25,000	Huaneng Power International, Inc. PICC Property and Casualty Company Limited	
	Other	
£50,000+	Alibaba (China) Co., Ltd.	
£25,000+	Tencent Holdings Ltd.	
Portugal		
£20,699	Banco de Portugal	
Republic of Korea	*On 28 March 2025, the IFRS Foundation received a £1 million contribution from the Korea Accounting Standards Board, related to 2024 contributions from the Republic of Korea. Since the remittance was unconfirmed at the time of closing the 2024 financial statements and was received afterward, it was not included in the 2024 financial results. This contribution will be recorded as part of the 2025 contributed revenue.*	
Saudi Arabia		
£267,896		
£100,000+	Saudi Organization for Chartered and Professional Accountants (SOCPA)	
£50,000+	Saudi Tadawul Group	
£25,000+	Saudi Telecom Company	
Singapore		
£148,850		
£50,000+	Accounting and Corporate Regulatory Authority	
£25,000+	DBS Bank Limited Olam Group Limited	
South Africa		
£136,868		
£100,000+	Department of Trade, Industry and Competition (Republic of South Africa)	
Less than £25,000	Johannesburg Stock Exchange	

Funding providers continued

Amounts converted into sterling on date received

Jurisdiction	**Organisation**
Spain	
£159,843	
£50,000+	Banco Bilbao Vizcaya Argentaria, S.A. (BBVA) Banco Santander S.A.
Switzerland	
£472,114	
£250,000+	Laudes Foundation
£50,000+	SwissHoldings
Thailand	
£81,251	Federation of Accounting Professions (TFAC)
United Kingdom	
£4,553,595	
£1,000,000+	Department for Business, Energy & Industrial Strategy
£500,000+	*Levy system organised by the Financial Reporting Council*
£250,000+	Generation Foundation London Stock Exchange Group
£100,000+	UK Foreign, Commonwealth & Development Office The Children's Investment Fund Foundation Unilever PLC
£25,000+	UK Department for Energy Security & Net Zero

Funding providers continued

Amounts converted into sterling on date received

Jurisdiction	Organisation
United States of America	
£2,455,053	
£500,000+	Gordon and Betty Moore Foundation
£250,000+	Bank of America Corporation Sequoia Climate Foundation
£100,000+	AICPA CFA Institute Ford Foundation Heising-Simons Foundation S&P Global Inc.
£50,000+	ClimateWorks Foundation Pfizer Inc. Zegar Family Foundation
Less than £25,000	Board of Governors of the US Federal Reserve System Morgan Stanley PepsiCo, Inc.
International accounting firms[1]	
£3,094,570	
(US$849,335 each)	Deloitte KPMG PwC
(US$841,215)	EY
£250,000+	Grant Thornton (US$315,000)
£100,000+	Mazars (US$210,000)

1. Deloitte, EY, KPMG and PwC have licensing agreements with the Foundation, for which annual fees are received in addition to their voluntary contributions.

IFRS Interpretations Committee

As at 31 December 2024

Non-voting Chair: Bruce Mackenzie, IASB member

Name	Position	Organisation	Current term ends
Renata Bandeira	Controllership, Tax and Internal Controls Director, Brazil	CI&T Inc.	30 June 2026
Andre Besson	Head of Financial Reporting Guidelines	Nestlé SA	30 June 2027
Lisa Bomba	Head of Group Reporting—Financials	Deutsche Bank	30 June 2025
Jens Freiberg	Member of the Executive Board	BDO Germany	30 June 2025
Karsten Ganssauge	Partner, Global Corporate Reporting Services	PwC	30 June 2025
Karen Higgins	Audit and Assurance Partner	Deloitte	30 June 2027
Leon Yongbum Kim	Head of Finance Office	KT&G Corporation	30 June 2027
M P Vijay Kumar	Executive Director and Group Chief Financial Officer	Sify Technologies Limited	30 June 2027
Yanli Liu	Executive Vice President and Chief Financial Officer	State Grid International Development Company Limited	30 June 2025[1]
Mark Mahar	Partner, Professional Practice and Americas IFRS Leader, United States	EY	30 June 2027
Sophie Massol	Head of Group Accounting Policies, France	AXA	30 June 2026
Brian O'Donovan	Global IFRS and Corporate Reporting Leader	KPMG	30 June 2025[2]
Donné Sephton	Head of Technical Accounting and Advisory Services	FirstRand Limited	30 June 2026
Natsumu Tsujino	Managing Director of Global Research	BofA Securities Japan	30 June 2027

1. Reappointed to continue serving as a member of the IFRS Interpretations Committee until 30 June 2028.
2. Reappointed to continue serving as a member of the IFRS Interpretations Committee until 30 June 2026.

Observer organisations

- Basel Committee on Banking Supervision
- European Commission
- IOSCO

Guy Jones (EY), Goro Kumagai (Mizuho Securities Company Limited) and Jon Nelson (Stellantis NV) completed their terms on 30 June 2024.

More information about the IFRS Foundation Interpretations Committee, including member biographies, can be found at www.ifrs.org/groups/ifrs-interpretations-committee.

IFRS Advisory Council

As at 31 December 2024

Chair: Bill Coen, former Secretary General of the Basel Committee on Banking Supervision

Represented body	Represented by	Position
AFEP (French Association of Large Companies)	Le Quang Tran Van	Director for Financial Affairs
AIA Group	Garth Jones	Group Chief Financial Officer
Asian Development Bank (ADB)	Steven Beck	Head, Trade and Supply Chain Finance
Banco Bilbao Vizcaya Argentaria	María Ángeles Pelaez Moron	Head of Global Financial Accounting
Basel Committee on Banking Supervision	Neil Esho	Secretary General
Bayer	Martin Schloemer	Head of Global Accounting/ Senior Vice President, Chief Accounting Officer
BDO	Ehud (Udi) Greenberg	Professional Practice Partner at BDO Israel and at BDO Global IFRS Advisory Group
BusinessEurope	Claes Norberg	Associate Professor, Director of Accountancy, Confederation of Swedish Enterprise
Capital Markets Board of Türkiye	Demet Akmaz Tercan	Chief Expert
CFA Institute	Sandra Peters	Senior Head, Global Advocacy
Corporate Reporting Users' Forum	Greig Paterson	Managing Director of UK Insurance Research at Keefe, Bruyette & Woods
Council of Institutional Investors	James Andrus	Investment Manager of Sustainable Investments at the California Public Employees' Retirement System
Deloitte	Trevor Derwin	Partner at Deloitte Africa
Eumedion	Martijn Bos	Policy Advisor on Reporting and Audit

Represented body	Represented by	Position
European Accounting Association	Thorsten Sellhorn	EAA President; Professor of Accounting and Director of the Institute for Accounting, Auditing and Analysis at Ludwig-Maximilian University Munich's School of Management
European Central Bank	David Grünberger	Heads the Prudential Regulation and Accounting Section
European Federation of Financial Analysts Societies (EFFAS)	Jesús López Zaballos	President
European Financial Reporting Advisory Group	Saskia Slomp	CEO
European Securities and Markets Authority (ESMA)	Isabelle Grauer-Gaynor	Head of Corporate Finance and Reporting Unit
EY	Michiel van der Lof	Partner, EMEIA IFRS Leader
Grant Thornton	Fergus Condon	Partner—Financial Accounting Advisory Services
Individual (Harvard University)	Emily Chien	Senior Fellow
Individual (University of São Paulo—School of Accounting and Actuarial Science)	Eduardo Flores	Assistant Professor in the Accounting and Actuarial Science Department
Individual (Johannesburg Stock Exchange)	Tania Wimberley	Head of Financial Reporting Issuer Regulation Division
Institute of Certified Public Accountants of Kenya	Cliff Nyandoro Magara	Head of Standards and Technical Services
Insurance Europe (European Insurance and Reinsurance Federation)	Anna Vidal Tuneu	Vice-Chair of the Financial Reporting Working Group (FRWG); Director of Group Accounting Policies and Regulation at CaixaBank Group
International Actuarial Association	Simon Curtis	Member, International Actuarial Association Executive Committee

IFRS Advisory Council continued
As at 31 December 2024

Represented body	Represented by	Position
International Association for Accounting Education and Research (IAAER)	Leslie Hodder	Representative and Conrad Prebys Endowed Professor of Accounting at Indiana University's Kelley School of Business
International Association of Insurance Supervisors (IAIS)	Romain Paserot	Deputy Secretary General
International Co-operative Alliance	Emmanuelle Revolon	CFO
International Corporate Governance Network	Jenn-Hui Tan	Chief Sustainability Officer, Fidelity International
International Monetary Fund	Ellen Gaston	Senior Financial Sector Expert in the Financial Supervision and Regulation Division of the Monetary and Capital Markets Department
International Monetary Fund	Fabio Natalucci	Deputy Director, Monetary & Capital Markets Department
International Organization of Securities Commissions	Marie Seiller	Member of IOSCO Committee on Issuer Accounting, Audit and Disclosures; Chief Accountant at the French Autorité des marchés financiers (AMF)
Investment Association	Emma Millar	Director EMEA Accounting Policy Blackrock
Investment Company Institute	Glen Yelton	Global Head of ESG, Invesco
Japanese Institute of Certified Public Accountants (JICPA)	Aiko Sekine	Advisor
KPMG	Melissa Taylor	Partner
Malaysian Accounting Standards Board (MASB)	Bee Leng Tan	Executive Director
Organisation for Economic Co-operation and Development (OECD)	Carmine Di Noia	Director for Financial and Enterprise Affairs
Organismo Italiano di Contabilità	Elbano de Nuccio	Member, Board of Directors
Pan African Federation of Accountants	Aletta Maria (Alta) Prinsloo	CEO
People's Republic of China Ministry of Finance	Huihao Shu	Assistant Finance Minister
PricewaterhouseCoopers	Gary Berchowitz	Partner, PwC Global
Principles for Responsible Investment (PRI)	Nathan Fabian	Chief Responsible Investment and Signatory Relations Officer
S&P Global Ratings	Osman Sattar	Director and Accounting Specialist Financial Institutions Group
The Securities Analysts Association of Japan (SAAJ)	George Iguchi	Chief Corporate Governance Officer and Executive Director at Nissay Asset Management
SK Hynix	Bangsil Lee	Head of ESG Strategy
South Asian Federation of Accountants (SAFA)	M. P. Vijay Kumar	Vice Chairman, Accounting Standards Board and Chairman, Valuation Standards Board of the Institute of Chartered Accountants of India
United Nations (UN)	James Zhan	Senior Director of Investment and Enterprise at the United Nations
United Nations (UN)	Marcos Mancini	Senior Sustainable Finance Advisor, UNDP
World Bank	Barbara McGowan	Head of Accounting Policy
World Bank	Robert Saum	Director/Chief Financial Management Officer, Operations Policy and Country Services
Xiamen University	Feng Liu	Chair Professor and Director at the Centre for Accounting Studies

Observer organisations
European Commission, Japan Financial Services Agency, US Securities and Exchange Commission

Thank you

The Trustees of the IFRS Foundation thank all staff, members of advisory bodies, stakeholders and partners around the world for contributing to the delivery of the Foundation's mission during 2024. By engaging with you, we realise the vision of enabling better decisions through the provision of better information.

Photography
Alex Griffiths, CORIM2024 and Paul van den Boom

The IFRS Foundation is a not-for-profit corporation under the General Corporation Law of the State of Delaware, USA and operates in England and Wales as an overseas company (Company number: FC023235) with its principal office in London.

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