

Two-way Mapping:

2017 IPPF Mandatory Elements to
2024 Global Internal Audit Standards (and Back)



The Institute of
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Two-way Mapping: 2017 IPPF Mandatory Elements to 2024 Global Internal Audit Standards (and Back)

The Global Internal Audit Standards™, published on January 9, 2024, incorporates content from not only the 2017 International Standards for the Professional Practice of Internal Auditing but also the following mandatory guidance of the International Professional Practices Framework® (IPPF®): Code of Ethics, Core Principles for the Professional Practice of Internal Auditing, Definition of Internal Auditing, and Mission of Internal Audit. The IIA Global has created two tables to help users understand the changes: the first maps the 2017 elements to their counterparts in the 2024 Global Internal Audit Standards; the second maps the requirements and essential conditions from the 2024 Standards to their equivalents in the 2017 IPPF.

Standards Mapping: 2017 to 2024

This table maps statements and concepts from the International Standards for the Professional Practice of Internal Auditing (2017) to their most similar counterparts in the Global Internal Audit Standards (2024). The Standards 2024 column contains requirements and other portions of the Standards, including the Fundamentals, Glossary, Domain introductions, Principles, and Considerations for Implementation sections. Some non-essential text has been omitted. Additionally, the 2017 Code of Ethics, Core Principles for the Professional Practice of Internal Auditing, Definition of Internal Auditing, and Mission of Internal Audit have been mapped to the 2024 Standards. The end of the table lists the requirements in the 2024 Standards that are new and do not align directly with any 2017 mandatory guidance.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
Intro-1	Internal auditing is conducted in diverse legal and cultural environments; for organizations that vary in purpose, size, complexity, and structure; and by persons within or outside the organization. While differences may affect the practice of internal auditing in each environment, conformance with The IIA's International Standards for the Professional Practice of Internal Auditing (Standards) is essential in meeting the responsibilities of internal auditors and the internal audit activity.	Fundamentals	The Global Internal Audit Standards set forth principles, requirements, considerations, and examples for the professional practice of internal auditing globally. The Standards apply to any individual or function that provides internal audit services, whether an organization employs internal auditors directly, contracts them through an external service provider, or both. Organizations receiving internal audit services vary in sector and industry affiliation, purpose, size, complexity, and structure.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
Intro-2	The purpose of the Standards is to: 1. Guide adherence with the mandatory elements of the International Professional Practices Framework. 2. Provide a framework for performing and promoting a broad range of value-added internal auditing services. 3. Establish the basis for the evaluation of internal audit performance. 4. Foster improved organizational processes and operations.	Fundamentals	The Institute of Internal Auditors' Global Internal Audit Standards guide the worldwide professional practice of internal auditing and serve as a basis for evaluating and elevating the quality of the internal audit function. At the heart of the Standards are 15 guiding principles that enable effective internal auditing. Each principle is supported by standards that contain requirements, considerations for implementation, and examples of evidence of conformance. Together, these elements help internal auditors achieve the principles and fulfill the Purpose of Internal Auditing.
Intro-3	The Standards are a set of principles-based, mandatory requirements consisting of:	Fundamentals	The Standards are organized into five domains: • Domain I: Purpose of Internal Auditing. • Domain II: Ethics and Professionalism. • Domain III: Governing the Internal Audit Function. • Domain IV: Managing the Internal Audit Function. • Domain V: Performing Internal Audit Services.
Intro-4	Statements of core requirements for the professional practice of internal auditing and for evaluating the effectiveness of performance that are internationally applicable at organizational and individual levels.	Fundamentals	Domains II through V contain the following elements: • Principles: broad descriptions of a related group of requirements and considerations. • Standards, which include: – Requirements: mandatory practices for internal auditing. – Considerations for Implementation: common and preferred practices to consider when implementing the requirements. – Examples of Evidence of Conformance: ways to demonstrate that the requirements of the Standards have been implemented.
Intro-5	Interpretations clarifying terms or concepts within the Standards.	Not applicable	Interpretations are no longer separately identified in the Standards.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
Intro-6	The Standards, together with the Code of Ethics, encompass all mandatory elements of the International Professional Practices Framework; therefore, conformance with the Code of Ethics and the Standards demonstrates conformance with all mandatory elements of the International Professional Practices Framework.	Fundamentals	The requirements, considerations for implementation, and examples of evidence of conformance are designed to help internal auditors conform with the Standards. While conformance with the requirements is expected, internal auditors occasionally may be unable to conform with a requirement yet still achieve the intent of the standard. Circumstances that may necessitate adjustments are often related to resource limitations or specific aspects of a sector, industry, and/or jurisdiction. In these exceptional circumstances, alternative actions should be implemented to meet the intent of the related standard. The chief audit executive is responsible for documenting and conveying the rationale for the deviation and the adopted alternative actions to the appropriate parties. Related requirements and information appear in Standard 4.1 Conformance with Global Internal Audit Standards and Domain III: Governing the Internal Audit Function together with its principles and standards.
Intro-7	The Standards employ terms as defined specifically in the Glossary. To understand and apply the Standards correctly, it is necessary to consider the specific meanings from the Glossary.	Fundamentals	The Standards use certain terms as defined in the accompanying glossary. To understand and implement the Standards correctly, it is necessary to understand and adopt the specific meanings and usage of the terms as described in the glossary.
Intro-8	Furthermore, the Standards use the word “must” to specify an unconditional requirement and the word “should” where conformance is expected unless, when applying professional judgment, circumstances justify deviation.	Fundamentals	The Standards use the word “must” in the Requirements sections and the words “should” and “may” to specify common and preferred practices in the Considerations for Implementation sections. Each standard ends with a list of examples of evidence. The examples are neither requirements nor the only ways to demonstrate conformance; rather, they are provided to help internal audit functions prepare for quality assessments, which rely on demonstrative evidence.
Intro-9	The Standards comprise two main categories: Attribute and Performance Standards.	Not applicable	Attribute and performance standards are no longer part of the Standards.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
Intro-10	Attribute Standards address the attributes of organizations and individuals performing internal auditing.	Not applicable	Attribute and performance standards no longer part of the Standards.
Intro-11	Performance Standards describe the nature of internal auditing and provide quality criteria against which the performance of these services can be measured.	Not applicable	Attribute and performance standards no longer part of the Standards.
Intro-12	Attribute and Performance Standards apply to all internal audit services.	Not applicable	Attribute and performance standards are no longer part of the Standards.
Intro-13	Implementation Standards expand upon the Attribute and Performance Standards by providing the requirements applicable to assurance (.A) or consulting (.C) services.	Not applicable	Implementation standards are no longer part of the Standards.
Intro-14	Assurance services involve the internal auditor's objective assessment of evidence to provide opinions or conclusions regarding an entity, operation, function, process, system, or other subject matters.	Domain V introduction	Assurance services are intended to provide confidence about governance, risk management, and control processes to the organization's stakeholders, especially the board, senior management, and the management of the activity under review. Through assurance services, internal auditors provide objective assessments of the differences between the existing conditions of an activity under review and a set of evaluation criteria. Internal auditors evaluate the differences to determine whether there are reportable findings and to provide a conclusion about the engagement results, including reporting when processes are effective.
Intro-15	The nature and scope of an assurance engagement are determined by the internal auditor.	13.1 Considerations	When internal auditors have conducted an engagement risk assessment, they should communicate the results to the management of the activity under review. They also should communicate the initial engagement objectives and scope, preferably in a meeting. This discussion provides an opportunity for internal auditors to confirm that the management of the activity under review understands and supports the objectives, scope, and timing of the engagement. The discussion allows the parties to make any necessary adjustments to the engagement approach and establish the expectations for additional communication, including the frequency of communication and who will receive the final communication.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
Intro-16	Generally, three parties are participants in assurance services: (1) the person or group directly involved with the entity, operation, function, process, system, or other subject matter – the process owner, (2) the person or group making the assessment – the internal auditor, and (3) the person or group using the assessment – the user.	Glossary	assurance – Statement intended to increase the level of stakeholders’ confidence about an organization’s governance, risk management, and control processes over an issue, condition, subject matter, or activity under review when compared to established criteria. assurance services – Services through which internal auditors perform objective assessments to provide assurance. Examples of assurance services include compliance, financial, operational or performance, and technology engagements. Internal auditors may provide limited or reasonable assurance, depending on the nature, timing, and extent of procedures performed.
Intro-17	Consulting services are advisory in nature and are generally performed at the specific request of an engagement client.	Glossary, Domain V introduction	Glossary: advisory services – Services through which internal auditors provide advice to an organization’s stakeholders without providing assurance or taking on management responsibilities. The nature and scope of advisory services are subject to agreement with relevant stakeholders. Examples include advising on the design and implementation of new policies, processes, systems, and products; providing forensic services; providing training; and facilitating discussions about risks and controls. “Advisory services” are also known as “consulting services.” Domain V introduction: Internal auditors may initiate advisory services or perform them at the request of the board, senior management, or the management of an activity.
Intro-18	The nature and scope of the consulting engagement are subject to agreement with the engagement client.	Glossary	Advisory services – Services through which internal auditors provide advice to an organization’s stakeholders without providing assurance or taking on management responsibilities. The nature and scope of advisory services are subject to agreement with relevant stakeholders. Examples include advising on the design and implementation of new policies, processes, systems, and products; providing forensic services; providing training; and facilitating discussions about risks and controls. “Advisory services” are also known as “consulting services.”

2017 reference	Standards (2017)	2024 reference	Standards (2024)
Intro-19	Consulting services generally involve two parties: (1) the person or group offering the advice - the internal auditor, and (2) the person or group seeking and receiving the advice - the engagement client.	Domain V introduction	Internal auditors may initiate advisory services or perform them at the request of the board, senior management, or the management of an activity.
Intro-20	When performing consulting services the internal auditor should maintain objectivity and not assume management responsibility.	Glossary, Domain V introduction	Glossary: advisory services – Services through which internal auditors provide advice to an organization’s stakeholders without providing assurance or taking on management responsibilities. The nature and scope of advisory services are subject to agreement with relevant stakeholders. Examples include advising on the design and implementation of new policies, processes, systems, and products; providing forensic services; providing training; and facilitating discussions about risks and controls. “Advisory services” are also known as “consulting services.” Domain V introduction: When performing advisory services, internal auditors are expected to maintain objectivity by not taking on management responsibility.
Intro-21	The Standards apply to individual internal auditors and the internal audit activity.	Fundamentals	The Standards apply to any individual or function that provides internal audit services, whether an organization employs internal auditors directly, contracts them through an external service provider, or both.
Intro-22	All internal auditors are accountable for conforming with the standards related to individual objectivity, proficiency, and due professional care and the standards relevant to the performance of their job responsibilities.	Fundamentals	The Standards apply to the internal audit function and individual internal auditors including the chief audit executive. While the chief audit executive is accountable for the internal audit function’s implementation of and conformance with all principles and standards, all internal auditors are responsible for conforming with the principles and standards relevant to performing their job responsibilities, which are presented primarily in Domain II: Ethics and Professionalism and Domain V: Performing Internal Audit Services.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
Intro-23	Chief audit executives are additionally accountable for the internal audit activity's overall conformance with the Standards.	Fundamentals	The Standards apply to the internal audit function and individual internal auditors including the chief audit executive. While the chief audit executive is accountable for the internal audit function's implementation of and conformance with all principles and standards, all internal auditors are responsible for conforming with the principles and standards relevant to performing their job responsibilities, which are presented primarily in Domain II: Ethics and Professionalism and Domain V: Performing Internal Audit Services.
Intro-24	If internal auditors or the internal audit activity is prohibited by law or regulation from conformance with certain parts of the Standards, conformance with all other parts of the Standards and appropriate disclosures are needed.	4.1	If laws or regulations prohibit internal auditors or the internal audit function from conforming with any part of the Standards, conformance with all other parts of the Standards is required and appropriate disclosures must be made.
Intro-25	If the Standards are used in conjunction with requirements issued by other authoritative bodies, internal audit communications may also cite the use of other requirements, as appropriate.	4.1	If the Standards are used in conjunction with requirements issued by other authoritative bodies, internal audit communications must also cite the use of the other requirements, as appropriate.
Intro-26	In such a case, if the internal audit activity indicates conformance with the Standards and inconsistencies exist between the Standards and other requirements, internal auditors and the internal audit activity must conform with the Standards and may conform with the other requirements if such requirements are more restrictive.	4.1	When internal auditors are unable to conform with a requirement, the chief audit executive must document and communicate a description of the circumstance, alternative actions taken, the impact of the actions, and the rationale. Requirements related to disclosing nonconformance with the Standards are described in Standards 8.3 Quality, 12.1 Internal Quality Assessment, and 15.1 Final Engagement Communication.
Intro-27	The review and development of the Standards is an ongoing process. The International Internal Audit Standards Board engages in extensive consultation and discussion before issuing the Standards. This includes worldwide solicitation for public comment through the exposure draft process.	Fundamentals	The IIA is committed to setting standards with input from the public and to benefit the public. The International Internal Audit Standards Board is responsible for establishing and maintaining the Standards in the interest of the public. This is achieved through an extensive, ongoing due process overseen by an independent body, the International Professional Practices Framework Oversight Council. The process includes soliciting input from and considering the interests of various stakeholders—including internal audit practitioners, industry experts, government bodies, regulatory agencies, public representatives, and others—so that the Standards reflect the diverse needs and priorities of society.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
Intro-28	All exposure drafts are posted on The IIA's website as well as being distributed to all IIA institutes.	Not applicable	Deleted.
1000-1	The purpose, authority, and responsibility of the internal audit activity must be formally defined in an internal audit charter, consistent with the Mission of Internal Audit and the mandatory elements of the International Professional Practices Framework (the Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the Standards, and the Definition of Internal Auditing).	Principle 6, 6.1	Principle 6: The internal audit function receives its mandate from the board (or applicable law in certain public sector environments). The mandate specifies the authority, role, and responsibilities of the internal audit function and is documented in the internal audit charter. 6.1: The chief audit executive must provide the board and senior management with the information necessary to establish the internal audit mandate. In those jurisdictions and industries where the internal audit function's mandate is prescribed wholly or partially in laws or regulations, the internal audit charter must include the legal requirements of the mandate. (See also Standard 6.2 Internal Audit Charter.)
1000-2	The chief audit executive must periodically review the internal audit charter and present it to senior management and the board for approval.	6.1, 6.2	6.1: Periodically, the chief audit executive must assess whether changes in circumstances justify a discussion with the board and senior management about the internal audit mandate. If so, the chief audit executive must discuss the internal audit mandate with the board and senior management to assess whether the authority, role, and responsibilities continue to enable the internal audit function to achieve its strategy and accomplish its objectives. 6.2: Essential Conditions Board Review the internal audit charter with the chief audit executive to consider changes affecting the organization, such as the employment of a new chief audit executive or changes in the type, severity, and interdependencies of risks to the organization.
1000-3	The internal audit charter is a formal document that defines the internal audit activity's purpose, authority, and responsibility.	Glossary	internal audit charter – A formal document that includes the internal audit function's mandate, organizational position, reporting relationships, scope of work, types of services, and other specifications.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1000-4	The internal audit charter establishes the internal audit activity's position within the organization, including the nature of the chief audit executive's functional reporting relationship with the board; authorizes access to records, personnel, and physical properties relevant to the performance of engagements; and defines the scope of internal audit activities.	Principle 6, 6.2	Principle 6: The internal audit function receives its mandate from the board (or applicable law in certain public sector environments). The mandate specifies the authority, role, and responsibilities of the internal audit function and is documented in the internal audit charter. 6.2: The chief audit executive must develop and maintain an internal audit charter that specifies, at a minimum, the internal audit function's: • Purpose of Internal Auditing. • Commitment to adhering to the Global Internal Audit Standards. • Mandate, including scope and types of services to be provided, and the board's responsibilities and expectations regarding management's support of the internal audit function. (See also Standard 6.1 Internal Audit Mandate.) • Organizational position and reporting relationships. (See also Standard 7.1 Organizational Independence.)
1000-5	Final approval of the internal audit charter resides with the board.	6.2	Essential Conditions Board • Approve the internal audit charter.
1000-6	1000.A1 – The nature of assurance services provided to the organization must be defined in the internal audit charter.	6.2	The chief audit executive must develop and maintain an internal audit charter that specifies, at a minimum, the internal audit function's: • Mandate, including scope and types of services to be provided, and the board's responsibilities and expectations regarding management's support of the internal audit function. (See also Standard 6.1 Internal Audit Mandate.)

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1000-7	If assurances are to be provided to parties outside the organization, the nature of these assurances must also be defined in the internal audit charter.	6.2	The chief audit executive must develop and maintain an internal audit charter that specifies, at a minimum, the internal audit function's: • Mandate, including scope and types of services to be provided, and the board's responsibilities and expectations regarding management's support of the internal audit function. (See also Standard 6.1 Internal Audit Mandate.)
1000-8	1000.C1 – The nature of consulting services must be defined in the internal audit charter.	6.2	The chief audit executive must develop and maintain an internal audit charter that specifies, at a minimum, the internal audit function's: • Mandate, including scope and types of services to be provided, and the board's responsibilities and expectations regarding management's support of the internal audit function. (See also Standard 6.1 Internal Audit Mandate.)
1010-1	The mandatory nature of the Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the Standards, and the Definition of Internal Auditing must be recognized in the internal audit charter.	6.2	The chief audit executive must develop and maintain an internal audit charter that specifies, at a minimum, the internal audit function's: • Commitment to adhering to the Global Internal Audit Standards.
1010-2	The chief audit executive should discuss the Mission of Internal Audit and the mandatory elements of the International Professional Practices Framework with senior management and the board.	6.1	The chief audit executive must provide the board with the information necessary to establish the internal audit mandate. Essential Conditions Board • Discuss with the chief audit executive and senior management the appropriate authority, role, and responsibilities of the internal audit function. • Approve the internal audit charter, which includes the internal audit mandate and the scope and types of internal audit services. Senior Management • Participate in discussions with the board and chief audit executive and provide input on expectations for the internal audit function that the board should consider when establishing the internal audit mandate. • Support the internal audit mandate throughout the organization and promote the authority granted to the internal audit function.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1100-1	The internal audit activity must be independent, and internal auditors must be objective in performing their work.	Domain I, Principle 7, 7.1, Principle 2, 2.1	Domain I: Internal auditing is most effective when: • The internal audit function is independently positioned with direct accountability to the board. • Internal auditors are free from undue influence and committed to making objective assessments. Principle 7: The board establishes and protects the internal audit function's independence and qualifications. The board is responsible for enabling the independence of the internal audit function. Independence is defined as the freedom from conditions that impair the internal audit function's ability to carry out its responsibilities in an unbiased manner. The internal audit function is only able to fulfill the Purpose of Internal Auditing when the chief audit executive reports directly to the board, is qualified, and is positioned at a level within the organization that enables the internal audit function to discharge its services and responsibilities without interference. 7.1: The chief audit executive must document in the internal audit charter the reporting relationships and organizational positioning of the internal audit function, as determined by the board. (See also Standard 6.2 Internal Audit Charter.) Essential Conditions Board • Acknowledge the actual or potential impairments to the internal audit function's independence when approving roles or responsibilities for the chief audit executive that are beyond the scope of internal auditing. • Engage with senior management and the chief audit executive to establish appropriate safeguards if chief audit executive roles and responsibilities impair or appear to impair the internal audit function's independence. • Engage with senior management to ensure that the internal audit function is free from interference when determining its scope, performing internal audit engagements, and communicating results.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			Senior Management • Position the internal audit function at a level within the organization that enables it to perform its services and responsibilities without interference, as directed by the board. • Recognize the chief audit executive's direct reporting relationship with the board. • Engage with the board and the chief audit executive to understand any potential impairments to the internal audit function's independence caused by nonaudit roles or other circumstances and support the implementation of appropriate safeguards to manage such impairments. • Provide input to the board on the appointment and removal of the chief audit executive. • Solicit input from the board on the performance evaluation and remuneration of the chief audit executive. Principle 2: Internal auditors maintain an impartial and unbiased attitude when performing internal audit services and making decisions. 2.1: Internal auditors must maintain professional objectivity when performing all aspects of internal audit services.
1100-2	Independence is the freedom from conditions that threaten the ability of the internal audit activity to carry out internal audit responsibilities in an unbiased manner.	Principle 7	Independence is defined as the freedom from conditions that impair the internal audit function's ability to carry out its responsibilities in an unbiased manner.
1100-3	To achieve the degree of independence necessary to effectively carry out the responsibilities of the internal audit activity, the chief audit executive has direct and unrestricted access to senior management and the board.	7.1	Essential Conditions Board • Establish a direct reporting relationship with the chief audit executive and the internal audit function to enable the internal audit function to fulfill its mandate. • Provide the chief audit executive with opportunities to discuss significant and sensitive matters with the board, including meetings without senior management present.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			Senior Management - Position the internal audit function at a level within the organization that enables it to perform its services and responsibilities without interference, as directed by the board. - Recognize the chief audit executive's direct reporting relationship with the board. - Engage with the board and the chief audit executive to understand any potential impairments to the internal audit function's independence caused by nonaudit roles or other circumstances and support the implementation of appropriate safeguards to manage such impairments.
1100-4	This can be achieved through a dual-reporting relationship.	7.1 Considerations	Internal auditing is most effective when the internal audit function is directly accountable to the board (also known as “functionally reporting to the board”), rather than directly accountable to management for the activities over which it provides assurance and advice. A direct reporting relationship between the board and the chief audit executive enables the internal audit function to perform internal audit services and communicate engagement results without interference or undue limitations. Examples of interference include management failing to provide requested information in a timely manner and restricting access to information, personnel, or physical properties. Limiting budgets or resources in a way that interferes with the internal audit function's ability to operate effectively is an example of undue limitation. (See also Standard 11.3 Communicating Results.)
1100-5	Threats to independence must be managed at the individual auditor, engagement, functional, and organizational levels.	7.1	The chief audit executive must discuss with the board and senior management any current or proposed roles and responsibilities that have the potential to impair the internal audit function's independence, either in fact or appearance. The chief audit executive must advise the board and senior management of the types of safeguards to manage actual, potential, or perceived impairments.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1100-6	Objectivity is an unbiased mental attitude that allows internal auditors to perform engagements in such a manner that they believe in their work product and that no quality compromises are made.	Principle 2	Objectivity is an unbiased mental attitude that allows internal auditors to make professional judgments, fulfill their responsibilities, and achieve the Purpose of Internal Auditing without compromise.
1100-7	Objectivity requires that internal auditors do not subordinate their judgment on audit matters to others.	2.2	Internal auditors must avoid conflicts of interest and must not be unduly influenced by their own interests or the interests of others, including senior management or others in a position of authority, or by the political environment or other aspects of their surroundings.
1100-8	Threats to objectivity must be managed at the individual auditor, engagement, functional, and organizational levels.	2.2	Internal auditors must recognize and avoid or mitigate actual, potential, and perceived impairments to objectivity. The chief audit executive must establish methodologies to address impairments to objectivity. Internal auditors must discuss impairments and take appropriate actions according to relevant methodologies.
1110-1	The chief audit executive must report to a level within the organization that allows the internal audit activity to fulfill its responsibilities.	7.1	Essential Conditions Board - Establish a direct reporting relationship with the chief audit executive and the internal audit function to enable the internal audit function to fulfill its mandate. - Require that the chief audit executive be positioned at a level in the organization that enables internal audit services and responsibilities to be performed without interference from management. This positioning provides the organizational authority and status to bring matters directly to senior management and escalate matters to the board when necessary. Senior Management - Position the internal audit function at a level within the organization that enables it to perform its services and responsibilities without interference, as directed by the board.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1110-2	The chief audit executive must confirm to the board, at least annually, the organizational independence of the internal audit activity.	7.1	The chief audit executive must confirm to the board the organizational independence of the internal audit function at least annually. This includes communicating incidents where independence may have been impaired and the actions or safeguards employed to address the impairment.
1110-3	Organizational independence is effectively achieved when the chief audit executive reports functionally to the board.	Principle 7, 7.1	Principle 7: The internal audit function is only able to fulfill the Purpose of Internal Auditing when the chief audit executive reports directly to the board, is qualified, and is positioned at a level within the organization that enables the internal audit function to discharge its services and responsibilities without interference. 7.1: Essential Conditions Board Establish a direct reporting relationship with the chief audit executive and the internal audit function to enable the internal audit function to fulfill its mandate.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1110-4	Examples of functional reporting to the board involve the board: • Approving the internal audit charter. • Approving the risk-based internal audit plan. • Approving the internal audit budget and resource plan. • Receiving communications from the chief audit executive on the internal audit activity's performance relative to its plan and other matters. • Approving decisions regarding the appointment and removal of the chief audit executive • Approving the remuneration of the chief audit executive. • Making appropriate inquiries of management and the chief audit executive to determine whether there are inappropriate scope or resource limitations.	6.3, 7.1	6.3: Essential Conditions Board • Demonstrate support by: – Specifying that the chief audit executive reports to a level within the organization that allows the internal audit function to fulfill the internal audit mandate. – Approving the internal audit charter, internal audit plan, budget, and resource plan. – Making appropriate inquiries of senior management and the chief audit executive to determine whether any restrictions on the internal audit function's scope, access, authority, or resources limit the function's ability to carry out its responsibilities effectively. – Meeting periodically with the chief audit executive in sessions without senior management present. Senior Management • Work with the board and management throughout the organization to enable the internal audit function's unrestricted access to the data, records, information, personnel, and physical properties necessary to fulfill the internal audit mandate. 7.1: Essential Conditions Board • Authorize the appointment and removal of the chief audit executive. • Provide input to senior management to support the performance evaluation and remuneration of the chief audit executive.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1110-5	1110.A1 – The internal audit activity must be free from interference in determining the scope of internal auditing, performing work, and communicating results.	Principle 7, 7.1, 13.3	Principle 7: The internal audit function is only able to fulfill the Purpose of Internal Auditing when the chief audit executive reports directly to the board, is qualified, and is positioned at a level within the organization that enables the internal audit function to discharge its services and responsibilities without interference. 7.1: Essential Conditions Board - Engage with senior management to ensure that the internal audit function is free from interference when determining its scope, performing internal audit engagements, and communicating results. Senior Management - Position the internal audit function at a level within the organization that enables it to perform its services and responsibilities without interference, as directed by the board. 13.3: Scope limitations must be discussed with management when identified, with a goal of achieving resolution. Scope limitations are assurance engagement conditions, such as resource constraints or restrictions on access to personnel, facilities, data, and information, that prevent internal auditors from performing the work as expected in the audit work program. (See also Standard 13.5 Engagement Resources.) Internal auditors must have the flexibility to make changes to the engagement objectives and scope when audit work identifies the need to do so as the engagement progresses.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1110-6	The chief audit executive must disclose such interference to the board and discuss the implications.	7.1, 8.1, 13.3	7.1: The chief audit executive must confirm to the board the organizational independence of the internal audit function at least annually. This includes communicating incidents where independence may have been impaired and the actions or safeguards employed to address the impairment. 8.1: The chief audit executive must report to the board and senior management: • Potential impairments to independence. (See also Standard 7.1 Organizational Independence.) 13.3: If a resolution cannot be achieved with management, the chief audit executive must elevate the scope limitation issue to the board according to an established methodology.
1111	The chief audit executive must communicate and interact directly with the board.	6.3, 8.1	6.3: The chief audit executive must provide the board and senior management with the information needed to support and promote recognition of the internal audit function throughout the organization. Essential Conditions Board • Support the chief audit executive through regular, direct communications. 8.1 Essential Conditions Board • Communicate with the chief audit executive to understand how the internal audit function is fulfilling its mandate. • Communicate the board's perspective on the organization's strategies, objectives, and risks to assist the chief audit executive with determining internal audit priorities. • Set expectations with the chief audit executive for: – The frequency with which the board wants to receive communications from the chief audit executive. – The criteria for determining which issues should be escalated to the board, such as significant risks that exceed the board's risk tolerance.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			– The process for escalating matters of importance to the board. • Gain an understanding of the effectiveness of the organization's governance, risk management, and control processes based on the results of internal audit engagements and discussions with senior management. • Discuss with the chief audit executive disagreements with senior management or other stakeholders and provide support as necessary to enable the chief audit executive to perform the responsibilities outlined in the internal audit mandate.
1112-1	1112 – Chief Audit Executive Roles Beyond Internal Auditing Where the chief audit executive has or is expected to have roles and/or responsibilities that fall outside of internal auditing, safeguards must be in place to limit impairments to independence or objectivity.	7.1	The chief audit executive must discuss with the board and senior management any current or proposed roles and responsibilities that have the potential to impair the internal audit function's independence, either in fact or appearance. The chief audit executive must advise the board and senior management of the types of safeguards to manage actual, potential, or perceived impairments. When the chief audit executive has one or more ongoing roles beyond internal auditing, the responsibilities, nature of work, and established safeguards must be documented in the internal audit charter. If those areas of responsibility are subject to internal auditing, alternative processes to obtain assurance must be established, such as contracting with an objective, competent external assurance provider that reports independently to the board.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1112-2	The chief audit executive may be asked to take on additional roles and responsibilities outside of internal auditing, such as responsibility for compliance or risk management activities. These roles and responsibilities may impair, or appear to impair, the organizational independence of the internal audit activity or the individual objectivity of the internal auditor. Safeguards are those oversight activities, often undertaken by the board, to address these potential impairments, and may include such activities as periodically evaluating reporting lines and responsibilities and developing alternative processes to obtain assurance related to the areas of additional responsibility.	7.1	The chief audit executive must discuss with the board and senior management any current or proposed roles and responsibilities that have the potential to impair the internal audit function's independence, either in fact or appearance. The chief audit executive must advise the board and senior management of the types of safeguards to manage actual, potential, or perceived impairments. When the chief audit executive has one or more ongoing roles beyond internal auditing, the responsibilities, nature of work, and established safeguards must be documented in the internal audit charter. If those areas of responsibility are subject to internal auditing, alternative processes to obtain assurance must be established, such as contracting with an objective, competent external assurance provider that reports independently to the board. When the chief audit executive's nonaudit responsibilities are temporary, assurance for those areas must be provided by an independent third party during the temporary assignment and for the subsequent 12 months. Also, the chief audit executive must establish a plan to transition those responsibilities to management. If the governing structure does not support organizational independence, the chief audit executive must document the characteristics of the governing structure limiting independence and any safeguards that may be employed to achieve this principle.
1120-1	1120 – Individual Objectivity Internal auditors must have an impartial, unbiased attitude and avoid any conflict of interest.	Principle 2, 2.1	Principle 2: Internal auditors maintain an impartial and unbiased attitude when performing internal audit services and making decisions. 2.1: Internal auditors must maintain professional objectivity when performing all aspects of internal audit services. Professional objectivity requires internal auditors to apply an impartial and unbiased mindset and make judgments based on balanced assessments of all relevant circumstances. Internal auditors must be aware of and manage potential biases.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1120-2	Conflict of interest is a situation in which an internal auditor, who is in a position of trust, has a competing professional or personal interest. Such competing interests can make it difficult to fulfill his or her duties impartially. A conflict of interest exists even if no unethical or improper act results. A conflict of interest can create an appearance of impropriety that can undermine confidence in the internal auditor, the internal audit activity, and the profession. A conflict of interest could impair an individual's ability to perform his or her duties and responsibilities objectively.	2.2 Considerations	Conflicts of interest are situations in which an internal auditor has a competing professional or personal interest that may make it difficult to fulfill internal audit duties impartially. Conflicts of interest may create the appearance of impropriety that could undermine the confidence in an internal auditor, the internal audit function, and the internal audit profession, even if no unethical or improper acts result.
1130-1	1130 – Impairment to Independence or Objectivity If independence or objectivity is impaired in fact or appearance, the details of the impairment must be disclosed to appropriate parties. The nature of the disclosure will depend upon the impairment.	2.3, 7.1	2.3: If objectivity is impaired in fact or appearance, the details of the impairment must be disclosed promptly to the appropriate parties. If internal auditors become aware of an impairment that may affect their objectivity, they must disclose the impairment to the chief audit executive or a designated supervisor. If the chief audit executive determines that an impairment is affecting an internal auditor's ability to perform duties objectively, the chief audit executive must discuss the impairment with the management of the activity under review, the board, and/or senior management and determine the appropriate actions to resolve the situation. If an impairment that affects the reliability or perceived reliability of the engagement findings, recommendations, and/or conclusions is discovered after an engagement has been completed, the chief audit executive must discuss the concern with the management of the activity under review, the board, senior management, and/or other affected stakeholders and determine the appropriate actions to resolve the situation. (See also Standard 11.4 Errors and Omissions.) If the objectivity of the chief audit executive is impaired in fact or appearance, the chief audit executive must disclose the impairment to the board. (See also Standard 7.1 Organizational Independence.)

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			7.1: The chief audit executive must confirm to the board the organizational independence of the internal audit function at least annually. This includes communicating incidents where independence may have been impaired and the actions or safeguards employed to address the impairment.
1130-2	Impairment to organizational independence and individual objectivity may include, but is not limited to, personal conflict of interest, scope limitations, restrictions on access to records, personnel, and properties, and resource limitations, such as funding.	2.2 Considerations, 7.1 Considerations	2.2 Considerations: Objectivity is impaired when situations, activities, or relationships may influence internal auditors' judgments and decisions in a way that may change internal audit findings and conclusions. Impairments to objectivity may exist, in fact or appearance, even when they are unintended. Objectivity may be perceived by others to be impaired, even when no impairment has occurred in fact. Internal auditors should apply judgment regarding additional circumstances that may impair or be presumed to impair objectivity. 7.1 Considerations: Situations that may introduce impairments to independence include: • The chief audit executive lacks direct communication or interaction with the board. • Management attempts to limit the scope of the internal audit services that were previously approved by the board and documented in the internal audit charter. • Management attempts to restrict access to the data, records, information, personnel, and physical properties required to perform the internal audit services. • Management pressures internal auditors to suppress or change internal audit findings. • The budget for the internal audit function is reduced to a level that leaves the function unable to fulfill its responsibilities as outlined in the internal audit charter. • An assurance engagement is performed by the internal audit function or supervised by the chief audit executive in a functional area for which the chief audit executive is responsible, has oversight, or is otherwise able to exert significant influence.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			The internal audit function performs, or the chief audit executive supervises, assurance services related to an activity that is managed by a senior executive (non-CEO) to which the chief audit executive reports administratively. For example, the chief audit executive reports to the chief financial officer and is responsible for auditing treasury, a function that also reports to the chief financial officer.
1130-3	The determination of appropriate parties to which the details of an impairment to independence or objectivity must be disclosed is dependent upon the expectations of the internal audit activity's and the chief audit executive's responsibilities to senior management and the board as described in the internal audit charter, as well as the nature of the impairment.	2.3, 7.1 Considerations	2.3: If objectivity is impaired in fact or appearance, the details of the impairment must be disclosed promptly to the appropriate parties. If internal auditors become aware of an impairment that may affect their objectivity, they must disclose the impairment to the chief audit executive or a designated supervisor. If the chief audit executive determines that an impairment is affecting an internal auditor's ability to perform duties objectively, the chief audit executive must discuss the impairment with the management of the activity under review, the board, and/or senior management and determine the appropriate actions to resolve the situation. If an impairment that affects the reliability or perceived reliability of the engagement findings, recommendations, and/or conclusions is discovered after an engagement has been completed, the chief audit executive must discuss the concern with the management of the activity under review, the board, senior management, and/or other affected stakeholders and determine the appropriate actions to resolve the situation. (See also Standard 11.4 Errors and Omissions.) If the objectivity of the chief audit executive is impaired in fact or appearance, the chief audit executive must disclose the impairment to the board. (See also Standard 7.1 Organizational Independence.)

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			7.1 Considerations: To determine the other parties to which disclosure should be made, the chief audit executive considers the nature of the impairment, the impairment's impact on the reliability of the results of internal audit services, and the expectations of relevant stakeholders. If a potential impairment of the internal audit function's independence is discovered after an engagement has been completed that may affect the reliability or perceived reliability of the engagement findings, recommendations, and/or conclusions, the chief audit executive should discuss the concern with the management of the activity under review, the board, senior management, and/or other affected stakeholders and determine the appropriate actions to resolve the situation. (See also Standards 2.3 Disclosing Impairments to Objectivity and 11.4 Errors and Omissions.)
1130-4	1130.A1 – Internal auditors must refrain from assessing specific operations for which they were previously responsible. Objectivity is presumed to be impaired if an internal auditor provides assurance services for an activity for which the internal auditor had responsibility within the previous year.	2.2	When performing internal audit services: Internal auditors must refrain from assessing specific activities for which they were previously responsible. Objectivity is presumed to be impaired if an internal auditor provides assurance services for an activity for which the internal auditor had responsibility within the previous 12 months.
1130-5	1130.A2 – Assurance engagements for functions over which the chief audit executive has responsibility must be overseen by a party outside the internal audit activity.	2.2	When performing internal audit services: Assurance engagements for functions over which the chief audit executive has responsibility must be overseen by an independent party outside the internal audit function.
1130-6	1130.A3 – The internal audit activity may provide assurance services where it had previously performed consulting services, provided the nature of the consulting did not impair objectivity and provided individual objectivity is managed when assigning resources to the engagement.	2.2	When performing internal audit services: If the internal audit function is to provide assurance services where it had previously performed advisory services, the chief audit executive must confirm that the nature of the advisory services does not impair objectivity and must assign resources such that individual objectivity is managed.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1130-7	1130.C1 – Internal auditors may provide consulting services relating to operations for which they had previous responsibilities.	2.2	When performing internal audit services: • If internal auditors are to provide advisory services relating to activities for which they had previous responsibilities, they must disclose potential impairments to the party requesting the services before accepting the engagement.
1130-8	1130.C2 – If internal auditors have potential impairments to independence or objectivity relating to proposed consulting services, disclosure must be made to the engagement client prior to accepting the engagement.	2.2	When performing internal audit services: • If internal auditors are to provide advisory services relating to activities for which they had previous responsibilities, they must disclose potential impairments to the party requesting the services before accepting the engagement.
1200	Engagements must be performed with proficiency and due professional care.	Principle 3, Principle 4	Principle 3: Demonstrating competency requires developing and applying the knowledge, skills, and abilities to provide internal audit services. Principle 4: Internal auditors apply due professional care in planning and performing internal audit services.
1210-1	1210 – Proficiency Internal auditors must possess the knowledge, skills, and other competencies needed to perform their individual responsibilities.	3.1	Internal auditors must possess or obtain the competencies to perform their responsibilities successfully. The required competencies include the knowledge, skills, and abilities suitable for one’s job position and responsibilities commensurate with their level of experience. Internal auditors must possess or develop knowledge of The IIA’s Global Internal Audit Standards.
1210-2	The internal audit activity collectively must possess or obtain the knowledge, skills, and other competencies needed to perform its responsibilities.	3.1	Additionally, the chief audit executive must ensure that the internal audit function collectively possesses the competencies to perform the internal audit services described in the internal audit charter or must obtain the necessary competencies. (See also Standards 7.2 Chief Audit Executive Qualifications and 10.2 Human Resources Management.)

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1210-3	Proficiency is a collective term that refers to the knowledge, skills, and other competencies required of internal auditors to effectively carry out their professional responsibilities. It encompasses consideration of current activities, trends, and emerging issues, to enable relevant advice and recommendations.	3.1 Considerations	Internal auditors should develop competencies related to: • Communication and collaboration. • Governance, risk management, and control processes. • Business functions, such as financial management and information technology. • Pervasive risks, such as fraud. • Tools and techniques for gathering, analyzing, and evaluating data. • The risks and potential impacts of various economic, environmental, legal, political, and social conditions. • Laws, regulations, and practices relevant to the organization, sector, and industry. • Trends and emerging issues relevant to the organization and internal auditing. • Supervision and leadership.
1210-4	Internal auditors are encouraged to demonstrate their proficiency by obtaining appropriate professional certifications and qualifications, such as the Certified Internal Auditor designation and other designations offered by The Institute of Internal Auditors and other appropriate professional organizations.	3.1 Considerations	To develop and demonstrate competencies, internal auditors may: • Obtain appropriate professional credentials, such as the Certified Internal Auditor® designation and other certifications and credentials.
1210-5	1210.A1 – The chief audit executive must obtain competent advice and assistance if the internal auditors lack the knowledge, skills, or other competencies needed to perform all or part of the engagement.	3.1, 10.2	3.1: Additionally, the chief audit executive must ensure the internal audit function collectively possesses the competencies to perform the internal audit services described in the internal audit charter or must make arrangements to obtain the necessary competencies. (See also Standard 7.2 Chief Audit Executive Roles, Responsibilities, and Qualifications and Standard 10.2 Human Resource Management.) 10.2: The chief audit executive must strive to ensure that human resources are appropriate, sufficient, and effectively deployed to achieve the approved internal audit plan. Appropriate refers to the mix of knowledge, skills, and abilities; sufficient refers to the quantity of resources; and effective deployment refers to assigning resources in a way that optimizes the achievement of the internal audit plan.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1210-6	1210.A2 – Internal auditors must have sufficient knowledge to evaluate the risk of fraud and the manner in which it is managed by the organization, but are not expected to have the expertise of a person whose primary responsibility is detecting and investigating fraud.	3.1 Considerations	Internal auditors should develop competencies related to: • Pervasive risks, such as fraud.
1210-7	1210.A3 – Internal auditors must have sufficient knowledge of key information technology risks and controls and available technology-based audit techniques to perform their assigned work.	3.1 Considerations	Internal auditors should develop competencies related to: • Business functions, such as financial management and information technology. • Tools and techniques for gathering, analyzing, and evaluating data.
1210-8	However, not all internal auditors are expected to have the expertise of an internal auditor whose primary responsibility is information technology auditing.	Not applicable	Deleted
1210-9	1210.C1 – The chief audit executive must decline the consulting engagement or obtain competent advice and assistance if the internal auditors lack the knowledge, skills, or other competencies needed to perform all or part of the engagement.	3.1 Considerations	To ensure the internal audit function collectively possesses the competencies to perform the internal audit services, the chief audit executive should: • Consider contracting with an independent, external service provider when the internal audit function collectively does not possess the competencies to perform requested services.
1220-1	Internal auditors must apply the care and skill expected of a reasonably prudent and competent internal auditor.	3.1, Principle 4	3.1: Each internal auditor is responsible for continually developing and applying the competencies necessary to fulfill their professional responsibilities. Principle 4: Due professional care requires planning and performing internal audit services with the diligence, judgment, and skepticism possessed by prudent and competent internal auditors.
1220-2	Due professional care does not imply infallibility.	Principle 4	When exercising due professional care, internal auditors perform in the best interests of those receiving internal audit services but are not expected to be infallible.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1220-3	Due professional care does not imply infallibility.	4.2	When exercising due professional care, internal auditors perform in the best interests of those receiving internal audit services but are not expected to be infallible.
1220-4	Internal auditors must exercise due professional care by considering the: • Relative complexity, materiality, or significance of matters to which assurance procedures are applied.	4.2	Internal auditors must exercise due professional care by assessing the nature, circumstances, and requirements of the services to be provided, including: • Relative complexity, materiality, or significance of risks to the activity under review.
1220-5	Internal auditors must exercise due professional care by considering the: • Adequacy and effectiveness of governance, risk management, and control processes.	4.2	Internal auditors must exercise due professional care by assessing the nature, circumstances, and requirements of the services to be provided, including: • Adequacy and effectiveness of governance, risk management, and control processes.
1220-6	Internal auditors must exercise due professional care by considering the: • Probability of significant errors, fraud, or noncompliance.	4.2	Internal auditors must exercise due professional care by assessing the nature, circumstances, and requirements of the services to be provided, including: • Probability of significant errors, fraud, noncompliance, and other risks that might affect objectives, operations, or resources.
1220-7	Internal auditors must exercise due professional care by considering the: • Cost of assurance in relation to potential benefits.	4.2	Internal auditors must exercise due professional care by assessing the nature, circumstances, and requirements of the services to be provided, including: • Cost relative to potential benefits of the internal audit services to be performed.
1220-8	1220.A2 – In exercising due professional care internal auditors must consider the use of technology-based audit and other data analysis techniques.	4.2	Internal auditors must exercise due professional care by assessing the nature, circumstances, and requirements of the services to be provided, including: • Use of appropriate techniques, tools, and technology.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1220-9	1220.A3 – Internal auditors must be alert to the significant risks that might affect objectives, operations, or resources.	4.2, 13.2	4.2: Internal auditors must exercise due professional care by assessing the nature, circumstances, and requirements of the services to be provided, including: • The organization’s strategy and objectives. • The interests of those for whom internal audit services are provided and the interests of other stakeholders. 13.2: To develop an adequate understanding, internal auditors must identify and gather reliable, relevant, and sufficient information regarding: • The organization’s strategies, objectives, and risks relevant to the activity under review.
1220-10	However, assurance procedures alone, even when performed with due professional care, do not guarantee that all significant risks will be identified.	Principle 4	Due professional care requires planning and performing internal audit services with the diligence, judgment, and skepticism possessed by other reasonably prudent and competent internal auditors. When exercising due professional care, internal auditors perform in the best interests of those receiving internal audit services but are not expected to be infallible.
1220-11	Internal auditors must exercise due professional care during a consulting engagement by considering the: • Needs and expectations of clients, including the nature, timing, and communication of engagement results.	4.2	Internal auditors must exercise due professional care by assessing the nature, circumstances, and requirements of the services to be provided, including: • The organization’s strategy and objectives. • The interests of those for whom internal audit services are provided and the interests of other stakeholders.
1220-12	Internal auditors must exercise due professional care during a consulting engagement by considering the: • Relative complexity and extent of work needed to achieve the engagement’s objectives.	4.2	Internal auditors must exercise due professional care by assessing the nature, circumstances, and requirements of the services to be provided, including: • Relative complexity, materiality, or significance of risks to the activity under review.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1220-13	Internal auditors must exercise due professional care during a consulting engagement by considering the: • Cost of the consulting engagement in relation to potential benefits.	4.2	Internal auditors must exercise due professional care by assessing the nature, circumstances, and requirements of the services to be provided, including: • Cost relative to potential benefits of the internal audit services to be performed.
1230	Internal auditors must enhance their knowledge, skills, and other competencies through continuing professional development.	3.2	Internal auditors must maintain and continuously develop their competencies to improve the effectiveness and quality of internal audit services. Internal auditors must pursue continuing professional development including education and training. Practicing internal auditors who have attained professional internal audit certifications must follow the continuing professional education policies and fulfill the requirements applicable to their certifications.
1300-1	The chief audit executive must develop and maintain a quality assurance and improvement program that covers all aspects of the internal audit activity.	8.3	The chief audit executive must develop, implement, and maintain a quality assurance and improvement program that covers all aspects of the internal audit function.
1300-2	A quality assurance and improvement program is designed to enable an evaluation of the internal audit activity's conformance with the Standards and an evaluation of whether internal auditors apply the Code of Ethics.	Principle 12	Therefore, a quality assurance and improvement program is designed to evaluate and promote the internal audit function's conformance with the Standards, achievement of performance objectives, and pursuit of continuous improvement.
1300-3	The program also assesses the efficiency and effectiveness of the internal audit activity and identifies opportunities for improvement.	8.3, 12.2	8.3: In both cases, such communications include: • The internal audit function's conformance with the Standards and achievement of performance objectives. • If applicable, compliance with laws and/or regulations relevant to internal auditing. • If applicable, plans to address the internal audit function's deficiencies and opportunities for improvement. 12.2: The chief audit executive must develop a performance measurement methodology to assess progress toward achieving the function's objectives and to promote the continuous improvement of the internal audit function.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1300-4	The chief audit executive should encourage board oversight in the quality assurance and improvement program.	8.3	At least annually, the chief audit executive must communicate the results of the internal quality assessment to the board and senior management. The results of external quality assessments must be reported when completed. Essential Conditions Board • Discuss with the chief audit executive the quality assurance and improvement program, as outlined in Domain IV: Managing the Internal Audit Function. • Approve the internal audit function's performance objectives at least annually. (See also Standard 12.2 Performance Measurement.) • Assess the effectiveness and efficiency of the internal audit function. Such an assessment includes: – Reviewing the internal audit function's performance objectives, including its conformance with the Standards, laws, and regulations; ability to meet the internal audit mandate; and progress toward completion of the internal audit plan. – Considering the results of the internal audit function's quality assurance and improvement program. – Determining the extent to which the internal audit function's performance objectives are being met.
1310	The quality assurance and improvement program must include both internal and external assessments.	8.3	The program includes two types of assessments: • External assessments. (See also Standard 8.4 External Quality Assessment.) • Internal assessments. (See also Standard 12.1 Internal Quality Assessment.)
1311-1	Internal assessments must include: • Ongoing monitoring of the performance of the internal audit activity.	12.1	The chief audit executive must establish a methodology for internal assessments, as described in Standard 8.3 Quality, that includes: • Ongoing monitoring of the internal audit function's conformance with the Standards and progress toward performance objectives.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1311-2	Internal assessments must include: Periodic self-assessments or assessments by other persons within the organization with sufficient knowledge of internal audit practices.	12.1	The chief audit executive must establish a methodology for internal assessments, as described in Standard 8.3 Quality, that includes: Periodic self-assessments or assessments by other persons within the organization with sufficient knowledge of internal audit practices to evaluate conformance with the Standards.
1311-3	Ongoing monitoring is an integral part of the day-to-day supervision, review, and measurement of the internal audit activity.	9.3, 12.1 Considerations	9.3: The chief audit executive must evaluate the effectiveness of the methodologies and update them as necessary to improve the internal audit function and respond to significant changes that affect the function. 12.1 Considerations: Ongoing monitoring involves the day-to-day supervision, review, and measurement of the internal audit function.
1311-4	Ongoing monitoring is incorporated into the routine policies and practices used to manage the internal audit activity and uses processes, tools, and information considered necessary to evaluate conformance with the Code of Ethics and the Standards.	12.1 Considerations	Ongoing monitoring is incorporated into the routine policies and practices used to manage the internal audit function and includes processes, tools, and information considered necessary to evaluate conformance with the Standards.
1311-5	Periodic assessments are conducted to evaluate conformance with the Code of Ethics and the Standards.	12.1 Considerations	Periodic self-assessments provide a more holistic, comprehensive review of the Standards and the internal audit function. Periodic self-assessments address conformance with every standard, whereas ongoing monitoring focuses on the standards relevant to performing engagements.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1311-6	Sufficient knowledge of internal audit practices requires at least an understanding of all elements of the International Professional Practices Framework.	3.1, 12.1 Considerations	3.1: Internal auditors must possess or develop knowledge of The IIA's Global Internal Audit Standards. 12.1 Considerations: Periodic self-assessments may be conducted by senior members of the internal audit function, a dedicated quality assurance team, individuals within the internal audit function who have extensive experience with the Standards, Certified Internal Auditors, or other competent internal audit professionals from elsewhere in the organization. The chief audit executive should consider including internal auditors in the self-assessment process, which may improve their understanding of the Standards.
1312-1	External assessments must be conducted at least once every five years by a qualified, independent assessor or assessment team from outside the organization.	8.4	The external assessment must be performed at least once every five years by a qualified, independent assessor or assessment team. When selecting the independent assessor or assessment team, the chief audit executive must ensure at least one person holds an active Certified Internal Auditor designation.
1312-2	The chief audit executive must discuss with the board: • The form and frequency of external assessment.	8.4	The chief audit executive must develop a plan for an external quality assessment and discuss the plan with the board. Essential Conditions Board • Discuss with the chief audit executive the plans to have an external quality assessment of the internal audit function conducted by an independent, qualified assessor or assessment team. • Collaborate with senior management and the chief audit executive to determine the scope and frequency of the external quality assessment. • Consider the responsibilities and regulatory requirements of the internal audit function and the chief audit executive, as described in the internal audit charter, when defining the scope of the external quality assessment.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			- Review and approve the chief audit executive's plan for the performance of an external quality assessment. Such approval should cover, at a minimum: - The scope and frequency of assessments. - The rationale for choosing to conduct a self-assessment with independent validation instead of an external quality assessment.
1312-3	The qualifications and independence of the external assessor or assessment team, including any potential conflict of interest.	8.4, 8.4 Considerations	8.4: Essential Conditions Board - Review and approve the chief audit executive's plan for the performance of an external quality assessment. Such approval must cover, at a minimum: - The competencies and independence of the external assessor or assessment team. 8.4 Considerations: In addition to the requirement that at least one member of the external assessment team be a Certified Internal Auditor, other important qualifications of the assessment team to consider include: - Experience with and knowledge of the Standards and leading internal audit practices. - Experience as a chief audit executive or comparable senior level of internal audit management. - Experience in the organization's industry or sector. - Previous experience performing external quality assessments. - Completion of external quality assessment training recognized by The Institute of Internal Auditors. - Attestation by assessment team members that they have no conflicts of interest, in fact or appearance.
1312-4	External assessments may be accomplished through a full external assessment, or a self-assessment with independent external validation.	8.4	The requirement for an external quality assessment may also be met through a self-assessment with independent validation.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1312-5	The external assessor must conclude as to conformance with the Code of Ethics and the Standards; the external assessment may also include operational or strategic comments.	12.1, 8.4 Considerations	12.1: Internal assessments must be documented and included in the evaluation conducted by an independent third party as part of the organization's external quality assessment. (See also Standard 8.4 External Quality Assessment.) 8.4 Considerations: The external quality assessment should include a comprehensive review of the adequacy of the internal audit function's: • Conformance with the Global Internal Audit Standards. • Mandate, charter, strategy, methodologies, processes, risk assessment, and internal audit plan. • Compliance with applicable laws and/or regulations. • Performance criteria and measures as well as assessment results. • Competencies and due professional care, including the sufficient use of tools and techniques, and focus on continual development. • Qualifications and competencies, including those of the chief audit executive role, as defined by the organization's job description and hiring profile. • Integration into the organization's governance processes, including the relationships among those involved in positioning the internal audit function to operate independently. • Contribution to the organization's governance, risk management, and control processes. • Contribution to the improvement of the organization's operations and ability to attain its objectives. • Ability to meet expectations articulated by the board, senior management, and stakeholders.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1312-6	A qualified assessor or assessment team demonstrates competence in two areas: the professional practice of internal auditing and the external assessment process.	8.4, 8.4 Considerations	8.4: When selecting the independent assessor or assessment team, the chief audit executive must ensure at least one person holds an active Certified Internal Auditor designation. 8.4 Considerations: In addition to the requirement that at least one member of the external assessment team be a Certified Internal Auditor, other important qualifications of the assessment team to consider include: • Experience with and knowledge of the Standards and leading internal audit practices. • Experience as a chief audit executive or comparable senior level of internal audit management. • Previous experience performing external quality assessments. • Completion of external quality assessment training recognized by The Institute of Internal Auditors.
1312-7	Competence can be demonstrated through a mixture of experience and theoretical learning.	8.4 Considerations	In addition to the requirement that at least one member of the external assessment team be a Certified Internal Auditor, other important qualifications of the assessment team to consider include: • Experience with and knowledge of the Standards and leading internal audit practices. • Experience as a chief audit executive or comparable senior level of internal audit management. • Previous experience performing external quality assessments. • Completion of external quality assessment training recognized by The Institute of Internal Auditors.
1312-8	Experience gained in organizations of similar size, complexity, sector or industry, and technical issues is more valuable than less relevant experience.	8.4 Considerations	In addition to the requirement that at least one member of the external assessment team be a Certified Internal Auditor, other important qualifications of the assessment team to consider include: • Experience in the organization's industry or sector.
1312-9	In the case of an assessment team, not all members of the team need to have all the competencies; it is the team as a whole that is qualified.	Not applicable	Deleted.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1312-10	The chief audit executive uses professional judgment when assessing whether an assessor or assessment team demonstrates sufficient competence to be qualified.	Not applicable	Deleted.
1312-11	An independent assessor or assessment team means not having either an actual or a perceived conflict of interest and not being a part of, or under the control of, the organization to which the internal audit activity belongs.	8.4 Considerations	In addition to the requirement that at least one member of the external assessment team be a Certified Internal Auditor, other important qualifications of the assessment team to consider include: • Attestation by assessment team members that they have no conflicts of interest, in fact or appearance. The chief audit executive should consider potential impairments to the independence of assessors driven by past, present, or anticipated future relationships with the organization, its personnel, or its internal audit function. If a potential assessor is a former employee of the organization, the length of time the assessor has been independent should be evaluated.
1312-12	The chief audit executive should encourage board oversight in the external assessment to reduce perceived or potential conflicts of interest.	8.1, 8.3, 8.4	8.1: The chief audit executive must report to the board and senior management: • Results from the quality assurance and improvement program. (See also Standards 8.3 Quality, 8.4 External Quality Assessment, 12.1 Internal Quality Assessment, and 12.2 Performance Measurement.) 8.3: Essential Conditions Board • Discuss with the chief audit executive the quality assurance and improvement program, as outlined in Domain IV: Managing the Internal Audit Function. 8.4: The chief audit executive must develop a plan for an external quality assessment and discuss the plan with the board. Essential Conditions Board • Require receipt of the complete results of the external quality assessment or self-assessment with independent validation directly from the assessor. • Review and approve the chief audit executive's action plans to address identified deficiencies and opportunities for improvement, if applicable.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			• Approve a timeline for completion of the action plans and monitor the chief audit executive's progress.
1320-1	The chief audit executive must communicate the results of the quality assurance and improvement program to senior management and the board.	8.1, 8.3, 8.4, 12.1	8.1: The chief audit executive must report to the board and senior management: • Results from the quality assurance and improvement program. (See also Standards 8.3 Quality, 8.4 External Quality Assessment, 12.1 Internal Quality Assessment, and 12.2 Performance Measurement.) 8.3: At least annually, the chief audit executive must communicate the results of the internal quality assessment to the board and senior management. The results of external quality assessments must be reported when completed. In both cases, such communications include: • The internal audit function's conformance with the Standards and achievement of performance objectives. • If applicable, compliance with laws and/or regulations relevant to internal auditing. • If applicable, plans to address the internal audit function's deficiencies and opportunities for improvement. 8.4: Essential Conditions Board • Require receipt of the complete results of the external quality assessment or self-assessment with independent validation directly from the assessor. • Review and approve the chief audit executive's action plans to address identified deficiencies and opportunities for improvement, if applicable. • Approve a timeline for completion of the action plans and monitor the chief audit executive's progress.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			Senior Management - Review the results of the external quality assessment, collaborate with the chief audit executive and board to agree on action plans that address identified deficiencies and opportunities for improvement, if applicable, and agree on a timeline for completion of the action plans. 12.1: The chief audit executive must establish a methodology for internal assessments, as described in Standard 8.3 Quality, that includes: - Communication with the board and senior management about the results of internal assessments. Based on the results of periodic self-assessments, the chief audit executive must develop action plans to address instances of non-conformance with the Standards and opportunities for improvement, including a proposed timeline for actions. The chief audit executive must communicate the results of periodic self-assessments and action plans to the board and senior management. (See also Standards 8.1 Board Interaction, 8.3 Quality, and 9.3 Methodologies.)
1320-2	Disclosure should include: The scope and frequency of both the internal and external assessments.	8.3 Considerations, 8.4	8.3 Considerations: The chief audit executive's communications to the board and senior management regarding the internal audit function's quality assurance and improvement program should include: - The scope, frequency, and results of internal and external quality assessments conducted under the direction of, or with the assistance of, the chief audit executive. 8.4: Essential Conditions Board - Collaborate with senior management and the chief audit executive to determine the scope and frequency of the external quality assessment. Senior Management - Collaborate with the board and the chief audit executive to determine the scope and frequency of the external quality assessment.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1320-3	Disclosure should include: The qualifications and independence of the assessor(s) or assessment team, including potential conflicts of interest.	8.4	Essential Conditions Board Discuss with the chief audit executive the plans to have an external quality assessment of the internal audit function conducted by an independent, qualified assessor or assessment team.
1320-4	Disclosure should include: Conclusions of assessors.	8.1, 8.3, 8.4	8.1: The chief audit executive must report to the board and senior management: - Results from the quality assurance and improvement program. (See also Standards 8.3 Quality, 8.4 External Quality Assessment, 12.1 Internal Quality Assessment, and 12.2 Performance Measurement.) 8.3: At least annually, the chief audit executive must communicate the results of the internal quality assessment to the board and senior management. The results of external quality assessments must be reported when completed. In both cases, such communications include: - The internal audit function's conformance with the Standards and achievement of performance objectives. - If applicable, compliance with laws and/or regulations relevant to internal auditing. 8.4: Essential Conditions Board - Require receipt of the complete results of the external quality assessment or self-assessment with independent validation directly from the assessor.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1320-5	Disclosure should include: • Corrective action plans.	8.3, 8.3 Considerations, 8.4, 12.1	8.3: At least annually, the chief audit executive must communicate the results of the internal quality assessment to the board and senior management. The results of external quality assessments must be reported when completed. In both cases, such communications include: • If applicable, plans to address the internal audit function's deficiencies and opportunities for improvement. 8.3 Considerations: The chief audit executive's communications to the board and senior management regarding the internal audit function's quality assurance and improvement program should include: • Action plans that address deficiencies and opportunities for improvement. Actions should be agreed upon with the board. 8.4: Essential Conditions Board • Review and approve the chief audit executive's action plans to address identified deficiencies and opportunities for improvement. • Approve a timeline for completion of the action plans and monitor the chief audit executive's progress. 12.1: Based on the results of a periodic self-assessment, the chief audit executive must develop an action plan to address instances of nonconformance with the Standards and opportunities for improvement, including a proposed timeline for actions. The chief audit executive must communicate the results of periodic self-assessments and action plans to the board. (See also Standard 8.1 Board Interaction and Standard 9.4 Methodologies.)

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1320-6	The form, content, and frequency of communicating the results of the quality assurance and improvement program is established through discussions with senior management and the board and considers the responsibilities of the internal audit activity and chief audit executive as contained in the internal audit charter.	8.3	At least annually, the chief audit executive must communicate the results of the internal quality assessment to the board and senior management. The results of external quality assessments must be reported when completed. In both cases, such communications include: • The internal audit function's conformance with the Standards and achievement of performance objectives. • If applicable, compliance with laws and/or regulations relevant to internal auditing. • If applicable, plans to address the internal audit function's deficiencies and opportunities for improvement.
1320-7	To demonstrate conformance with the Code of Ethics and the Standards, the results of external and periodic internal assessments are communicated upon completion of such assessments, and the results of ongoing monitoring are communicated at least annually.	8.3, 12.1	8.3: At least annually, the chief audit executive must communicate the results of the internal quality assessment to the board and senior management. The results of external quality assessments must be reported when completed. 12.1: The chief audit executive must establish a methodology for internal assessments, as described in Standard 8.3 Quality, that includes: • Communication with the board and senior management about the results of internal assessments.
1320-8	The results include the assessor's or assessment team's evaluation with respect to the degree of conformance.	8.4 Considerations	The external quality assessment should include a comprehensive review of the adequacy of the internal audit function's: • Conformance with the Global Internal Audit Standards.
1321-1	Indicating that the internal audit activity conforms with the International Standards for the Professional Practice of Internal Auditing is appropriate only if supported by the results of the quality assurance and improvement program.	8.3, 15.1 Considerations	8.3: At least annually, the chief audit executive must communicate the results of the internal quality assessment to the board and senior management. The results of external quality assessments must be reported when completed. In both cases, such communications include: • The internal audit function's conformance with the Standards and achievement of performance objectives.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			15.1 Considerations: A statement that the engagement is conducted in conformance with the Global Internal Audit Standards should be included in the final engagement communication. Indicating that the internal audit engagement conformed with the Standards is appropriate only if supported by the results of engagement supervision and the quality assurance and improvement program.
1321-2	The internal audit activity conforms with the Code of Ethics and the Standards when it achieves the outcomes described therein.	Fundamentals, 4.1 Considerations	Fundamentals: The requirements, considerations for implementation, and examples of evidence of conformance are designed to help internal auditors conform with the Standards. While conformance with the requirements is expected, internal auditors occasionally may be unable to conform with a requirement yet still achieve the intent of the standard. Circumstances that may necessitate adjustments are often related to resource limitations or specific aspects of a sector, industry, and/or jurisdiction. In these exceptional circumstances, alternative actions should be implemented to meet the intent of the related standard. The chief audit executive is responsible for documenting and conveying the rationale for the deviation and the adopted alternative actions to the appropriate parties. 4.1 Considerations: While conformance with the requirements is expected, internal auditors or the internal audit function may occasionally be unable to conform with a requirement yet may take alternative actions to achieve the related principle. Such circumstances are usually related to specific sectors, industries, and jurisdictions. By documenting the circumstance, alternative actions taken, the impact, and the rationale, the chief audit executive provides information to support the external quality assessment such that the internal audit function may be able to achieve conformance with a principle, even when conformance with a standard is not possible.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
1321-3	The results of the quality assurance and improvement program include the results of both internal and external assessments.	8.3	The program includes two types of assessments: • External assessments. (See Standard 8.4 External Quality Assessment.) • Internal assessments. (See Standard 12.1 Internal Quality Assessment.)
1321-4	All internal audit activities will have the results of internal assessments.	12.1	The chief audit executive must develop and conduct internal assessments of the internal audit function's conformance with the Global Internal Audit Standards and progress toward performance objectives. The chief audit executive must establish a methodology for internal assessments, as described in Standard 8.3 Quality, that includes: • Ongoing monitoring of the internal audit function's conformance with the Standards and progress toward performance objectives. • Periodic self-assessments or assessments by other persons within the organization with sufficient knowledge of internal audit practices to evaluate conformance with the Standards.
1321-5	Internal audit activities in existence for at least five years will also have the results of external assessments.	8.4	The external assessment must be performed at least once every five years by a qualified, independent assessor or assessment team. The requirement for an external quality assessment may also be met through a self-assessment with independent validation.
1322	When nonconformance with the Code of Ethics or the Standards impacts the overall scope or operation of the internal audit activity, the chief audit executive must disclose the nonconformance and the impact to senior management and the board.	12.1	If nonconformance with the Standards affects the overall scope or operation of the internal audit function, the chief audit executive must disclose to the board and senior management the nonconformance and its impact.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2000-1	The chief audit executive must effectively manage the internal audit activity to ensure it adds value to the organization.	Domain IV introduction, Principle 9, Principle 10, 10.1, 10.2, 10.3	Domain IV introduction: The chief audit executive is responsible for managing the internal audit function in accordance with the internal audit charter and Global Internal Audit Standards. This responsibility includes strategic planning, obtaining and deploying resources, building relationships, communicating with stakeholders, and ensuring and enhancing the performance of the function. Principle 9: Planning strategically requires the chief audit executive to understand the internal audit mandate and the organization's governance, risk management, and control processes. A properly resourced and positioned internal audit function develops and implements a strategy to support the organization's success. In addition, the chief audit executive creates and implements methodologies to guide the internal audit function and develop the internal audit plan. Principle 10: Managing resources requires obtaining and deploying financial, human, and technological resources effectively. The chief audit executive needs to obtain the resources required to perform internal audit responsibilities and deploy the resources according to the methodologies established for the internal audit function. 10.1: The chief audit executive must manage the internal audit function's financial resources. 10.2: The chief audit executive must establish an approach to recruit, develop, and retain internal auditors who are qualified to successfully implement the internal audit strategy and achieve the internal audit plan. 10.3: The chief audit executive must regularly evaluate the technology used by the internal audit function and pursue opportunities to improve effectiveness and efficiency.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2000-2	The internal audit activity is effectively managed when: • It achieves the purpose and responsibility included in the internal audit charter.	9.2, 9.4, 12.2 Considerations	9.2: An internal audit strategy helps guide the internal audit function toward the fulfillment of the internal audit mandate. 9.4: The chief audit executive must create an internal audit plan that supports the achievement of the organization's objectives. The internal audit plan must: • Consider the internal audit mandate and the full range of agreed-to internal audit services. • Specify internal audit services that support the evaluation and improvement of the organization's governance, risk management, and control processes. 12.2 Considerations: Establishment of performance objectives should take into consideration the desired outcomes articulated within: • The internal audit charter.
2000-3	The internal audit activity is effectively managed when: • It conforms with the Standards.	Domain I, 12.2 Considerations	Domain I: Internal auditing is most effective when: • It is performed by competent professionals in conformance with the Global Internal Audit Standards. 12.2 Considerations: Establishment of performance objectives should take into consideration the desired outcomes articulated within: • The Principles of the Global Internal Audit Standards.
2000-4	The internal audit activity is effectively managed when: • Its individual members conform with the Code of Ethics and the Standards.	Domain II introduction	The principles and standards in the Ethics and Professionalism domain of the Global Internal Audit Standards replace The IIA's former Code of Ethics and outline the behavioral expectations for professional internal auditors; including chief audit executives, other individuals, and any entities that provide internal audit services. Conformance with these principles and standards instills trust in the profession of internal auditing, creates an ethical culture within the internal audit function, and provides the basis for reliance on internal auditors' work and judgment.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			All internal auditors are required to conform with the standards of ethics and professionalism. If internal auditors are expected to abide by other codes of ethics, behavior, or conduct, such as those of an organization, conformance with the principles and standards of ethics and professionalism contained herein is still expected. The fact that a particular behavior is not mentioned in these principles and standards does not preclude it from being considered unacceptable or discreditable. While internal auditors are responsible for their own conformance, the chief audit executive is expected to support and promote conformance with the principles and standards in the Ethics and Professionalism domain by providing opportunities for training and guidance. The chief audit executive may choose to delegate certain responsibilities for managing conformance but retains accountability for the ethics and professionalism of the internal audit function.
2000-5	The internal audit activity is effectively managed when: • It considers trends and emerging issues that could impact the organization.	3.1 Considerations, 12.2 Considerations	3.1 Considerations: Internal auditors should develop competencies related to: • Trends and emerging issues relevant to the organization and internal auditing. 12.2 Considerations: Establishment of performance objectives should take into consideration the desired outcomes articulated within: • The internal audit function's strategy.
2000-6	The internal audit activity adds value to the organization and its stakeholders when it considers strategies, objectives, and risks; strives to offer ways to enhance governance, risk management, and control processes; and objectively provides relevant assurance.	Domain I	Internal auditing strengthens the organization's ability to create, protect, and sustain value by providing the board and management with independent, risk-based, and objective assurance, advice, insight, and foresight. Internal auditing enhances the organization's: • Successful achievement of its objectives. • Governance, risk management, and control processes. • Decision-making and oversight. • Reputation and credibility with its stakeholders. • Ability to serve the public interest.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2010-1	The chief audit executive must establish a risk-based plan to determine the priorities of the internal audit activity, consistent with the organization's goals.	9.2, 9.4	9.2: The chief audit executive must develop and implement a strategy for the internal audit function that supports the strategic objectives and success of the organization and aligns with the expectations of the board, senior management, and other key stakeholders. An internal audit strategy is a plan of action designed to achieve a long-term or overall objective. The internal audit strategy must include a vision, strategic objectives, and supporting initiatives for the internal audit function. An internal audit strategy helps guide the internal audit function toward the fulfillment of the internal audit mandate. 9.4: The chief audit executive must create an internal audit plan that supports the achievement of the organization's objectives. The chief audit executive must base the internal audit plan on a documented assessment of the organization's strategies, objectives, and risks. The internal audit plan must: • Specify internal audit services that support the evaluation and improvement of the organization's governance, risk management, and control processes.
2010-2	To develop the risk-based plan, the chief audit executive consults with senior management and the board and obtains an understanding of the organization's strategies, key business objectives, associated risks, and risk management processes.	9.1, 9.4	9.1: To develop an effective internal audit strategy and plan, the chief audit executive must understand the organization's governance, risk management, and control processes. 9.4: This assessment must be informed by input from the board and senior management as well as the chief audit executive's understanding of the organization's governance, risk management, and control processes.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2010-3	The chief audit executive must review and adjust the plan, as necessary, in response to changes in the organization's business, risks, operations, programs, systems, and controls.	9.4	The internal audit plan must: • Be dynamic and updated timely in response to changes in the organization's business, risks, operations, programs, systems, controls, and organizational culture.
2010-4	2010.A1 – The internal audit activity's plan of engagements must be based on a documented risk assessment, undertaken at least annually.	9.4	The chief audit executive must base the internal audit plan on a documented assessment of the organization's strategies, objectives, and risks. The assessment must be performed at least annually.
2010-5	The input of senior management and the board must be considered in this process.	9.4	This assessment must be informed by input from the board and senior management as well as the chief audit executive's understanding of the organization's governance, risk management, and control processes. The internal audit plan must: • Consider the internal audit mandate and the full range of agreed-to internal audit services.
2010-6	2010.A2 – The chief audit executive must identify and consider the expectations of senior management, the board, and other stakeholders for internal audit opinions and other conclusions.	11.1, 11.3	11.1: The chief audit executive must develop an approach for the internal audit function to build relationships and trust with key stakeholders, including the board, senior management, operational management, regulators, and internal and external assurance providers and other consultants. 11.3: The chief audit executive must communicate the results of internal audit services to the board and senior management periodically and for each engagement as appropriate. The chief audit executive must understand the expectations of the board and senior management regarding the nature and timing of communications. Conclusions at the Level of the Business Unit or Organization The chief audit executive may be required to make a conclusion at the level of the business unit or organization about the effectiveness of governance, risk management, and/or control processes, due to industry requirements, laws and/or regulations, or the expectations of the board, senior management, and/or other stakeholders.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2010-7	2010.C1 – The chief audit executive should consider accepting proposed consulting engagements based on the engagement’s potential to improve management of risks, add value, and improve the organization’s operations.	9.4	The chief audit executive must review and revise the internal audit plan as necessary and communicate timely to the board and senior management: • Conflicting demands for services between major stakeholders, such as high-priority requests based on emerging risks and requests to replace planned assurance engagements with advisory engagements.
2010-8	Accepted engagements must be included in the plan.	9.4	The chief audit executive must create an internal audit plan that supports the achievement of the organization’s objectives.
2020-1	The chief audit executive must communicate the internal audit activity’s plans and resource requirements, including significant interim changes, to senior management and the board for review and approval.	9.4, 10.1	9.4: The chief audit executive must discuss the internal audit plan, including significant interim changes, with senior management and the board. The plan and significant changes to the plan must be approved by the board. The internal audit plan must: • Identify the necessary human, financial, and technological resources necessary to complete the plan. 10.1: The chief audit executive must seek budget approval from the board.
2020-2	The chief audit executive must also communicate the impact of resource limitations.	8.2, 9.4, 10.1, 10.2, 10.3	8.2: If not, the chief audit executive must develop a strategy to obtain sufficient resources and inform the board about the impact of insufficient resources and how any resource shortfalls will be addressed. 9.4: The chief audit executive must review and revise the internal audit plan as necessary and communicate timely to the board and senior management: • The impact of any resource limitations on internal audit coverage. 10.1: The chief audit executive must communicate timely the impact of insufficient financial resources to the board and senior management.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			10.2: The chief audit executive must communicate with the board and senior management regarding the appropriateness and sufficiency of the internal audit function's human resources. If the function lacks appropriate and sufficient human resources to achieve the internal audit plan, the chief audit executive must determine how to obtain the resources or communicate timely to the board and senior management the impact of the limitations. 10.3: The chief audit executive must communicate the impact of technology limitations on the effectiveness or efficiency of the internal audit function to the board and senior management.
2030-1	The chief audit executive must ensure that internal audit resources are appropriate, sufficient, and effectively deployed to achieve the approved plan.	10.1, 10.2, 10.3	10.1: The chief audit executive must develop a budget that enables the successful implementation of the internal audit strategy and achievement of the plan. The budget includes the resources necessary for the function's operation, including training and acquisition of technology and tools. The chief audit executive must manage the day-to-day activities of the internal audit function effectively and efficiently, in alignment with the budget. 10.2: The chief audit executive must strive to ensure that human resources are appropriate, sufficient, and effectively deployed to achieve the approved internal audit plan. Appropriate refers to the mix of knowledge, skills, and abilities; sufficient refers to the quantity of resources; and effective deployment refers to assigning resources in a way that optimizes the achievement of the internal audit plan. The chief audit executive must communicate with the board and senior management regarding the appropriateness and sufficiency of the internal audit function's human resources. If the function lacks appropriate and sufficient human resources to achieve the internal audit plan, the chief audit executive must determine how to obtain the resources or communicate timely to the board and senior management the impact of the limitations. (See also Standard 8.2 Resources.)

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			The chief audit executive must evaluate the competencies of individual internal auditors within the internal audit function and encourage professional development. The chief audit executive must collaborate with internal auditors to help them develop their individual competencies through training, supervisory feedback, and/or mentoring. (See also Standard 3.1 Competency.) 10.3: The chief audit executive must strive to ensure that the internal audit function has technology to support the internal audit process. When implementing new technology, the chief audit executive must implement appropriate training for internal auditors in the effective use of technological resources.
2030-2	Appropriate refers to the mix of knowledge, skills, and other competencies needed to perform the plan.	10.2	<i>Appropriate</i> refers to the mix of knowledge, skills, and abilities.
2030-3	Sufficient refers to the quantity of resources needed to accomplish the plan.	10.2	<i>[S]ufficient</i> refers to the quantity of resources.
2030-4	Resources are effectively deployed when they are used in a way that optimizes the achievement of the approved plan.	10.2	<i>[E]ffective deployment</i> refers to assigning resources in a way that optimizes the achievement of the internal audit plan.
2040-1	The chief audit executive must establish policies and procedures to guide the internal audit activity.	9.3, 12.3	9.3: The chief audit executive must establish methodologies to guide the internal audit function in a systematic and disciplined manner to implement the internal audit strategy, develop the internal audit plan, and conform with the Standards...The chief audit executive must provide internal auditors with training on the methodologies. 12.3: The chief audit executive must establish and implement methodologies for engagement supervision, quality assurance, and the development of competencies.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2040-2	The form and content of policies and procedures are dependent upon the size and structure of the internal audit activity and the complexity of its work.	9.4 Considerations	The form, content, level of detail, and degree of documentation of methodologies may differ based on the size, structure, complexity, industry/regulatory expectations, and maturity of the organization and the internal audit function. Methodologies may exist as individual documents (such as standard operating procedures) or may be collected into an internal audit manual or integrated into internal audit management software.
2050-1	The chief audit executive should share information, coordinate activities, and consider relying upon the work of other internal and external assurance and consulting service providers to ensure proper coverage and minimize duplication of efforts.	9.5	The chief audit executive must coordinate with internal and external providers of assurance services and consider relying upon their work. Coordination of services minimizes duplication of efforts, highlights gaps in coverage of key risks, and enhances the overall value added by providers.
2050-2	In coordinating activities, the chief audit executive may rely on the work of other assurance and consulting service providers.	9.5	When the internal audit function relies on the work of other assurance service providers, the chief audit executive must document the basis for that reliance and is still responsible for the conclusions reached by the internal audit function.
2050-3	A consistent process for the basis of reliance should be established, and the chief audit executive should consider the competency, objectivity, and due professional care of the assurance and consulting service providers.	9.3 Considerations, 9.5 Considerations	9.3 Considerations: Documented methodologies that are most likely to be necessary to implement the strategy, achieve the internal audit plan, and conform with Standards include the internal audit function's approach to: • Coordinating with internal and external assurance providers. 9.5 Considerations: The chief audit executive should develop a methodology for evaluating other providers of assurance and advisory services that includes a basis for relying upon their work. The evaluation should consider the providers' roles, responsibilities, organizational independence, competency, and objectivity, as well as the due professional care applied to their work.
2050-4	The chief audit executive should also have a clear understanding of the scope, objectives, and results of the work performed by other providers of assurance and consulting services.	9.5 Considerations	The chief audit executive should understand the objectives, scope, and results of the work performed.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2050-5	Where reliance is placed on the work of others, the chief audit executive is still accountable and responsible for ensuring adequate support for conclusions and opinions reached by the internal audit activity.	9.5	When the internal audit function relies on the work of other assurance service providers, the chief audit executive is still responsible for the conclusions reached by the internal audit function and accountable for ensuring the conclusions are supported by adequate information.
2060-1	The chief audit executive must report periodically to senior management and the board on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan and on its conformance with the Code of Ethics and the Standards.	6.1, 8.1, 8.3, 11.3	6.1: Periodically, the chief audit executive must assess whether changes in circumstances justify a discussion with the board and senior management about the internal audit mandate. If so, the chief audit executive must discuss the internal audit mandate with the board and senior management to assess whether the authority, role, and responsibilities continue to enable the internal audit function to achieve its strategy and accomplish its objectives. Essential Conditions Board • Discuss with the chief audit executive and senior management the appropriate authority, role, and responsibilities of the internal audit function. Senior Management • Participate in discussions with the board and chief audit executive and provide input on expectations for the internal audit function that the board should consider when establishing the internal audit mandate. 8.1: The chief audit executive must provide the board with the information needed to conduct its oversight responsibilities. This information may be specifically requested by the board or may be, in the judgment of the chief audit executive, valuable for the board to exercise its oversight responsibilities. The chief audit executive must report to the board and senior management: • The internal audit plan and budget and subsequent significant revisions to them. (See also Standards 6.3 Board and Senior Management Support and 9.4 Internal Audit Plan.)

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			• Changes potentially affecting the mandate or charter. (See also Standards 6.1 Internal Audit Mandate and 6.2 Internal Audit Charter.) 8.3: At least annually, the chief audit executive must communicate the results of the internal quality assessment to the board and senior management. The results of external quality assessments must be reported when completed. In both cases, such communications include: • The internal audit function's conformance with the Standards and achievement of performance objectives. • If applicable, compliance with laws and/or regulations relevant to internal auditing. • If applicable, plans to address the internal audit function's deficiencies and opportunities for improvement. 11.3: The chief audit executive must communicate the results of internal audit services to the board and senior management periodically and for each engagement as appropriate. The chief audit executive must understand the expectations of senior management and the board regarding the nature and timing of communications.
2060-2	Reporting must also include significant risk and control issues, including fraud risks, governance issues, and other matters that require the attention of senior management and/or the board.	8.1, 11.3	8.1: The chief audit executive must report to the board and senior management: • Results of internal audit services, including conclusions, themes, assurance, advice, insights, and monitoring results. (See also Standards 11.3 Communicating Results, 14.5 Engagement Conclusions, and 15.2 Confirming the Implementation of Recommendations or Action Plans.) • Results from the quality assurance and improvement program. (See also Standards 8.3 Quality, 8.4 External Quality Assessment, 12.1 Internal Quality Assessment, and 12.2 Performance Measurement.)

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			There may be instances when the chief audit executive disagrees with senior management or other stakeholders on the scope, findings, or other aspects of an engagement that may affect the ability of the internal audit function to execute its responsibilities. In such cases, the chief audit executive must provide the board with the facts and circumstances to allow the board to consider whether, in its oversight role, it should intervene with senior management or other stakeholders. Essential Conditions Senior Management • Communicate senior management's perspective on the organization's strategies, objectives, and risks to assist the chief audit executive with determining internal audit priorities. • Assist the board in understanding the effectiveness of the organization's governance, risk management, and control processes. 11.3: The results of internal audit services can include: • Engagement conclusions. • Themes such as effective practices or root causes. • Conclusions at the level of the business unit or organization.
2060-3	The frequency and content of reporting are determined collaboratively by the chief audit executive, senior management, and the board.	8.1, 11.1, 11.3, 12.2	8.1: Essential Conditions Senior Management • Work with the board and the chief audit executive on the process for escalating matters of importance to the board. 11.1: The chief audit executive must promote formal and informal communication between the internal audit function and stakeholders, contributing to the mutual understanding of: • Organizational interests and concerns. • Approaches for identifying and managing risks and providing assurance. • Roles and responsibilities of relevant parties and opportunities for collaboration.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			• Relevant regulatory requirements. • Significant organizational processes, including financial reporting. 11.3: The chief audit executive must understand the expectations of senior management and the board regarding the nature and timing of communications. 12.2: The chief audit executive must consider the input and expectations of the board and senior management when developing the performance objectives.
2060-4	The frequency and content of reporting depends on the importance of the information to be communicated and the urgency of the related actions to be taken by senior management and/or the board.	11.3	The chief audit executive must understand the expectations of senior management and the board regarding the nature and timing of communications.
2060-5	The chief audit executive's reporting and communication to senior management and the board must include information about: • The audit charter.	6.2	The chief audit executive must discuss the proposed charter with the board and senior management to confirm that it accurately reflects their understanding and expectations of the internal audit function. Essential Conditions Board • Discuss with the chief audit executive and senior management other topics that should be included in the internal audit charter to enable an effective internal audit function. Senior Management • Communicate with the board and chief audit executive about management's expectations that should be considered for inclusion in the internal audit charter.
2060-6	The chief audit executive's reporting and communication to senior management and the board must include information about: • Independence of the internal audit activity.	7.1	The chief audit executive must confirm to the board the organizational independence of the internal audit function at least annually. This includes communicating incidents where independence may have been impaired and the actions or safeguards employed to address the impairment.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2060-7	The chief audit executive's reporting and communication to senior management and the board must include information about: The audit plan and progress against the plan.	8.2, 9.4, 12.2	8.2: Essential Conditions Board - Collaborate with senior management to provide the internal audit function with sufficient resources to fulfill the internal audit mandate and achieve the internal audit plan. - Discuss with the chief audit executive, at least annually, the sufficiency, both in numbers and capabilities, of internal audit resources to fulfill the internal audit mandate and achieve the internal audit plan. - Consider the impact of insufficient resources on the internal audit mandate and plan. - Engage with senior management and the chief audit executive on remedying the situation if the resources are determined to be insufficient. Senior Management - Engage with the board to provide the internal audit function with sufficient resources to fulfill the internal audit mandate and achieve the internal audit plan. - Engage with the board and the chief audit executive on any issues of insufficient resources and how to remedy the situation. 9.4: The chief audit executive must review and revise the internal audit plan as necessary and communicate timely to the board and senior management: - The impact of any resource limitations on internal audit coverage. - The rationale for not including an assurance engagement in a high-risk area or activity in the plan. - Conflicting demands for services between major stakeholders, such as high-priority requests based on emerging risks and requests to replace planned assurance engagements with advisory engagements. - Limitations on scope or restrictions on access to information.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			The chief audit executive must discuss the internal audit plan, including significant interim changes, with the board and senior management. The plan and significant changes to the plan must be approved by the board. 12.2: The chief audit executive must develop objectives to evaluate the internal audit function's performance. The chief audit executive must develop a performance measurement methodology to assess progress toward achieving the function's objectives and to promote the continuous improvement of the internal audit function. When assessing the internal audit function's performance, the chief audit executive must solicit feedback from the board and senior management as appropriate.
2060-8	The chief audit executive's reporting and communication to senior management and the board must include information about: • Resource requirements.	8.2, 9.2	8.2: The chief audit executive must evaluate whether internal audit resources are sufficient to fulfill the internal audit mandate and achieve the internal audit plan. If not, the chief audit executive must develop a strategy to obtain sufficient resources and inform the board about the impact of insufficient resources and how any resource shortfalls will be addressed. 9.2: The chief audit executive must review the internal audit strategy with the board and senior management periodically.
2060-9	The chief audit executive's reporting and communication to senior management and the board must include information about: • Results of audit activities.	8.1, 11.3	8.1: The chief audit executive must report to the board and senior management: • Results of internal audit services, including conclusions, themes, assurance, advice, insights, and monitoring results. (See also Standards 11.3 Communicating Results, 14.5 Engagement Conclusions, and 15.2 Confirming the Implementation of Recommendations or Action Plans.)

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			11.3: The chief audit executive must communicate the results of internal audit services to the board and senior management periodically and for each engagement as appropriate. The chief audit executive must understand the expectations of the board and senior management regarding the nature and timing of communications. The results of internal audit services can include: • Engagement conclusions. • Themes such as effective practices or root causes. • Conclusions at the level of the business unit or organization.
2060-10	The chief audit executive's reporting and communication to senior management and the board must include information about: • Conformance with the Code of Ethics and the Standards, and action plans to address any significant conformance issues.	8.3, 12.2	8.3: At least annually, the chief audit executive must communicate the results of the internal quality assessment to the board and senior management. The results of external quality assessments must be reported when completed. In both cases, such communications include: • The internal audit function's conformance with the Standards and achievement of performance objectives. • If applicable, compliance with laws and/or regulations relevant to internal auditing. • Plans to address the internal audit function's deficiencies and opportunities for improvement. 12.2: The chief audit executive must develop an action plan to address issues and opportunities for improvement.
2060-11	The chief audit executive's reporting and communication to senior management and the board must include information about: • Management's response to risk that, in the chief audit executive's judgment, may be unacceptable to the organization.	11.5	The chief audit executive must communicate unacceptable levels of risk. When the chief audit executive concludes that management has accepted a level of risk that exceeds the organization's risk appetite or risk tolerance, the matter must be discussed with senior management. If the chief audit executive determines that the matter has not been resolved by senior management, the matter must be escalated to the board. It is not the responsibility of the chief audit executive to resolve the risk.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2060-12	These and other chief audit executive communication requirements are referenced throughout the Standards.	N/A	Deleted.
2070-1	When an external service provider serves as the internal audit activity, the provider must make the organization aware that the organization has the responsibility for maintaining an effective internal audit activity.	Domain III introduction, Domain IV introduction	Domain III introduction: The Standards apply whether an organization employs internal auditors directly, contracts them through an external service provider, or both. The chief audit executive's responsibilities are performed by one or more individuals designated by the board. The chief audit executive, whether employed directly by the organization or through an external service provider, is responsible for conformance with the Standards as demonstrated through the quality assurance and improvement program. In all cases, the board retains the responsibility to support and oversee the internal audit function. Domain IV introduction: The individual responsible for managing the internal audit function is expected to conform with the Standards including performing the responsibilities described in this domain whether the individual is directly employed by the organization or contracted through an external service provider.
2070-2	This responsibility is demonstrated through the quality assurance and improvement program which assesses conformance with the Code of Ethics and the Standards.	Domain III introduction, Domain IV introduction	Domain III introduction: The chief audit executive, whether employed directly by the organization or through an external service provider, is responsible for conformance with the Standards as demonstrated through the quality assurance and improvement program. In all cases, the board retains the responsibility to support and oversee the internal audit function. Domain IV introduction: The individual responsible for managing the internal audit function is expected to conform with the Standards including performing the responsibilities described in this domain whether the individual is directly employed by the organization or contracted through an external service provider.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2100-1	The internal audit activity must evaluate and contribute to the improvement of the organization's governance, risk management, and control processes using a systematic, disciplined, and risk-based approach.	Domain I, 9.1	Domain I: Internal auditing enhances the organization's: • Successful achievement of its objectives. • Governance, risk management, and control processes. • Decision-making and oversight. • Reputation and credibility with its stakeholders. • Ability to serve the public interest. 9.1: To develop an effective internal audit strategy and plan, the chief audit executive must understand the organization's governance, risk management, and control processes. To understand governance processes, the chief audit executive must consider how the organization: • Establishes strategic objectives and makes strategic and operational decisions. • Oversees risk management and control. • Promotes an ethical culture. • Delivers effective performance management and accountability. • Structures its management and operating functions. • Communicates risk and control information throughout the organization. • Coordinates activities and communications among the board, internal and external providers of assurance services, and management.
2100-2	Internal audit credibility and value are enhanced when auditors are proactive and their evaluations offer new insights and consider future impact.	Domain I	Internal auditing strengthens the organization's ability to create, protect, and sustain value by providing the board and management with independent, risk-based, and objective assurance, advice, insight, and foresight. Internal auditing enhances the organization's: • Successful achievement of its objectives. • Governance, risk management, and control processes. • Decision-making and oversight.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2110-1	The internal audit activity must assess and make appropriate recommendations to improve the organization's governance processes for: • Making strategic and operational decisions.	9.1, 14.4	9.1: To understand governance processes, the chief audit executive must consider how the organization: • Establishes strategic objectives and makes strategic and operational decisions. 14.4: Internal auditors must determine whether to develop recommendations, request action plans from management, or collaborate with management to agree on actions to: • Resolve the differences between the established criteria and the existing condition. • Mitigate identified risks to an acceptable level. • Address the root cause of the finding. • Enhance or improve the activity under review.
2110-2	The internal audit activity must assess and make appropriate recommendations to improve the organization's governance processes for: • Overseeing risk management and control.	9.1	To understand governance processes, the chief audit executive must consider how the organization: • Oversees risk management and control.
2110-3	The internal audit activity must assess and make appropriate recommendations to improve the organization's governance processes for: • Promoting appropriate ethics and values within the organization.	9.1	To understand governance processes, the chief audit executive must consider how the organization: • Promotes an ethical culture.
2110-4	The internal audit activity must assess and make appropriate recommendations to improve the organization's governance processes for: • Ensuring effective organizational performance management and accountability.	9.1	To understand governance processes, the chief audit executive must consider how the organization: • Delivers effective performance management and accountability. • Structures its management and operating functions.
2110-5	The internal audit activity must assess and make appropriate recommendations to improve the organization's governance processes for: • Communicating risk and control information to appropriate areas of the organization.	9.1	To understand governance processes, the chief audit executive must consider how the organization: • Communicates risk and control information throughout the organization.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2110-6	The internal audit activity must assess and make appropriate recommendations to improve the organization's governance processes for: • Coordinating the activities of, and communicating information among, the board, external and internal auditors, other assurance providers, and management.	9.1	To understand governance processes, the chief audit executive must consider how the organization: • Coordinates activities and communications among the board, internal and external providers of assurance services, and management.
2110-7	2110.A1 – The internal audit activity must evaluate the design, implementation, and effectiveness of the organization's ethics-related objectives, programs, and activities.	9.4	The internal audit plan must: • Consider coverage of information technology governance, fraud risk, and the effectiveness of the organization's compliance and ethics programs.
2110-8	2110.A2 – The internal audit activity must assess whether the information technology governance of the organization supports the organization's strategies and objectives.	9.4	The internal audit plan must: • Consider coverage of information technology governance, fraud risk, and the effectiveness of the organization's compliance and ethics programs.
2120-1	The internal audit activity must evaluate the effectiveness and contribute to the improvement of risk management processes.	9.1, 14.4	9.1: To develop an effective internal audit strategy and plan, the chief audit executive must understand the organization's governance, risk management, and control processes. 14.4: Internal auditors must determine whether to develop recommendations, request action plans from management, or collaborate with management to agree on actions to: • Resolve the differences between the established criteria and the existing condition. • Mitigate identified risks to an acceptable level. • Address the root cause of the finding. • Enhance or improve the activity under review.
2120-2	Determining whether risk management processes are effective is a judgment resulting from the internal auditor's assessment that: • Organizational objectives support and align with the organization's mission.	Not applicable	Deleted.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2120-3	Determining whether risk management processes are effective is a judgment resulting from the internal auditor's assessment that: Significant risks are identified and assessed.	9.1	To understand risk management and control processes, the chief audit executive must consider how the organization identifies and assesses significant risks and selects appropriate control processes. This includes understanding how the organization identifies and manages the following key risk areas: - Reliability and integrity of financial and operational information. - Effectiveness and efficiency of operations and programs. - Safeguarding of assets. - Compliance with laws and/or regulations.
2120-4	Determining whether risk management processes are effective is a judgment resulting from the internal auditor's assessment that: Appropriate risk responses are selected that align risks with the organization's risk appetite.	9.1	To understand risk management and control processes, the chief audit executive must consider how the organization identifies and assesses significant risks and selects appropriate control processes. This includes understanding how the organization identifies and manages the following key risk areas: - Reliability and integrity of financial and operational information. - Effectiveness and efficiency of operations and programs. - Safeguarding of assets. - Compliance with laws and/or regulations.
2120-5	Determining whether risk management processes are effective is a judgment resulting from the internal auditor's assessment that: Relevant risk information is captured and communicated in a timely manner across the organization, enabling staff, management, and the board to carry out their responsibilities.	9.1	To understand risk management and control processes, the chief audit executive must consider how the organization identifies and assesses significant risks and selects appropriate control processes. This includes understanding how the organization identifies and manages the following key risk areas: - Reliability and integrity of financial and operational information. - Effectiveness and efficiency of operations and programs. - Safeguarding of assets. - Compliance with laws and/or regulations.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2120-6	The internal audit activity may gather the information to support this assessment during multiple engagements.	9.1 Considerations	To gather risk information, the chief audit executive should review recently completed risk assessments and related communications issued by senior and operational management, those charged with risk management, external auditors, regulators, and other internal and external providers of assurance services.
2120-7	The results of these engagements, when viewed together, provide an understanding of the organization's risk management processes and their effectiveness.	9.1 Considerations	To gather risk information, the chief audit executive should review recently completed risk assessments and related communications issued by senior and operational management, those charged with risk management, external auditors, regulators, and other internal and external providers of assurance services.
2120-8	Risk management processes are monitored through ongoing management activities, separate evaluations, or both.	9.1 Considerations	The chief audit executive should gather information to assess the maturity of the organization's risk management processes, including identifying whether the organization has defined its risk appetite and implemented a risk management strategy and/or framework. Discussions with the board and senior management help the chief audit executive understand their perspectives and priorities related to the organization's risk management. To gather risk information, the chief audit executive should review recently completed risk assessments and related communications issued by senior and operational management, those charged with risk management, external auditors, regulators, and other internal and external providers of assurance services.
2120-9	2120.A1 – The internal audit activity must evaluate risk exposures relating to the organization's governance, operations, and information systems regarding the: Achievement of the organization's strategic objectives.	9.1	To understand governance processes, the chief audit executive must consider how the organization: - Establishes strategic objectives and makes strategic and operational decisions. - Oversees risk management and control. - Delivers effective performance management and accountability.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2120-10	2120.A1 – The internal audit activity must evaluate risk exposures relating to the organization’s governance, operations, and information systems regarding the: • Reliability and integrity of financial and operational information.	9.1	To understand risk management and control processes, the chief audit executive must consider how the organization identifies and assesses significant risks and selects appropriate control processes. This includes understanding how the organization identifies and manages the following key risk areas: • Reliability and integrity of financial and operational information.
2120-11	2120.A1 – The internal audit activity must evaluate risk exposures relating to the organization’s governance, operations, and information systems regarding the: • Effectiveness and efficiency of operations and programs.	9.1	To understand risk management and control processes, the chief audit executive must consider how the organization identifies and assesses significant risks and selects appropriate control processes. This includes understanding how the organization identifies and manages the following key risk areas: • Effectiveness and efficiency of operations and programs.
2120-12	2120.A1 – The internal audit activity must evaluate risk exposures relating to the organization’s governance, operations, and information systems regarding the: • Safeguarding of assets.	9.1	To understand risk management and control processes, the chief audit executive must consider how the organization identifies and assesses significant risks and selects appropriate control processes. This includes understanding how the organization identifies and manages the following key risk areas: • Safeguarding of assets.
2120-13	2120.A1 – The internal audit activity must evaluate risk exposures relating to the organization’s governance, operations, and information systems regarding the: • Compliance with laws, regulations, policies, procedures, and contracts	9.1	To understand risk management and control processes, the chief audit executive must consider how the organization identifies and assesses significant risks and selects appropriate control processes. This includes understanding how the organization identifies and manages the following key risk areas: • Compliance with laws and/or regulations.
2120-14	2120.A2 – The internal audit activity must evaluate the potential for the occurrence of fraud and how the organization manages fraud risk.	9.4	The internal audit plan must: • Consider coverage of information technology governance, fraud risk, the effectiveness of the organization’s compliance and ethics programs, and other high-risk areas.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2120-15	2120.C1 – During consulting engagements, internal auditors must address risk consistent with the engagement's objectives and be alert to the existence of other significant risks.	13.2	For advisory services, a formal, documented risk assessment may not be necessary, depending on the agreement with relevant stakeholders.
2120-16	2120.C2 – Internal auditors must incorporate knowledge of risks gained from consulting engagements into their evaluation of the organization's risk management processes.	9.1 Considerations	The chief audit executive's understanding is developed by gathering information broadly and viewing it comprehensively. Sources of information include discussions with the board and senior management, reviews of board and senior management minutes and presentations, communications and workpapers from internal audit engagements, and assessments and reports completed by other providers of assurance and advisory services.
2120-17	2120.C3 – When assisting management in establishing or improving risk management processes, internal auditors must refrain from assuming any management responsibility by actually managing risks.	Domain V introduction	When performing advisory services, internal auditors are expected to maintain objectivity by not taking on management responsibility. For example, internal auditors may perform advisory services as individual engagements, but if the chief audit executive takes on responsibilities beyond internal auditing, then appropriate safeguards must be implemented to maintain the internal audit function's independence. (See also Standard 7.1 Organizational Independence.)
2130-1	The internal audit activity must assist the organization in maintaining effective controls by evaluating their effectiveness and efficiency and by promoting continuous improvement.	9.1, 14.4	9.1: To develop an effective internal audit strategy and plan, the chief audit executive must understand the organization's governance, risk management, and control processes. To understand risk management and control processes, the chief audit executive must consider how the organization identifies and assesses significant risks and selects appropriate control processes. 14.4: Internal auditors must determine whether to develop recommendations, request action plans from management, or collaborate with management to agree on actions to:

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			• Resolve the differences between the established criteria and the existing condition. • Mitigate identified risks to an acceptable level. • Address the root cause of the finding. • Enhance or improve the activity under review.
2130-2	2130.A1 – The internal audit activity must evaluate the adequacy and effectiveness of controls in responding to risks within the organization’s governance, operations, and information systems regarding the: • Achievement of the organization’s strategic objectives.	9.1 Considerations	For each identified organizational objective, the chief audit executive should develop and maintain a broad understanding of the organization’s control processes and their effectiveness.
2130-3	2130.A1 – The internal audit activity must evaluate the adequacy and effectiveness of controls in responding to risks within the organization’s governance, operations, and information systems regarding the: • Reliability and integrity of financial and operational information.	9.1	To understand risk management and control processes, the chief audit executive must consider how the organization identifies and assesses significant risks and selects appropriate control processes. This includes understanding how the organization identifies and manages the following key risk areas: • Reliability and integrity of financial and operational information.
2130-4	2130.A1 – The internal audit activity must evaluate the adequacy and effectiveness of controls in responding to risks within the organization’s governance, operations, and information systems regarding the: • Effectiveness and efficiency of operations and programs.	9.1	To understand risk management and control processes, the chief audit executive must consider how the organization identifies and assesses significant risks and selects appropriate control processes. This includes understanding how the organization identifies and manages the following key risk areas: • Effectiveness and efficiency of operations and programs.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2130-5	2130.A1 – The internal audit activity must evaluate the adequacy and effectiveness of controls in responding to risks within the organization’s governance, operations, and information systems regarding the: • Safeguarding of assets.	9.1	To understand risk management and control processes, the chief audit executive must consider how the organization identifies and assesses significant risks and selects appropriate control processes. This includes understanding how the organization identifies and manages the following key risk areas: • Safeguarding of assets.
2130-6	2130.A1 – The internal audit activity must evaluate the adequacy and effectiveness of controls in responding to risks within the organization’s governance, operations, and information systems regarding the: • Compliance with laws, regulations, policies, procedures, and contracts.	9.1	To understand risk management and control processes, the chief audit executive must consider how the organization identifies and assesses significant risks and selects appropriate control processes. This includes understanding how the organization identifies and manages the following key risk areas: • Compliance with laws and/or regulations.
2130-7	2130.C1 – Internal auditors must incorporate knowledge of controls gained from consulting engagements into evaluation of the organization’s control processes.	9.1 Considerations	The chief audit executive’s understanding is developed by gathering information broadly and viewing it comprehensively. Sources of information include discussions with the board and senior management, reviews of board and senior management minutes and presentations, communications and workpapers from internal audit engagements, and assessments and reports completed by other providers of assurance and advisory services.
2200-1	Internal auditors must develop and document a plan for each engagement, including the engagement’s objectives, scope, timing, and resource allocations.	13.3, 13.5	13.3: Internal auditors must establish and document the objectives and scope for each engagement. The engagement objectives must articulate the purpose of the engagement and describe the specific goals to be achieved, including those mandated by laws and/or regulations. The scope must establish the engagement’s focus and boundaries by specifying the activities, locations, processes, systems, components, time period to be covered in the engagement, and other elements to be reviewed, and be sufficient to achieve the engagement objectives.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			13.5: When planning an engagement, internal auditors must identify the types and quantity of resources necessary to achieve the engagement objectives.
2200-2	The plan must consider the organization's strategies, objectives, and risks relevant to the engagement.	13.2	Internal auditors must develop an understanding of the activity under review to assess the relevant risks. To develop an adequate understanding, internal auditors must identify and gather reliable, relevant, and sufficient information regarding: • The organization's strategies, objectives, and risks relevant to the activity under review.
2201-1	In planning the engagement, internal auditors must consider: • The strategies and objectives of the activity being reviewed and the means by which the activity controls its performance.	13.2	To develop an adequate understanding, internal auditors must identify and gather reliable, relevant, and sufficient information regarding: • The organization's strategies, objectives, and risks relevant to the activity under review. • The governance, risk management, and control processes of the activity under review. Internal auditors must identify the criteria that management uses to measure whether the activity is achieving its objectives.
2201-2	In planning the engagement, internal auditors must consider: • The significant risks to the activity's objectives, resources, and operations and the means by which the potential impact of risk is kept to an acceptable level.	13.2	To develop an adequate understanding, internal auditors must identify and gather reliable, relevant, and sufficient information regarding: • The organization's risk tolerance, if established. • The risk assessment supporting the internal audit plan. • The governance, risk management, and control processes of the activity under review.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2201-3	In planning the engagement, internal auditors must consider: The adequacy and effectiveness of the activity's governance, risk management, and control processes compared to a relevant framework or model.	13.2	To develop an adequate understanding, internal auditors must identify and gather reliable, relevant, and sufficient information regarding: Applicable frameworks, guidance, and other criteria that can be used to evaluate the effectiveness of those processes.
2201-4	In planning the engagement, internal auditors must consider: The opportunities for making significant improvements to the activity's governance, risk management, and control processes.	13.2	Internal auditors must identify the risks to review by: - Identifying the potentially significant risks to the objectives of the activity under review. - Considering specific risks related to fraud. - Evaluating the significance of the risks and prioritizing them for review.
2201-5	2201.A1 – When planning an engagement for parties outside the organization, internal auditors must establish a written understanding with them about objectives, scope, respective responsibilities, and other expectations, including restrictions on distribution of the results of the engagement and access to engagement records.	Not applicable	Deleted specific instructions in favor of general requirements.
2201-6	2201.C1 – Internal auditors must establish an understanding with consulting engagement clients about objectives, scope, respective responsibilities, and other client expectations.	Domain V introduction, 13.3	Domain V introduction: Internal auditors may initiate advisory services or perform them at the request of the board, senior management, or the management of an activity. The nature and scope of advisory services may be subject to agreement with the party requesting the services. 13.3: Internal auditors must consider whether the engagement is intended to provide assurance or advisory services because stakeholder expectations and the requirements of the Standards differ depending on the type of engagement.
2201-7	For significant engagements, this understanding must be documented.	Domain V introduction	Internal auditors may initiate advisory services or perform them at the request of the board, senior management, or the management of an activity. The nature and scope of advisory services may be subject to agreement with the party requesting the services.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2210-1	Objectives must be established for each engagement.	13.3	Internal auditors must establish and document the objectives and scope for each engagement. The engagement objectives must articulate the purpose of the engagement and describe the specific goals to be achieved, including those mandated by laws and/or regulations.
2210-2	2210.A1 – Internal auditors must conduct a preliminary assessment of the risks relevant to the activity under review.	13.2	Internal auditors must develop an understanding of the activity under review and assess relevant risks. Internal auditors must review the gathered information to understand how processes are intended to operate. When internal auditors have identified the relevant risks for an activity under review in past engagements, only a review and update of the previous engagement risk assessment is required.
2210-3	Engagement objectives must reflect the results of this assessment.	13.3	The engagement objectives must articulate the purpose of the engagement and describe the specific goals to be achieved, including those mandated by laws and/or regulations. The scope must establish the engagement's focus and boundaries by specifying the activities, locations, processes, systems, components, time period to be covered in the engagement, and other elements to be reviewed, and be sufficient to achieve the engagement objectives.
2210-4	2210.A2 – Internal auditors must consider the probability of significant errors, fraud, noncompliance, and other exposures when developing the engagement objectives.	13.3	Internal auditors must identify the risks to review by: - Identifying the potentially significant risks to the objectives of the activity under review. - Considering specific risks related to fraud. - Evaluating the significance of the risks and prioritizing them for review.
2210-5	2210.A3 – Adequate criteria are needed to evaluate governance, risk management, and controls.	13.4	Internal auditors must identify the most relevant criteria to be used to evaluate the aspects of the activity under review defined in the engagement objectives and scope.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2210-6	Internal auditors must ascertain the extent to which management and/or the board has established adequate criteria to determine whether objectives and goals have been accomplished.	13.4	Internal auditors must assess the extent to which the board and senior management have established adequate criteria to determine whether the activity under review has accomplished its objectives and goals.
2210-7	If adequate, internal auditors must use such criteria in their evaluation.	13.4	If such criteria are adequate, internal auditors must use them for the evaluation.
2210-8	If inadequate, internal auditors must identify appropriate evaluation criteria through discussion with management and/or the board.	13.4	If the criteria are inadequate, internal auditors must identify appropriate criteria through discussion with the board and/or senior management.
2210-9	Types of criteria may include: • Internal (e.g., policies and procedures of the organization).	13.4 Considerations	Examples of adequate criteria include: • Internal (policies, procedures, key performance indicators, or targets for the activity).
2210-10	Types of criteria may include: • External (e.g., laws and regulations imposed by statutory bodies).	13.4 Considerations	Examples of adequate criteria include: • External (laws, regulations, and contractual obligations).
2210-11	Types of criteria may include: • Leading practices (e.g., industry and professional guidance).	13.4 Considerations	Examples of adequate criteria include: • Authoritative practices (frameworks, standards, guidance, and benchmarks specific to an industry, activity, or profession). • Established organizational practices. • Expectations based on the design of a control.
2210-12	2210.C1 – Consulting engagement objectives must address governance, risk management, and control processes to the extent agreed upon with the client.	Domain V introduction, 13.3	Domain V introduction: Internal auditors may initiate advisory services or perform them at the request of the board, senior management, or the management of an activity. The nature and scope of advisory services may be subject to agreement with the party requesting the services. 13.3: Internal auditors must consider whether the engagement is intended to provide assurance or advisory services because stakeholder expectations and the requirements of the Standards differ depending on the type of engagement.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2210-13	2210.C2 – Consulting engagement objectives must be consistent with the organization’s values, strategies, and objectives.	Not applicable	Deleted.
2220-1	The established scope must be sufficient to achieve the objectives of the engagement.	13.3	The scope must establish the engagement’s focus and boundaries by specifying the activities, locations, processes, systems, components, time period to be covered in the engagement, and other elements to be reviewed, and be sufficient to achieve the engagement objectives.
2220-2	2220.A1 – The scope of the engagement must include consideration of relevant systems, records, personnel, and physical properties, including those under the control of third parties.	13.3	The scope establishes the engagement focus and boundaries by specifying the activities, locations, processes, systems, components, and other elements to be reviewed and the period of time to be covered in the engagement. The scope must be sufficient to achieve the engagement objectives. Scope limitations must be disclosed in the opening and final engagement communications.
2220-3	2220.A2 – If significant consulting opportunities arise during an assurance engagement, a specific written understanding as to the objectives, scope, respective responsibilities, and other expectations should be reached and the results of the consulting engagement communicated in accordance with consulting standards.	Not applicable	Deleted.
2220-4	2220.C1 – In performing consulting engagements, internal auditors must ensure that the scope of the engagement is sufficient to address the agreed-upon objectives.	13.3	The scope must establish the engagement’s focus and boundaries by specifying the activities, locations, processes, systems, components, time period to be covered in the engagement, and other elements to be reviewed, and be sufficient to achieve the engagement objectives.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2220-5	If internal auditors develop reservations about the scope during the engagement, these reservations must be discussed with the client to determine whether to continue with the engagement.	13.3	Internal auditors must have the flexibility to make changes to the engagement objectives and scope when audit work identifies the need to do so as the engagement progresses. The chief audit executive must approve the engagement objectives and scope and any changes that occur during the engagement.
2220-6	2220.C2 – During consulting engagements, internal auditors must address controls consistent with the engagement's objectives and be alert to significant control issues.	13.6	Internal auditors must develop and document an engagement work program to achieve the engagement objectives. The engagement work program must be based on the information obtained during engagement planning, including, when applicable, the results of the engagement risk assessment.
2230-1	Internal auditors must determine appropriate and sufficient resources to achieve engagement objectives based on an evaluation of the nature and complexity of each engagement, time constraints, and available resources.	13.5	When planning an engagement, internal auditors must identify the types and quantity of resources necessary to achieve the engagement objectives. Internal auditors must consider: • The nature and complexity of the engagement. • The time frame within which the engagement must be completed. • Whether the available financial, human, and technological resources are appropriate and sufficient to achieve the engagement objectives.
2230-2	Appropriate refers to the mix of knowledge, skills, and other competencies needed to perform the engagement.	13.5 Considerations	To determine the type and quantity of resources needed for an engagement, the engagement supervisor should understand the information gathered and developed throughout engagement planning, paying special attention to the nature and complexity of work to be performed. The supervisor applies professional judgment to assign resources based on the steps identified in the work program to achieve the engagement objectives and the time that each step is expected to take. (See Standard 13.6 Work Program.) It is also important to consider constraints that may affect the engagement's performance, such as the number of hours budgeted, timing, logistics, and communications in multiple languages.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2230-3	Sufficient refers to the quantity of resources needed to accomplish the engagement with due professional care.	13.5	If the available resources are inappropriate or insufficient, internal auditors must discuss the concerns with the chief audit executive to obtain the resources.
2240-1	Internal auditors must develop and document work programs that achieve the engagement objectives.	13.6	Internal auditors must develop and document an engagement work program that will achieve the engagement objectives.
2240-2	2240.A1 – Work programs must include the procedures for identifying, analyzing, evaluating, and documenting information during the engagement.	13.6	The engagement work program must be based on the information obtained during engagement planning, including, when applicable, the results of the engagement risk assessment. The engagement work program must identify: • Criteria to be used to evaluate each objective. • Tasks to achieve the engagement objectives. • Methodologies and tools to perform the tasks. • Internal auditors assigned to perform the tasks.
2240-3	The work program must be approved prior to its implementation, and any adjustments approved promptly.	13.6	The chief audit executive must review and approve the engagement work program before it is implemented and promptly when any subsequent changes are made.
2240-4	2240.C1 – Work programs for consulting engagements may vary in form and content depending upon the nature of the engagement.	13.6 Considerations	For advisory services, the work program should be developed in collaboration with the stakeholders who requested the service.
2300	Internal auditors must identify, analyze, evaluate, and document sufficient information to achieve the engagement's objectives.	Principle 14	To implement the engagement work program, internal auditors gather information and perform analyses and evaluations to produce evidence. These steps enable internal auditors to: • Provide assurance and identify potential findings. • Determine the causes, effects, and significance of the findings. • Develop recommendations and/or collaborate with management to develop action plans. • Develop conclusions.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2310-1	Internal auditors must identify sufficient, reliable, relevant, and useful information to achieve the engagement's objectives.	14.1	To perform analyses and evaluations, internal auditors must gather information that is: • Relevant – consistent with engagement objectives, within the scope of the engagement, and contributes to the development of engagement results. • Reliable – factual and current. Internal auditors use professional skepticism to evaluate whether information is reliable. Reliability is strengthened when the information is: – Obtained directly by an internal auditor or from an independent source. – Corroborated. – Gathered from a system with effective governance, risk management, and control processes. • Sufficient – when it enables internal auditors to perform analyses and complete evaluations and can enable a prudent, informed, and competent person to repeat the engagement work program and reach the same conclusions as the internal auditor. Internal auditors must evaluate whether the information is relevant and reliable and whether it is sufficient such that analyses provide a reasonable basis upon which to formulate potential engagement findings and conclusions. (See also Standard 14.2 Analyses and Potential Engagement Findings.)
2310-2	Sufficient information is factual, adequate, and convincing so that a prudent, informed person would reach the same conclusions as the auditor.	14.1	To perform analyses and evaluations, internal auditors must gather information that is: • Sufficient – when it enables internal auditors to perform analyses and complete evaluations and can enable a prudent, informed, and competent person to repeat the engagement work program and reach the same conclusions as the internal auditor. Internal auditors must determine whether to gather additional information for analyses and evaluation when evidence is not relevant, reliable, or sufficient to support engagement findings. If relevant evidence cannot be obtained, internal auditors must determine whether to identify that as a finding.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2310-3	Reliable information is the best attainable information through the use of appropriate engagement techniques.	14.1	To perform analyses and evaluations, internal auditors must gather information that is: • Reliable – factual and current. Internal auditors use professional skepticism to evaluate whether information is reliable. Reliability is strengthened when the information is: – Obtained directly by an internal auditor or from an independent source. – Corroborated. – Gathered from a system with effective governance, risk management, and control processes.
2310-4	Relevant information supports engagement observations and recommendations and is consistent with the objectives for the engagement.	14.1	To perform analyses and evaluations, internal auditors must gather information that is: • Relevant – consistent with engagement objectives, within the scope of the engagement, and contributes to the development of engagement results.
2310-5	Useful information helps the organization meet its goals.	Not applicable	Deleted.
2320	Internal auditors must base conclusions and engagement results on appropriate analyses and evaluations.	14.2, 14.3, 14.4, 14.5	14.2: Internal auditors must analyze relevant, reliable, and sufficient information to develop potential engagement findings. Internal auditors must analyze information to determine whether there is a difference between the evaluation criteria and the existing state of the activity under review, known as the “condition.” (See also Standard 13.4 Evaluation Criteria.) Internal auditors must determine the condition by using information and evidence gathered during the engagement. A difference between the criteria and the condition indicates a potential engagement finding that must be noted and further evaluated. If initial analyses do not provide sufficient evidence to support a potential engagement finding, internal auditors must exercise due professional care to determine whether additional analyses are required.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			If additional analyses are required, the work program must be adjusted accordingly and approved by the chief audit executive. If internal auditors determine that no additional analyses are required and there is no difference between the criteria and the condition, the internal auditors must provide assurance in the engagement conclusion regarding the effectiveness of the activity's governance, risk management, and control processes. 14.3: Internal auditors must evaluate each potential engagement finding to determine its significance. When evaluating potential engagement findings, internal auditors must collaborate with management to identify the root causes when possible, determine the potential effects, and evaluate the significance of the issue. To determine the significance of the risk, internal auditors must consider the likelihood of the risk occurring and the impact the risk may have on the organization's governance, risk management, or control processes. If internal auditors determine that the organization is exposed to a significant risk, it must be documented and communicated as a finding. Internal auditors must determine whether to report other risks as findings, based on the circumstances and established methodologies. Internal auditors must prioritize each engagement finding based on its significance, using methodologies established by the chief audit executive. 14.4: When developing recommendations, internal auditors must discuss the recommendations with the management of the activity under review. 14.5: Internal auditors must develop an engagement conclusion that summarizes the engagement results relative to the engagement objectives and management's objectives.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2330-1	Internal auditors must document sufficient, reliable, relevant, and useful information to support the engagement results and conclusions.	14.6	Internal auditors must document information and evidence to support the engagement findings, recommendations, and conclusions. The analyses, evaluations, and supporting information relevant to an engagement must be documented such that an informed, prudent internal auditor, or similarly informed and competent person, could repeat the work and derive the same engagement results. Internal auditors and the engagement supervisor must review the engagement documentation for accuracy, relevance, and completeness. The chief audit executive must review and approve the engagement documentation.
2330-2	2330.A1 – The chief audit executive must control access to engagement records.	5.2	Internal auditors must be aware of their responsibilities for protecting information and demonstrate respect for the confidentiality, privacy, and ownership of information acquired when performing internal audit services or as the result of professional relationships. The chief audit executive must ensure that the internal audit function and individuals assisting the internal audit function adhere to the same protection requirements.
2330-3	The chief audit executive must obtain the approval of senior management and/or legal counsel prior to releasing such records to external parties, as appropriate.	11.3	The chief audit executive must seek the advice of legal counsel and/or senior management as required before releasing final communications to parties outside the organization, unless otherwise required or restricted by laws and/or regulations.
2330-4	2330.A2 – The chief audit executive must develop retention requirements for engagement records, regardless of the medium in which each record is stored.	5.2, 9.3 Considerations	5.2: Internal auditors must understand and abide by the laws, regulations, policies, and procedures related to confidentiality, information privacy, and information security that apply to the organization and internal audit function. Considerations specifically relevant to the internal audit function include: • Custody, retention, and disposal of engagement records. • Release of engagement records to internal and external parties. • Handling of, access to, or copies of confidential information when it is no longer needed.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			9.3 Considerations: Documented methodologies that are most likely to be necessary to implement the strategy, achieve the internal audit plan, and conform with Standards include the internal audit function's approach to: Retaining and releasing engagement records and other information, consistent with the organization's guidelines and pertinent regulatory or other requirements.
2330-5	These retention requirements must be consistent with the organization's guidelines and any pertinent regulatory or other requirements.	5.2, 14.6	5.2: Internal auditors must be aware of their responsibilities for protecting information and demonstrate respect for the confidentiality, privacy, and ownership of information acquired when performing internal audit services or as the result of professional relationships. Internal auditors must understand and abide by the laws, regulations, policies, and procedures related to confidentiality, information privacy, and information security that apply to the organization and internal audit function. Considerations specifically relevant to the internal audit function include: - Custody, retention, and disposal of engagement records. - Release of engagement records to internal and external parties. - Handling of, access to, or copies of confidential information when it is no longer needed. Internal auditors must not disclose confidential information to unauthorized parties unless there is a legal or professional responsibility to do so. Internal auditors must manage the risk of exposing or disclosing information inadvertently. The chief audit executive must ensure that the internal audit function and individuals assisting the internal audit function adhere to the same protection requirements. 14.6: Internal auditors must retain engagement documentation according to relevant laws and/or regulations as well as policies and procedures of the internal audit function and the organization.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2330-6	2330.C1 – The chief audit executive must develop policies governing the custody and retention of consulting engagement records, as well as their release to internal and external parties.	5.2, 9.3 Considerations	5.2: Internal auditors must be aware of their responsibilities for protecting information and demonstrate respect for the confidentiality, privacy, and ownership of information acquired when performing internal audit services or as the result of professional relationships. Internal auditors must understand and abide by the laws, regulations, policies, and procedures related to confidentiality, information privacy, and information security that apply to the organization and internal audit function. Considerations specifically relevant to the internal audit function include: • Custody, retention, and disposal of engagement records. • Release of engagement records to internal and external parties. • Handling of, access to, or copies of confidential information when it is no longer needed. 9.3 Considerations: Documented methodologies that are most likely to be necessary to implement the strategy, achieve the internal audit plan, and conform with Standards include the internal audit function's approach to: • Retaining and releasing engagement records and other information, consistent with the organization's guidelines and pertinent regulatory or other requirements.
2330-7	These policies must be consistent with the organization's guidelines and any pertinent regulatory or other requirements.	5.2, 9.3 Considerations	5.2: Internal auditors must understand and abide by the laws, regulations, policies, and procedures related to confidentiality, information privacy, and information security that apply to the organization and internal audit function. 9.3 Considerations: Documented methodologies that are most likely to be necessary to implement the strategy, achieve the internal audit plan, and conform with Standards include the internal audit function's approach to: • Retaining and releasing engagement records and other information, consistent with the organization's guidelines and pertinent regulatory or other requirements.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2340-1	Engagements must be properly supervised to ensure objectives are achieved, quality is assured, and staff is developed.	12.3	The chief audit executive must establish and implement methodologies for engagement supervision, quality assurance, and the development of competencies. • The chief audit executive or an engagement supervisor must provide internal auditors with guidance throughout the engagement, verify work programs are complete, and confirm engagement workpapers adequately support findings, conclusions, and recommendations. • To assure quality, the chief audit executive must verify whether engagements are performed in conformance with the Standards and the internal audit function's methodologies. • To develop competencies, the chief audit executive must provide internal auditors with feedback about their performance and opportunities for improvement.
2340-2	The extent of supervision required will depend on the proficiency and experience of internal auditors and the complexity of the engagement.	12.3	The extent of supervision required depends on the maturity of the internal audit function, the proficiency and experience of internal auditors, and the complexity of engagements.
2340-3	The chief audit executive has overall responsibility for supervising the engagement, whether performed by or for the internal audit activity, but may designate appropriately experienced members of the internal audit activity to perform the review.	12.3	The chief audit executive is responsible for supervising engagements, whether the engagement work is performed by the internal audit staff or by other service providers. Supervisory responsibilities may be delegated to appropriate and qualified individuals, but the chief audit executive retains ultimate responsibility.
2340-4	Appropriate evidence of supervision is documented and retained.	12.3	The chief audit executive must ensure that evidence of supervision is documented and retained, according to the internal audit function's established methodologies.
2400	Internal auditors must communicate the results of engagements.	15.1	For each engagement, internal auditors must develop a final communication that includes the engagement's objectives, scope, recommendations and/or action plans if applicable, and conclusions.
2410-1	Communications must include the engagement's objectives, scope, and results.	15.1	For each engagement, internal auditors must develop a final communication that includes the engagement's objectives, scope, recommendations and/or action plans if applicable, and conclusions.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2410-2	2410.A1 – Final communication of engagement results must include applicable conclusions, as well as applicable recommendations and/or action plans.	15.1	For each engagement, internal auditors must develop a final communication that includes the engagement's objectives, scope, recommendations and/or action plans if applicable, and conclusions. The final communication for assurance engagements also must include: • The findings and their significance and prioritization. • An explanation of scope limitations, if any. • A conclusion regarding the effectiveness of the governance, risk management, and control processes of the activity reviewed.
2410-3	Where appropriate, the internal auditors' opinion should be provided.	14.5, 15.1	14.5: Internal auditors must develop an engagement conclusion that summarizes the engagement results relative to the engagement objectives and management's objectives. The engagement conclusion must summarize the internal auditors' professional judgment about the overall significance of the aggregated engagement findings. Assurance engagement conclusions must include the internal auditors' judgment regarding the effectiveness of the governance, risk management, and/or control processes of the activity under review, including an acknowledgment of when processes are effective. 15.1: The final communication for assurance engagements also must include: • The findings and the ratings, rankings, or other indication of the significance of the findings.
2410-4	An opinion must take into account the expectations of senior management, the board, and other stakeholders and must be supported by sufficient, reliable, relevant, and useful information.	11.3, 14.2, 14.3	11.3: The chief audit executive must communicate the results of internal audit services to the board and senior management periodically and for each engagement as appropriate. The chief audit executive must understand the expectations of the board and senior management regarding the nature and timing of communications 14.2: Internal auditors must analyze relevant, reliable, and sufficient information to develop potential engagement findings.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2410-4	An opinion must take into account the expectations of senior management, the board, and other stakeholders and must be supported by sufficient, reliable, relevant, and useful information.	11.3, 14.2, 14.3	14.3: Internal auditors must evaluate each potential engagement finding to determine its significance... To determine the significance of the risk, internal auditors must consider the likelihood of the risk occurring and the impact the risk may have on the organization's governance, risk management, or control processes.
2410-5	Opinions at the engagement level may be ratings, conclusions, or other descriptions of the results.	14.5, 14.5 Considerations	14.5: Internal auditors must develop an engagement conclusion that summarizes the engagement results relative to the engagement objectives and management's objectives. The engagement conclusion must summarize the internal auditors' professional judgment about the overall significance of the aggregated engagement findings. 14.5 Considerations: The chief audit executive's methodologies for the internal audit function may provide a rating scale indicating whether reasonable assurance exists regarding the effectiveness of controls. For example, a scale may indicate satisfactory, partially satisfactory, needs improvement, or unsatisfactory depending on the internal auditors' assessments. (See also Standard 14.3 Evaluation of Findings.) The conclusion may add context regarding the impacts of the findings within the activity under review and the organization. For example, some findings may have a significant impact on achieving goals or managing risks at an activity level, but not at an organizational level. Advisory engagement conclusions should align with the objectives and scope.
2410-6	Such an engagement may be in relation to controls around a specific process, risk, or business unit.	14.5	Assurance engagement conclusions must include the internal auditors' judgment regarding the effectiveness of the governance, risk management, and/or control processes of the activity under review, including an acknowledgment of when processes are effective.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2410-7	The formulation of such opinions requires consideration of the engagement results and their significance.	14.5	Internal auditors must develop an engagement conclusion that summarizes the engagement results relative to the engagement objectives and management's objectives. The engagement conclusion must summarize the internal auditors' professional judgment about the overall significance of the aggregated engagement findings.
2410-8	2410.A2 – Internal auditors are encouraged to acknowledge satisfactory performance in engagement communications.	14.5, 11.3 Considerations	14.5: Assurance engagement conclusions must include the internal auditors' judgment regarding the effectiveness of the governance, risk management, and/or control processes of the activity under review, including an acknowledgment of when processes are effective. 11.3 Considerations: The chief audit executive should encourage internal auditors to acknowledge satisfactory and positive performance in engagement communications. Examples of good practices identified across engagements may be transferable to other parts of the organization or serve as a benchmark throughout the organization.
2410-9	2410.A3 – When releasing engagement results to parties outside the organization, the communication must include limitations on distribution and use of the results.	5.2	Internal auditors must not disclose confidential information to unauthorized parties unless there is a legal or professional responsibility to do so. Internal auditors must manage the risk of exposing or disclosing information inadvertently. The chief audit executive must ensure that the internal audit function and individuals assisting the internal audit function adhere to the same protection requirements.
2410-10	2410.C1 – Communication of the progress and results of consulting engagements will vary in form and content depending upon the nature of the engagement and the needs of the client.	13.1	Internal auditors must communicate effectively throughout the engagement. (See also Principle 11 Communicate Effectively and its related standards and Standard 15.1 Final Engagement Communication.)

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			Internal auditors must communicate the objectives, scope, and timing of the engagement with management. Subsequent changes must be communicated with management timely. (See also Standard 13.3 Engagement Objectives and Scope.) At the end of an engagement, if internal auditors and management do not agree on the engagement results, internal auditors must discuss and try to reach a mutual understanding of the issue with the management of the activity under review.
2420-1	Communications must be accurate, objective, clear, concise, constructive, complete, and timely.	11.2, 15.1	11.2: The chief audit executive must establish and implement methodologies to promote accurate, objective, clear, concise, constructive, complete, and timely internal audit communications. 15.1: The final communication must be accurate, objective, clear, concise, constructive, complete, and timely, as described in Standard 11.2 Effective Communication.
2420-2	Accurate communications are free from errors and distortions and are faithful to the underlying facts.	13.1, 11.2 Considerations	13.1: If a mutual understanding cannot be reached, internal auditors must not be obligated to change any portion of the engagement results unless there is a valid reason to do so. Internal auditors must follow an established methodology to allow both parties to express their positions regarding the content of the final engagement communication and the reasons for any differences of opinion regarding the engagement results. (See also Standards 9.3 Methodologies and 14.4 Recommendations and Action Plans.) 11.2 Considerations: Methodologies, such as supervisory reviews, should enhance the degree to which engagement communications are: • Accurate – free from errors and distortions and faithful to the underlying facts. When communicating, internal auditors should use precise terms and descriptions, supported by information gathered. Internal auditors also should consider other standards related to accuracy, including Standard 11.4 Errors and Omissions.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2420-3	Objective communications are fair, impartial, and unbiased and are the result of a fair-minded and balanced assessment of all relevant facts and circumstances.	11.2 Considerations	Methodologies, such as supervisory reviews, should enhance the degree to which engagement communications are: • Objective – impartial unbiased, and the result of a fair and balanced assessment of all relevant facts and circumstances. Findings, conclusions, recommendations and/or action plans, and other results of internal audit services should be based on balanced assessments of relevant circumstances. Communications should focus on identifying factual information and linking the information to objectives. Internal auditors should avoid terms that may be perceived as biased. (See also Principle 2 Maintain Objectivity and its standards.)
2420-4	Clear communications are easily understood and logical, avoiding unnecessary technical language and providing all significant and relevant information.	11.2 Considerations	Methodologies, such as supervisory reviews, should enhance the degree to which engagement communications are: • Clear – logical and easily understood by relevant stakeholders, avoiding unnecessary technical language. Clarity is increased when internal auditors use language that is consistent with terminology used in the organization and easily understood by the intended audience. Internal auditors should avoid unnecessary technical language and define important terms that are uncommon or used in a way that is specific or unique to the communication or presentation. Internal auditors improve the clarity of their communications by including significant details that support findings, conclusions, recommendations and/or action plans.
2420-5	Concise communications are to the point and avoid unnecessary elaboration, superfluous detail, redundancy, and wordiness.	11.2 Considerations	Methodologies, such as supervisory reviews, should enhance the degree to which engagement communications are: • Concise – succinct and free from unnecessary detail and wordiness. Internal auditors should avoid redundancies and exclude information that is unnecessary, insignificant, or unrelated to the engagement or service.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2420-6	Constructive communications are helpful to the engagement client and the organization and lead to improvements where needed.	11.2 Considerations	Methodologies, such as supervisory reviews, should enhance the degree to which engagement communications are: • Constructive – helpful to stakeholders and the organization and enabling improvement where needed. Internal auditors should express information with a cooperative and helpful tone that facilitates collaboration with the activity under review to determine opportunities for improvement.
2420-7	Complete communications lack nothing that is essential to the target audience and include all significant and relevant information and observations to support recommendations and conclusions.	11.2 Considerations	Methodologies, such as supervisory reviews, should enhance the degree to which engagement communications are: • Complete – relevant, reliable, and sufficient information and evidence to support the results of internal audit services. Completeness enables the reader to reach the same conclusions as those reached by internal auditors. Internal auditors should adapt communications to meet the needs of various recipients and consider the information they need to take the actions for which they are responsible. For example, communications to the board and senior management may differ from those delivered to the management of an activity under review.
2420-8	Timely communications are opportune and expedient, depending on the significance of the issue, allowing management to take appropriate corrective action.	11.2 Considerations	Methodologies, such as supervisory reviews, should enhance the degree to which engagement communications are: • Timely – appropriately timed, according to the significance of the issue, allowing management to take corrective action. Timeliness may be different for each organization and depend upon the nature of the engagement.
2421	If a final communication contains a significant error or omission, the chief audit executive must communicate corrected information to all parties who received the original communication.	11.4	If a final engagement communication contains a significant error or omission, the chief audit executive must communicate corrected information promptly to all parties who received the original communication. Significance is determined according to criteria agreed upon with the board.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2430	Indicating that engagements are “conducted in conformance with the International Standards for the Professional Practice of Internal Auditing” is appropriate only if supported by the results of the quality assurance and improvement program.	15.1 Considerations	A statement that the engagement is conducted in conformance with the Global Internal Audit Standards should be included in the final engagement communication. Indicating that the internal audit engagement conformed with the Standards is appropriate only if supported by the results of engagement supervision and the quality assurance and improvement program.
2431-1	When nonconformance with the Code of Ethics or the Standards impacts a specific engagement, communication of the results must disclose the: • Principle(s) or rule(s) of conduct of the Code of Ethics or the Standard(s) with which full conformance was not achieved.	15.1	If the engagement is not conducted in conformance with the Standards, the final engagement communication must disclose the following details about the nonconformance: • Standard(s) with which conformance was not achieved.
2431-2	When nonconformance with the Code of Ethics or the Standards impacts a specific engagement, communication of the results must disclose the: • Reason(s) for nonconformance.	15.1	If the engagement is not conducted in conformance with the Standards, the final engagement communication must disclose the following details about the nonconformance: • Reason(s) for nonconformance.
2431-3	When nonconformance with the Code of Ethics or the Standards impacts a specific engagement, communication of the results must disclose the: • Impact of nonconformance on the engagement and the communicated engagement results.	15.1	If the engagement is not conducted in conformance with the Standards, the final engagement communication must disclose the following details about the nonconformance: • Impact of nonconformance on the engagement findings and conclusions.
2440-1	The chief audit executive must communicate results to the appropriate parties.	11.3	The chief audit executive must communicate the results of internal audit services to the board and senior management periodically and for each engagement as appropriate.
2440-2	The chief audit executive is responsible for reviewing and approving the final engagement communication before issuance and for deciding to whom and how it will be disseminated.	11.3	Engagement Conclusions The chief audit executive must review and approve final engagement communications, which include engagement conclusions, and decide to whom and how they will be disseminated before they are issued.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2440-3	When the chief audit executive delegates these duties, he or she retains overall responsibility.	11.3	If these duties are delegated to other internal auditors, the chief audit executive retains overall responsibility.
2440-4	2440.A1 – The chief audit executive is responsible for communicating the final results to parties who can ensure that the results are given due consideration.	15.1	The chief audit executive must disseminate the final communication to parties who can ensure that the results are given due consideration. (See also Standard 11.3 Communicating Results.)
2440-5	If not otherwise mandated by legal, statutory, or regulatory requirements, prior to releasing results to parties outside the organization the chief audit executive must: • Assess the potential risk to the organization.	Not applicable	Deleted.
2440-6	If not otherwise mandated by legal, statutory, or regulatory requirements, prior to releasing results to parties outside the organization the chief audit executive must: • Consult with senior management and/or legal counsel as appropriate.	11.3	The chief audit executive must seek the advice of legal counsel and/or senior management as required before releasing final communications to parties outside the organization, unless otherwise required or restricted by laws and/or regulations.
2440-7	If not otherwise mandated by legal, statutory, or regulatory requirements, prior to releasing results to parties outside the organization the chief audit executive must: • Control dissemination by restricting the use of the results.	11.3	The chief audit executive must seek the advice of legal counsel and/or senior management as required before releasing final communications to parties outside the organization, unless otherwise required or restricted by laws and/or regulations.
2440-8	2440.C1 – The chief audit executive is responsible for communicating the final results of consulting engagements to clients.	15.1	For each engagement, internal auditors must develop a final communication that includes the engagement’s objectives, scope, recommendations and/or action plans if applicable, and conclusions.
2440-9	2440.C2 – During consulting engagements, governance, risk management, and control issues may be identified.	Not applicable	Deleted.
2440-10	Whenever these issues are significant to the organization, they must be communicated to senior management and the board.	14.3	If internal auditors determine that the organization is exposed to a significant risk, it must be documented and communicated as a finding.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2450-1	When an overall opinion is issued, it must take into account the strategies, objectives, and risks of the organization; and the expectations of senior management, the board, and other stakeholders.	11.3	The results of internal audit services can include: • Engagement conclusions. • Themes such as effective practices or root causes. • Conclusions at the level of the business unit or organization.
2450-2	The overall opinion must be supported by sufficient, reliable, relevant, and useful information.	11.3	Themes The findings and conclusions of multiple engagements, when viewed holistically, may reveal patterns or trends, such as root causes. When the chief audit executive identifies themes related to the organization's governance, risk management, and control processes, the themes must be communicated timely, along with insights, advice, and/or conclusions, to the board and senior management. Conclusions at the Level of the Business Unit or Organization The chief audit executive may be required to make a conclusion at the level of the business unit or organization about the effectiveness of governance, risk management, and/or control processes, due to industry requirements, laws and/or regulations, or the expectations of the board, senior management, and/or other stakeholders. Such a conclusion reflects the professional judgment of the chief audit executive based on multiple engagements and must be supported by relevant, reliable, and sufficient information.
2450-3	The communication will include: • The scope, including the time period to which the opinion pertains.	11.3	When communicating such a conclusion to the board or senior management, the chief audit executive must include: • A summary of the request. • The criteria used as a basis for the conclusion, for example a governance framework or risk and control framework. • The scope, including limitations and the time period to which the conclusion pertains.
2450-4	The communication will include: • Scope limitations.	11.3	When communicating such a conclusion to the board or senior management, the chief audit executive must include: • The scope, including limitations and the time period to which the conclusion pertains.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2450-5	The communication will include: • Consideration of all related projects, including the reliance on other assurance providers.	11.3	When communicating such a conclusion to the board or senior management, the chief audit executive must include: • A summary of the information that supports the conclusion. • A disclosure of reliance on the work of other assurance providers, if any.
2450-6	The communication will include: • A summary of the information that supports the opinion.	11.3	When communicating such a conclusion to the board or senior management, the chief audit executive must include: • A summary of the information that supports the conclusion.
2450-7	The communication will include: • The risk or control framework or other criteria used as a basis for the overall opinion.	11.3	When communicating such a conclusion to the board or senior management, the chief audit executive must include: • The criteria used as a basis for the conclusion, for example a governance framework or risk and control framework.
2450-8	The communication will include: • The overall opinion, judgment, or conclusion reached.	11.3	The chief audit executive must communicate the results of internal audit services to the board and senior management periodically and for each engagement as appropriate. The results of internal audit services can include: • Engagement conclusions. • Themes such as effective practices or root causes. • Conclusions at the level of the business unit or organization.
2450-9	The reasons for an unfavorable overall opinion must be stated.	11.3	When communicating such a conclusion to the board or senior management, the chief audit executive must include: • The criteria used as a basis for the conclusion, for example a governance framework or risk and control framework. • A summary of the information that supports the conclusion.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2500-1	The chief audit executive must establish and maintain a system to monitor the disposition of results communicated to management.	15.2	Internal auditors must confirm that management has implemented internal auditors' recommendations or management's action plans following an established methodology, which includes: • Inquiring about progress on the implementation. • Performing follow-up assessments using a risk-based approach. • Updating the status of management's actions in a tracking system.
2500-2	2500.A1 – The chief audit executive must establish a follow-up process to monitor and ensure that management actions have been effectively implemented or that senior management has accepted the risk of not taking action.	15.2	Internal auditors must confirm that management has implemented internal auditors' recommendations or management's action plans following an established methodology, which includes: • Inquiring about progress on the implementation. • Performing follow-up assessments using a risk-based approach. • Updating the status of management's actions in a tracking system. The extent of these procedures must consider the significance of the finding.
2500-3	2500.C1 – The internal audit activity must monitor the disposition of results of consulting engagements to the extent agreed upon with the client.	Not applicable	Deleted.
2600-1	When the chief audit executive concludes that management has accepted a level of risk that may be unacceptable to the organization, the chief audit executive must discuss the matter with senior management.	11.5, 15.2	11.5: The chief audit executive must communicate unacceptable levels of risk. When the chief audit executive concludes that management has accepted a level of risk that exceeds the organization's risk appetite or risk tolerance, the matter must be discussed with senior management. 15.2: If management has not progressed in implementing the actions according to the established completion dates, internal auditors must obtain and document an explanation from management and discuss the issue with the chief audit executive. The chief audit executive is responsible for determining whether senior management, by delay or inaction, has accepted a risk that exceeds the risk tolerance. (See also Standard 11.5 Communicating the Acceptance of Risks.)

2017 reference	Standards (2017)	2024 reference	Standards (2024)
2600-2	If the chief audit executive determines that the matter has not been resolved, the chief audit executive must communicate the matter to the board.	11.5, 15.2	11.5: If the chief audit executive determines that the matter has not been resolved by senior management, the matter must be escalated to the board. 15.2: When the chief audit executive concludes that management has accepted a level of risk that exceeds the organization's risk tolerance, the matter must be discussed with senior management. If the chief audit executive determines that the matter has not been resolved by senior management, the matter must be escalated to the board. It is not the responsibility of the chief audit executive to resolve the risk.
2600-3	The identification of risk accepted by management may be observed through an assurance or consulting engagement, monitoring progress on actions taken by management as a result of prior engagements, or other means.	11.5 Considerations	The chief audit executive may become aware that management has accepted a risk by reviewing management's response to engagement findings and monitoring management's progress to implement agreed-upon action plans. Building relationships and maintaining communication with stakeholders are additional means of remaining apprised about risk management activities including management's acceptance of risk.
2600-4	It is not the responsibility of the chief audit executive to resolve the risk.	11.5	It is not the responsibility of the chief audit executive to resolve the risk.
Code of Ethics			
CoE-1	This Code of Ethics applies to both entities and individuals that perform internal audit services.	Domain II introduction	The principles and standards in the Ethics and Professionalism domain of the Global Internal Audit Standards replace The IIA's former Code of Ethics and outline the behavioral expectations for professional internal auditors; including chief audit executives, other individuals, and any entities that provide internal audit services.
CoE-2	The fact that particular conduct is not mentioned in the Rules of Conduct does not prevent it from being unacceptable or discreditable, and therefore, the member, certification holder, or candidate can be liable for disciplinary action.	Domain II introduction	The fact that a particular behavior is not mentioned in these principles and standards does not preclude it from being considered unacceptable or discreditable.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
CoE-3	The integrity of internal auditors establishes trust and thus provides the basis for reliance on their judgment.	Principle 1	Integrity is behavior characterized by adherence to moral and ethical principles, including demonstrating honesty and the courage to act based on relevant facts, even when facing pressure to do otherwise, or when doing so might create potential adverse personal or organizational consequences. In simple terms, internal auditors are expected to tell the truth and do the right thing, even when it is uncomfortable or difficult. Integrity is the foundation of the other principles of ethics and professionalism, including objectivity, competency, due professional care, and confidentiality. The integrity of internal auditors is essential to establishing trust and earning respect.
CoE-4	Internal auditors exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined.	2.1	Internal auditors must maintain professional objectivity when performing all aspects of internal audit services.
CoE-5	Internal auditors make a balanced assessment of all the relevant circumstances and are not unduly influenced by their own interests or by others in forming judgments.	2.1	Professional objectivity requires internal auditors to apply an impartial and unbiased mindset and make judgments based on balanced assessments of all relevant circumstances. Internal auditors must be aware of and manage potential biases.
CoE-6	Internal auditors respect the value and ownership of information they receive and do not disclose information without appropriate authority unless there is a legal or professional obligation to do so.	5.2	Internal auditors must be aware of their responsibilities for protecting information and demonstrate respect for the confidentiality, privacy, and ownership of information acquired when performing internal audit services or as the result of professional relationships. Internal auditors must understand and abide by the laws, regulations, policies, and procedures related to confidentiality, information privacy, and information security that apply to the organization and internal audit function. Considerations specifically relevant to the internal audit function include: • Custody, retention, and disposal of engagement records. • Release of engagement records to internal and external parties. • Handling of, access to, or copies of confidential information when it is no longer needed.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			Internal auditors must not disclose confidential information to unauthorized parties unless there is a legal or professional responsibility to do so.
CoE-7	Internal auditors apply the knowledge, skills, and experience needed in the performance of internal audit services.	3.1	Internal auditors must possess or obtain the competencies to perform their responsibilities successfully. The required competencies include the knowledge, skills, and abilities suitable for one's job position and responsibilities commensurate with their level of experience. Internal auditors must possess or develop knowledge of The IIA's Global Internal Audit Standards.
CoE-8	Internal auditors: 1.1. Shall perform their work with honesty, diligence, and responsibility.	1.1, 4.2	1.1: Internal auditors must perform their work with honesty and professional courage. Internal auditors must be truthful, accurate, clear, open, and respectful in all professional relationships and communications, even when expressing skepticism or offering an opposing viewpoint. Internal auditors must not make false, misleading, or deceptive statements, nor conceal or omit findings or other pertinent information from communications. Internal auditors must disclose all material facts known to them that, if not disclosed, could affect the organization's ability to make well-informed decisions. 4.2: Internal auditors must exercise due professional care by assessing the nature, circumstances, and requirements of the services to be provided, including: • The organization's strategy and objectives. • The interests of those for whom internal audit services are provided and the interests of other stakeholders. • Adequacy and effectiveness of governance, risk management, and control processes. • Cost relative to potential benefits of the internal audit services to be performed. • Extent and timeliness of work needed to achieve the engagement's objectives.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			• Relative complexity, materiality, or significance of risks to the activity under review. • Probability of significant errors, fraud, noncompliance, and other risks that might affect objectives, operations, or resources. • Use of appropriate techniques, tools, and technology.
CoE-9	Internal auditors: 1.2. Shall observe the law and make disclosures expected by the law and the profession.	1.3	Internal auditors must understand and abide by the laws and/or regulations relevant to the industry and jurisdictions in which the organization operates, including making disclosures as required. If internal auditors identify legal or regulatory violations, they must report such incidents to individuals or entities that have the authority to take appropriate action, as specified in laws, regulations, and applicable policies and procedures.
CoE-10	Internal auditors: 1.3. Shall not knowingly be a party to any illegal activity, or engage in acts that are discreditable to the profession of internal auditing or to the organization.	1.3	Internal auditors must not engage in or be a party to any activity that is illegal or discreditable to the organization or the profession of internal auditing or that may harm the organization or its employees.
CoE-11	Internal auditors: 1.4. Shall respect and contribute to the legitimate and ethical objectives of the organization.	1.2	Internal auditors must understand, respect, meet, and contribute to the legitimate and ethical expectations of the organization and must be able to recognize conduct that is contrary to those expectations. Internal auditors must encourage and promote an ethics-based culture in the organization. If internal auditors identify behavior within the organization that is inconsistent with the organization's ethical expectations, they must report the concern according to applicable policies and procedures.
CoE-12	2.1. Shall not participate in any activity or relationship that may impair or be presumed to impair their unbiased assessment. This participation includes those activities or relationships that may be in conflict with the interests of the organization.	2.2	Internal auditors must recognize and avoid or mitigate actual, potential, and perceived impairments to objectivity. Internal auditors must avoid conflicts of interest and must not be unduly influenced by their own interests or the interests of others, including senior management or others in a position of authority, or by the political environment or other aspects of their surroundings.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
CoE-13	2.2. Shall not accept anything that may impair or be presumed to impair their professional judgment.	2.2	Internal auditors must not accept any tangible or intangible item, such as a gift, reward, or favor, that may impair or be presumed to impair objectivity.
CoE-14	2.3. Shall disclose all material facts known to them that, if not disclosed, may distort the reporting of activities under review.	1.1	Internal auditors must be truthful, accurate, clear, open, and respectful in all professional relationships and communications, even when expressing skepticism or offering an opposing viewpoint. Internal auditors must not make false, misleading, or deceptive statements, nor conceal or omit findings or other pertinent information from communications. Internal auditors must disclose all material facts known to them that if not disclosed could affect the organization's ability to make well-informed decisions.
CoE-15	Internal auditors: 3.1. Shall be prudent in the use and protection of information acquired in the course of their duties.	5.1, 5.2	5.1: Internal auditors must follow the relevant policies, procedures, laws, and regulations when using information. The information must not be used for personal gain or in a manner contrary or detrimental to the organization's legitimate and ethical objectives. 5.2: Internal auditors must be aware of their responsibilities for protecting information and demonstrate respect for the confidentiality, privacy, and ownership of information acquired when performing internal audit services or as the result of professional relationships. Internal auditors must understand and abide by the laws, regulations, policies, and procedures related to confidentiality, information privacy, and information security that apply to the organization and internal audit function. Considerations specifically relevant to the internal audit function include: • Custody, retention, and disposal of engagement records. • Release of engagement records to internal and external parties. • Handling of, access to, or copies of confidential information when it is no longer needed. Internal auditors must not disclose confidential information to unauthorized parties unless there is a legal or professional responsibility to do so.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			Internal auditors must manage the risk of exposing or disclosing information inadvertently. The chief audit executive must ensure that the internal audit function and individuals assisting the internal audit function adhere to the same protection requirements.
CoE-16	3.2. Shall not use the information for any personal gain or in any manner that would be contrary to the law or detrimental to the legitimate and ethical objectives of the organization.	5.1	Internal auditors must follow the relevant policies, procedures, laws, and regulations when using information. The information must not be used for personal gain or in a manner contrary or detrimental to the organization's legitimate and ethical objectives.
CoE-17	4.1. Shall engage only in those services for which they have the necessary knowledge, skills, and experience.	3.1	Internal auditors must engage only in those services for which they have or can attain the necessary competencies.
CoE-18	4.2. Shall perform internal audit services in accordance with the International Standards for the Professional Practice of Internal Auditing.	Domain I, 3.1, 4.1	Domain I: Internal auditing is most effective when: • It is performed...in conformance with the Global Internal Audit Standards 3.1: Internal auditors must possess or develop knowledge of The IIA's Global Internal Audit Standards. 4.1: Internal auditors must plan and perform internal audit services in accordance with the Global Internal Audit Standards. The internal audit function's methodologies must be established, documented, and maintained in alignment with the Standards. Internal auditors must follow the Standards and the internal audit function's methodologies when planning and performing internal audit services and when communicating results. The internal audit function's methodologies must be established, documented, and maintained in alignment with the Standards. Internal auditors must follow the Standards and the internal audit function's methodologies when planning and performing internal audit services and when communicating results.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			If the Standards are used in conjunction with requirements issued by other authoritative bodies, internal audit communications must also cite the use of the other requirements, as appropriate. If laws or regulations prohibit internal auditors or the internal audit function from conforming with any part of the Standards, conformance with all other parts of the Standards is required and appropriate disclosures must be made.
CoE-19	4.3. Shall continually improve their proficiency and the effectiveness and quality of their services.	3.1, 3.2	3.1: Each internal auditor is responsible for continually developing and applying the competencies necessary to fulfill their professional responsibilities. 3.2: Internal auditors must maintain and continually develop their competencies to improve the effectiveness and quality of internal audit services. Internal auditors must pursue continuing professional development including education and training. Practicing internal auditors who have attained professional internal audit certifications must follow the continuing professional education policies and fulfill the requirements applicable to their certifications.
Core Principles			
CP-1	Demonstrates integrity.	Principle 1	Internal auditors demonstrate integrity in their work and behavior.
CP-2	Demonstrates competence and due professional care.	Principle 3, Principle 4	Principle 3: Internal auditors apply the knowledge, skills, and abilities to fulfill their roles and responsibilities successfully. Principle 4: Internal auditors apply due professional care in planning and performing internal audit services.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
CP-3	Is objective and free from undue influence (independent).	Principle 2, Principle 7	Principle 2: Internal auditors maintain an impartial and unbiased attitude when performing internal audit services and making decisions. Principle 7: The board establishes and protects the internal audit function's independence and qualifications.
CP-4	Aligns with the strategies, objectives, and risks of the organization.	Principle 9	The chief audit executive plans strategically to position the internal audit function to fulfill its mandate and achieve long-term success.
CP-5	Is appropriately positioned and adequately resourced.	Principle 7, Principle 10	Principle 7: The board establishes and protects the internal audit function's independence and qualifications. Principle 10: The chief audit executive manages resources to implement the internal audit function's strategy and achieve its plan and mandate.
CP-6	Demonstrates quality and continuous improvement.	Principle 12	The chief audit executive is responsible for the internal audit function's conformance with the Global Internal Audit Standards and continuous performance improvement.
CP-7	Communicates effectively.	Principle 11	The chief audit executive ensures the internal audit function communicates effectively with its stakeholders.
CP-8	Provides risk-based assurance.	Domain I, 9.4, 13.2	Domain I: Internal auditing strengthens the organization's ability to create, protect, and sustain value by providing the board and management with independent, risk-based, and objective assurance, advice, insight, and foresight. 9.4: The internal audit plan must: • Specify internal audit services that support the evaluation and improvement of the organization's governance, risk management, and control processes.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
			- Consider coverage of information technology governance, fraud risk, the effectiveness of the organization's compliance and ethics programs, and other high-risk areas. 13.2: Internal auditors must develop an understanding of the activity under review to assess the relevant risks. Internal auditors must identify the risks to review by: - Identifying the potentially significant risks to the objectives of the activity under review. - Considering specific risks related to fraud. - Evaluating the significance of the risks and prioritizing them for review.
CP-9	Is insightful, proactive, and future-focused.	Domain I	Internal auditing strengthens the organization's ability to create, protect, and sustain value by providing the board and management with independent, risk-based, and objective assurance, advice, insight, and foresight.
CP-10	Promotes organizational improvement.	Domain I	Internal auditing enhances the organization's: - Successful achievement of its objectives. - Governance, risk management, and control processes. - Decision-making and oversight. - Reputation and credibility with its stakeholders. - Ability to serve the public interest.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
Mission of Internal Audit and Definition of Internal Auditing			
Mission	To enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight.	Domain I	Internal auditing strengthens the organization's ability to create, protect, and sustain value by providing the board and management with independent, risk-based, and objective assurance, advice, insight, and foresight.
Definition	Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.	Glossary, Domain I	Glossary: internal auditing – An independent, objective assurance and advisory service designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes. Domain I: Internal auditing enhances the organization's: • Successful achievement of its objectives. • Governance, risk management, and control processes.
New Requirements in the 2024 Standards		Domain I	• [T]he Global Internal Audit Standards, which are set in the public interest.
		1.1-a	Internal auditors must exhibit professional courage by communicating truthfully and taking appropriate action, even when confronted by dilemmas and difficult situations.
		1.1-b	The chief audit executive must maintain a work environment where internal auditors feel supported when expressing legitimate, evidence-based engagement results, whether favorable or unfavorable.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
New Requirements in the 2024 Standards		4.3-a	Internal auditors must exercise professional skepticism when planning and performing internal audit services.
		4.3-b	To exercise professional skepticism, internal auditors must: • Maintain an attitude that includes inquisitiveness. • Critically assess the reliability of information. • Be straightforward and honest when raising concerns and asking questions about inconsistent information. • Seek additional evidence to make a judgment about information and statements that might be incomplete, inconsistent, false, or misleading.
		Domain III introduction	The chief audit executive must discuss this domain with the board and senior management. The discussions should focus on: • The Purpose of Internal Auditing as articulated in Domain I: Purpose of Internal Auditing. • The essential conditions outlined under each of the standards in Domain III: Governing the Internal Audit Function. • The potential impact on the effectiveness of the internal audit function if the board or senior management does not provide the support outlined in the essential conditions. The discussions are needed to inform the board and senior management about the importance of the essential conditions and to gain alignment among their respective responsibilities. If either the board or senior management disagrees with one or more of these essential conditions, the chief audit executive must emphasize – with examples – how absence of the condition(s) may affect the internal audit function’s ability to fulfill its purpose or conform with specific standards.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
New Requirements in the 2024 Standards		6.3-a	The chief audit executive must coordinate the internal audit function's board communications with senior management to support the board's ability to fulfill its requirements.
		6.3-b	Essential Conditions Board Champion the internal audit function to enable it to fulfill the Purpose of Internal Auditing and pursue its strategy and objectives.
		6.3-c	Essential Conditions Senior Management Support recognition of the internal audit function throughout the organization.
		7.2-a	The chief audit executive must help the board understand the qualifications and competencies of a chief audit executive that are necessary to manage the internal audit function. The chief audit executive facilitates this understanding by providing information and examples of common and leading qualifications and competencies.
		7.2-b	The chief audit executive must maintain and enhance the qualifications and competencies necessary to fulfill the roles and responsibilities expected by the board. (See also Principle 3 Demonstrate Competency and its standards.)
		7.2-c	Essential Conditions Board - Review the requirements necessary for the chief audit executive to manage the internal audit function, as described in Domain IV: Managing the Internal Audit Function. - Approve the chief audit executive's roles and responsibilities and identify the necessary qualifications, experience, and competencies to carry out these roles and responsibilities.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
		7.2-c	Engage with senior management to appoint a chief audit executive with the qualifications and competencies necessary to manage the internal audit function effectively and ensure the quality performance of internal audit services.
		7.2-d	Essential Conditions Senior Management - Engage with the board to determine the chief audit executive's qualifications, experience, and competencies. - Enable the appointment, development, and remuneration of the chief audit executive through the organization's human resources processes.
		8.3	Essential Conditions Senior Management - Provide input on the internal audit function's performance objectives. - Participate with the board in an annual assessment of the chief audit executive and internal audit function.
		9.5	If unable to achieve an appropriate level of coordination, the chief audit executive must raise any concerns with senior management and, if necessary, the board.
		10.3	The chief audit executive must collaborate with the organization's information technology and information security functions to implement technological resources properly.
		13.4	For advisory services, the identification of evaluation criteria may not be necessary, depending on the agreement with relevant stakeholders.
		14.2	For advisory services, gathering evidence to develop findings may not be necessary, depending on the agreement with relevant stakeholders.

2017 reference	Standards (2017)	2024 reference	Standards (2024)
		14.4	If internal auditors and management disagree about the engagement recommendations and/or action plans, internal auditors must follow an established methodology to allow both parties to express their positions and rationale and to determine a resolution. (See also Standard 9.3 Methodologies.)
		15.1-a	The final communication must specify the individuals responsible for addressing the findings and the planned date by which the actions should be completed.
		15.1-b	When internal auditors become aware that management has initiated or completed actions to address a finding before the final communication, the actions must be acknowledged in the communication.
		15.1-c	Internal auditors must ensure the final communication is reviewed and approved by the chief audit executive before it is issued.

Standards Mapping: 2024 to 2017

This section maps the Fundamentals, Domain I: Purpose of Internal Auditing, and requirements from the Global Internal Audit Standards™ (2024) to the mandatory elements of the International Professional Practices Framework (2017), consisting of the *International Standards for the Professional Practice of Internal Auditing*, plus the 2017 Code of Ethics, Core Principles, Definition of Internal Auditing, and Mission of Internal Audit. Some non-essential text is not included.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
Fund-1	The Institute of Internal Auditors' Global Internal Audit Standards™ guide the worldwide professional practice of internal auditing and serve as a basis for evaluating and elevating the quality of the internal audit function. At the heart of the Standards are 15 guiding principles that enable effective internal auditing. Each principle is supported by standards that contain requirements, considerations for implementation, and examples of evidence of conformance. Together, these elements help internal auditors achieve the principles and fulfill the Purpose of Internal Auditing.	Intro-2	The purpose of the Standards is to: 1. Guide adherence with the mandatory elements of the International Professional Practices Framework. 2. Provide a framework for performing and promoting a broad range of value-added internal auditing services. 3. Establish the basis for the evaluation of internal audit performance. 4. Foster improved organizational processes and operations.
Fund-2	Public interest encompasses the social and economic interests and overall well-being of a society and the organizations operating within that society (including those of employers, employees, investors, the business and financial community, clients, customers, regulators, and government). Questions of public interest are context specific and should weigh ethics, fairness, cultural norms and values, and potential disparate impacts on certain individuals and subgroups of society. Internal auditing plays a critical role in enhancing an organization's ability to serve the public interest. While the primary function of internal auditing is to strengthen governance, risk management, and control processes, its effects extend beyond the organization. Internal auditing contributes to an organization's overall stability and sustainability by providing assurance on its operational efficiency, reliability of reporting, compliance with laws and/or regulations, safeguarding of assets, and ethical culture. This, in turn, fosters public trust and confidence in the organization and the broader systems of which it is a part.	Not applicable	New in 2024

2024 reference	Standards (2024)	2017 reference	Standards (2017)
Fund-3	The IIA is committed to setting standards with input from the public and to benefit the public. The International Internal Audit Standards Board is responsible for establishing and maintaining the Standards in the interest of the public. This is achieved through an extensive, ongoing due process overseen by an independent body, the International Professional Practices Framework Oversight Council. The process includes soliciting input from and considering the interests of various stakeholders—including internal audit practitioners, industry experts, government bodies, regulatory agencies, public representatives, and others—so that the Standards reflect the diverse needs and priorities of society.	Intro-27	The review and development of the Standards is an ongoing process. The International Internal Audit Standards Board engages in extensive consultation and discussion before issuing the Standards. This includes worldwide solicitation for public comment through the exposure draft process.
Fund-4	The Global Internal Audit Standards set forth principles, requirements, considerations, and examples for the professional practice of internal auditing globally. The Standards apply to any individual or function that provides internal audit services, whether an organization employs internal auditors directly, contracts them through an external service provider, or both. Organizations receiving internal audit services vary in sector and industry affiliation, purpose, size, complexity, and structure.	Intro-1	Internal auditing is conducted in diverse legal and cultural environments; for organizations that vary in purpose, size, complexity, and structure; and by persons within or outside the organization. While differences may affect the practice of internal auditing in each environment, conformance with The IIA's International Standards for the Professional Practice of Internal Auditing (Standards) is essential in meeting the responsibilities of internal auditors and the internal audit activity.
Fund-5	The Standards apply to the internal audit function and individual internal auditors including the chief audit executive. While the chief audit executive is accountable for the internal audit function's implementation of and conformance with all principles and standards, all internal auditors are responsible for conforming with the principles and standards relevant to performing their job responsibilities, which are presented primarily in Domain II: Ethics and Professionalism and Domain V: Performing Internal Audit Services.	Intro-22, Intro-23	Intro-22: All internal auditors are accountable for conforming with the standards related to individual objectivity, proficiency, and due professional care and the standards relevant to the performance of their job responsibilities. Intro-23: Chief audit executives are additionally accountable for the internal audit activity's overall conformance with the Standards.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
Fund-6	The Standards are organized into five domains: • Domain I: Purpose of Internal Auditing. • Domain II: Ethics and Professionalism. • Domain III: Governing the Internal Audit Function. • Domain IV: Managing the Internal Audit Function. • Domain V: Performing Internal Audit Services.	Intro-3	The Standards are a set of principles-based, mandatory requirements consisting of:
Fund-7	Domains II through V contain the following elements: • Principles: broad descriptions of a related group of requirements and considerations. • Standards, which include: • Requirements: mandatory practices for internal auditing. • Considerations for Implementation: common and preferred practices to consider when implementing the requirements. • Examples of Evidence of Conformance: ways to demonstrate that the requirements of the Standards have been implemented.	Intro-4	The Standards are a set of principles-based, mandatory requirements consisting of: • Statements of core requirements for the professional practice of internal auditing and for evaluating the effectiveness of performance that are internationally applicable at organizational and individual levels.
Fund-8	The Standards use the word “must” in the Requirements sections and the words “should” and “may” to specify common and preferred practices in the Considerations for Implementation sections. Each standard ends with a list of examples of evidence. The examples are neither requirements nor the only ways to demonstrate conformance; rather, they are provided to help internal audit functions prepare for quality assessments, which rely on demonstrative evidence.	Intro-8	Furthermore, the Standards use the word “must” to specify an unconditional requirement and the word “should” where conformance is expected unless, when applying professional judgment, circumstances justify deviation.
Fund-9	The Standards use certain terms as defined in the accompanying glossary. To understand and implement the Standards correctly, it is necessary to understand and adopt the specific meanings and usage of the terms as described in the glossary.	Intro-7	The Standards employ terms as defined specifically in the Glossary. To understand and apply the Standards correctly, it is necessary to consider the specific meanings from the Glossary.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
Fund-10	The requirements, considerations for implementation, and examples of evidence of conformance are designed to help internal auditors conform with the Standards. While conformance with the requirements is expected, internal auditors occasionally may be unable to conform with a requirement yet still achieve the intent of the standard. Circumstances that may necessitate adjustments are often related to resource limitations or specific aspects of a sector, industry, and/or jurisdiction. In these exceptional circumstances, alternative actions should be implemented to meet the intent of the related standard. The chief audit executive is responsible for documenting and conveying the rationale for the deviation and the adopted alternative actions to the appropriate parties. Related requirements and information appear in Standard 4.1 Conformance with Global Internal Audit Standards and Domain III: Governing the Internal Audit Function together with its principles and standards.	Intro-6, 1321-2	Intro-6: The Standards, together with the Code of Ethics, encompass all mandatory elements of the International Professional Practices Framework; therefore, conformance with the Code of Ethics and the Standards demonstrates conformance with all mandatory elements of the International Professional Practices Framework. 1321-2: The internal audit activity conforms with the Code of Ethics and the Standards when it achieves the outcomes described therein.
Fund-11	While the circumstances necessitating adjustments are too varied to list, the following section acknowledges two areas that consistently draw questions: small internal audit functions and those in the public sector.	Not Applicable	New in 2024
Fund-12	The internal audit function's ability to fully conform with the Standards may be affected by its size or the size of the organization. With limited resources, completing certain tasks may be challenging. Additionally, if the internal audit function comprises only one member, an adequate quality assurance and improvement program will require assistance from outside the internal audit function. (See also Standards 10.1 Financial Resource Management, 12.1 Internal Quality Assessment, and 12.3 Oversee and Improve Engagement Performance.)	Not applicable	

2024 reference	Standards (2024)	2017 reference	Standards (2017)
Fund-13	While the Global Internal Audit Standards apply to all internal audit functions, internal auditors in the public sector work in a political environment under governance, organizational, and funding structures that may differ from those of the private sector. The nature of these structures and related conditions may be affected by the jurisdiction and level of government in which the internal audit function operates. Additionally, some terminology used in the public sector differs from that of the private sector. These differences may affect how internal audit functions in the public sector apply the Standards. The section “Applying the Global Internal Audit Standards in the Public Sector,” which follows Domain V: Performing Internal Audit Services, describes strategies for conformance amid the circumstances and conditions unique to internal auditing in the public sector.	Not applicable	New in 2024
Domain I-a	The purpose statement is intended to assist internal auditors and internal audit stakeholders in understanding and articulating the value of internal auditing.	Not Applicable	
Domain I-b	Internal auditing strengthens the organization’s ability to create, protect, and sustain value by providing the board and management with independent, risk-based, and objective assurance, advice, insight, and foresight. Internal auditing enhances the organization’s: • Successful achievement of its objectives. • Governance, risk management, and control processes. • Decision-making and oversight. • Reputation and credibility with its stakeholders. • Ability to serve the public interest. Internal auditing is most effective when: • It is performed by competent professionals in conformance with the Global Internal Audit Standards. • The internal audit function is independently positioned with direct accountability to the board.	Mission, Definition, COE-18, CP-8, CP-9, CP-10 1100-1, 1210-1, 2000-3, 2000-6, 2100-1, 2100-2	Mission: To enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight. Definition: Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization’s operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. CoE-18: 4.2. Shall perform internal audit services in accordance with the International Standards for the Professional Practice of Internal Auditing. CP-8: Provides risk-based assurance. CP-9: Is insightful, proactive, and future-focused.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	Internal auditors are free from undue influence and committed to making objective assessments.		CP-10: Promotes organizational improvement. 1100-1: The internal audit activity must be independent, and internal auditors must be objective in performing their work. 1210-1: Internal auditors must possess the knowledge, skills, and other competencies needed to perform their individual responsibilities. 2000-3: The internal audit activity is effectively managed when: It conforms with the Standards. 2000-6: The internal audit activity adds value to the organization and its stakeholders when it considers strategies, objectives, and risks; strives to offer ways to enhance governance, risk management, and control processes; and objectively provides relevant assurance. 2100-1: The internal audit activity must evaluate and contribute to the improvement of the organization's governance, risk management, and control processes using a systematic, disciplined, and risk-based approach. 2100-2: Internal audit credibility and value are enhanced when auditors are proactive and their evaluations offer new insights and consider future impact.
Domain I-c	[The Global Internal Audit Standards,] which are set in the public interest.	Not applicable	New in 2024
1.1-a	Internal auditors must perform their work with honesty and professional courage. Internal auditors must be truthful, accurate, clear, open, and respectful in all professional relationships and communications, even when expressing skepticism or offering an opposing viewpoint. Internal auditors must not make false, misleading, or deceptive statements, nor conceal or omit findings or other pertinent information from communications. Internal auditors must disclose all material facts known to them that, if not disclosed, could affect the organization's ability to make well-informed decisions.	CoE-8, CoE-14	CoE-8: Internal auditors: 1.1. Shall perform their work with honesty, diligence, and responsibility. CoE-14: Internal auditors: 2.3. Shall disclose all material facts known to them that, if not disclosed, may distort the reporting of activities under review.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
1.1-b	Internal auditors must exhibit professional courage by communicating truthfully and taking appropriate action, even when confronted by dilemmas and difficult situations. The chief audit executive must maintain a work environment where internal auditors feel supported when expressing legitimate, evidence-based engagement results, whether favorable or unfavorable.	Not applicable	New in 2024
1.2	Internal auditors must understand, respect, meet, and contribute to the legitimate and ethical expectations of the organization and must be able to recognize conduct that is contrary to those expectations. Internal auditors must encourage and promote an ethics-based culture in the organization. If internal auditors identify behavior within the organization that is inconsistent with the organization's ethical expectations, they must report the concern according to applicable policies and procedures.	CoE-11	Internal auditors: • 1.4. Shall respect and contribute to the legitimate and ethical objectives of the organization.
1.3	Internal auditors must not engage in or be a party to any activity that is illegal or discreditable to the organization or the profession of internal auditing or that may harm the organization or its employees. Internal auditors must understand and abide by the laws and/or regulations relevant to the industry and jurisdictions in which the organization operates, including making disclosures as required. If internal auditors identify legal or regulatory violations, they must report such incidents to individuals or entities that have the authority to take appropriate action, as specified in laws, regulations, and applicable policies and procedures.	CoE-10, CoE-9	CoE-10: Internal auditors: • 1.3. Shall not knowingly be a party to any illegal activity, or engage in acts that are discreditable to the profession of internal auditing or to the organization. CoE-9: Internal auditors: • 1.2. Shall observe the law and make disclosures expected by the law and the profession.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
2.1	Internal auditors must maintain professional objectivity when performing all aspects of internal audit services. Professional objectivity requires internal auditors to apply an impartial and unbiased mindset and make judgments based on balanced assessments of all relevant circumstances. Internal auditors must be aware of and manage potential biases.	CoE-4, CoE-5, 1100-1, 1120-1	CoE-4: Internal auditors exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. CoE-5: Internal auditors make a balanced assessment of all the relevant circumstances and are not unduly influenced by their own interests or by others in forming judgments. 1100-1: The internal audit activity must be independent, and internal auditors must be objective in performing their work. 1120-1: Internal auditors must have an impartial, unbiased attitude and avoid any conflict of interest.
2.2	Internal auditors must recognize and avoid or mitigate actual, potential, and perceived impairments to objectivity. Internal auditors must not accept any tangible or intangible item, such as a gift, reward, or favor, that may impair or be presumed to impair objectivity. Internal auditors must avoid conflicts of interest and must not be unduly influenced by their own interests or the interests of others, including senior management or others in a position of authority, or by the political environment or other aspects of their surroundings. When performing internal audit services: Internal auditors must refrain from assessing specific activities for which they were previously responsible. Objectivity is presumed to be impaired if an internal auditor provides assurance services for an activity for which the internal auditor had responsibility within the previous 12 months.	CoE-12, CoE-13, 1100-7, 1100-8, 1130-4, 1130-5, 1130-6, 1130-7, 1130-8	CoE-12: Internal auditors: 2.1. Shall not participate in any activity or relationship that may impair or be presumed to impair their unbiased assessment. This participation includes those activities or relationships that may be in conflict with the interests of the organization. CoE-13: Internal auditors: 2.2. Shall not accept anything that may impair or be presumed to impair their professional judgment. 1100-7: Objectivity requires that internal auditors do not subordinate their judgment on audit matters to others. 1100-8: Threats to objectivity must be managed at the individual auditor, engagement, functional, and organizational levels. 1130-4: 1130.A1 – Internal auditors must refrain from assessing specific operations for which they were previously responsible. Objectivity is presumed to be impaired if an internal auditor provides assurance services for an activity for which the internal auditor had responsibility within the previous year.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	- If the internal audit function is to provide assurance services where it had previously performed advisory services, the chief audit executive must confirm that the nature of the advisory services does not impair objectivity and must assign resources such that individual objectivity is managed. Assurance engagements for functions over which the chief audit executive has responsibility must be overseen by an independent party outside the internal audit function. - If internal auditors are to provide advisory services relating to activities for which they had previous responsibilities, they must disclose potential impairments to the party requesting the services before accepting the engagement. The chief audit executive must establish methodologies to address impairments to objectivity. Internal auditors must discuss impairments and take appropriate actions according to relevant methodologies.		1130-5: 1130.A2 – Assurance engagements for functions over which the chief audit executive has responsibility must be overseen by a party outside the internal audit activity. 1130-6: 1130.A3 – The internal audit activity may provide assurance services where it had previously performed consulting services, provided the nature of the consulting did not impair objectivity and provided individual objectivity is managed when assigning resources to the engagement. 1130-7: 1130.C1 – Internal auditors may provide consulting services relating to operations for which they had previous responsibilities. 1130-8: 1130.C2 – If internal auditors have potential impairments to independence or objectivity relating to proposed consulting services, disclosure must be made to the engagement client prior to accepting the engagement.
2.3	If objectivity is impaired in fact or appearance, the details of the impairment must be disclosed promptly to the appropriate parties. If internal auditors become aware of an impairment that may affect their objectivity, they must disclose the impairment to the chief audit executive or a designated supervisor. If the chief audit executive determines that an impairment is affecting an internal auditor's ability to perform duties objectively, the chief audit executive must discuss the impairment with the management of the activity under review, the board, and/or senior management and determine the appropriate actions to resolve the situation.	1130-1, 1130-3	1130-1: If independence or objectivity is impaired in fact or appearance, the details of the impairment must be disclosed to appropriate parties. The nature of the disclosure will depend upon the impairment. 1130-3: The determination of appropriate parties to which the details of an impairment to independence or objectivity must be disclosed is dependent upon the expectations of the internal audit activity's and the chief audit executive's responsibilities to senior management and the board as described in the internal audit charter, as well as the nature of the impairment.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	If an impairment that affects the reliability or perceived reliability of the engagement findings, recommendations, and/or conclusions is discovered after an engagement has been completed, the chief audit executive must discuss the concern with the management of the activity under review, the board, senior management, and/or other affected stakeholders and determine the appropriate actions to resolve the situation. (See also Standard 11.4 Errors and Omissions.) If the objectivity of the chief audit executive is impaired in fact or appearance, the chief audit executive must disclose the impairment to the board. (See also Standard 7.1 Organizational Independence.)		
3.1	Internal auditors must possess or obtain the competencies to perform their responsibilities successfully. The required competencies include the knowledge, skills, and abilities suitable for one's job position and responsibilities commensurate with their level of experience. Internal auditors must possess or develop knowledge of The IIA's Global Internal Audit Standards. Internal auditors must engage only in those services for which they have or can attain the necessary competencies. Each internal auditor is responsible for continually developing and applying the competencies necessary to fulfill their professional responsibilities. Additionally, the chief audit executive must ensure that the internal audit function collectively possesses the competencies to perform the internal audit services described in the internal audit charter or must obtain the necessary competencies. (See also Standards 7.2 Chief Audit Executive Qualifications and 10.2 Human Resources Management.)	CoE-7, CoE-17, CoE-18, CoE-19, 1210-1, 1210-2, 1210-5, 1220-1, 1311-6	CoE-7: Internal auditors apply the knowledge, skills, and experience needed in the performance of internal audit services. CoE-17: Internal auditors: • 4.1. Shall engage only in those services for which they have the necessary knowledge, skills, and experience. CoE-18: Internal auditors: • 4.2. Shall perform internal audit services in accordance with the International Standards for the Professional Practice of Internal Auditing. CoE-19: Internal auditors: • 4.3. Shall continually improve their proficiency and the effectiveness and quality of their services. 1210-1: Internal auditors must possess the knowledge, skills, and other competencies needed to perform their individual responsibilities. 1210-2: The internal audit activity collectively must possess or obtain the knowledge, skills, and other competencies needed to perform its responsibilities.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
			1210-5: 1210.A1 – The chief audit executive must obtain competent advice and assistance if the internal auditors lack the knowledge, skills, or other competencies needed to perform all or part of the engagement. 1220-1: Internal auditors must apply the care and skill expected of a reasonably prudent and competent internal auditor. 1311-6: Sufficient knowledge of internal audit practices requires at least an understanding of all elements of the International Professional Practices Framework.
3.2	Internal auditors must maintain and continually develop their competencies to improve the effectiveness and quality of internal audit services. Internal auditors must pursue continuing professional development including education and training. Practicing internal auditors who have attained professional internal audit certifications must follow the continuing professional education policies and fulfill the requirements applicable to their certifications.	CoE-19, 1230	CoE-19: Internal auditors: • 4.3. Shall continually improve their proficiency and the effectiveness and quality of their services. 1230: Internal auditors must enhance their knowledge, skills, and other competencies through continuing professional development.
4.1	Internal auditors must plan and perform internal audit services in accordance with the Global Internal Audit Standards. The internal audit function's methodologies must be established, documented, and maintained in alignment with the Standards. Internal auditors must follow the Standards and the internal audit function's methodologies when planning and performing internal audit services and communicating results. If the Standards are used in conjunction with requirements issued by other authoritative bodies, internal audit communications must also cite the use of the other requirements, as appropriate.	CoE-18, Intro-24, Intro-25, Intro-26	CoE-18: Internal auditors: • 4.2. Shall perform internal audit services in accordance with the International Standards for the Professional Practice of Internal Auditing. Intro-24: If internal auditors or the internal audit activity is prohibited by law or regulation from conformance with certain parts of the Standards, conformance with all other parts of the Standards and appropriate disclosures are needed. Intro-25: If the Standards are used in conjunction with requirements issued by other authoritative bodies, internal audit communications may also cite the use of other requirements, as appropriate.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	If laws or regulations prohibit internal auditors or the internal audit function from conforming with any part of the Standards, conformance with all other parts of the Standards is required and appropriate disclosures must be made. When internal auditors are unable to conform with a requirement, the chief audit executive must document and communicate a description of the circumstance, alternative actions taken, the impact of the actions, and the rationale. Requirements related to disclosing nonconformance with the Standards are described in Standards 8.3 Quality, 12.1 Internal Quality Assessment, and 15.1 Final Engagement Communication.		Intro-26: In such a case, if the internal audit activity indicates conformance with the Standards and inconsistencies exist between the Standards and other requirements, internal auditors and the internal audit activity must conform with the Standards and may conform with the other requirements if such requirements are more restrictive.
4.2	Internal auditors must exercise due professional care by assessing the nature, circumstances, and requirements of the services to be provided, including: • The organization's strategy and objectives. • The interests of those for whom internal audit services are provided and the interests of other stakeholders. • Adequacy and effectiveness of governance, risk management, and control processes. • Cost relative to potential benefits of the internal audit services to be performed. • Extent and timeliness of work needed to achieve the engagement's objectives. • Relative complexity, materiality, or significance of risks to the activity under review. • Probability of significant errors, fraud, noncompliance, and other risks that might affect objectives, operations, or resources. • Use of appropriate techniques, tools, and technology.	CoE-8, 1220-3, 1220-4, 1220-5, 1220-6, 1220-7, 1220-8, 1220-9, 1220-11, 1220-12, 1220-13	CoE-8: Internal auditors: • 1.1. Shall perform their work with honesty, diligence, and responsibility. 1220-3: Internal auditors must exercise due professional care by considering the: • Extent of work needed to achieve the engagement's objectives. 1220-4: Internal auditors must exercise due professional care by considering the: • Relative complexity, materiality, or significance of matters to which assurance procedures are applied. 1220-5: Internal auditors must exercise due professional care by considering the: • Adequacy and effectiveness of governance, risk management, and control processes. 1220-6: Internal auditors must exercise due professional care by considering the: • Probability of significant errors, fraud, or noncompliance.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
			1220-7: Internal auditors must exercise due professional care by considering the: • Cost of assurance in relation to potential benefits. 1220-8: 1220.A2 – In exercising due professional care internal auditors must consider the use of technology-based audit and other data analysis techniques. 1220-9: 1220.A3 – Internal auditors must be alert to the significant risks that might affect objectives, operations, or resources. 1220-11: 1220.C1 – Internal auditors must exercise due professional care during a consulting engagement by considering the: • Needs and expectations of clients, including the nature, timing, and communication of engagement results. 1220-12: 1220.C1 – Internal auditors must exercise due professional care during a consulting engagement by considering the: • Relative complexity and extent of work needed to achieve the engagement's objectives. 1220-13: 1220.C1 – Internal auditors must exercise due professional care during a consulting engagement by considering the: • Cost of the consulting engagement in relation to potential benefits.
4.3	Internal auditors must exercise professional skepticism when planning and performing internal audit services. To exercise professional skepticism, internal auditors must: • Maintain an attitude that includes inquisitiveness. • Critically assess the reliability of information. • Be straightforward and honest when raising concerns and asking questions about inconsistent information. • Seek additional evidence to make a judgment about information and statements that might be incomplete, inconsistent, false, or misleading.	Not applicable	New in 2024

2024 reference	Standards (2024)	2017 reference	Standards (2017)
5.1	Internal auditors must follow the relevant policies, procedures, laws, and regulations when using information. The information must not be used for personal gain or in a manner contrary or detrimental to the organization's legitimate and ethical objectives.	CoE-15, CoE-16	CoE-15: Internal auditors: • 3.1. Shall be prudent in the use and protection of information acquired in the course of their duties. CoE-16: Internal auditors: • 3.2. Shall not use the information for any personal gain or in any manner that would be contrary to the law or detrimental to the legitimate and ethical objectives of the organization.
5.2	Internal auditors must be aware of their responsibilities for protecting information and demonstrate respect for the confidentiality, privacy, and ownership of information acquired when performing internal audit services or as the result of professional relationships. Internal auditors must understand and abide by the laws, regulations, policies, and procedures related to confidentiality, information privacy, and information security that apply to the organization and internal audit function. Considerations specifically relevant to the internal audit function include: • Custody, retention, and disposal of engagement records. • Release of engagement records to internal and external parties. • Handling of, access to, or copies of confidential information when it is no longer needed. Internal auditors must not disclose confidential information to unauthorized parties unless there is a legal or professional responsibility to do so. Internal auditors must manage the risk of exposing or disclosing information inadvertently. The chief audit executive must ensure that the internal audit function and individuals assisting the internal audit function adhere to the same protection requirements.	CoE-6, CoE-15, 2330-2, 2330-4, 2330-5, 2330-6, 2410-9	CoE-6: Internal auditors respect the value and ownership of information they receive and do not disclose information without appropriate authority unless there is a legal or professional obligation to do so. CoE-15: Internal auditors: • 3.1. Shall be prudent in the use and protection of information acquired in the course of their duties. 2330-2: 2330.A1 – The chief audit executive must control access to engagement records. 2330-4: 2330.A2 – The chief audit executive must develop retention requirements for engagement records, regardless of the medium in which each record is stored. 2330-5: 2330.A2 – These retention requirements must be consistent with the organization's guidelines and any pertinent regulatory or other requirements. 2330-6: 2330.C1 – The chief audit executive must develop policies governing the custody and retention of consulting engagement records, as well as their release to internal and external parties. 2410-9: 2410.A3 – When releasing engagement results to parties outside the organization, the communication must include limitations on distribution and use of the results.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
Domain III intro	The chief audit executive must discuss this domain with the board and senior management. The discussions should focus on: • The Purpose of Internal Auditing as articulated in Domain I: Purpose of Internal Auditing. • The essential conditions outlined under each of the standards in Domain III: Governing the Internal Audit Function. • The potential impact on the effectiveness of the internal audit function if the board or senior management does not provide the support outlined in the essential conditions. The discussions are needed to inform the board and senior management about the importance of the essential conditions and to gain alignment among their respective responsibilities. If either the board or senior management disagrees with one or more of these essential conditions, the chief audit executive must emphasize – with examples – how absence of the condition(s) may affect the internal audit function's ability to fulfill its purpose or conform with specific standards.	Not applicable	New in 2024
6.1	The chief audit executive must provide the board and senior management with the information necessary to establish the internal audit mandate. In those jurisdictions and industries where the internal audit function's mandate is prescribed wholly or partially in laws or regulations, the internal audit charter must include the legal requirements of the mandate. (See also Standard 6.2 Internal Audit Charter and "Applying the Global Internal Audit Standards in the Public Sector.") To help the board and senior management determine the scope and types of internal audit services, the chief audit executive must coordinate with other internal and external assurance providers to gain an understanding of each other's roles and responsibilities. (See also Standard 9.5 Coordination and Reliance.)	1000-1, 1000-2, 1010-3, 2060-1	1000-1: The purpose, authority, and responsibility of the internal audit activity must be formally defined in an internal audit charter, consistent with the Mission of Internal Audit and the mandatory elements of the International Professional Practices Framework (the Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the Standards, and the Definition of Internal Auditing). 1000-2: The chief audit executive must periodically review the internal audit charter and present it to senior management and the board for approval. 1010-3: The chief audit executive should discuss the Mission of Internal Audit and the mandatory elements of the International Professional Practices Framework with senior management and the board.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	The chief audit executive must document or reference the mandate in the internal audit charter, which is approved by the board. (See also Standard 6.2 Internal Audit Charter.) Periodically, the chief audit executive must assess whether changes in circumstances justify a discussion with the board and senior management about the internal audit mandate. If so, the chief audit executive must discuss the internal audit mandate with the board and senior management to assess whether the authority, role, and responsibilities continue to enable the internal audit function to achieve its strategy and accomplish its objectives. Essential Conditions Board • Discuss with the chief audit executive and senior management the appropriate authority, role, and responsibilities of the internal audit function. • Approve the internal audit charter, which includes the internal audit mandate and the scope and types of internal audit services. Senior Management • Participate in discussions with the board and chief audit executive and provide input on expectations for the internal audit function that the board should consider when establishing the internal audit mandate. • Support the internal audit mandate throughout the organization and promote the authority granted to the internal audit function.		2060-1: The chief audit executive must report periodically to senior management and the board on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan and on its conformance with the Code of Ethics and the Standards.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
6.2	The chief audit executive must develop and maintain an internal audit charter that specifies, at a minimum, the internal audit function's: • Purpose of Internal Auditing. • Commitment to adhering to the Global Internal Audit Standards. • Mandate, including scope and types of services to be provided, and the board's responsibilities and expectations regarding management's support of the internal audit function. (See also Standard 6.1 Internal Audit Mandate.) • Organizational position and reporting relationships. (See also Standard 7.1 Organizational Independence.) The chief audit executive must discuss the proposed charter with the board and senior management to confirm that it accurately reflects their understanding and expectations of the internal audit function. Essential Conditions Board • Discuss with the chief audit executive and senior management other topics that should be included in the internal audit charter to enable an effective internal audit function. • Approve the internal audit charter. • Review the internal audit charter with the chief audit executive to consider changes affecting the organization, such as the employment of a new chief audit executive or changes in the type, severity, and interdependencies of risks to the organization. Senior Management • Communicate with the board and chief audit executive about management's expectations that should be considered for inclusion in the internal audit charter.	1000-2, 1000-4, 1000-5, 1000-6, 1000-7, 1000-8, 1010-1, 1320-6, 2060-5	1000-2: The chief audit executive must periodically review the internal audit charter and present it to senior management and the board for approval. 1000-4: The internal audit charter establishes the internal audit activity's position within the organization, including the nature of the chief audit executive's functional reporting relationship with the board; authorizes access to records, personnel, and physical properties relevant to the performance of engagements; and defines the scope of internal audit activities. 1000-5: Final approval of the internal audit charter resides with the board. 1000-6: 1000.A1 – The nature of assurance services provided to the organization must be defined in the internal audit charter. 1000-7: 1000.A1 – If assurances are to be provided to parties outside the organization, the nature of these assurances must also be defined in the internal audit charter. 1000-8: 1000.C1 – The nature of consulting services must be defined in the internal audit charter. 1010-1: The mandatory nature of the Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the Standards, and the Definition of Internal Auditing must be recognized in the internal audit charter. 1320-6: Disclosure should include: • Corrective action plans. 2060-5: The chief audit executive's reporting and communication to senior management and the board must include information about: • The audit charter.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
6.3-a	The chief audit executive must provide the board and senior management with the information needed to support and promote recognition of the internal audit function throughout the organization. Essential Conditions Board • Support the chief audit executive through regular, direct communications. • Demonstrate support by: – Specifying that the chief audit executive reports to a level within the organization that allows the internal audit function to fulfill the internal audit mandate. – Approving the internal audit charter, internal audit plan, budget, and resource plan. – Making appropriate inquiries of senior management and the chief audit executive to determine whether any restrictions on the internal audit function's scope, access, authority, or resources limit the function's ability to carry out its responsibilities effectively. • Meeting periodically with the chief audit executive in sessions without senior management present. Senior Management • Work with the board and management throughout the organization to enable the internal audit function's unrestricted access to the data, records, information, personnel, and physical properties necessary to fulfill the internal audit mandate.	1110-4, 1111	1110-4: Examples of functional reporting to the board involve the board: • Approving the internal audit charter. • Approving the risk-based internal audit plan. • Approving the internal audit budget and resource plan. • Receiving communications from the chief audit executive on the internal audit activity's performance relative to its plan and other matters. • Approving decisions regarding the appointment and removal of the chief audit executive. • Approving the remuneration of the chief audit executive. • Making appropriate inquiries of management and the chief audit executive to determine whether there are inappropriate scope or resource limitations. 1111: The chief audit executive must communicate and interact directly with the board.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
6.3-b	The chief audit executive must coordinate the internal audit function's board communications with senior management to support the board's ability to fulfill its requirements. Essential Conditions Board • Champion the internal audit function to enable it to fulfill the Purpose of Internal Auditing and pursue its strategy and objectives. Senior Management • Support recognition of the internal audit function throughout the organization.	Not applicable	New in 2024
7.1	The chief audit executive must confirm to the board the organizational independence of the internal audit function at least annually. This includes communicating incidents where independence may have been impaired and the actions or safeguards employed to address the impairment. The chief audit executive must document in the internal audit charter the reporting relationships and organizational positioning of the internal audit function, as determined by the board. (See also Standard 6.2 Internal Audit Charter.) The chief audit executive must discuss with the board and senior management any current or proposed roles and responsibilities that have the potential to impair the internal audit function's independence, either in fact or appearance. The chief audit executive must advise the board and senior management of the types of safeguards to manage actual, potential, or perceived impairments.	1100-1, 1100-3, 1100-5, 1110-1, 1110-2, 1110-3, 1110-4, 1110-5, 1110-6, 1112-1, 1112-2, 1130-1, 2060-6	1100-1: The internal audit activity must be independent, and internal auditors must be objective in performing their work. 1100-3: To achieve the degree of independence necessary to effectively carry out the responsibilities of the internal audit activity, the chief audit executive has direct and unrestricted access to senior management and the board. 1100-5: Threats to independence must be managed at the individual auditor, engagement, functional, and organizational levels. 1110-1: The chief audit executive must report to a level within the organization that allows the internal audit activity to fulfill its responsibilities. 1110-2: The chief audit executive must confirm to the board, at least annually, the organizational independence of the internal audit activity. 1110-3: Organizational independence is effectively achieved when the chief audit executive reports functionally to the board.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	When the chief audit executive has one or more ongoing roles beyond internal auditing, the responsibilities, nature of work, and established safeguards must be documented in the internal audit charter. If those areas of responsibility are subject to internal auditing, alternative processes to obtain assurance must be established, such as contracting with an objective, competent external assurance provider that reports independently to the board. When the chief audit executive's nonaudit responsibilities are temporary, assurance for those areas must be provided by an independent third party during the temporary assignment and for the subsequent 12 months. Also, the chief audit executive must establish a plan to transition those responsibilities to management. If the governing structure does not support organizational independence, the chief audit executive must document the characteristics of the governing structure limiting independence and any safeguards that may be employed to achieve this principle. Essential Conditions Board • Establish a direct reporting relationship with the chief audit executive and the internal audit function to enable the internal audit function to fulfill its mandate. • Authorize the appointment and removal of the chief audit executive. • Provide input to senior management to support the performance evaluation and remuneration of the chief audit executive. • Provide the chief audit executive with opportunities to discuss significant and sensitive matters with the board, including meetings without senior management present.		1110-4: Examples of functional reporting to the board involve the board: • Approving the internal audit charter. • Approving the risk-based internal audit plan. • Approving the internal audit budget and resource plan. • Receiving communications from the chief audit executive on the internal audit activity's performance relative to its plan and other matters. • Approving decisions regarding the appointment and removal of the chief audit executive. • Approving the remuneration of the chief audit executive. • Making appropriate inquiries of management and the chief audit executive to determine whether there are inappropriate scope or resource limitations. 1110-5: 1110.A1 – The internal audit activity must be free from interference in determining the scope of internal auditing, performing work, and communicating results. 1110-6: 1110.A1 – The chief audit executive must disclose such interference to the board and discuss the implications. 1112-1: Where the chief audit executive has or is expected to have roles and/or responsibilities that fall outside of internal auditing, safeguards must be in place to limit impairments to independence or objectivity. 1112-2: The chief audit executive may be asked to take on additional roles and responsibilities outside of internal auditing, such as responsibility for compliance or risk management activities. These roles and responsibilities may impair, or appear to impair, the organizational independence of the internal audit activity or the individual objectivity of the internal auditor. Safeguards are those oversight activities, often undertaken by the board, to address these potential impairments, and may include such activities as periodically evaluating reporting lines and responsibilities and developing alternative processes to obtain assurance related to the areas of additional responsibility.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	- Require that the chief audit executive be positioned at a level in the organization that enables internal audit services and responsibilities to be performed without interference from management. This positioning provides the organizational authority and status to bring matters directly to senior management and escalate matters to the board when necessary. - Acknowledge the actual or potential impairments to the internal audit function's independence when approving roles or responsibilities for the chief audit executive that are beyond the scope of internal auditing. - Engage with senior management and the chief audit executive to establish appropriate safeguards if chief audit executive roles and responsibilities impair or appear to impair the internal audit function's independence. - Engage with senior management to ensure that the internal audit function is free from interference when determining its scope, performing internal audit engagements, and communicating results. Senior Management - Position the internal audit function at a level within the organization that enables it to perform its services and responsibilities without interference, as directed by the board. - Recognize the chief audit executive's direct reporting relationship with the board. - Engage with the board and the chief audit executive to understand any potential impairments to the internal audit function's independence caused by nonaudit roles or other circumstances and support the implementation of appropriate safeguards to manage such impairments. - Provide input to the board on the appointment and removal of the chief audit executive. - Solicit input from the board on the performance evaluation and remuneration of the chief audit executive.		1130-1: If independence or objectivity is impaired in fact or appearance, the details of the impairment must be disclosed to appropriate parties. The nature of the disclosure will depend upon the impairment. 2060-6: The chief audit executive's reporting and communication to senior management and the board must include information about: Independence of the internal audit activity.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
7.2	The chief audit executive must help the board understand the qualifications and competencies of a chief audit executive that are necessary to manage the internal audit function. The chief audit executive facilitates this understanding by providing information and examples of common and leading qualifications and competencies. The chief audit executive must maintain and enhance the qualifications and competencies necessary to fulfill the roles and responsibilities expected by the board. (See also Principle 3 Demonstrate Competency and its standards.) Essential Conditions Board • Review the requirements necessary for the chief audit executive to manage the internal audit function, as described in Domain IV: Managing the Internal Audit Function. • Approve the chief audit executive's roles and responsibilities and identify the necessary qualifications, experience, and competencies to carry out these roles and responsibilities. • Engage with senior management to appoint a chief audit executive with the qualifications and competencies necessary to manage the internal audit function effectively and ensure the quality performance of internal audit services. Senior Management • Engage with the board to determine the chief audit executive's qualifications, experience, and competencies. • Enable the appointment, development, and remuneration of the chief audit executive through the organization's human resources processes.	Not applicable	New in 2024

2024 reference	Standards (2024)	2017 reference	Standards (2017)
8.1	The chief audit executive must provide the board with the information needed to conduct its oversight responsibilities. This information may be specifically requested by the board or may be, in the judgment of the chief audit executive, valuable for the board to exercise its oversight responsibilities. The chief audit executive must report to the board and senior management: • The internal audit plan and budget and subsequent significant revisions to them. (See also Standards 6.3 Board and Senior Management Support and 9.4 Internal Audit Plan.) • Changes potentially affecting the mandate or charter. (See also Standards 6.1 Internal Audit Mandate and 6.2 Internal Audit Charter.) • Potential impairments to independence. (See also Standard 7.1 Organizational Independence.) • Results of internal audit services, including conclusions, themes, assurance, advice, insights, and monitoring results. (See also Standards 11.3 Communicating Results, 14.5 Engagement Conclusions, and 15.2 Confirming the Implementation of Recommendations or Action Plans.) • Results from the quality assurance and improvement program. (See also Standards 8.3 Quality, 8.4 External Quality Assessment, 12.1 Internal Quality Assessment, and 12.2 Performance Measurement.) There may be instances when the chief audit executive disagrees with senior management or other stakeholders on the scope, findings, or other aspects of an engagement that may affect the ability of the internal audit function to execute its responsibilities. In such cases, the chief audit executive must provide the board with the facts and circumstances to allow the board to consider whether, in its oversight role, it should intervene with senior management or other stakeholders.	1110-6, 1111, 1312-12, 1320-1, 1320-4, 2060-1, 2060-2, 2060-3, 2060-9	1110-6: 1110.A1 – The chief audit executive must disclose such interference to the board and discuss the implications. 1111: The chief audit executive must communicate and interact directly with the board. 1312-12: The chief audit executive should encourage board oversight in the external assessment to reduce perceived or potential conflicts of interest. 1320-1: The chief audit executive must communicate the results of the quality assurance and improvement program to senior management and the board. 1320-4: Disclosure should include: • The qualifications and independence of the assessor(s) or assessment team, including potential conflicts of interest. 2060-1: The chief audit executive must report periodically to senior management and the board on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan and on its conformance with the Code of Ethics and the Standards. 2060-2: Reporting must also include significant risk and control issues, including fraud risks, governance issues, and other matters that require the attention of senior management and/or the board. 2060-3: The frequency and content of reporting are determined collaboratively by the chief audit executive, senior management, and the board. 2060-9: The chief audit executive's reporting and communication to senior management and the board must include information about: • Results of audit activities.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	Essential Conditions Board • Communicate with the chief audit executive to understand how the internal audit function is fulfilling its mandate. • Communicate the board's perspective on the organization's strategies, objectives, and risks to assist the chief audit executive with determining internal audit priorities. • Set expectations with the chief audit executive for: – The frequency with which the board wants to receive communications from the chief audit executive. – The criteria for determining which issues should be escalated to the board, such as significant risks that exceed the board's risk tolerance. – The process for escalating matters of importance to the board. • Gain an understanding of the effectiveness of the organization's governance, risk management, and control processes based on the results of internal audit engagements and discussions with senior management. • Discuss with the chief audit executive disagreements with senior management or other stakeholders and provide support as necessary to enable the chief audit executive to perform the responsibilities outlined in the internal audit mandate. Senior Management • Communicate senior management's perspective on the organization's strategies, objectives, and risks to assist the chief audit executive with determining internal audit priorities. • Assist the board in understanding the effectiveness of the organization's governance, risk management, and control processes. • Work with the board and the chief audit executive on the process for escalating matters of importance to the board.		

2024 reference	Standards (2024)	2017 reference	Standards (2017)
8.2	The chief audit executive must evaluate whether internal audit resources are sufficient to fulfill the internal audit mandate and achieve the internal audit plan. If not, the chief audit executive must develop a strategy to obtain sufficient resources and inform the board about the impact of insufficient resources and how any resource shortfalls will be addressed. Essential Conditions Board • Collaborate with senior management to provide the internal audit function with sufficient resources to fulfill the internal audit mandate and achieve the internal audit plan. • Discuss with the chief audit executive, at least annually, the sufficiency, both in numbers and capabilities, of internal audit resources to fulfill the internal audit mandate and achieve the internal audit plan. • Consider the impact of insufficient resources on the internal audit mandate and plan. • Engage with senior management and the chief audit executive on remedying the situation if the resources are determined to be insufficient. Senior Management • Engage with the board to provide the internal audit function with sufficient resources to fulfill the internal audit mandate and achieve the internal audit plan. • Engage with the board and the chief audit executive on any issues of insufficient resources and how to remedy the situation.	2020-2, 2060-7, 2060-8	2020-2: The chief audit executive must also communicate the impact of resource limitations. 2060-7: The chief audit executive's reporting and communication to senior management and the board must include information about: • The audit plan and progress against the plan. 2060-8: The chief audit executive's reporting and communication to senior management and the board must include information about: • Resource requirements.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
8.3-a	The chief audit executive must develop, implement, and maintain a quality assurance and improvement program that covers all aspects of the internal audit function. The program includes two types of assessments: • External assessments. (See also Standard 8.4 External Quality Assessment.) • Internal assessments. (See also Standard 12.1 Internal Quality Assessment.) At least annually, the chief audit executive must communicate the results of the internal quality assessment to the board and senior management. The results of external quality assessments must be reported when completed. In both cases, such communications include: • The internal audit function's conformance with the Standards and achievement of performance objectives. • If applicable, compliance with laws and/or regulations relevant to internal auditing. • If applicable, plans to address the internal audit function's deficiencies and opportunities for improvement. Essential Conditions Board • Discuss with the chief audit executive the quality assurance and improvement program, as outlined in Domain IV: Managing the Internal Audit Function. • Approve the internal audit function's performance objectives at least annually. (See also Standard 12.2 Performance Measurement.) • Assess the effectiveness and efficiency of the internal audit function. Such an assessment includes: – Reviewing the internal audit function's performance objectives, including its conformance with the Standards, laws, and regulations; ability to meet the internal audit mandate; and progress toward completion of the internal audit plan.	1300-1, 1300-3, 1300-4, 1310, 1312-12, 1320-1, 1320-4, 1320-5, 1320-6, 1320-7, 1321-1, 1321-3, 2060-1, 2060-7, 2060-10	1300-1: The chief audit executive must develop and maintain a quality assurance and improvement program that covers all aspects of the internal audit activity. 1300-3: The program also assesses the efficiency and effectiveness of the internal audit activity and identifies opportunities for improvement. 1300-4: The chief audit executive should encourage board oversight in the quality assurance and improvement program. 1310: The quality assurance and improvement program must include both internal and external assessments. 1312-12: The chief audit executive should encourage board oversight in the external assessment to reduce perceived or potential conflicts of interest. 1320-1: The chief audit executive must communicate the results of the quality assurance and improvement program to senior management and the board. 1320-4: Disclosure should include: • The qualifications and independence of the assessor(s) or assessment team, including potential conflicts of interest. 1320-5: Disclosure should include: • Conclusions of assessors. 1320-6: Disclosure should include: • Corrective action plans. 1320-7: The form, content, and frequency of communicating the results of the quality assurance and improvement program is established through discussions with senior management and the board and considers the responsibilities of the internal audit activity and chief audit executive as contained in the internal audit charter.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	– Considering the results of the internal audit function's quality assurance and improvement program. – Determining the extent to which the internal audit function's performance objectives are being met.		1321-1: Indicating that the internal audit activity conforms with the International Standards for the Professional Practice of Internal Auditing is appropriate only if supported by the results of the quality assurance and improvement program. 1321-3: The results of the quality assurance and improvement program include the results of both internal and external assessments. 2060-1: The chief audit executive must report periodically to senior management and the board on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan and on its conformance with the Code of Ethics and the Standards. 2060-7: The chief audit executive's reporting and communication to senior management and the board must include information about: • The audit plan and progress against the plan. 2060-10: The chief audit executive's reporting and communication to senior management and the board must include information about: • Conformance with the Code of Ethics and the Standards, and action plans to address any significant conformance issues.
8.3-b	Senior Management • Provide input on the internal audit function's performance objectives. • Participate with the board in an annual assessment of the chief audit executive and internal audit function.	Not applicable	New in 2024

2024 reference	Standards (2024)	2017 reference	Standards (2017)
8.4	The chief audit executive must develop a plan for an external quality assessment and discuss the plan with the board. The external assessment must be performed at least once every five years by a qualified, independent assessor or assessment team. The requirement for an external quality assessment may also be met through a self-assessment with independent validation. When selecting the independent assessor or assessment team, the chief audit executive must ensure at least one person holds an active Certified Internal Auditor designation. Essential Conditions Board • Discuss with the chief audit executive the plans to have an external quality assessment of the internal audit function conducted by an independent, qualified assessor or assessment team. • Collaborate with senior management and the chief audit executive to determine the scope and frequency of the external quality assessment • Consider the responsibilities and regulatory requirements of the internal audit function and the chief audit executive, as described in the internal audit charter, when defining the scope of the external quality assessment. • Review and approve the chief audit executive's plan for the performance of an external quality assessment. Such approval should cover, at a minimum: – The scope and frequency of assessments. – The competencies and independence of the external assessor or assessment team. – The rationale for choosing to conduct a self-assessment with independent validation instead of an external quality assessment.	1312-1, 1312-2, 1312-3, 1312-4, 1312-6, 1312-12, 1320-1, 1320-2, 1320-3, 1320-4, 1320-5, 1321-5	1312-1: External assessments must be conducted at least once every five years by a qualified, independent assessor or assessment team from outside the organization. 1312-2: The chief audit executive must discuss with the board: • The form and frequency of external assessment. 1312-3: The chief audit executive must discuss with the board: • The qualifications and independence of the external assessor or assessment team, including any potential conflict of interest. 1312-4: External assessments may be accomplished through a full external assessment, or a self-assessment with independent external validation. 1312-6: A qualified assessor or assessment team demonstrates competence in two areas: the professional practice of internal auditing and the external assessment process. 1312-12: The chief audit executive should encourage board oversight in the external assessment to reduce perceived or potential conflicts of interest. 1320-1: The chief audit executive must communicate the results of the quality assurance and improvement program to senior management and the board. 1320-2: Disclosure should include: • The scope and frequency of both the internal and external assessments. 1320-3: Disclosure should include: • The qualifications and independence of the assessor(s) or assessment team, including potential conflicts of interest.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	- Require receipt of the complete results of the external quality assessment or self-assessment with independent validation directly from the assessor. - Review and approve the chief audit executive's action plans to address identified deficiencies and opportunities for improvement, if applicable. - Approve a timeline for completion of the action plans and monitor the chief audit executive's progress. Senior Management - Collaborate with the board and the chief audit executive to determine the scope and frequency of the external quality assessment. - Review the results of the external quality assessment, collaborate with the chief audit executive and board to agree on action plans that address identified deficiencies and opportunities for improvement, if applicable, and agree on a timeline for completion of the action plans.		1320-4: Disclosure should include: - Conclusions of assessors. 1320-5: Disclosure should include: - Corrective action plans. 1321-5: Internal audit activities in existence for at least five years will also have the results of external assessments.
9.1	To develop an effective internal audit strategy and plan, the chief audit executive must understand the organization's governance, risk management, and control processes. To understand governance processes, the chief audit executive must consider how the organization: - Establishes strategic objectives and makes strategic and operational decisions. - Oversees risk management and control. - Promotes an ethical culture. - Delivers effective performance management and accountability. - Structures its management and operating functions. - Communicates risk and control information throughout the organization. - Coordinates activities and communications among the board, internal and external providers of assurance services, and management.	2010-2, 2100-1, 2110-1, 2110-2, 2110-3, 2110-4, 2110-5, 2110-6, 2120-1, 2120-3, 2120-4, 2120-5, 2120-9, 2120-10, 2120-11, 2120-12, 2120-13, 2130-1,	2010-2: To develop the risk-based plan, the chief audit executive consults with senior management and the board and obtains an understanding of the organization's strategies, key business objectives, associated risks, and risk management processes. 2100-1: The internal audit activity must evaluate and contribute to the improvement of the organization's governance, risk management, and control processes using a systematic, disciplined, and risk-based approach. 2110-1: The internal audit activity must assess and make appropriate recommendations to improve the organization's governance processes for: - Making strategic and operational decisions. 2110-2: The internal audit activity must assess and make appropriate recommendations to improve the organization's governance processes for: - Overseeing risk management and control.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	To understand risk management and control processes, the chief audit executive must consider how the organization identifies and assesses significant risks and selects appropriate control processes. This includes understanding how the organization identifies and manages the following key risk areas: • Reliability and integrity of financial and operational information. • Effectiveness and efficiency of operations and programs. • Safeguarding of assets. • Compliance with laws and/or regulations.	2130-3, 2130-4, 2130-5, 2130-6	2110-3: The internal audit activity must assess and make appropriate recommendations to improve the organization's governance processes for: • Promoting appropriate ethics and values within the organization. 2110-4: The internal audit activity must assess and make appropriate recommendations to improve the organization's governance processes for: • Ensuring effective organizational performance management and accountability. 2110-5: The internal audit activity must assess and make appropriate recommendations to improve the organization's governance processes for: • Communicating risk and control information to appropriate areas of the organization. 2110-6: The internal audit activity must assess and make appropriate recommendations to improve the organization's governance processes for: • Coordinating the activities of, and communicating information among, the board, external and internal auditors, other assurance providers, and management. 2120-1: The internal audit activity must evaluate the effectiveness and contribute to the improvement of risk management processes. 2120-3: Determining whether risk management processes are effective is a judgment resulting from the internal auditor's assessment that: • Significant risks are identified and assessed. 2120-4: Determining whether risk management processes are effective is a judgment resulting from the internal auditor's assessment that:

2024 reference	Standards (2024)	2017 reference	Standards (2017)
			• Appropriate risk responses are selected that align risks with the organization's risk appetite. 2120-5: Determining whether risk management processes are effective is a judgment resulting from the internal auditor's assessment that: • Relevant risk information is captured and communicated in a timely manner across the organization, enabling staff, management, and the board to carry out their responsibilities. 2120-9: 2120.A1 – The internal audit activity must evaluate risk exposures relating to the organization's governance, operations, and information systems regarding the: • Achievement of the organization's strategic objectives. 2120-10: 2120.A1 – The internal audit activity must evaluate risk exposures relating to the organization's governance, operations, and information systems regarding the: • Reliability and integrity of financial and operational information. 2120-11: 2120.A1 – The internal audit activity must evaluate risk exposures relating to the organization's governance, operations, and information systems regarding the: • Effectiveness and efficiency of operations and programs. 2120-12: 2120.A1 – The internal audit activity must evaluate risk exposures relating to the organization's governance, operations, and information systems regarding the: • Safeguarding of assets. 2120-13: 2120.A1 – The internal audit activity must evaluate risk exposures relating to the organization's governance, operations, and information systems regarding the: • Compliance with laws, regulations, policies, procedures, and contracts.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
			2130-1: The internal audit activity must assist the organization in maintaining effective controls by evaluating their effectiveness and efficiency and by promoting continuous improvement. 2130-3: 2130.A1 – The internal audit activity must evaluate the adequacy and effectiveness of controls in responding to risks within the organization’s governance, operations, and information systems regarding the: • Reliability and integrity of financial and operational information. 2130-4: 2130.A1 – The internal audit activity must evaluate the adequacy and effectiveness of controls in responding to risks within the organization’s governance, operations, and information systems regarding the: • Effectiveness and efficiency of operations and programs. 2130-5: 2130.A1 – The internal audit activity must evaluate the adequacy and effectiveness of controls in responding to risks within the organization’s governance, operations, and information systems regarding the: • Safeguarding of assets. 2130-6: 2130.A1 – The internal audit activity must evaluate the adequacy and effectiveness of controls in responding to risks within the organization’s governance, operations, and information systems regarding the: • Compliance with laws, regulations, policies, procedures, and contracts.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
9.2	The chief audit executive must develop and implement a strategy for the internal audit function that supports the strategic objectives and success of the organization and aligns with the expectations of the board, senior management, and other key stakeholders. An internal audit strategy is a plan of action designed to achieve a long-term or overall objective. The internal audit strategy must include a vision, strategic objectives, and supporting initiatives for the internal audit function. An internal audit strategy helps guide the internal audit function toward the fulfillment of the internal audit mandate. The chief audit executive must review the internal audit strategy with the board and senior management periodically.	2000-2, 2010-1, 2060-8	2000-2: The internal audit activity is effectively managed when: • It achieves the purpose and responsibility included in the internal audit charter. 2010-1: The chief audit executive must establish a risk-based plan to determine the priorities of the internal audit activity, consistent with the organization's goals. 2060-8: The chief audit executive's reporting and communication to senior management and the board must include information about: • Resource requirements.
9.3	The chief audit executive must establish methodologies to guide the internal audit function in a systematic and disciplined manner to implement the internal audit strategy, develop the internal audit plan, and conform with the Standards. The chief audit executive must evaluate the effectiveness of the methodologies and update them as necessary to improve the internal audit function and respond to significant changes that affect the function. The chief audit executive must provide internal auditors with training on the methodologies. (See also Principles 13 Plan Engagements Effectively, 14 Conduct Engagement Work, and 15 Communicate Engagement Results and Monitor Action Plans, and their standards.)	1311-3, 1320-6, 2040-1	1311-3: Ongoing monitoring is an integral part of the day-to-day supervision, review, and measurement of the internal audit activity. 1320-6: The form, content, and frequency of communicating the results of the quality assurance and improvement program is established through discussions with senior management and the board and considers the responsibilities of the internal audit activity and chief audit executive as contained in the internal audit charter. 2040-1: The chief audit executive must establish policies and procedures to guide the internal audit activity.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
9.4	The chief audit executive must create an internal audit plan that supports the achievement of the organization's objectives. The chief audit executive must base the internal audit plan on a documented assessment of the organization's strategies, objectives, and risks. This assessment must be informed by input from the board and senior management as well as the chief audit executive's understanding of the organization's governance, risk management, and control processes. The assessment must be performed at least annually. The internal audit plan must: • Consider the internal audit mandate and the full range of agreed-to internal audit services. • Specify internal audit services that support the evaluation and improvement of the organization's governance, risk management, and control processes. • Consider coverage of information technology governance, fraud risk, the effectiveness of the organization's compliance and ethics programs, and other high-risk areas. • Identify the necessary human, financial, and technological resources necessary to complete the plan. • Be dynamic and updated timely in response to changes in the organization's business, risks, operations, programs, systems, controls, and organizational culture. The chief audit executive must review and revise the internal audit plan as necessary and communicate timely to the board and senior management: • The impact of any resource limitations on internal audit coverage. • The rationale for not including an assurance engagement in a high-risk area or activity in the plan.	CP-8, 2000-2, 2010-1, 2010-2, 2010-3, 2010-4 2010-5, 2010-7, 2020-1, 2060-7, 2110-7, 2110-8, 2120-14	CP-8: Provides risk-based assurance. 2000-2: The internal audit activity is effectively managed when: • It achieves the purpose and responsibility included in the internal audit charter. 2010-1: The chief audit executive must establish a risk-based plan to determine the priorities of the internal audit activity, consistent with the organization's goals. 2010-2: To develop the risk-based plan, the chief audit executive consults with senior management and the board and obtains an understanding of the organization's strategies, key business objectives, associated risks, and risk management processes. 2010-3: The chief audit executive must review and adjust the plan, as necessary, in response to changes in the organization's business, risks, operations, programs, systems, and controls. 2010-4: 2010.A1 – The internal audit activity's plan of engagements must be based on a documented risk assessment, undertaken at least annually. 2010-5: 2010.A1 – The input of senior management and the board must be considered in this process. 2010-7: 2010.C1 – The chief audit executive should consider accepting proposed consulting engagements based on the engagement's potential to improve management of risks, add value, and improve the organization's operations. 2020-1: The chief audit executive must communicate the internal audit activity's plans and resource requirements, including significant interim changes, to senior management and the board for review and approval. 2060-7: The chief audit executive's reporting and communication to senior management and the board must include information about: • The audit plan and progress against the plan.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	• Conflicting demands for services between major stakeholders, such as high-priority requests based on emerging risks and requests to replace planned assurance engagements with advisory engagements. • Limitations on scope or restrictions on access to information. The chief audit executive must discuss the internal audit plan, including significant interim changes, with the board and senior management. The plan and significant changes to the plan must be approved by the board.		2110-7: 2110.A1 – The internal audit activity must evaluate the design, implementation, and effectiveness of the organization’s ethics-related objectives, programs, and activities. 2110-8: 2110.A2 – The internal audit activity must assess whether the information technology governance of the organization supports the organization’s strategies and objectives. 2120-14: 2120.A2 – The internal audit activity must evaluate the potential for the occurrence of fraud and how the organization manages fraud risk.
9.5-a	The chief audit executive must coordinate with internal and external providers of assurance services and consider relying upon their work. Coordination of services minimizes duplication of efforts, highlights gaps in coverage of key risks, and enhances the overall value added by providers. When the internal audit function relies on the work of other assurance service providers, the chief audit executive must document the basis for that reliance and is still responsible for the conclusions reached by the internal audit function.	2050-1, 2050-2, 2050-5	2050-1: The chief audit executive should share information, coordinate activities, and consider relying upon the work of other internal and external assurance and consulting service providers to ensure proper coverage and minimize duplication of efforts. 2050-2: In coordinating activities, the chief audit executive may rely on the work of other assurance and consulting service providers. 2050-5: Where reliance is placed on the work of others, the chief audit executive is still accountable and responsible for ensuring adequate support for conclusions and opinions reached by the internal audit activity.
9.5-b	If unable to achieve an appropriate level of coordination, the chief audit executive must raise any concerns with senior management and, if necessary, the board.	Not applicable	New in 2024

2024 reference	Standards (2024)	2017 reference	Standards (2017)
10.1	The chief audit executive must manage the internal audit function's financial resources. The chief audit executive must develop a budget that enables the successful implementation of the internal audit strategy and achievement of the plan. The budget includes the resources necessary for the function's operation, including training and acquisition of technology and tools. The chief audit executive must manage the day-to-day activities of the internal audit function effectively and efficiently, in alignment with the budget. The chief audit executive must seek budget approval from the board. The chief audit executive must communicate promptly the impact of insufficient financial resources to the board and senior management.	2000-1, 2020-1, 2020-2, 2030-1	2000-1: The chief audit executive must effectively manage the internal audit activity to ensure it adds value to the organization. 2020-1: The chief audit executive must communicate the internal audit activity's plans and resource requirements, including significant interim changes, to senior management and the board for review and approval. 2020-2: The chief audit executive must also communicate the impact of resource limitations. 2030-1: The chief audit executive must ensure that internal audit resources are appropriate, sufficient, and effectively deployed to achieve the approved plan.
10.2	The chief audit executive must establish an approach to recruit, develop, and retain internal auditors who are qualified to successfully implement the internal audit strategy and achieve the internal audit plan. The chief audit executive must strive to ensure that human resources are appropriate, sufficient, and effectively deployed to achieve the approved internal audit plan. Appropriate refers to the mix of knowledge, skills, and abilities; sufficient refers to the quantity of resources; and effective deployment refers to assigning resources in a way that optimizes the achievement of the internal audit plan. The chief audit executive must communicate with the board and senior management regarding the appropriateness and sufficiency of the internal audit function's human resources. If the function lacks appropriate and sufficient human resources to achieve the internal audit plan, the chief audit executive must determine how to obtain the resources or communicate timely to the board and senior management the impact of the limitations. (See also Standard 8.2 Resources.)	1210-5, 2000-1, 2020-2, 2030-1, 2030-2, 2030-4	1210-5: 1210.A1 – The chief audit executive must obtain competent advice and assistance if the internal auditors lack the knowledge, skills, or other competencies needed to perform all or part of the engagement. 2000-1: The chief audit executive must effectively manage the internal audit activity to ensure it adds value to the organization. 2020-2: The chief audit executive must also communicate the impact of resource limitations. 2030-1: The chief audit executive must ensure that internal audit resources are appropriate, sufficient, and effectively deployed to achieve the approved plan. 2030-2: Appropriate refers to the mix of knowledge, skills, and other competencies needed to perform the plan. 2030-4: Resources are effectively deployed when they are used in a way that optimizes the achievement of the approved plan.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	The chief audit executive must evaluate the competencies of individual internal auditors within the internal audit function and encourage professional development. The chief audit executive must collaborate with internal auditors to help them develop their individual competencies through training, supervisory feedback, and/or mentoring. (See also Standard 3.1 Competency.)		
10.3-a	The chief audit executive must strive to ensure that the internal audit function has technology to support the internal audit process. The chief audit executive must regularly evaluate the technology used by the internal audit function and pursue opportunities to improve effectiveness and efficiency. When implementing new technology, the chief audit executive must implement appropriate training for internal auditors in the effective use of technological resources. The chief audit executive must communicate the impact of technology limitations on the effectiveness or efficiency of the internal audit function to the board and senior management.	2000-1, 2020-2, 2030-1	2000-1: The chief audit executive must effectively manage the internal audit activity to ensure it adds value to the organization. 2020-2: The chief audit executive must also communicate the impact of resource limitations. 2030-1: The chief audit executive must ensure that internal audit resources are appropriate, sufficient, and effectively deployed to achieve the approved plan.
10.3-b	The chief audit executive must collaborate with the organization's information technology and information security functions to implement technological resources properly.	Not applicable	New in 2024
11.1	The chief audit executive must develop an approach for the internal audit function to build relationships and trust with key stakeholders, including the board, senior management, operational management, regulators, and internal and external assurance providers and other consultants. The chief audit executive must promote formal and informal communication between the internal audit function and stakeholders, contributing to the mutual understanding of: Organizational interests and concerns.	2010-6, 2060-3	2010-6: 2010.A2 – The chief audit executive must identify and consider the expectations of senior management, the board, and other stakeholders for internal audit opinions and other conclusions. 2060-3: The frequency and content of reporting are determined collaboratively by the chief audit executive, senior management, and the board.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	• Approaches for identifying and managing risks and providing assurance. • Roles and responsibilities of relevant parties and opportunities for collaboration. • Relevant regulatory requirements. • Significant organizational processes, including financial reporting.		
11.2	The chief audit executive must establish and implement methodologies to promote accurate, objective, clear, concise, constructive, complete, and timely internal audit communications.	2420-1	Communications must be accurate, objective, clear, concise, constructive, complete, and timely.
11.3	The chief audit executive must communicate the results of internal audit services to the board and senior management periodically and for each engagement as appropriate. The chief audit executive must understand the expectations of the board and senior management regarding the nature and timing of communications. The results of internal audit services can include: • Engagement conclusions. • Themes such as effective practices or root causes. • Conclusions at the level of the business unit or organization. Engagement Conclusions The chief audit executive must review and approve final engagement communications, which include engagement conclusions, and decide to whom and how they will be disseminated before they are issued. If these duties are delegated to other internal auditors, the chief audit executive retains overall responsibility.	1000-7, 2010-6, 2060-1, 2060-2, 2060-3, 2060-4, 2060-9, 2330-3, 2410-4, 2440-1, 2440-2, 2440-3, 2440-6, 2440-7, 2450-1, 2450-2, 2450-3, 2450-4,	1000-7: If assurances are to be provided to parties outside the organization, the nature of these assurances must also be defined in the internal audit charter. 2010-6: 2010.A2 – The chief audit executive must identify and consider the expectations of senior management, the board, and other stakeholders for internal audit opinions and other conclusions. 2060-1: The chief audit executive must report periodically to senior management and the board on the internal audit activity's purpose, authority, responsibility, and performance relative to its plan and on its conformance with the Code of Ethics and the Standards. 2060-2: Reporting must also include significant risk and control issues, including fraud risks, governance issues, and other matters that require the attention of senior management and/or the board.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	The chief audit executive must seek the advice of legal counsel and/or senior management as required before releasing final communications to parties outside the organization, unless otherwise required or restricted by laws and/or regulations. (See also Standards 11.4 Errors and Omissions, 11.5 Communicating the Acceptance of Risks, and 15.1 Final Engagement Communication.) Themes The findings and conclusions of multiple engagements, when viewed holistically, may reveal patterns or trends, such as root causes. When the chief audit executive identifies themes related to the organization's governance, risk management, and control processes, the themes must be communicated timely, along with insights, advice, and/or conclusions, to the board and senior management. Conclusions at the Level of the Business Unit or Organization The chief audit executive may be required to make a conclusion at the level of the business unit or organization about the effectiveness of governance, risk management, and/or control processes, due to industry requirements, laws and/or regulations, or the expectations of the board, senior management, and/or other stakeholders. Such a conclusion reflects the professional judgment of the chief audit executive based on multiple engagements and must be supported by relevant, reliable, and sufficient information. When communicating such a conclusion to the board or senior management, the chief audit executive must include: • A summary of the request. • The criteria used as a basis for the conclusion, for example a governance framework or risk and control framework. • The scope, including limitations and the period to which the conclusion pertains.	2450-5, 2450-6, 2450-7, 2450-8, 2450-9	2060-3: The frequency and content of reporting are determined collaboratively by the chief audit executive, senior management, and the board. 2060-4: The frequency and content of reporting depends on the importance of the information to be communicated and the urgency of the related actions to be taken by senior management and/or the board. 2060-9: The chief audit executive's reporting and communication to senior management and the board must include information about: • Results of audit activities. 2330-3: 2330.A1 – The chief audit executive must obtain the approval of senior management and/or legal counsel prior to releasing such records to external parties, as appropriate. 2410-4: An opinion must take into account the expectations of senior management, the board, and other stakeholders and must be supported by sufficient, reliable, relevant, and useful information. 2440-1: The chief audit executive must communicate results to the appropriate parties. 2440-2: The chief audit executive is responsible for reviewing and approving the final engagement communication before issuance and for deciding to whom and how it will be disseminated. 2440-3: When the chief audit executive delegates these duties, he or she retains overall responsibility. 2440-6: 2440.A2 – If not otherwise mandated by legal, statutory, or regulatory requirements, prior to releasing results to parties outside the organization the chief audit executive must: • Consult with senior management and/or legal counsel as appropriate.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	• A summary of the information that supports the conclusion. • A disclosure of reliance on the work of other assurance providers, if any.		2440-7: 2440.A2 – If not otherwise mandated by legal, statutory, or regulatory requirements, prior to releasing results to parties outside the organization the chief audit executive must: • Control dissemination by restricting the use of the results. 2450-1: When an overall opinion is issued, it must take into account the strategies, objectives, and risks of the organization; and the expectations of senior management, the board, and other stakeholders. 2450-2: The overall opinion must be supported by sufficient, reliable, relevant, and useful information. 2450-3: The communication will include: • The scope, including the time period to which the opinion pertains. 2450-4: The communication will include: • Scope limitations. 2450-5: The communication will include: • Consideration of all related projects, including the reliance on other assurance providers. 2450-6: The communication will include: • A summary of the information that supports the opinion. 2450-7: The communication will include: • The risk or control framework or other criteria used as a basis for the overall opinion. 2450-8: The communication will include: • The overall opinion, judgment, or conclusion reached. 2450-9: The reasons for an unfavorable overall opinion must be stated.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
11.4	If a final engagement communication contains a significant error or omission, the chief audit executive must communicate corrected information promptly to all parties who received the original communication. Significance is determined according to criteria agreed upon with the board.	2421	If a final communication contains a significant error or omission, the chief audit executive must communicate corrected information to all parties who received the original communication.
11.5	The chief audit executive must communicate unacceptable levels of risk. When the chief audit executive concludes that management has accepted a level of risk that exceeds the organization's risk appetite or risk tolerance, the matter must be discussed with senior management. If the chief audit executive determines that the matter has not been resolved by senior management, the matter must be escalated to the board. It is not the responsibility of the chief audit executive to resolve the risk.	2060-11, 2600-1, 2600-2, 2600-4	2060-11: The chief audit executive's reporting and communication to senior management and the board must include information about: • Management's response to risk that, in the chief audit executive's judgment, may be unacceptable to the organization. 2600-1: When the chief audit executive concludes that management has accepted a level of risk that may be unacceptable to the organization, the chief audit executive must discuss the matter with senior management. 2600-2: If the chief audit executive determines that the matter has not been resolved, the chief audit executive must communicate the matter to the board. 2600-4: It is not the responsibility of the chief audit executive to resolve the risk.
12.1	The chief audit executive must develop and conduct internal assessments of the internal audit function's conformance with the Global Internal Audit Standards and progress toward performance objectives. The chief audit executive must establish a methodology for internal assessments, as described in Standard 8.3 Quality, that includes: • Ongoing monitoring of the internal audit function's conformance with the Standards and progress toward performance objectives.	1311-1, 1311-2, 1312-5, 1320-1, 1320-5, 1320-7, 1321-4, 1322	1311-1: Internal assessments must include: • Ongoing monitoring of the performance of the internal audit activity. 1311-2: Internal assessments must include: • Periodic self-assessments or assessments by other persons within the organization with sufficient knowledge of internal audit practices. 1312-5: The external assessor must conclude as to conformance with the Code of Ethics and the Standards; the external assessment may also include operational or strategic comments.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	- Periodic self-assessments or assessments by other persons within the organization with sufficient knowledge of internal audit practices to evaluate conformance with the Standards. - Communication with the board and senior management about the results of internal assessments. Based on the results of periodic self-assessments, the chief audit executive must develop action plans to address instances of nonconformance with the Standards and opportunities for improvement, including a proposed timeline for actions. The chief audit executive must communicate the results of periodic self-assessments and action plans to the board and senior management. (See also Standards 8.1 Board Interaction, 8.3 Quality, and 9.3 Methodologies.) Internal assessments must be documented and included in the evaluation conducted by an independent third party as part of the organization's external quality assessment. (See also Standard 8.4 External Quality Assessment.) If nonconformance with the Standards affects the overall scope or operation of the internal audit function, the chief audit executive must disclose to the board and senior management the nonconformance and its impact.		1320-1: The chief audit executive must communicate the results of the quality assurance and improvement program to senior management and the board. 1320-5: Disclosure should include: Corrective action plans. 1320-7: To demonstrate conformance with the Code of Ethics and the Standards, the results of external and periodic internal assessments are communicated upon completion of such assessments, and the results of ongoing monitoring are communicated at least annually. 1321-4: All internal audit activities will have the results of internal assessments. 1322: When nonconformance with the Code of Ethics or the Standards impacts the overall scope or operation of the internal audit activity, the chief audit executive must disclose the nonconformance and the impact to senior management and the board.
12.2	The chief audit executive must develop objectives to evaluate the internal audit function's performance. The chief audit executive must consider the input and expectations of the board and senior management when developing the performance objectives. The chief audit executive must develop a performance measurement methodology to assess progress toward achieving the function's objectives and to promote the continuous improvement of the internal audit function.	1300-3, 2060-3, 2060-7, 2060-10	1300-3: The program also assesses the efficiency and effectiveness of the internal audit activity and identifies opportunities for improvement. 2060-3: The frequency and content of reporting are determined collaboratively by the chief audit executive, senior management, and the board. 2060-7: The chief audit executive's reporting and communication to senior management and the board must include information about: The audit plan and progress against the plan.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	When assessing the internal audit function's performance, the chief audit executive must solicit feedback from the board and senior management as appropriate. The chief audit executive must develop an action plan to address issues and opportunities for improvement.		2060-10: The chief audit executive's reporting and communication to senior management and the board must include information about: • Conformance with the Code of Ethics and the Standards, and action plans to address any significant conformance issues.
12.3	The chief audit executive must establish and implement methodologies for engagement supervision, quality assurance, and the development of competencies. • The chief audit executive or an engagement supervisor must provide internal auditors with guidance throughout the engagement, verify work programs are complete, and confirm engagement workpapers adequately support findings, conclusions, and recommendations. • To assure quality, the chief audit executive must verify whether engagements are performed in conformance with the Standards and the internal audit function's methodologies. • To develop competencies, the chief audit executive must provide internal auditors with feedback about their performance and opportunities for improvement. The extent of supervision required depends on the maturity of the internal audit function, the proficiency and experience of internal auditors, and the complexity of engagements. The chief audit executive is responsible for supervising engagements, whether the engagement work is performed by the internal audit staff or by other service providers. Supervisory responsibilities may be delegated to appropriate and qualified individuals, but the chief audit executive retains ultimate responsibility. The chief audit executive must ensure that evidence of supervision is documented and retained, according to the internal audit function's established methodologies.	2040-1, 2340-1, 2340-2, 2340-3, 2340-4	2040-1: The chief audit executive must establish policies and procedures to guide the internal audit activity. 2340-1: Engagements must be properly supervised to ensure objectives are achieved, quality is assured, and staff is developed. 2340-2: The extent of supervision required will depend on the proficiency and experience of internal auditors and the complexity of the engagement. 2340-3: The chief audit executive has overall responsibility for supervising the engagement, whether performed by or for the internal audit activity, but may designate appropriately experienced members of the internal audit activity to perform the review. 2340-4: Appropriate evidence of supervision is documented and retained.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
13.1	Internal auditors must communicate effectively throughout the engagement. (See also Principle 11 Communicate Effectively and its related standards and Standard 15.1 Final Engagement Communication.) Internal auditors must communicate the objectives, scope, and timing of the engagement with management. Subsequent changes must be communicated with management timely. (See also Standard 13.3 Engagement Objectives and Scope.) At the end of an engagement, if internal auditors and management do not agree on the engagement results, internal auditors must discuss and try to reach a mutual understanding of the issue with the management of the activity under review. If a mutual understanding cannot be reached, internal auditors must not be obligated to change any portion of the engagement results unless there is a valid reason to do so. Internal auditors must follow an established methodology to allow both parties to express their positions regarding the content of the final engagement communication and the reasons for any differences of opinion regarding the engagement results. (See also Standards 9.3 Methodologies and 14.4 Recommendations and Action Plans.)	2410-10, 2420-2	2410-10: 2410.C1 – Communication of the progress and results of consulting engagements will vary in form and content depending upon the nature of the engagement and the needs of the client. 2420-2: Accurate communications are free from errors and distortions and are faithful to the underlying facts.
13.2	Internal auditors must develop an understanding of the activity under review to assess the relevant risks. For advisory services, a formal, documented risk assessment may not be necessary, depending on the agreement with relevant stakeholders. To develop an adequate understanding, internal auditors must identify and gather reliable, relevant, and sufficient information regarding: • The organization's strategies, objectives, and risks relevant to the activity under review . • The organization's risk tolerance, if established. • The risk assessment supporting the internal audit plan.	CP-8, 1220-9, 2120-15, 2200-2, 2201-1, 2201-2, 2201-3, 2201-4, 2210-2, 2210-4	CP-8: Provides risk-based assurance. 1220-9: 1220.A3 – Internal auditors must be alert to the significant risks that might affect objectives, operations, or resources. 2120-15: 2120.C1 – During consulting engagements, internal auditors must address risk consistent with the engagement's objectives and be alert to the existence of other significant risks. 2200-2: The plan must consider the organization's strategies, objectives, and risks relevant to the engagement.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	• The governance, risk management, and control processes of the activity under review. • Applicable frameworks, guidance, and other criteria that can be used to evaluate the effectiveness of those processes. Internal auditors must review the gathered information to understand how processes are intended to operate. Internal auditors must identify the risks to review by: • Identifying the potentially significant risks to the objectives of the activity under review. • Considering specific risks related to fraud. • Evaluating the significance of the risks and prioritizing them for review. Internal auditors must identify the criteria that management uses to measure whether the activity is achieving its objectives. When internal auditors have identified the relevant risks for an activity under review in past engagements, only a review and update of the previous engagement risk assessment is required.		2201-1: In planning the engagement, internal auditors must consider: • The strategies and objectives of the activity being reviewed and the means by which the activity controls its performance. 2201-2: In planning the engagement, internal auditors must consider: • The significant risks to the activity's objectives, resources, and operations and the means by which the potential impact of risk is kept to an acceptable level. 2201-3: In planning the engagement, internal auditors must consider: • The adequacy and effectiveness of the activity's governance, risk management, and control processes compared to a relevant framework or model. 2201-4: In planning the engagement, internal auditors must consider: • The opportunities for making significant improvements to the activity's governance, risk management, and control processes. 2210-2: 2210.A1 – Internal auditors must conduct a preliminary assessment of the risks relevant to the activity under review. 2210-4: 2210.A2 – Internal auditors must consider the probability of significant errors, fraud, noncompliance, and other exposures when developing the engagement objectives.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
13.3	Internal auditors must establish and document the objectives and scope for each engagement. The engagement objectives must articulate the purpose of the engagement and describe the specific goals to be achieved, including those mandated by laws and/or regulations. The scope must establish the engagement's focus and boundaries by specifying the activities, locations, processes, systems, components, time period to be covered in the engagement, and other elements to be reviewed, and be sufficient to achieve the engagement objectives. Internal auditors must consider whether the engagement is intended to provide assurance or advisory services because stakeholder expectations and the requirements of the Standards differ depending on the type of engagement. Scope limitations must be discussed with management when identified, with a goal of achieving resolution. Scope limitations are assurance engagement conditions, such as resource constraints or restrictions on access to personnel, facilities, data, and information, that prevent internal auditors from performing the work as expected in the audit work program. (See also Standard 13.5 Engagement Resources.) If a resolution cannot be achieved with management, the chief audit executive must elevate the scope limitation issue to the board according to an established methodology. Internal auditors must have the flexibility to make changes to the engagement objectives and scope when audit work identifies the need to do so as the engagement progresses. The chief audit executive must approve the engagement objectives and scope and any changes that occur during the engagement.	1110-5, 1110-6, 2200-1, 2201-6, 2210-1, 2210-3, 2210-12, 2220-1, 2220-4, 2220-5	1110-5: 1110.A1 – The internal audit activity must be free from interference in determining the scope of internal auditing, performing work, and communicating results. 1110-6: 1110.A1 – The chief audit executive must disclose such interference to the board and discuss the implications. 2200-1: Internal auditors must develop and document a plan for each engagement, including the engagement's objectives, scope, timing, and resource allocations. 2201-6: 2201.C1 – Internal auditors must establish an understanding with consulting engagement clients about objectives, scope, respective responsibilities, and other client expectations. 2210-1: Objectives must be established for each engagement. 2210-3: 2210.A1 – Engagement objectives must reflect the results of this assessment. 2210-12: 2210.C1 – Consulting engagement objectives must address governance, risk management, and control processes to the extent agreed upon with the client. 2220-1: The established scope must be sufficient to achieve the objectives of the engagement. 2220-4: 2220.C1 – In performing consulting engagements, internal auditors must ensure that the scope of the engagement is sufficient to address the agreed-upon objectives. 2220-5: 2220.C1 – If internal auditors develop reservations about the scope during the engagement, these reservations must be discussed with the client to determine whether to continue with the engagement.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
13.4-a	Internal auditors must identify the most relevant criteria to be used to evaluate the aspects of the activity under review defined in the engagement objectives and scope. Internal auditors must assess the extent to which the board and senior management have established adequate criteria to determine whether the activity under review has accomplished its objectives and goals. If such criteria are adequate, internal auditors must use them for the evaluation. If the criteria are inadequate, internal auditors must identify appropriate criteria through discussion with the board and/or senior management.	2210-5, 2210-6, 2210-7, 2210-8	2210-5: 2210.A3 – Adequate criteria are needed to evaluate governance, risk management, and controls. 2210-6: 2210.A3 – Internal auditors must ascertain the extent to which management and/or the board has established adequate criteria to determine whether objectives and goals have been accomplished. 2210-7: 2210.A3 – If adequate, internal auditors must use such criteria in their evaluation. 2210-8: 2210.A3 – If inadequate, internal auditors must identify appropriate evaluation criteria through discussion with management and/or the board.
13.4-b	For advisory services, the identification of evaluation criteria may not be necessary, depending on the agreement with relevant stakeholders.	Not applicable	New in 2024
13.5	When planning an engagement, internal auditors must identify the types and quantity of resources necessary to achieve the engagement objectives. Internal auditors must consider: • The nature and complexity of the engagement. • The time frame within which the engagement is to be completed. • Whether the available financial, human, and technological resources are appropriate and sufficient to achieve the engagement objectives. If the available resources are inappropriate or insufficient, internal auditors must discuss the concerns with the chief audit executive to obtain the resources.	2200-1, 2230-1, 2230-3	2200-1: Internal auditors must develop and document a plan for each engagement, including the engagement's objectives, scope, timing, and resource allocations. 2230-1: Internal auditors must determine appropriate and sufficient resources to achieve engagement objectives based on an evaluation of the nature and complexity of each engagement, time constraints, and available resources. 2230-3: Sufficient refers to the quantity of resources needed to accomplish the engagement with due professional care

2024 reference	Standards (2024)	2017 reference	Standards (2017)
13.6	Internal auditors must develop and document an engagement work program to achieve the engagement objectives. The engagement work program must be based on the information obtained during engagement planning, including, when applicable, the results of the engagement risk assessment. The engagement work program must identify: • Criteria to be used to evaluate each objective. • Tasks to achieve the engagement objectives. • Methodologies, including the analytical procedures to be used, and tools to perform the tasks. • Internal auditors assigned to perform each task. The chief audit executive must review and approve the engagement work program before it is implemented and promptly when any subsequent changes are made.	2220-6, 2240-2, 2240-3	2220-6: 2220.C2 – During consulting engagements, internal auditors must address controls consistent with the engagement’s objectives and be alert to significant control issues. 2240-2: 2240.A1 – Work programs must include the procedures for identifying, analyzing, evaluating, and documenting information during the engagement. 2240-3: 2240.A1 – The work program must be approved prior to its implementation, and any adjustments approved promptly.
14.1	To perform analyses and evaluations, internal auditors must gather information that is: • Relevant – consistent with engagement objectives, within the scope of the engagement, and contributes to the development of engagement results. • Reliable – factual and current. Internal auditors use professional skepticism to evaluate whether information is reliable. Reliability is strengthened when the information is: – Obtained directly by an internal auditor or from an independent source. – Corroborated. – Gathered from a system with effective governance, risk management, and control processes.	2310-1, 2310-2, 2310-3, 2310-4	2310-1: Internal auditors must identify sufficient, reliable, relevant, and useful information to achieve the engagement’s objectives. 2310-2: Sufficient information is factual, adequate, and convincing so that a prudent, informed person would reach the same conclusions as the auditor. 2310-3: Reliable information is the best attainable information through the use of appropriate engagement techniques. 2310-4: Relevant information supports engagement observations and recommendations and is consistent with the objectives for the engagement.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
	• Sufficient – when it enables internal auditors to perform analyses and complete evaluations and can enable a prudent, informed, and competent person to repeat the engagement work program and reach the same conclusions as the internal auditor. Internal auditors must evaluate whether the information is relevant and reliable and whether it is sufficient such that analyses provide a reasonable basis upon which to formulate potential engagement findings and conclusions. (See also Standard 14.2 Analyses and Potential Engagement Findings.) Internal auditors must determine whether to gather additional information for analyses and evaluation when evidence is not relevant, reliable, or sufficient to support engagement findings. If relevant evidence cannot be obtained, internal auditors must determine whether to identify that as a finding.		
14.2-a	Internal auditors must analyze relevant, reliable, and sufficient information to develop potential engagement findings. Internal auditors must analyze information to determine whether there is a difference between the evaluation criteria and the existing state of the activity under review, known as the “condition.” (See also Standard 13.4 Evaluation Criteria.) Internal auditors must determine the condition by using information and evidence gathered during the engagement. A difference between the criteria and the condition indicates a potential engagement finding that must be noted and further evaluated. If initial analyses do not provide sufficient evidence to support a potential engagement finding, internal auditors must exercise due professional care to determine whether additional analyses are required.	2320, 2410-4	2320: Internal auditors must base conclusions and engagement results on appropriate analyses and evaluations. 2410-4: 2410.A1 – An opinion must take into account the expectations of senior management, the board, and other stakeholders and must be supported by sufficient, reliable, relevant, and useful information.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
14.2-a	If additional analyses are required, the work program must be adjusted accordingly and approved by the chief audit executive. If internal auditors determine that no additional analyses are required and there is no difference between the criteria and the condition, the internal auditors must provide assurance in the engagement conclusion regarding the effectiveness of the activity's governance, risk management, and control processes.		
14.2-b	For advisory services, gathering evidence to develop findings may not be necessary, depending on the agreement with relevant stakeholders.	Not applicable	New in 2024
14.3	Internal auditors must evaluate each potential engagement finding to determine its significance. When evaluating potential engagement findings, internal auditors must collaborate with management to identify the root causes when possible, determine the potential effects, and evaluate the significance of the issue. To determine the significance of the risk, internal auditors must consider the likelihood of the risk occurring and the impact the risk may have on the organization's governance, risk management, or control processes. If internal auditors determine that the organization is exposed to a significant risk, it must be documented and communicated as a finding. Internal auditors must determine whether to report other risks as findings, based on the circumstances and established methodologies. Internal auditors must prioritize each engagement finding based on its significance, using methodologies established by the chief audit executive.	2320, 2410-4, 2440-10	2320: Internal auditors must base conclusions and engagement results on appropriate analyses and evaluations. 2410-4: 2410.A1 – An opinion must take into account the expectations of senior management, the board, and other stakeholders and must be supported by sufficient, reliable, relevant, and useful information. 2440-10: 2410.C1 – Communication of the progress and results of consulting engagements will vary in form and content depending upon the nature of the engagement and the needs of the client.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
14.4-a	Internal auditors must determine whether to develop recommendations, request action plans from management, or collaborate with management to agree on actions to: • Resolve the differences between the established criteria and the existing condition. • Mitigate identified risks to an acceptable level. • Address the root cause of the finding. • Enhance or improve the activity under review. When developing recommendations, internal auditors must discuss the recommendations with the management of the activity under review.	2110-(1-6), 2120-1, 2130-1, 2320	2110-(1-6): The internal audit activity must assess and make appropriate recommendations to improve the organization's governance processes for: • Making strategic and operational decisions. • Overseeing risk management and control. • Promoting appropriate ethics and values within the organization. • Ensuring effective organizational performance management and accountability. • Communicating risk and control information to appropriate areas of the organization. • Coordinating the activities of, and communicating information among, the board, external and internal auditors, other assurance providers, and management. 2120-1: The internal audit activity must evaluate the effectiveness and contribute to the improvement of risk management processes. 2130-1: The internal audit activity must assist the organization in maintaining effective controls by evaluating their effectiveness and efficiency and by promoting continuous improvement. 2320: Internal auditors must base conclusions and engagement results on appropriate analyses and evaluations.
14.4-b	If internal auditors and management disagree about the engagement recommendations and/or action plans, internal auditors must follow an established methodology to allow both parties to express their positions and rationale and to determine a resolution. (See also Standard 9.3 Methodologies.)	Not applicable	New in 2024

2024 reference	Standards (2024)	2017 reference	Standards (2017)
14.5	Internal auditors must develop an engagement conclusion that summarizes the engagement results relative to the engagement objectives and management's objectives. The engagement conclusion must summarize the internal auditors' professional judgment about the overall significance of the aggregated engagement findings. Assurance engagement conclusions must include the internal auditors' judgment regarding the effectiveness of the governance, risk management, and/or control processes of the activity under review, including an acknowledgment of when processes are effective.	2320, 2410-3, 2410-5, 2410-6, 2410-7, 2410-8	2320: Internal auditors must base conclusions and engagement results on appropriate analyses and evaluations. 2410-3: 2410.A1 – Where appropriate, the internal auditors' opinion should be provided. 2410-5: Opinions at the engagement level may be ratings, conclusions, or other descriptions of the results. 2410-6: Such an engagement may be in relation to controls around a specific process, risk, or business unit. 2410-7: The formulation of such opinions requires consideration of the engagement results and their significance. 2410-8: 2410.A2 – Internal auditors are encouraged to acknowledge satisfactory performance in engagement communications.
14.6	Internal auditors must document information and evidence to support the engagement results. The analyses, evaluations, and supporting information relevant to an engagement must be documented such that an informed, prudent internal auditor, or similarly informed and competent person, could repeat the work and derive the same engagement results. Internal auditors and the engagement supervisor must review the engagement documentation for accuracy, relevance, and completeness. The chief audit executive must review and approve the engagement documentation. Internal auditors must retain engagement documentation according to relevant laws and/or regulations as well as policies and procedures of the internal audit function and the organization.	2330-1, 2330-5	2330-1: Internal auditors must document sufficient, reliable, relevant, and useful information to support the engagement results and conclusions. 2330-5: 2330.A2 – These retention requirements must be consistent with the organization's guidelines and any pertinent regulatory or other requirements.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
15.1-a	For each engagement, internal auditors must develop a final communication that includes the engagement's objectives, scope, recommendations and/or action plans if applicable, and conclusions. The final communication for assurance engagements also must include: • The findings and their significance and prioritization. • An explanation of scope limitations, if any. • A conclusion regarding the effectiveness of the governance, risk management, and control processes of the activity reviewed. The final communication must be accurate, objective, clear, concise, constructive, complete, and timely, as described in Standard 11.2 Effective Communication. If the engagement is not conducted in conformance with the Standards, the final engagement communication must disclose the following details about the nonconformance: • Standard(s) with which conformance was not achieved. • Reason(s) for nonconformance. • Impact of nonconformance on the engagement findings and conclusions.	2400, 2410-1, 2410-2, 2410-3, 2420-1, 2431-1, 2431-2, 2431-3, 2440-4, 2440-8	2400: Internal auditors must communicate the results of engagements. 2410-1: Communications must include the engagement's objectives, scope, and results. 2410-2: 2410.A1 – Final communication of engagement results must include applicable conclusions, as well as applicable recommendations and/or action plans. 2410-3: 2410.A1 – Where appropriate, the internal auditors' opinion should be provided. 2420-1: Communications must be accurate, objective, clear, concise, constructive, complete, and timely. 2431-1: When nonconformance with the Code of Ethics or the Standards impacts a specific engagement, communication of the results must disclose the: • Principle(s) or rule(s) of conduct of the Code of Ethics or the standard(s) with which full conformance was not achieved. 2431-2: When nonconformance with the Code of Ethics or the Standards impacts a specific engagement, communication of the results must disclose the: • Reason(s) for nonconformance. 2431-3: When nonconformance with the Code of Ethics or the Standards impacts a specific engagement, communication of the results must disclose the: • Impact of nonconformance on the engagement and the communicated engagement results. 2440-4: 2440.A1 – The chief audit executive is responsible for communicating the final results to parties who can ensure that the results are given due consideration. 2440-8: 2440.C1 – The chief audit executive is responsible for communicating the final results of consulting engagements to clients.

2024 reference	Standards (2024)	2017 reference	Standards (2017)
15.1-b	The final communication must specify the individuals responsible for addressing the findings and the planned date by which the actions should be completed. When internal auditors become aware that management has initiated or completed actions to address a finding before the final communication, the actions must be acknowledged in the communication. Internal auditors must ensure the final communication is reviewed and approved by the chief audit executive before it is issued.	Not applicable	New in 2024
15.2	Internal auditors must confirm that management has implemented internal auditors' recommendations or management's action plans following an established methodology, which includes: • Inquiring about progress on the implementation. • Performing follow-up assessments using a risk-based approach. • Updating the status of management's actions in a tracking system. The extent of these procedures must consider the significance of the finding. If management has not progressed in implementing the actions according to the established completion dates, internal auditors must obtain and document an explanation from management and discuss the issue with the chief audit executive. The chief audit executive is responsible for determining whether senior management, by delay or inaction, has accepted a risk that exceeds the risk tolerance. (See also Standard 11.5 Communicating the Acceptance of Risks.)	2500-1, 2500-2, 2600-1	2500-1: The chief audit executive must establish and maintain a system to monitor the disposition of results communicated to management. 2500-2: 2500.A1 – The chief audit executive must establish a follow-up process to monitor and ensure that management actions have been effectively implemented or that senior management has accepted the risk of not taking action. 2600-1: When the chief audit executive concludes that management has accepted a level of risk that may be unacceptable to the organization, the chief audit executive must discuss the matter with senior management.



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1035 Greenwood Blvd., Suite 401 | Lake Mary, FL 32746 USA | theiia.org