



International Fiscal Association

THE 2021 REPORT OF THE WOMEN OF IFA NETWORK COMMITTEE

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Executive Summary

This year, 2021, saw the creation and formalisation of the WIN Charter, the governing document of the Women of IFA Network (WIN) Committee, following its establishment as a Special Committee during the 2019 London Congress which sets out the objectives and regulations of WIN and its members to:

- a) encourage WIN Members to participate actively in scientific work of IFA and in IFA Committees;
- b) be a platform for professional women working in international tax;
- c) create, enhance and maintain social networking with fellow professionals both within the local IFA Branches, between IFA Branches and regions and worldwide.

2021 Accomplishments

1. The WIN Committee is proud to report that 98% of IFA Branches, worldwide, have identified (and / or appointed) a WIN representative of their Branch. In most, but not in all cases, the WIN representative is a member of the executive body of the local IFA branch concerned.
2. Regional leads and WIN Members have led or participated as panellists in more than 100 seminars and more than 30 social and networking events, delivered in the most part, virtually, worldwide.

3. The WIN Committee supported and led its first WIN panel at the 2021 Virtual IFA Programme, on Digital Services Taxes which attracted the second highest number of live attendees out of all of the Virtual panel sessions in the programme.
4. IFA Committees and its Branches saw an increased number of women having the opportunity to participate in the scientific activities of IFA with WIN panels being included in Regional Conferences and women increasingly being included in the governance structures of IFA, including the Supervisory Board and local Branch executive committees.
5. Women, globally, developed a greater desire to participate in cross-border activities and to leverage IFA's global organization to expand their professional network.

Goals and next steps in the development of WIN in 2022

Overall WIN Committee goals for 2022 is to:

1. Provide leadership and support to women at the Regional and local branch level of IFA.
2. Interface and participate with other bodies in IFA in managerial and technical matters to support its mission.

Regional goals

Each Regional lead has, in consultation with the WIN Committee, developed tailored regional goals to further the scientific and networking opportunities of WIN Members in their respective regions and further developing the capability, breadth and depth of WIN in the local IFA Branches.

1. Communicate and be a resource to the WIN representatives in the local IFA Branches.
2. Assist branches in problem solving.
3. Develop/participate in cross-border programming and networking.
4. Promote and generate opportunities for female members.
5. Develop and propose a slate of Candidates for both the WIN Committee and for consideration by the WIN Committee Chair for the IFA Nominating Committee.

Goals for local IFA Branch WIN representatives

The following goals have been developed by the WIN Committee for WIN Representatives of the local IFA Branches. In doing so, the WIN Committee recognises that each local IFA Branch is unique and such goals are to be carried out within the purposes, strategy and objectives of the respective Branch. The local WIN Representative goals are to organize/manage a local WIN sub-committee within the local IFA Branch to:

1. Build an active community of international tax professionals who will join the local IFA Branches.
2. Determine the needs and interest of the WIN community and develop relevant programming (technical/social/networking).
3. Engage and participate with all members of the local branch including YIN.
4. Work with the WIN Regional lead, WIN Representatives in other countries and the WIN Committee to generate cross-border opportunities.
5. Generate a slate of female candidates for both the WIN Committee and for leadership roles in IFA, locally, regionally and globally.

The WIN Committee is pleased to have received the reports of the WIN Committee leads of each of the five IFA Regions:

- a) the [African Regional Report](#) at page 4
- b) the [APAC Regional Report](#) at page 6
- c) the [European Regional Report](#) at page 10
- d) the [LATAM Regional Report](#) at page 24
- e) the [North America Regional Report](#) at page 27

IN CONCLUSION

Although 2021 has presented many challenges, not the least of which has been the global pandemic, the WIN has risen to that challenge to form a firm foundation for the development of the Network into the future.

This year has seen the establishment of a strong and inspiring leadership team across the WIN Committee, one which is focused on the development of WIN in each of the Regions. The WIN Committee looks forward to working with the IFA Regional Committees, the local IFA Branches, and the WIN Representatives in the year ahead to further encourage the active participation of WIN Members in the scientific and governance bodies of IFA, worldwide.

I thank our WIN Committee, Delphine Bessot of France, Birgit Fassbender and Gabriele Rautenstrauch of Germany and Fabiola Diaz Prado of Mexico and in particular our regional leads Cher Hui Lim of Singapore for APAC, Lolade Ososami of Nigeria for Africa, Odile Courjon of France for Europe, Ana-Claudia Akie Utumi of Brazil for South America and Tonya James of the USA for North America for the hard work and leadership they have provided worldwide. I also recognize and thank each of Billur Yalti of Turkey, Rhiannon Kinghall Were and Renata Ardous of the United Kingdom, who are retiring, for their service. In addition, I would like to recognize and thank Sarah Blakelock (of the Australian and United Kingdom branch) for her tireless efforts and her exceptional dedication to WIN. Further, WIN Committee members and I thank the WIN branch representatives for their perseverance, creativity and initiative. Without such an outstanding global team of tax professionals the substantial list of programs offered in 2021 would not have taken place.

Finally, many thanks to Cecile Riphagen and her team at the Secretariat for their sage advice and support as well as thanks to ALL IFA Members and IFA Branch leadership for their encouragement and for their support for the WIN initiative, more broadly.

Sincerely yours,



Jeanne P. Goulet, CPA
Chair, WIN Committee

African Regional Report

2021 saw the emergence of a network of Women in IFA within the African branches with the identification of women to represent some but not all of the established branches in the African region, most recently, the identification of a WIN representative for the South African Branch.

Development of the network within Africa is expected to take its own unique course due to:

- a) The limited number of established IFA branches in Africa.
- b) The relatively smaller membership base within a number of the branches.
- c) Amplified by the diversity across the 5 distinct regions of Africa – North Africa, West Africa (two sub-regions, francophone and anglophone), East Africa, Central Africa and South Africa.

The plan for 2022 is to work on increasing membership of women in the IFA branches by focusing on building a professional network of women in international tax and then encourage them to become members of IFA and participate in their local branches (or a branch of a neighbouring country). So, rather than requiring women to be IFA members first, women practicing in international tax within Africa will be included in the broader network for Africa then encouraged to join IFA (if there is a local branch) or encouraged to establish a local branch, where there is not already a branch in existence. Opportunities will also be sought to work synergistically with other bodies (such as West African Tax Administration Forum (WATAF) and the Alumni coordinator for the Associate Diploma of International Tax (ADIT)) to further identify women in Africa who are working and/or studying in international tax.

In congruence with the discussions already underway between Central IFA's Executive Board and regional leads for Africa, consideration is being given to the further promotion and development of WIN in Africa including how the Women of IFA Network can support and develop at a regional rather than merely at a country level on the basis of language or cultural affiliations. These considerations and discussions will continue into 2022 and beyond.

Developments of note

Whilst no formal networking activities have been held, new connections have been made amongst African women in international tax, through the WIN. A notable example is the introduction of Ms Luckystar Miyandazi by Sarah Blakelock. Ms. Miyandazi works with the UNDP as the Co-ordinator for Africa – Tax Inspectors Without Borders, presently working out of the UNDP's station in South Africa.

Collaboration within the Africa Region – in August, the Nigerian and Mauritius branch of WIN formally committed to greater collaboration between both branches in organising networking programs and knowledge sharing activities. Leena Doman-Brette (Mauritius) and Lolade Ososami (Nigeria) have committed to driving this initiative forward.

Activities in the African region

Date	Session Type	WIN African Region	IFA Branch
9 July 2021	Technical	<p>Lolade Ososami, and her committee consisting of Kelechi Ugbeva and Kehinde Takuro, organized and hosted, for the Africa Region, a webinar focused on the interpretation of double tax treaties in the light of the MLI; and, automatic exchange of information and the challenges faced by developing countries.</p> <p>Panellists included: Professor Annet Oguttu (South Africa), Leena Doman-Brette (Mauritius) and Lolade Ososami</p>	Mauritius, Nigeria, South Africa

APAC Regional Report

This year saw the establishment of an “active” network and presence in the APAC region, with the identification of WIN representatives in almost all APAC IFA Branches. Activities of the more established local WIN representatives this year focused on build awareness of the network and developing connectivity between the WIN representatives and women of IFA in the region despite the prevailing conditions of the COVID pandemic.

The plan for 2022, for those branches in the region:

- a) with an already established local network, is to deepen and broaden the local network and cultivate a network across the region.
- b) with an emerging WIN presence, is to support them to further develop a local network of Women in IFA as well as to later broaden that network across the region.
- c) who are yet to have established a local Women of IFA Network within their local branch, the plan for the year ahead is to provide active and ongoing support to the branch and the WIN representative, there appointed, so that a network can be developed.

Regionally, the plan is for WIN to develop an enduring link with the APAC Regional Committee.

Notable Developments in 2021

With the formalization of the WIN APAC Committee, Cher Hui Lim led two notable developments to help materialize awareness and connectivity for WIN Asia Pacific in 2021.

These developments involved the implementation of two key strategies:

- a) Creating greater visibility through online presence and creating sustainable content to attract awareness and membership.
- b) Creating regular content facilitated by conducting regular webinar series across the region (given the impact of the pandemic).

There were two key strategies employed regionally, they were:

Strategy #1 – Launch of WIN Asia Pacific Linked-In Page

The creation of greater visibility through an online presence was materialized with the launch of a WIN Asia Pacific Linked-In Page.

The WIN Asia Pacific LinkedIn Page was launched in May 2021. To date, the WIN APAC Linked-In Page has registered a total of 72 followers – comprising tax professionals, academics, tax policy makers and commentators (and counting) to date. WIN APAC is pleased to report that almost all WIN Reps of WIN Asia Pacific’s country grouping are followers of the linked in page.

Strategy #2 - Launch of WIN Asia Pacific Regular Webinar Series: HIT! (How I Did It!)

To ensure continuity of presence and impact, regular content created by conducting regular webinar series.

Cher Hui Lim launched the HIT! Webinar series as platform to feature non-technical discussions as an easy introduction to IFA WIN.

A non-technical theme was chosen to create an accessible theme to all who wish to contribute and participate.

Specifically, HIT! features Women of IFA Network (WIN) members around Asia Pacific who will share about their own experiences building a career in tax, in particular:

- who/what inspired her;
- what being a woman professional means in her culture context;
- the challenges faced and overcoming those challenges and, last but not least
- advice for fellow women in the tax community.

Registration for HIT! session is inclusive and open to all IFA members (regardless of gender) to help raise awareness of women IFA member profiles to our fellow male IFA members.

The HIT! series of webinars was successful in activating WIN APAC members in helping to contribute to WIN activities in the Asia Pacific. So far 5 of 13 WIN APAC Countries have been featured in the HIT! The series included:

The regional sessions included:

Date	Session Type	WIN APAC Event	WIN APAC Country
28 May 2021	HIT! – Career Development	Launch of WIN APAC Career Development Series “HIT!” – “How I Did It” – Inaugural Session Featuring: High Court Judge Eui Young Lee, Seoul High Court, (Korea), WIN Korea Rep	Korea
24 June 2021	HIT! – Career Development	HIT! Session #2 – “How I Did It”? Featuring: Farah Jaafar-Crossby, Chief Executive Officer, Labuan International Business and Financial Centre (LIBFC)	Malaysia
8 July 2021	HIT! – Career Development	HIT Session #3 – “Top Tips for Career Success” Featuring: Seshni Samuel, Managing Partner for Talent, EY -EMEIA	UAE
26 August 2021	HIT! – Career Development	HIT Session #4 – “Check your (Gender) Balance Sheet: Women in Tax” Featuring: Makiko Kawamura, Partner Ernst & Young Tax Co. (Japan), Annalise Foong, Director, Finance and Tax Advisory and Future-Moves Group Pte. Ltd. (Singapore),	Japan Singapore

Date	Session Type	WIN APAC Event	WIN APAC Country
27 October 2021	HIT! – Career Development	HIT! Session #5 – “The way to improve Work-Life Balance & How to find your Ikigai” featuring: Keiko Fukuchi (<i>Formerly</i> : Regional Commissioner of Taxation Bureau, NTA, Japan)	Japan

In general, nine of thirteen WIN reps have reported that they have formed or are in the process of finalizing their formal committees/working groups. This is encouraging and evidenced by the support provided by the respective WIN branches in the organization of the HIT! sessions. Owing to the regularity of content provided via the WIN APAC webinars – there appears to be a positive trajectory with regard to awareness of WIN as a platform within IFA for women members to showcase their expertise, to inspire and encourage to encourage other women in tax careers.

Other Local APAC Branch activities in 2021

Of particular note is the progress made by the Japanese branch under the leadership of Saki Urushi and Yuri Matsubara who launched the Japanese WIN activities in 2021, initiated a number of cross-border activities and are cultivating international tax professions some of whom are interested in joining IFA.

Date	Session Type	WIN Event	Country
2 September 2021	Soft skills	Topic: Conversations in Tax Policy and Leadership Panelists: Sam Reinhardt (Australian Treasury), Rebecca Saint (Deputy Commissioner, Australian Taxation Office) Moderators: Densie Honey (Pitcher Partners, Melbourne), Amanda Kazacos (King & Wood Mallesons, Sydney)	Australia
16 April 2021	Technical	Topic: Comparative analysis of the tax profession in Japan vs France Presenter: Clemence Garcia, Professor at Gakushuin University	Japan
28 May 2021	Technical	Topic: Employment issues for MNE’s working in Germany Presenter: Miyuki Hanaoka of Atsumi Sakai Janssen Rechtsanwalts und Steuerberatungsg	Japan
19 June 2021	Social	Discussion: Balance between a family and a professional life was Discussant: Kiyomi Ohno, a famous blogger in Japan.	Japan

Date	Session Type	WIN Event	Country
19 July 21	Technical	<p>Topic: “The BEPS new deal? Pillar One and Pillar Two” as well as Australian tax policy issues.</p> <p>Presenter: Professor Miranda Stewart (Australia, Melbourne) YIN Japan members and WIN members from other countries were also invited.</p>	Japan
27-Aug-21	Technical	<p>Topic: Taxation of Digital Products – Is It Always a Royalty?</p> <p>Presenter: Irene Yong (IFA Malaysia Branch – WIN Representative) Partner (Shearn Delamore & Co), Ong Ken Loon (Head of Tax & Private Client Services, Drew & Napier LLC), Soo Mei June (International Tax Editor, IFA Malaysia Branch Secretary)</p> <p>Moderator: Rachel Saw (IFA Malaysia Branch Chair & Head of IBFD Asia Pacific)</p>	Malaysia

European Regional Report

Covering 33 European IFA branches, the WIN in Europe has been broadly consolidating its presence and activities over 2021. There were few rotations and the number of WIN representatives which, overall, increased to 48. Only one IFA branch in the region (Israël) remains without a WIN representative to develop their local branch network of women.

Within the region, there a handful of more mature branches with a more developed WIN presence, with the majority of branches being smaller and their WIN presence in the early stages of establishment. Given the cultural differences across the region, including the number of different languages spoken, the WIN network at this stage has been primarily focused on the delivery of formalised events (mostly online rather than in person) at local branch level with the exception of a few cross-branch collaborations (e.g. the DACHLI conference including Germany, Austria, Switzerland and Liechtenstein as well as a Germany - Poland panel discussion). Notwithstanding that, the WIN representatives of the region have on occasion come together to share ideas and collaborate.

In broad terms, all of existing WINs are taking steps to develop their local network in their respective branches and gain a greater understanding of how better to develop that network. The cultural differences within the region offer new opportunities and allow for fruitful opportunities for further cross-border collaboration both within the European region and with other regions.

The key objectives for WIN in the region for 2021 have been met, namely:

- a) the establishment of WIN committees in local WIN branches in the region; and
- b) determining the needs of the local community.

Only a few countries have been able to go any further in implementing either the programming of social/educational or technical events, or the organisation of cross border activities, especially during the pandemic period.

In summary, 2021 has been a year of consolidation of the local WIN network in the European region, despite some diversity in the European countries. Broadly, the WIN structure has helped stimulating gender diversity within IFA branches at all levels: establishing networks, local IFA boards or as speakers in local or cross-border IFA panels.

The regional goals for 2022 include:

- a) Continuing the local IFA branch activity and the cross-border approaches with increasing gender diversity, and representation from all facets of IFA membership including academics, fiscal authority representatives, industry and Advisory, in order to strengthen awareness of the breadth, depth and value of the WIN;
- b) Duplicating and broadening the best practices developed in some countries and mentoring other countries in the development of WIN; across both technical subjects as well as non-technical areas, social media and communication and broadening networks;
- c) Having an accurate understanding of the talent and membership of WIN across the region, in particular to aid the identification of technical speakers and/or event organisers;

- d) Cultivating a regional network of Women in IFA by developing a deep network and relationship between the WIN representatives of the European branches.

A further goal, related to the development of a network of Women globally from francophone communities, relates to a further initiative to connect such women in 2022 through three targeted networking events to be held during 2022, under the leadership of Delphine Bessot (French branch of IFA). These events will focus on providing an opportunity for Women who identify as francophone within WIN to further develop their network.

Notable regional developments in 2021

In 2021, the European regional WIN representatives joined together biannually to network cross branches as well as to share ideas and further develop the European network. Given the number of representatives in the region, communication on branch developments and activities has been by way of questionnaire which focused on ascertaining a better understanding of the development of the WIN within each of the local branches and the local branch representatives understanding of the needs of the local network.

With the structural and governance changes within Central IFA this year, the Spring meeting (hosted on 17 March 2021) focused on assisting the WIN representatives to gain a better understanding of IFA and its governance bodies and where WIN contributes to the offering of IFA more broadly. Approximately 28 participants joined the discussion led by Cécile Riphagen, Jeanne Goulet, Miranda Stewart, Sarah Blakelock, Marta Villar Ezcurra and Birgit Fassbender.

In Germany:

The German WIN has been very successful in implementing regular local technical events (e.g. Pillar 1, DAC 6, case studies, court decisions on cross border financing) taking place as a monthly 1 hour call and having than 50-80 female participants in attendance on each occasion. Additionally, the 2nd WIN tax conference was reorganised as several virtual sessions including speakers from academia, fiscal authorities and advisory practices.

2021 also saw the continuation of the cross-border collaboration of events named DACHLI including Austria, Germany, Switzerland and Lichtenstein, consisting of 4 sessions dedicated to different topics including; tax controversy, home office and considering the tax function of the future. Another DACHLI collaboration, consisting of 4 sessions, is planned for November 2021. A further collaboration between WIN Poland and Germany was also hosted, again drawing presenters from academia, fiscal authorities and advisory practices discussing transfer pricing issues.

Unique within Germany was the cross collaboration, in country, with all the Regional branches of IFA in Germany involved in the development of the WIN; for example, the Bavarian IFA meeting dedicated a discussion on 'PE fund tax'. WIN Berlin hosted a WIN-internal workshop on "Cooperative solution finding".

All these programmes were rejuvenated thanks to the upcoming Berlin Congress with the particular support and assistance of Gabriele Rautenstrauch, Birgit Faßbender and the broader German WIN committee.

In the UK:

The UK WIN has also been on the forefront in promoting technical discussions including:

- a) hosting a branch wide seminar entitled 'Is there still a place for negotiation in tax disputes?' including panellists drawn from the judiciary, mediators, barristers and an OECD MAP Forum representative and from the advisory practices.
- b) a series of five Boardroom Roundtables discussions open only to senior women in international tax dedicated to the discussion of the OECD Blueprints Pillar 1 and Pillar 2 which gathered a large spectrum of professionals including those from industry, advisory practices, HMRC and the UK Treasury representatives involved in the OECD developments.
- c) a further branch wide seminar discussed the emerging work of the OECD and the UN concerning the taxation of the digital economy including representatives from the OECD (Matthew Andrews), Michael Lenard (UN on Art. 12B and the UN Model Tax Convention), Sarah Blakelock on the dispute resolution and relief of double taxation aspects of the Pillar 1 Blueprint and Dave Murray (AngloAmerica) on the tax and accounting issues arising in respect of both Pillar 1 and 2 proposals.
- d) in the spring of 2021, the WIN hosted series of 5 seminars focussed on Tax Certainty in International tax : an introductory session was chaired by Rhiannon Kinghall Where where she hosted Will Morris and Michael Devereaux followed by a further 4 panels chaired by Sarah Blakelock covering a broad perspective from the prevention of disputes, the provision of tax rulings, comparative cooperative compliance, ICAP with a UK perspective and international dispute resolution mechanisms featuring with representatives from various tax authorities and supra-governmental organisations from as far as Australia, France, the Netherlands, Italy, the United States amongst others just to name a few.
- e) at the annual UK Branch conference (hosted in partnership with the UK's HMRC and Treasury) WIN also chaired a panel discussion on the subject of cooperative compliance and the further development of cooperative compliance as part of the tax administration framework in the UK.

The majority of the UK WIN seminars included both male and female participants as speakers. Balanced gender diversity across all facets of the provision (academia, fiscal authorities, tax practitioners, judges, mediators) has offered a wide range of opportunities in networking and demonstrating the leadership of women in the tax community, an example which other countries in Europe and elsewhere may choose to follow.

Soft skills and the use of the social media:

The French WIN branch provides a good example of efforts on supporting WIN members with promotions, career development and softskills. A questionnaire was sent to all French WIN members early in 2021 which identified that its members sought assistance with the development of softskills and career development. In response to that need, a number of softskills workshops were organised in the Fall 2021 focusing on managerial skills and on career developments.

The French WIN was also active in promoting WIN France members to IFA panels and conferences, such as branch reporters of the main subjects for the Cancun Congress, organization with French WIN members of 2 IFA web conferences on technical subjects (DAC6, and concept of beneficial owner) and the designation of WIN France members as panellists to tax conferences, and participation to the organisation of Leherisel-Dibout Price.

On the social media forefront, the French WIN created a WIN France LinkedIn page where articles written by WIN France members are promoted.

The Spanish WIN has done the same with its own LinkedIn page and Twitter page. Publications, conference participations and other activities are posted there, thus disseminating information on the social media network. Blog publications or notes are also posted on them so as to widespread and publicise the WIN activities.

As a communication tool, it is reported that most of the Spanish WIN members use the WIN logo in their presentations to improve visibility.

The UK WIN LinkedIn page is now followed by more than 250 followers from all over the world – the challenge now being the conversion of those benefiting from WIN activities into membership within their local branches.

The use of social media tools is amongst the best practices that can easily be duplicated in many WIN jurisdictions. It helps enhancing the profile of the WIN members and promotes the WIN activities.

Smaller branches:

Cross-border networking and technical activities will be coordinated across the European region in 2022 to accommodate smaller branches in the European region including Cyprus and Greece.

Overview of Local Branch activities

Of the more established branches, the following activities are of note:

Date	Session Type	WIN Event	Country
17 February 2020	Technical and Networking	WIN Seminar – WIN Cocktail event Topic: Input Statement on "OECD Pillar II" Presenters: Veronika Rauner-Andrae (Austrian Chamber of Commerce)	Austria
18 November 2021	Technical	WIN Panel Discussion Topic: "Abuse and Tax Evasion" Chair: Christine Weinzierl (pwc) Panel: Edeltraud Lachmayer (Austrian Supreme Administrative Court), Christine Osterloh-Konrad (University of Tübingen), Claus Staringer (WU Vienna)	Austria
8 March 2021	Technical	WIN Panel Discussion Topic: "Mobility of Work" Chair: Christine Weinzierl (pwc) Panel: Veronika Daurer (Austrian Ministry of Finance), Katharina Daxkobler (KPMG), Sabine Kanduth-Kristen (University of Klagenfurt), Eva Naux (PORR)	Austria

Date	Session Type	WIN Event	Country
6 October 2021	Technical and networking	WIN Breakfast event Topic: "OSS in VAT" Speakers: Christina Pollak (KPMG), Stephanie Zolles (Austrian Ministry of Finance)	Austria
2021	Publication	The WIN group (consisting of 15 members) participated in the publication of a handbook on Bulgarian taxes and duties (an initiative of the local IFA branch to set up an Academy in cooperation with the European Centre for Education of Lawyers and with the help of Prof Jacques Malherbe). The handbook covers corporate tax, indirect tax and procedure, including CJEU procedural and Bulgarian Supreme Court items.	Bulgaria
10 December 2020	Technical	Matinée Fiscale Webinar WIN proposed the topic, selected the speakers and organized the Matinée Fiscale (which is a regular French event accessible to IFA French members) Topic: DAC6 Presenters: Claire Acard (EY Avocats) and Viviane Fonseca (Kering)	France
3 June 2021	Technical	Matinée Fiscale Webinar WIN proposed the topic, selected the speakers and organized the Matinée Fiscale Topic: / Concept of beneficial ownership Presenters: Françoise Moreau (LafargeHolcim), Alexios Theologitis (Clifford Chance), Philippe Martin (Conseil d'Etat)	France
14 September 2021	Soft skills	WIN Webinar Topic: Management skills Presenters: Zuzanna Szmaj (founder of Skillsday)	France
21 & 24 September 2021	Soft skills	WIN Webinar	France

Date	Session Type	WIN Event	Country
		<p>Topic: Career Development Presenters: Laurence Delorme-<i>Lawyer</i>, Aude Laurent- <i>Head of Tax -Groupe Limagrain</i>, Sylvie Roucart <i>Senior Tax Advisor -Total Energies</i>, Clémentine Giannini – <i>Head of Tax Corporate -LVMH</i> , Laurence Corcos- <i>Head of Tax-Nestlé France</i></p> <p>Agathe Rozenbaum-Rameix- <i>Tax Advisor – Total Energies</i>, Delphine Charles-Peronne-<i>General Delegate- Fédération des Sociétés Immobilières et Foncières</i>, Charlotte Robert-<i>Head of Tax – Asmodee</i>, Delphine Bessot-<i>Head of Tax-Groupe Rocher</i></p>	
24 September 2021	Networking	Golfing day - Hamburg	Germany
15 January 12 February 2021 12 March 2021 15 April 2021 14 May 2021 11 June 2021 9 July 2021 13 August 2021 10 September 2021 8 October 2021 10 December 2021	Technical	Monthly WIN meetings Topics: <ul style="list-style-type: none"> • Pillar 1, • DAC 6, • Joint Audits, • DST, • Ant-Treaty Shopping Clause, • Quick Fixes, • TP-Guidelines, • TP i/c loans, • Globalization of the German Reorganization Tax Law, CFC Rules, • VAT and e-commerce, • case studies, court decisions on cross border financing Attendance: Between 50-80 female participants on each occasion Presenters included: Susann van der Ham (PwC), Kirsten Rösel (German Tax Authorities), Andrea Bilitewski (Deloitte), Julia Bade (TECAN Trading AG), Claudia Lauten (Deloitte), Tanja	Germany

Date	Session Type	WIN Event	Country
		<p>Keser (PwC), Christine Kamphaus (PwC), Agnieszka Kopec (PwC CH), Patrycja Brzostowska (Zalando), Nicole Stumm (PwC)</p> <p>Developed by: WIN Germany (Daniela Steierberg and all the regional heads);</p> <p>Moderator by: Dr. Gabriele Rautenstrauch, Susann van der Ham, Birgit Faßbender</p>	
21 April 2021	Technical	<p>Bavarian region meeting</p> <p>Topic: 'PE Fund Tax'</p> <p>Organisers: WIN Bavaria (Dr. Katja Weigert/Anette Maier);</p> <p>Presenters: Dr. Kristin Bachmann (PwC), Fee Hartan (PwC), Roland Berndt (Tax office Munich)</p>	Germany
3 September 2020	Technical	<p>2nd German WIN Tax Conference</p> <p>Topic 1: Practical cases on withholding taxes - dialogue between companies and the tax authorities</p> <p>Presenters: Dr. Christina Kasten (SZA), Tae Hee Felicitas Mehlan (Shell), Mona Bender (SAP), Sandra Koch (Ministry of Finance Germany), Helga Lachnit (Bavarian State Tax Office), Claudia Marett (AT&T Warner Media)</p> <p>Organizer of 2nd WIN Tax Conference: Dr. Pia Dormueller (Dentons), Dr. Marion Frotscher (WKGT), Friederike Goering (Knorr-Bremse), Eva Greil (IFSt), Olga Asseburg-Wietfeldt (Competent Authority), Dr. Christina Kasten (SZA), Dr. Cornelia Kindler (EY), Dr. Susanne Kölbl (Rödl), Nadine Köster (Competent Authority), Claudia Lauten (Deloitte), Anette Maier (Allianz), Tae Hee Felicitas Mehlan (Shell), Dr. Eva Oertel (Ministry of Finance Germany), Yvonne Panknin (Frankus), Caren Paulsen (Esche Schümann Commichau, Gehsa Rattay (Financial Court Düsseldorf), Dr. Gabriele Rautenstrauch (WTS), Dr. Katharina Schlücke (SMP), Daniela Steierberg (Nordex),</p>	Germany

Date	Session Type	WIN Event	Country
		Susann van der Ham (PWC), Cornelia Wolff (EY).	
24 September 2020	Technical	<p>2nd German WIN Tax Conference</p> <p>Topic 2: DAC 6 - Challenges for companies, consulting and financial administration</p> <p>Presenters: Dr. Gabriele Rautenstrauch (WTS), Anja Günther (Volkswagen), Petra Klawikowski (Competent Authority), Annette Maier (Allianz), Meera Patel (BASF), Tina Schuhmann (Lufthansa)</p>	Germany
28 October 2020	Technical	<p>2nd German WIN Tax Conference</p> <p>Topic 3: News on the Foreign tax act - How innovative is the German Foreign tax act?</p> <p>Presenters: Dr. Susanne Kölbl (Rödl), Dr. Katharina Schlücke (SMP), Dr. Hella Schmidt-Naschke (Deutsche Bahn), Dr. Wendelin Staats (Ministry of Finance Germany), Dr. Katja Weigert (Siemens)</p>	Germany
10 November 2020	Technical	<p>2nd German WIN Tax Conference</p> <p>Topic 4: International matrix organisations - Tax challenges</p> <p>Presenters: Dr. Pia Dorfmüller (Dentons), Prof. Dr. Christian Kaeser (Siemens), Dr. Franziska Peters (Tax Court Münster), Charlotte Winzer (Procter & Gamble)</p>	Germany
21 January 2021	Technical	<p>2nd German WIN Tax Conference</p> <p>Topic 5: Complexity, Cooperation and Compliance - The International view</p> <p>Presenters: Eva Greil (IFSt), Dr. Eva Oertel (Bavarian Ministry of Finance), Michel Feigenbrügel (French Embassy Berlin), Prof. Dr. Juliane Kokott (Advocate General at the ECJ), Dr. Iryna Stetsko (LeitnerLeitner), Dr. Susann Sturm (Rödl), Gerlinde Wanke (Nürnberger Versicherungen)</p>	Germany

Date	Session Type	WIN Event	Country
11 March 2021	Technical	2nd German WIN Tax Conference Topic 6: Tax functions of the future Presenters: Cornelia Wolff (EY), Claudia Lauten (Deloitte), Christa Aumer (Allianz), Kristiina Coenen (Deloitte), Prof. Dr. Susanne Hannemann (Bochum University, Rheinmetall), Dr. Rolf Möhlenbrock (Ministry of Finance Germany)	Germany
29 June 2021	Technical	Rhein-Ruhr region online meeting Topic: Data access by the tax authorities Presenters: Lars Wargowske (MNE tax audit authority of state Brandenburg) Organizer: Susann van der Ham, Dr. Noemi Strotkemper,	Germany
27 May 2021	Technical / Soft skills	Berlin region WIN-internal workshop Topic: "Co-operative solution finding". Organizer: WIN Berlin/Brandenburg (Steffi Balzerkiewicz, Eva Greil); Presenter: Sabine Flade	Germany
2, 9, 16 and 23 November 2021 3, 10, 17 and 24 November 2020	Technical and soft skills	4 Webinars: Cross-border collaboration between DACHLI countries Topics - 2021: <ul style="list-style-type: none"> • profit split, • tax criminal law, • double taxation in VAT, • self marketing. Topics – 2020: <ul style="list-style-type: none"> • private wealth management, • tax controversy, • home office; • considering the tax function of the future. 	DACHLI consisting of Austria, Germany, Switzerland and Lichtenstein

Date	Session Type	WIN Event	Country
		<p>Organiser: WIN Germany (Roxana Leske, Steffi Balzerkiewicz, Birgit Faßbender), WIN Liechtenstein (Irene Salvi), WIN AUT (Annika Streicher), WIN CH (Julia von AH)</p> <p>Presenters: Magdalena Bonna (Lonza), Iris Burgstaller (TPA), Eva Frehner (Sulzer), Ulrike Wolff-Seeger, Nadia Tarolli, Stefanie Judmaier, Martina Walt, Dr. Karin E.M. Kopp, Dr. Stefanie Becker, Barbara Cech, Regine Schluckebier, Dr. Petra Arends-Paltzer, Lea Hungerbühler, Dr. Veronika Haberler, Madeleine Heuts</p>	
24 March 2021	Technical	<p>Collaboration between WIN Poland & WIN Germany</p> <p>Topic:</p> <p>Panel I: Transfer Pricing implications of the COVID-19 pandemic</p> <p>Panel II: Tax certainty in uncertain times - Addressing transfer pricing challenges</p> <p>Organiser: CASP SGH (Prof. Dr. Dominik J. Gajewski, Dr. Monika Laskowska), WIN Poland (Dr. Joanna Koronkiewicz, Dr. Alicja Majdanska), WIN Germany (Steffi Balzerkiewicz, Birgit Faßbender),</p> <p>Presenters: Dr. Monika Laskowska (CASP), Manuel de los Santos Poveda (OECD), Elonore Kaluza, Steffen Scholze (both Federal Ministry of Finance Germany) Helena Radziciak, Dr. Marcin Jamrozy, Konrad Szpadzik (all Ministry of Finance Poland), Dr. Joanna Koronkiewicz (KPMG), Patrycja Brzostowska (Zalando), Izabela Golinska (Merck Group), Dr. Martin Lagarden (Henkel Group)</p>	Germany / Poland
21 September 2021	Technical	<p>WIN Italy Webinar</p> <p>Topic: Recent developments on taxation of trust</p> <p>Organizer: WIN Italy (Ottavia Orlandoni, Antonietta Alfano, Federica Pitrone and Valentina Buzzi).</p> <p>Presenters: Giulia Cipollini (Withers), Giulia Sorci (Facchini Rossi Michelutti Law Firm) and</p>	Italy

Date	Session Type	WIN Event	Country
		Francesco Giorcelli (Capital Trustees) and as moderator Ottavia Orlandoni (WIN Italy representative)	
19 April 2021	Technical	<p>WIN Italy Webinar</p> <p>Topic: The regime for "expatriate" workers: recent developments and clarifications</p> <p>Organizer WIN Italy (Ottavia Orlandoni, Antonietta Alfano, Federica Pitrone and Valentina Buzzi).</p> <p>Presenters: Concetta Lo Porto (Center for Tax Studies - Intesa San Paolo), Patrizia Claps (Revenue Agency) Vania Petrella (Cleary Gottlieb Steen & Hamilton LLP) and as moderator Ottavia Orlandoni (WIN Italy representative)</p>	Italy
21 July 2021	Networking	<p>WIN Aperitif in Rome</p> <p>Organizer WIN Italy (Ottavia Orlandoni, Antonietta Alfano, Federica Pitrone and Valentina Buzzi)</p>	Italy
22 July 2021	Networking	<p>WIN Aperitif in Milan</p> <p>Organizer WIN Italy (Ottavia Orlandoni, Antonietta Alfano, Federica Pitrone and Valentina Buzzi)</p>	Italy
12 January 2021	Soft Skill	<p>WIN Netherlands Seminar</p> <p>Topic: Surfing the waves of 2021 - How to manage your tax career and create life opportunities</p> <p>Organizer: Alexia Kardachaki, Lucia Sahin, Agata Uceda</p> <p>Presenter: Mirjam den Dunnen</p>	The Netherlands
10 May 2021	Technical	<p>WIN Netherlands Seminar</p> <p>Topic: Taxation of digital currencies - policy developments and practical issues</p> <p>Organizer: Alexia Kardachaki, Lucia Sahin, Agata Uceda</p>	The Netherlands

Date	Session Type	WIN Event	Country
		Presenters: Dr. Aleksandra Bal	
15 December 2020	Technical	<p>First WIN Conference</p> <p>Topic: Tax reform for a green and digital recovery: Spain in the International and European context</p> <p>Organizer: WIN Spain (Maria Teresa Soler Roch, Cristina García-Herrera, Begoña García-Rozado, Roberta Poza Cid and Elizabeth Gil García (Secretary of Spanish IFA-WIN), in collaboration with the Institute of Fiscal Studies.</p> <p>Presenters: Cristina García-Herrera, Marta Villar, María Teresa Soler, Roberta Poza, Carmen Cámara, Gemma Patón, Violeta Ruiz, Gracia Luchena, Saturnina Moreno, Begoña García-Rozado, Elizabeth Gil and Ana De Juan. Moderators: Lucía Torrejón, Belén García and Stella Raventós</p>	Spain
23 & 29 June 2021	Technical	<p>WIN meeting</p> <p>Forming of 3 working groups for the purpose of developing a further conference program with the Institute of Fiscal Studies for the Fall of 2021.</p> <p>The groups are:</p> <p>(i) on International and European taxation coordinated by Eva Escribano,</p> <p>(ii) on tax procedure, compliance and IA, coordinated by Rocío Lorenzo and</p> <p>(iii) on Environmental taxation, coordinated by Carmen Cámara Barroso.</p>	Spain
14 December 2021	Technical	<p>Upcoming seminar: <i>Taxation as an element of transformation: Spain in the international and European context-</i></p> <p>Programme forthcoming ...</p>	Spain

Date	Session Type	WIN Event	Country
2021	Technical	WIN Webinar Topic: International employees tax and Social Security issues: a case study of on-line networking;	Switzerland
2021	Technical	WIN Webinar Topic: Liechtenstein and Fund location (legal and tax aspects)	Switzerland
15 September 2020	Technical	WIN in conversation with Angela Simmons, HM Treasury Topic: Pillar II design principles Moderator: Rhiannon Kinghall Were Organisers: Giorgia Maffini and Sarah Blakelock	United Kingdom
15 October 2020	Technical	WIN hosting IFA UK Branch seminar Topic: 'Is there still a place for negotiation in tax disputes?' Panellists: From the judiciary, Judge Greg , Peter Nias (Pump Court Tax Chambers) and Fiona McRobert (HMRC) on co-mediation, Sandra Knappen (OECD MAP Forum) and Geoff Lloyd (EY)	United Kingdom
22 October 2020	Technical & Networking	WIN Boardroom Roundtable series – 1 A structured but interactive online Boardroom Roundtable discussion of the Reports on the Pillar One and Pillar Two Blueprints hosted over five sessions. These Forums are tailored for senior women, with more than 10 years' experience in international tax, from all strands of the IFA membership whether in academia, the in-house tax functions of MNEs, tax policy, private practice or with the HMRC or Treasury. The first Forum considered early observations, the key features of each Pillar, the economic analysis and administrability of the proposals as well as the key aspects for public consultation. In the later sessions we took a deep dive into the Pillar One and then the Pillar Two report	United Kingdom

Date	Session Type	WIN Event	Country
		<p>followed by a consideration of the tax certainty, administration and dispute resolution aspects and close with an open forum with key policy makers.</p> <p>Topic 1: An introduction to the Two Pillar Blueprints</p> <p>Moderator: Sarah Blakelock, Rhiannon Kinghall Were and Giorgia Maffini</p> <p>Organisers: Rhiannon Kinghall Were, Giorgia Maffini and Sarah Blakelock</p>	
29 October 2020	Technical and Networking	<p>WIN Boardroom Roundtable series – 2</p> <p>Topic: Double taxation relief and the Blueprints</p> <p>Moderator: Giorgia Maffini</p> <p>Panellists: Sophie Chatel (OECD)</p> <p>Organisers: Rhiannon Kinghall Were, Giorgia Maffini and Sarah Blakelock</p>	United Kingdom
5 November 2020	Technical and Networking	<p>WIN Boardroom Roundtable series – 3</p> <p>Topic 3: Pillar Two, GloBE rules will operate from calculating the ETR, carry forward amounts and interaction with Pillar One</p> <p>Moderator: Rhiannon Kinghall Were</p> <p>Discussants: Catherine Harlow (Astra Zeneca) and Sara Haddow</p> <p>Organisers: Rhiannon Kinghall Were, Giorgia Maffini and Sarah Blakelock</p>	United Kingdom
10 November 2020	Technical and Networking	<p>WIN Boardroom Roundtable series – 4</p> <p>Topic 4: Blueprints – Pillars 1 and 2: Administrability, tax certainty, design and implementation, and dispute resolution aspects</p> <p>Moderator: Sarah Blakelock</p> <p>Discussants: Mary Bennett (Baker McKenzie), Mindy Herzfeld (UFL)</p> <p>Organisers: Rhiannon Kinghall Were, Giorgia Maffini and Sarah Blakelock</p>	United Kingdom

Date	Session Type	WIN Event	Country
1 December 2020	Technical and Networking	<p>WIN Boardroom Roundtable series – 5</p> <p>Topic: UK Policy makers on Pillar 1 and Pillar 2</p> <p>Moderator: Sarah Blakelock and Rhiannon Kinghall Were</p> <p>Panellists: Tim Power and Angela Simons HM Treasury</p> <p>Organisers: Rhiannon Kinghall Were, Giorgia Maffini and Sarah Blakelock</p>	United Kingdom
3 December 2020	Technical	<p>WIN hosted UK IFA Branch meeting</p> <p>Topic: Emerging work of the OECD and the UN concerning the taxation of the digital economy</p> <p>Moderator: Giorgia Maffini (PwC, London)</p> <p>Panellists: Matthew Andrews (OECD), Michael Lenard (UN on Art. 12B and the UN Model Tax Convention), Sarah Blakelock on the dispute resolution and relief of double taxation aspects of the Pillar 1 Blueprint and Dave Murray (Anglo America) on the tax and accounting issues arising in respect of both Pillar 1 and 2 proposals.</p>	United Kingdom
13 May 2021	Technical	<p>Tax Certainty Series – the future of tax certainty</p> <p>Seminar 1: Exploration of the drivers of tax uncertainty</p> <p>Organisers: Rhiannon Kinghall Were, Giorgia Maffini and Sarah Blakelock</p> <p>Moderator: Rhiannon Kinghall Were</p> <p>Presenters: Will Morris (BIAC), Michael Devereaux (Oxford Centre of Business Taxation), Raisa Nowab (BMI Group)</p>	United Kingdom
19 May 2021	Technical	<p>Tax Certainty Series – the future of tax certainty</p> <p>Seminar 2: Tax uncertainty – The role of guidance and advice</p> <p>Moderator: Sarah Blakelock</p> <p>Panellists: Mark Carnduff (Large Business National Compliance HMRC), Andrew Orme</p>	United Kingdom

Date	Session Type	WIN Event	Country
		(Deputy Commissioner, Public Advice & Guidance – Australian Taxation Office, Stephen Daly (Kings College, London), Zoe Andrews (Slaughter & May, London))	
10 June 2021	Technical	<p>Tax Certainty Series – the future of tax certainty</p> <p>Seminar 3: The future of cooperative compliance – comparative perspective</p> <p>Moderator: Sarah Blakelock</p> <p>Panellists: Jo Wakeman (Director, Large Business, HMRC) Rebecca Saint (Deputy Commissioner, Public Groups & International, Australian Taxation Office), Hans Rijsbergen (Strategy Advisor, Large Business – Tax and Customs Administration – Netherlands), Paolo Valerio Barbantini (Deputy Director General – Italian Revenue Agency), Patricia Selliere (Lead of Cooperative Compliance, French Fiscal Authority)</p>	United Kingdom
18 June 2021	Technical	<p>IFA UK Branch conference (hosted in partnership with the UK’s HMRC and Treasury)</p> <p>WIN Panel – Adding value through Cooperative Compliance - the further development of cooperative compliance as part of the tax administration framework in the UK</p> <p>Moderator: Sarah Blakelock</p> <p>Panellists: Grace Stevens (Chief Tax Office, Legal & General), Andrew Titchener (Head of Tax Policy, CBI), Jo Wakeman (Director, Large Business, HMRC)</p>	United Kingdom
25 June 2021	Technical	<p>Tax Certainty Series – the future of tax certainty</p> <p>Seminar 4: Tax uncertainty – ICAP the UK approach</p> <p>Moderator: Sarah Blakelock</p> <p>Panellists: Carolyn Comben (HMRC's Large Business ICAP lead) and Simon Kimber (HMRC's ICAP Competent Authority) together with Jeff Connell (Shell) and Zahira Quattrocchi (Anglo American),</p>	United Kingdom

Date	Session Type	WIN Event	Country
15 July 2021	Technical	<p>Tax Certainty Series – the future of tax certainty Seminar 5: Tax uncertainty – future of cross border dispute prevention and resolution mechanisms and the future of International Tax Certainty</p> <p>Moderator: Sarah Blakelock</p> <p>Panellists: Martin O'Rourke (HMRC), John C. C. Hughes (Director APMA, IRS), Jasna Voje (DG Taxation and Customs, European Commission), Catherine Harlow (Head of Transfer Pricing, AstraZeneca), Sriram Govind (OECD, Centre for Tax Policy and Administration)</p>	United Kingdom
18 June 2021	Technical	<p>WIN Hosted UK Branch Meeting</p> <p>Topic: Tax and the Environment – the next Fiscal Challenge!</p> <p>Moderator: Giorgia Maffini</p> <p>Panellists: Helen Miller (Institute of Fiscal Studies), Alice Pirlot (Centre of Business Taxation, University of Oxford) and Kurt Van Dender (OECD - OCDE), Werner Engelen (Head of Policy and Global Controversies at the Lego Group)</p> <p>This Webinar attracted more than 180 registrations. A recording of the webinar will be posted to the UK Branches WIN YouTube channel.</p>	United Kingdom

LATAM Regional Report

2021 has been, so far, a very active and important period for the expansion of WIN within the IFA Branches located in Latin America.

This year, the Latam Region consolidated the WIN country representatives of the LATAM IFA Branches and incentivizing such Branches to include those representatives in their leadership in cases where the WIN representative was not part of the local branch board. As a result, all of the local branches in the region now have a local branch appointed WIN representative. This is a significant achievement.

We have also been in contact with representatives from Caribbean IFA branches (Barbados, Curaçao) and Honduras, who are not part of the IFA LATAM Group, we look forward to those branches appointing WIN representatives in the coming year.

The LATAM regional plan for WIN in 2022 is to:

- a) Foster (and co-ordinate, where appropriate) more interactions between the local branches in the LATAM region to provide opportunities for cross-border networking and knowledge sharing.
- b) Support WIN in smaller branches (such as Uruguay and Bolivia) to work together on developing their network.
- c) Develop, in conjunction with the LATAM Regional Committee, a WIN LATAM Regional Conference most likely in March, annually or the development of a dedicated WIN panel at the LATAM Regional Conference together with a dedicated women's social networking opportunity.
- d) Promote and encourage the inclusion of increased numbers of women on panels across the LATAM region.

It is great to see that WIN in Latin America has significantly evolved, and we expect to continue fostering WIN activities within the region not only locally, but with joint branches programs across the region and develop a WIN regional meeting / conference to exchange ideas and experiences, among other initiatives.

Notable regional developments in 2021

In 2021, due to the pandemic, there was no IFA LATAM Conference, being postponed for the next year. The formation of panels is taking gender diversity into consideration, in such a way that there will be various WIN members as speakers. There is no definition on WIN LATAM event within IFA LATAM Conference, but it is likely that there will be at least one social event to gather WIN members.

To celebrate Women's Month, on March 26, 2021, we had the first WIN IFA LATAM Seminar, supported by IFA LATAM leadership. The subject of the Seminar was "Tax Planning – Advances and Updates", counting with welcome remarks by Diego Salto (IFA LATAM President) and Jeanne Goulet, moderator Ana Claudia Utumi (Brazil), and panelists Carolina Rozo (Colombia), Fabiola Diaz Prado (Mexico), Marilu Pedraza (Peru), Priscilla Zamora (Costa Rica), Sandra Benedetto (Chile) and Valeria D'Alessandro (Argentina). Our goal is to have one WIN LATAM event per year.

The Argentine IFA Branch decided to have gender balance in their 2021-2022 Executive Committee, which is a great example and inspiration for the other branches of the region. IFA Argentina also

approved a gender balance rule for panels of any events it hosts. Peru is another branch with gender balance in the leadership, with a woman as the current president, Elisabeth Rosado Silva. Other branches of the region are following the same path of having more women in the leadership and caring about gender diversity in the events.

At IFA Brazil, in addition to events, the branch has been very active with publication of articles at one of the most prestigious legal news company, JOTA. IFA Brazil has a weekly column at JOTA, and every other week there is article of one of the WIN members.

Some of the Branches were very active in developing WIN initiatives, with many WIN led events since the last WIN LATAM report. WIN has also been active in assuring WIN members are included in events of the different IFA LATAM branches.

Date	Session Type	WIN Event	Country
20 May 2021	Technical	WIN Argentina and WIN Panama Joint Meeting Topic: "Digital Economy from Argentina's Experience" Presenters: Fernanda M. Fernández (WIN Argentina) and Ana Carolina Ureña (WIN Panama)	Argentina Panama
15 June 2021	Technical	WIN Argentina and WIN Mexico Joint Meeting Topic: "Argentina's new wealth tax to mitigate the effects of the pandemic: Considerations on non-tax policy driven purposes and non-confiscation principle: an alternative for Latin America?" Presenters: Corina Laudato (WIN Argentina)	Argentina Mexico
16 October 2020	Technical	WIN Brazil Webinar Topic: "Serie: Dialogs with the Law Philosophy. Ruth Ginsburg and her legacy for gender equality defense, since Moritz vs Commissioner" Presenters: Adriana Cruz (Federal Judge and Member of the Women Commission at the Association of Federal Judges - AJUFE) and Clara Mota (Federal Judge and Secretary-General of AJUFE)	Brazil
26 November 2020	Networking	WIN Brazil Luncheon Topic: "How innovation and digital transformation may favor female tax practitioners"	Brazil

Date	Session Type	WIN Event	Country
		Lead: Marianne Coutinho (Partner, KPMG), Alessandra Heloíse Vieira (Tax Director, Via Varejo), Bruna Futuro (LATAM Head of Tax, Facebook), Maíra Oltra (Regional Head of Tax, Stripe), Silvana Ricardo (Head of Tax, Mercado Libre)	
16 April 2021	Technical	WIN Brazil and UN FACTI - Financial Accountability, Transparency and Integrity – Panel Webinar Presenters: Manorma Soeknandan (Deputy Secretary-General of Caricom), Grazielle Custodio David (Socioeconomic Institute of Studies), Ana Claudia Utumi (WIN Global Committee Vice-Chair), Nina Pencak (Adviser to Supreme Court Justice), Glaucia Lauletta (Partner, Mattos Filho Advogados), Zayda Manatta (Head of Global Forum Secretariat) and Raquel Novais (Partner, Machado Meyer Advogados)	Brazil
28 April 2021	Technical	WIN Brazil and WIN Mexico Joint Meeting Topic: “International Taxation in Mexico and Brazil: 10 years of the Double Taxation Agreement” Presenters: Fabiola Diaz Prado (WIN Global Committee Member, liaison to 2023 IFA Cancun Congress), Ana Claudia Utumi (WIN Global Committee Vice-Chair), Ana Carolina Monguilod (WIN Brazil Co-Chair), Ximena García Torres (Ritch Mueller Abogados), Stephanie Uribe (Santa Marina & Steta Abogados)	Brazil Mexico
24 September 2020	Technical	WIN Colombia Webinar Topic: “Challenges of digital economy taxation” Presenters: Carolina Rozo Gutierrez (IFA Colombia Vice-Chair), Catalina Hoyos (Partner, Godoy y Hoyos Abogados), Mariana Eguiarte Moretti (Partner, Sanchez Devanny Abogados, Mexico), María José Satizabal (Partner & CEO, Imaginamos)	Colombia

Date	Session Type	WIN Event	Country
16 February 2021	Technical	WIN Mexico Meeting Topic: "Snapshots on how the EU is dealing with the taxation of digital economy" Presenters: Odile Courjon	Mexico
9 March 2021	Technical	WIN Mexico Meeting Topic: "VAT on digital services and B2C transactions: perspectives in Latin America and Caribe" Presenters: Fabiola Annacodia (Editor of IBFD VAT Monitor) and Laura Alarcón (IBFD Knowledge Centre)	Mexico
12 November 2020	Technical	WIN IFA Panama Webinar Topic: "An internal look of the corporate taxation challenges in a global context" Presenters: María Julia Sáenz Rabanal (VP Legal and Corporate Matters - Backus); Verónica Febres Sarmiento (Corporate Director of Tax Strategy - Alicorp)	Peru
30 March 2021	Technical	WIN IFA Panama Webinar Topic: "Experiences and challenges of Tax Administration"	Peru

North America Regional Report

The WIN North America Region covers the United States, Canada and Mexico. As a more recently established region, in the recent year WIN North America has worked to bring together the WIN branches of these three countries both in technical areas and in opportunities to network throughout the region. Given the size of the region and the individual countries therein, it must be recognised that each country has its own approach to the development of its branch including the adoption of smaller branch chapters, such as in the case of the US Branch. In the same way, each branch and chapter will develop its own unique approach to fostering WIN.

In 2022, regionally, the focus is to:

- a) develop WIN locally within branch chapters, including fostering local WIN representatives at the chapter level of the region;
- b) host three WIN NA events - a WIN NA seminar scheduled for 1 February, 2022; a panel on at the NA annual conference, and a fall networking event. The goal is to provide an event that is attractive to WIN members both in content and in providing an opportunities for members to connect and network across the Region. This will be measured by the number of attendees (members of WIN, other women or IFA members that are not WIN members) and feedback related to the events.
- c) explore the possibility for mentorship across the three branches in the region as well as within and between the Branches. In the coming months the WIN representatives for the Region will work with the WIN leadership and the Branch leaders to determine what this might look like and how effective mentoring could take place among the WIN NA members.
- d) WIN NA will plan an in-person event to take place at the annual Congress in Cancun in 2023. As this event will likely be our first significant in-person event for the region, which draws from all three branches, we are excited to have the opportunity to connect and network person-to-person. A further goal for this event is for the event to be both in-person and virtual. We are not yet sure what that looks like and will be working to further develop this idea during the course of 2022.
- e) share ideas between the WIN NA Branches on to how to continue to grow and support members at the local level. In doing so, the WIN reps will consider the types of events and outreach that has been previously successful and how such events and ideas might be appropriately replicated to grow and strengthen other branches and/or chapters.

Notable developments in 2021

On January 19, 2021 the WIN NA region held its first regional seminar covering the issue of transfer pricing and its application in the region. There were 165 persons in attendance. WIN NA is excited to have this as an annual event, rotating the planning and leadership role for the seminar among the WIN NA members.

The WIN NA branches have local WIN committees. These committees have been active in planning local WIN events for their membership including drop-in networking sessions, networking panel discussions, virtual tea and chocolate tasting social events, technical panels, career development sessions including a

session hosted by the Canadian WIN committee where three senior women from the Canada Revenue Agency spoke about their career and provided a perspective on the interaction between the tax community and the CRA.

Overview of Local Branch activities

United States

The WIN branch in the United States has continued to expand in 2021. The US WIN branch has many local chapters, including New England, Atlanta, Northern and Southern California, Washington DC, New York, and a Midwest branch with a representative in Chicago. In 2021 there has been additions to the regional leadership to help promote more local participation in the local WIN chapters. The United States branch was excited to have introductory WIN chapter events in Atlanta, San Diego and Washington D.C. this year. Also, in 2021 WIN USA has published a newsletter highlighting WIN women and events. The January 2021 instalment included a special In Memoriam for Carol Tello, a dedicated supporter of both IFA and WIN.

Canada

The WIN branch in Canada has worked to expand its activities in 2021. Perhaps uniquely, the IFA branch in Canada already has a significant number of women in IFA leadership, including membership on the IFA Canada Executive Committee. The WIN branch in Canada is in its development stage with many younger members. The branch is working to find ways to serve its members in ways that offer technical programs, mentoring and networking, but without overloading the membership.

Mexico

The WIN branch in Mexico has continued to develop in 2021. Currently, the IFA branch in Mexico is about 25% women, and is very supportive of WIN Mexico. WIN Mexico is working to promote women leadership in both IFA and in legal positions throughout Mexico. During 2021 WIN Mexico has held various cross-border sessions in collaboration with other WIN branches such as the US, Canada, France, Argentina, and Brazil. They have launched a digital Newsletter to promote women's publications. The publications are posted on the IFA Mexico website and shared with the IFA Mexico members. WIN Mexico is active through its LinkedIn, Facebook, and Twitter accounts.

On July 13th, WIN Mexico had an election, appointing Herminia Díaz as the Chair and Ximena García as the Vice-Chair of WIN Mexico for 2021-2023.

Date	Session Type	WIN Event	Country
April 2021 – October 2021 (monthly on-going)	Networking	Northeast Drop-in Monthly event - Drop WIN A monthly event where women can gather on Zoom to discuss technical tax issues and socialize and network with other women. Moderated by Kathleen Gregor (Ropes and Gray)	USA
23 April 2021	Technical	IFA USA Annual Conference – WIN Networking Panel- featuring Women in Tax at law firms,	USA

Date	Session Type	WIN Event	Country
		<p>accounting firms, and industry sharing their stories.</p> <p>Presenters: Lily Garcia-Roberto, Kathleen Gregor, Neelu Mehrotra, Gretchen Sierra, Emily Whittenberg</p> <p>Chair: Larissa Neumann</p>	
22 March 2021	Networking	Virtual tea social event	USA
10 August 2021	Technical	<p>WIN Northeast Webinar</p> <p>Topic: "Overview of the LB&I campaigns focused on international and partnership issues, including the recently announced campaign looking at "whether foreign investors were subject to U.S. tax on effectively connected income from lending transactions engaged in through a U.S. trade or business."</p> <p>Presenters: Amanda Heale (Canada), Larissa Neumann (United States) and Maria Teresa Quinones (Mexico)</p> <p>Moderator: Cintli Chacon, Global Head of Transfer Pricing at Puma Energy Group</p>	USA
10 December 2021	Networking	<p>IFA USA WIN event</p> <p>Topic: Virtual Reset and Night of Enjoyment – this was an opportunity for women to pause and take time to focus on self-care.</p>	USA
19 January 2021	Technical	<p>North American WIN Region – Annual webinar</p> <p>Topic: Transfer Pricing (Virtual) 165 attendees, including 25 from Canada. The event received excellent reviews and feedback and is intended to continue as an annual event.</p>	Canada Mexico USA
5 February 2021	Networking	<p>WIN Canada Kick-Off Social</p> <p>Topic: "Chocolate Tales" guided chocolate tasting followed by breakout room discussions. 55 attendees. The event received excellent reviews, with feedback indicating that female members of IFA are looking for more opportunities to engage socially.</p>	Canada

Date	Session Type	WIN Event	Country
23 June-2021	Technical	WIN Canada Seminar Topic: "A Perspective from the CRA" - A presentation by three senior women from the Canada Revenue Agency speaking on their career perspectives and on interactions between the tax community and the CRA.	Canada
January 2021	Technical	Monthly technical session Topic: "North America WIN Transfer Pricing Webinar" Presenters: Cintli Chacón, Teresa Quiñones, Amanda Heale and Larissa Neumann	Mexico
February 2021	Technical	Monthly technical session Topic: "Snapshots on how the EU is dealing with the taxation of the digital economy" Presenters: Odile Courjon	Mexico
March 2021	Technical	Monthly technical session Topic: "VAT in digital services and B2C Transactions: A Latin American perspective" Presenters: Fabiola Annacondia and Laura Alarcón	Mexico
April 2021	Technical	Monthly technical session Topic: "International Taxation in Mexico and Brazil: 15 Years of the Double Taxation Agreement" Presenters: Ana Carolina Monguilod, Stephanie Uribe, Ana Claudia Akie Utumi and Ximena García Torres	Mexico
June 2021	Technical	June: "New Wealth Tax in Argentina. An alternative for Latin America?" with Corina Laudato as speaker. July: "Green Taxes" having Andrea Pizarro as speaker.	Mexico
26 March 2021	Technical	WIN Mexico participated in the Webinar organized by WIN Latin America to discuss Tax Planning: Updates and Trends.	Mexico

Date	Session Type	WIN Event	Country
		This webinar had speakers and participants from Mexico, Brazil, Argentina, Costa Rica, Peru, Chile and Colombia.	