



COVID-19: THE INITIAL IMPACT ON INTERNAL AUDIT WORLDWIDE

Survey results from internal auditors in 95 countries – Part 2

Dear Readers,

As the world continues to look for answers to the impacts of COVID-19 globally, we find some good news from internal auditors surveyed by The IIA for this global knowledge brief. Internal auditors are demonstrating leadership, flexibility, and relevance as a global profession deeply intertwined in the economy.

Our surveys of internal auditors worldwide first resulted in a Part 1 report on responses to issues faced by organizations. This report focuses on issues faced by internal audit.

Overall, the results remind us that challenges and opportunities presented by the pandemic require all of the key partners in organizational governance — the governing body, management and risk management, internal audit, and external providers of assurance — to collaborate intelligently, not only to maintain routine operational processes under radically altered circumstances, but to imagine new ways to be resilient and successful.

Our surveys of 1,572 internal auditors from 95 countries, which focused on internal audit reactions, confirmed the true global nature of the crisis — that it is affecting every country and every internal audit function, and that internal audit is diving into the disruption caused by the pandemic to find success.

Convergence across various disciplines, evident within organizations today, is creating opportunities for internal audit to strategically partner with management and the governing body, especially with committees of the board. Internal audit offers unique skills and perspectives to analyze control environments and offer solutions involving substantial issues, including governance over new technology, succession planning, business continuity, liquidity reserves, disclosures, supply chains, human capital, stress testing, and fraud, to name a few. Internal audit also can identify and promote new protocols required for today's virtual workforce and global economy.

COVID-19 presents the most rigorous test of organizational continuity and sustainability in our living memory. By identifying changes to the risk landscape and the need for corresponding changes to risk responses, internal audit can exhibit leadership that supports the organization's efforts to move forward.

Internal auditors also can bring new value to their organizations by weighing how the pandemic is affecting the organization's operating model, demonstrating how audit insights can help, and providing assurance over strategies to remain relevant.

The shared experience responding to a global crisis brings internal auditors even closer together, and I am proud to lead this organization of professionals in a harmonized response.

Sincerely,

Jenitha

Jenitha John, CIA, QIAL
Chair of the Global Board
The Institute of Internal Auditors



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EXECUTIVE SUMMARY

Three surveys of 1,572 internal auditors in 95 countries offer rare insight into the impact of COVID-19 on internal audit worldwide. Some common themes among internal auditors globally are canceled audits, reduced staff, assignments of non-audit work, updated audit plans, and an increased focus on health and safety.

Although there are differences in the degree of impact to budget and staffing among regions, there is notable similarity in the professional response to risk assessment and audit planning. These findings demonstrate the remarkable level of harmonization among internal auditors responding to COVID-19, providing key benchmarks for venturing into the new normal.

IIA affiliates helped to distribute the survey to their members, resulting in confirmation that internal audit is truly a global profession, affected by the pandemic in every corner of the world, yet showing flexibility and agility. Key findings include:

- **Almost 4 in 10 internal audit functions experienced initial budget decreases** due to COVID-19. Budget reductions were most widespread in the regions of Asia Pacific and Latin America and the Caribbean (Exhibit 2).
- **About 2 in 10 experienced internal audit staffing/outsourcing cutbacks** due to COVID-19. This indicates there were consistent efforts initially to retain staff despite budget decreases (Exhibit 3).
- **Staffing decreases were almost three times more likely** to be described as temporary than permanent (Exhibit 4).
- **Those in consumer-facing industries, such as retail, food, and travel,** saw double the occurrence of staffing/outsourcing reductions compared to the average of all industries (43% versus 22%) (Exhibit 5).
- **More than a quarter of respondents did not agree that organizations** were appropriately involving internal audit in discussions about COVID-19 risk (Exhibit 6).
- **About 6 in 10 said their functions updated audit plans,** identified emerging risks, and reviewed risk assessments due to COVID-19. Fewer recommended remediation plans, with the highest average in Africa (41%) and the lowest in Europe (17%) (Exhibit 7).
- **About 5 in 10 canceled audit engagements** and 4 in 10 added new engagements (Exhibit 8).
- **In response to COVID-19, almost one quarter redirected audit staff** to do non-audit work (Exhibit 9).
- **Worldwide, audit focus increased the most for health and safety,** but North America and Europe were well below the global average (Exhibit 10 and Exhibit 10.1).

More detailed graphs for each IIA global region are provide in the appendices of this report.

INTRODUCTION

Internal audit adapting to COVID-19 challenges

This report focuses on how COVID-19 initially affected internal audit functions worldwide after a global pandemic was declared on March 11, 2020. It brings together the results from the following surveys:

- A global survey conducted from April 28 to May 22, 2020 with 1,171 responses.
- North American surveys of chief audit executives and directors on April 9 to 13, 2020 (401 responses), used for the majority of this report, and March 19 to 23, 2020 (170 responses). Exhibits note which North American survey was used.

Global Participation

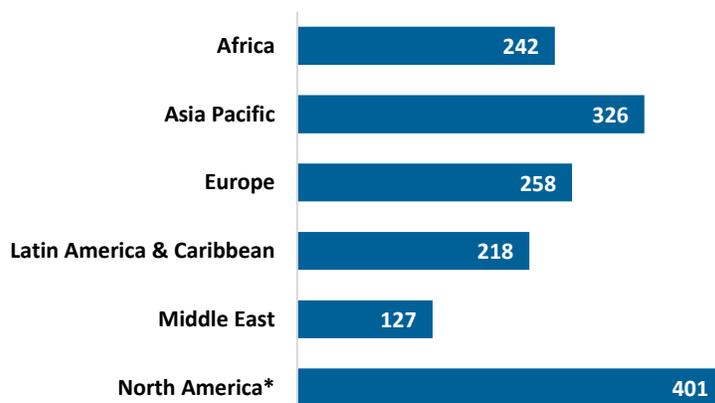
95 countries

1,572 respondents

Comprehensive breakdowns of responses by IIA region are included as appendices. Appendix E, for example, not only reveals organization sizes and industry groups in the Middle East, but details specific budget changes made, steps taken to adjust audit plans, changes in audit focus, and more.

Please note that totals may not equal 100% in some graphs due to rounding. Readers should keep in mind that results from different countries have a unique context in terms of survey date and the status of COVID-19 in the country at the time. Response rates by country are in the Demographics section (Exhibit 16).

Exhibit 1: Regional Response Rate



Note: Q14: What is your independent state/country/dependency/area of sovereignty? *The survey for North America was conducted April 9 to 13, 2020 ($n = 401$). The survey for all other global regions was conducted April 28 to May 22, 2020 ($n = 1,171$). COVID-19 was declared a global pandemic on March 11, 2020.

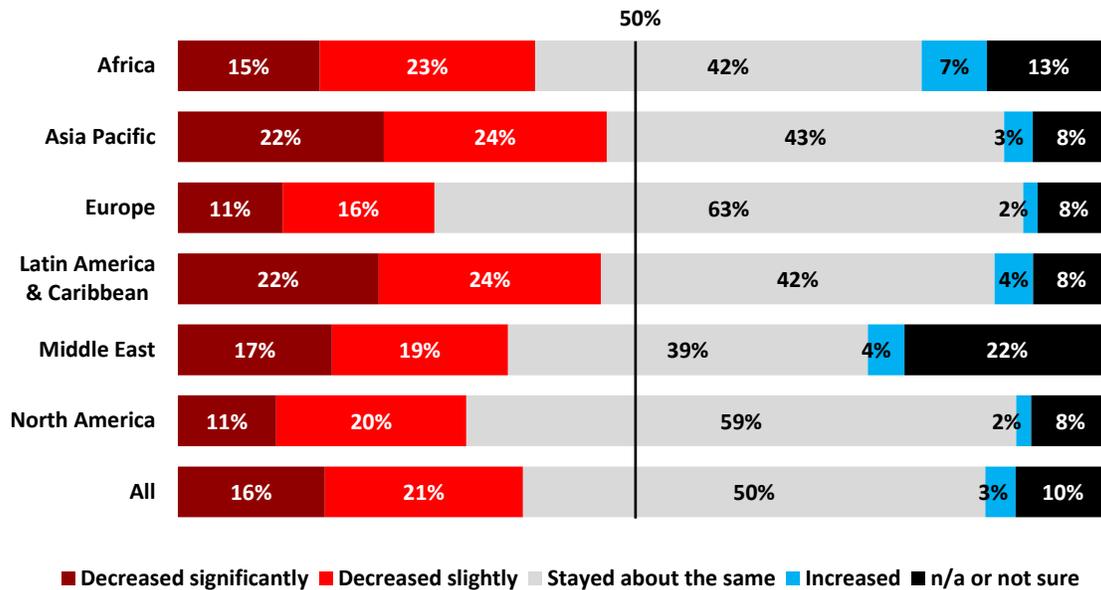
BUDGET IMPACT

Many functions saw budgets decrease

Asia Pacific and Latin America and Caribbean led in budget decreases

Almost 4 out of 10 internal audit functions experienced initial budget cuts as a result of the pandemic. The highest percentage of functions with budget decreases were reported from Asia Pacific and Latin America and Caribbean (46% for each). Europe and North America reported the lowest percentage of functions with budget reductions (about 30%). In the Middle East, a noticeably high percentage were unsure about COVID-19 budget changes (Exhibit 2).

Exhibit 2: Internal Audit Budget Changes Due to COVID-19 in the Short-term - All



Note: Q8: How has your internal audit budget changed in the short term as a result of COVID-19? The survey for North America was conducted April 9 to 13, 2020 ($n = 401$). The survey for all other global regions was conducted April 28 to May 22, 2020 ($n = 1,171$). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

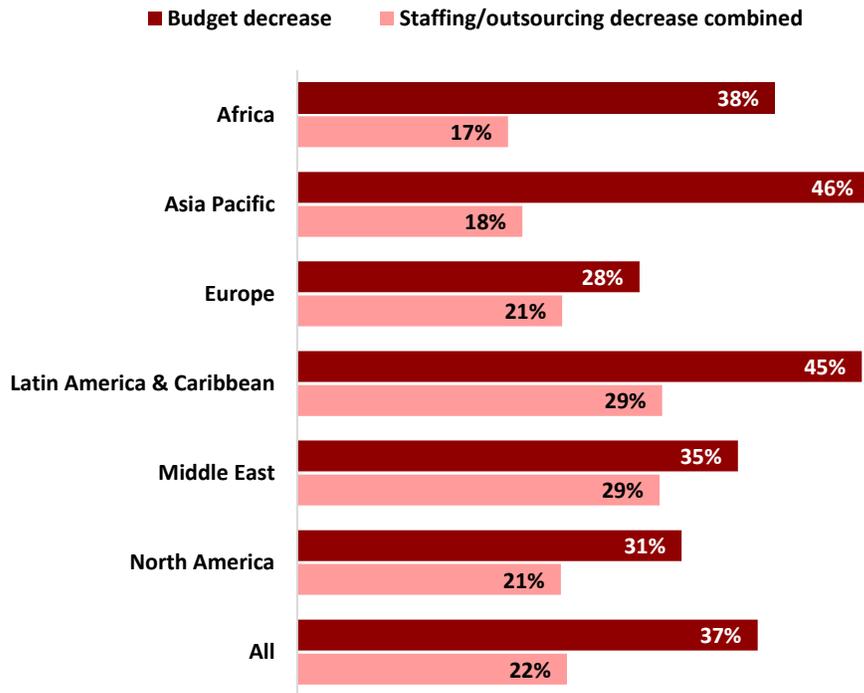
RESOURCE IMPACTS

Budget decreases more common than staffing cuts

About 2 in 10 reported staffing decreases

A comparison of budget decreases with staffing/outsourcing decreases showed that fewer internal audit functions reported reductions in staffing (22%) compared to budget (37%). For most regions, staffing decreases were notably lower than budget decreases (with differences up to 28 percentage points). However, in Europe and the Middle East, the differences between budget and staffing decreases were smaller — 7 percentage points or less (Exhibit 3).

Exhibit 3: Budget Decrease Compared to Staffing/Outsourcing Decrease - All



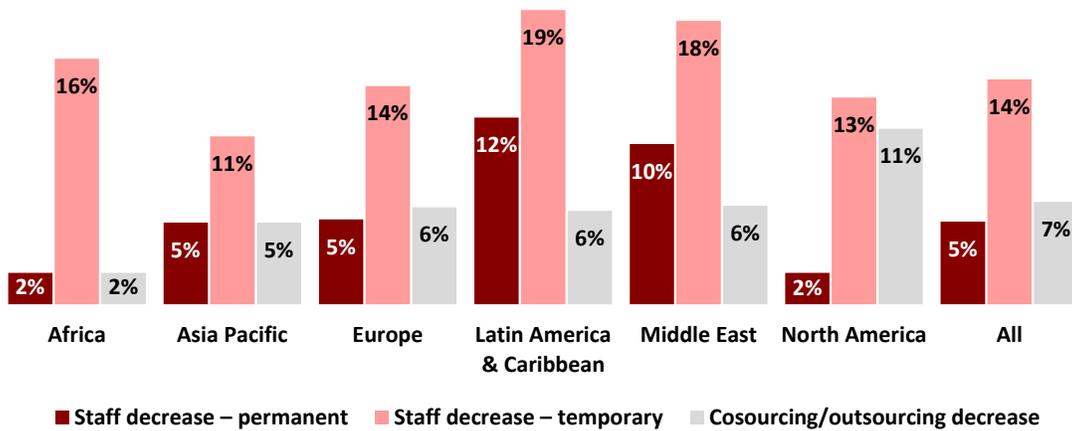
Note: Q8: How has your internal audit budget changed in the short term as a result of COVID-19? The budget decrease percentage includes permanent and temporary. Q7: How has your internal audit staffing changed as a result of COVID-19? Choose all that apply. The staffing decrease percentage includes all who chose staff decrease permanent, staff decrease temporary, or cosourcing/outsourcing decrease. The survey for North America was conducted April 9 to 13, 2020 (n = 401). The survey for all other global regions was conducted April 28 to May 22, 2020 (n = 1,171). COVID-19 was declared a global pandemic on March 11, 2020.

Staffing vs. outsourcing reductions

For all regions, staffing decreases in internal audit functions were more likely to be described as temporary than permanent. Permanent staffing decreases averaged 5%, compared to 14% for temporary staffing decreases.

The global average for outsourcing reductions was 7%. In Latin America and the Middle East, outsourcing reductions were lower than staffing reductions. However, in Africa, Asia Pacific, and Europe, they were about equal. North America was the only region where outsourcing reductions were notably higher than permanent staffing reductions (Exhibit 4).

Exhibit 4: Internal Audit Functions with Staffing Decreases* Due to COVID-19

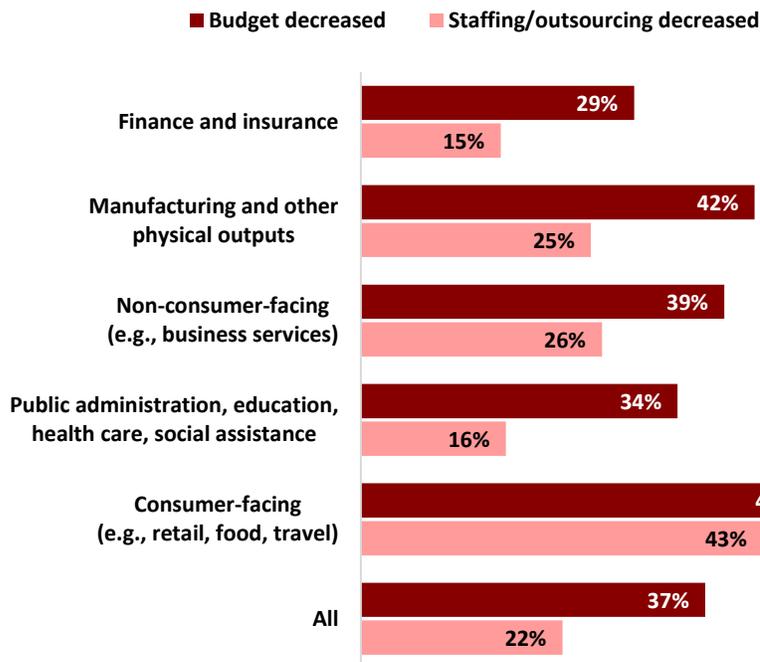


Note: Q7: How has your internal audit staffing changed as a result of COVID-19? Choose all that apply. The survey for North America was conducted April 9 to 13, 2020 ($n = 401$). The survey for all other global regions was conducted April 28 to May 22, 2020 ($n = 1,171$). COVID-19 was declared a global pandemic on March 11, 2020. *Please note that respondents could select all options that apply.

Consumer-facing sector had the most staffing/outsourcing decreases

Compared to all other industries, consumer-facing businesses (retail, food, and travel) reported nearly twice as many staffing/outsourcing decreases (43% compared to 22% across all industries). For other industry sectors, staffing/outsourcing reductions ranged from 15% to 26%, and were consistently lower than the budget cuts reported in each industry (Exhibit 5).

Exhibit 5: Budget Decrease Compared to Staffing/Outsourcing Decrease - All (Compared by Industry Group)



Note: Q8: How has your internal audit budget changed in the short term as a result of COVID-19? The budget decrease percentage includes permanent and temporary. Q7: How has your internal audit staffing changed as a result of COVID-19? Choose all that apply. The staffing decrease percentage includes all who chose staff decrease permanent, staff decrease temporary, or cosourcing/outsourcing decrease. The survey for North America was conducted April 9 to 13, 2020 ($n = 401$). The survey for all other global regions was conducted April 28 to May 22, 2020 ($n = 1,171$). COVID-19 was declared a global pandemic on March 11, 2020.

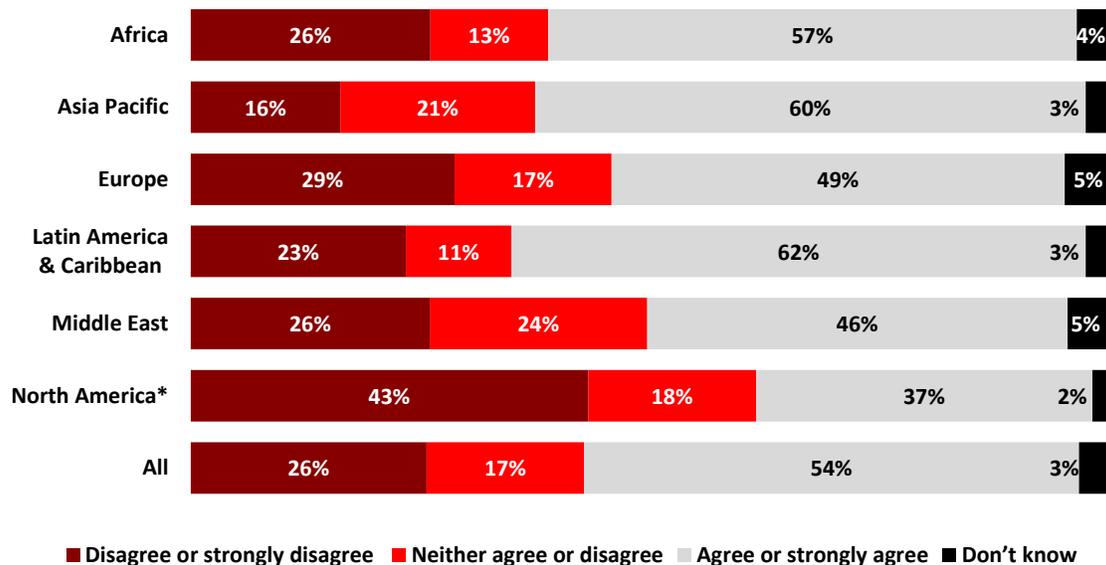
INTERNAL AUDIT PARTICIPATION

Internal audit’s role in the response to COVID-19

Many said internal audit was left out of risk discussions

More than a quarter of respondents did not agree with the statement, “The organization is involving internal audit in discussions of risk and potential responses” related to COVID-19 (Exhibit 6). Differences between regions may be related to the status of COVID-19 in the country at the time of the survey. In particular, the North American survey that included this question was administered in March 2020, while surveys in other regions were primarily administered in May 2020. This may account for the higher percentage (43%) of North American respondents disagreeing with the statement at the time of the survey.

Exhibit 6: Opinion on Whether the Organization Involved Internal Audit in Risk/Reponse Discussion for COVID-19 - All



Note: Q11.2: Indicate your level of agreement with this statement: The organization is involving internal audit in discussion of risk and potential responses. Q7.6 (North America only): The organization involved internal audit in a timely manner in discussions of risk and potential responses. The survey for North America was conducted March 19 to 23, 2020 (n = 148). The survey for all other global regions was conducted April 28 to May 22, 2020 (n = 1,171). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding. *As described earlier in this note, the wording of the question for the North America survey was different than for the global survey.

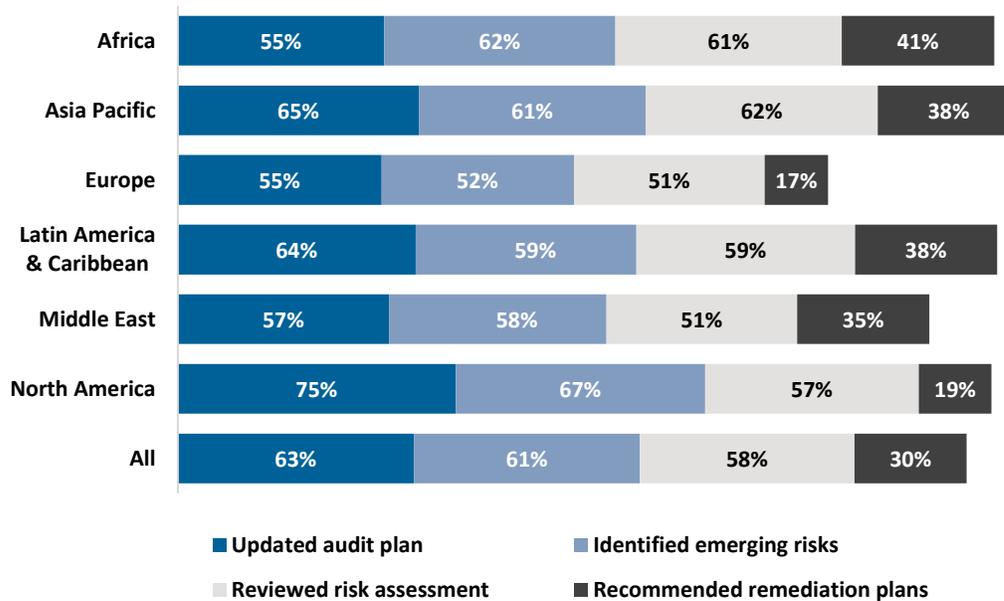
RESPONDING TO A DYNAMIC RISK

Internal audit broadly reviewed COVID-19 impact

Priorities were updating the audit plan, identifying emerging risks, and reviewing risk assessments

Internal audit leaders indicated that their teams were flexible and agile in their initial response to the dynamic risk environment caused by COVID-19. Well more than half of all functions updated audit plans, reviewed risk assessments, and worked on identifying emerging risks. About one-third of respondents reported recommending remediation plans, with Europe and North America trailing on this action at less than 20% (Exhibit 7). This exhibit shows responses to a “choose all that apply” question.

Exhibit 7: How Internal Audit Functions Have Addressed COVID-19 Risk - All



Note: Q9: How has your internal audit function addressed risk as a result of COVID-19? Choose all that apply. The survey for North America was conducted April 9 to 13, 2020 (n = 401). The survey for all other global regions was conducted April 28 to May 22, 2020 (n = 1,171). COVID-19 was declared a global pandemic on March 11, 2020.

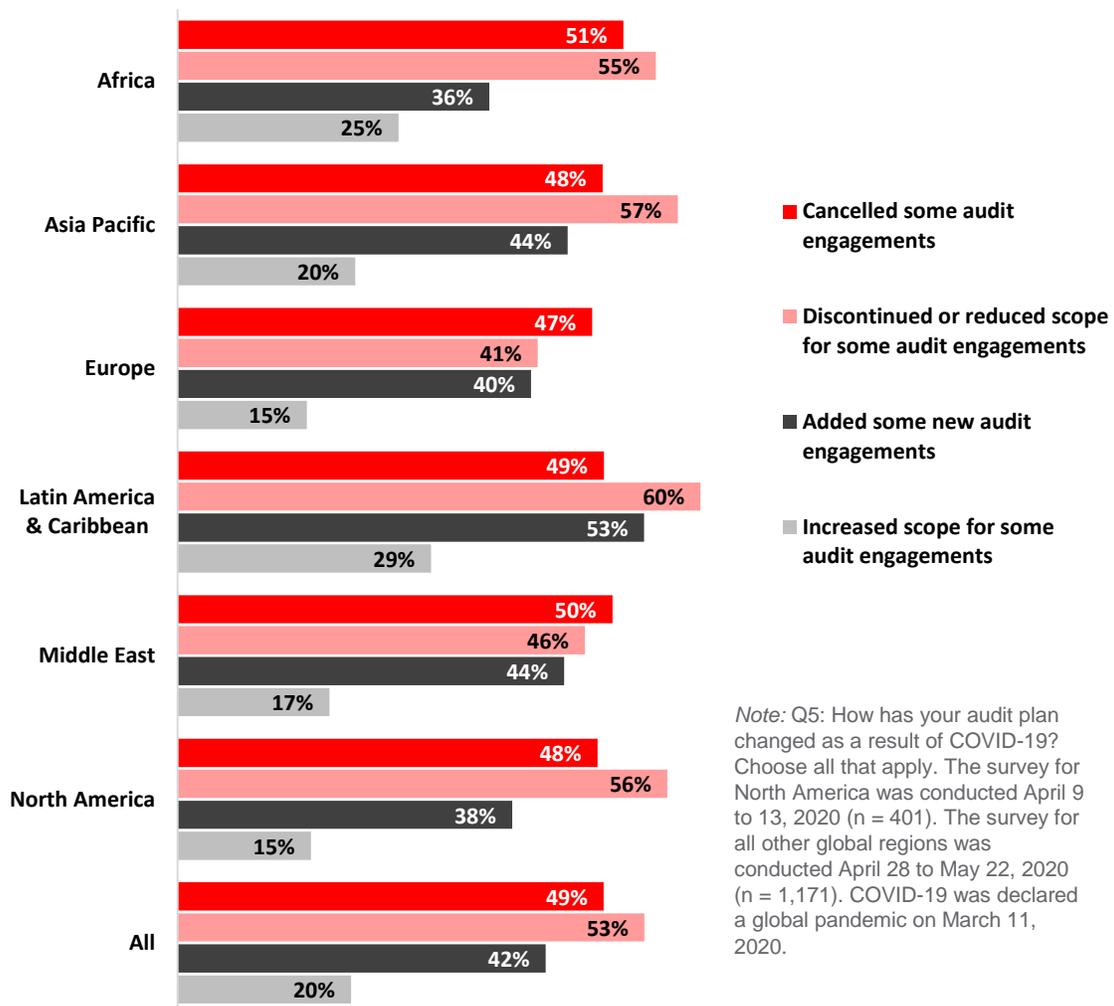
CHANGES TO AUDIT PLANS

COVID-19 forced adjustments to risk responses

About 5 in 10 canceled engagements

Internal auditors adjusted their audit plans in response to COVID-19. About half of all respondents canceled or reduced scope for some audit engagements. At the same time, about 4 in 10 added new engagements in response to the pandemic (Exhibit 8).

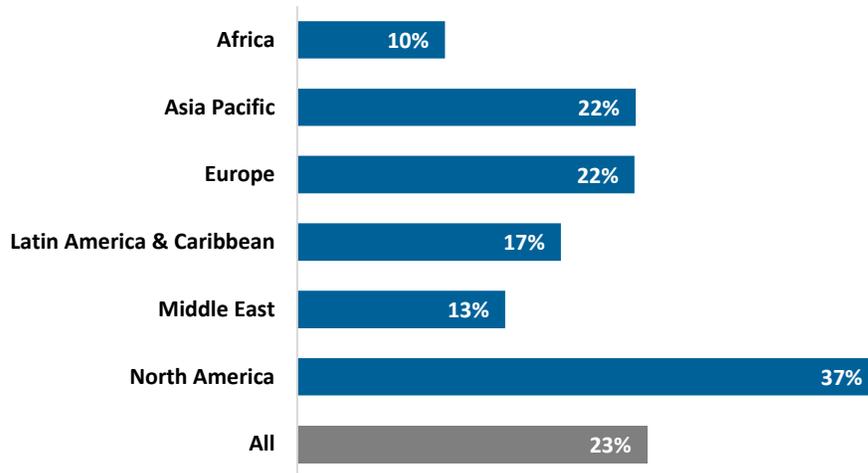
Exhibit 8: Audit Plan Adjustments Due to COVID-19 - All



Some functions performed non-audit work

Nearly one quarter of respondents reported redirecting staff to do non-audit work to support their organizations' response to the pandemic (Exhibit 9).

Exhibit 9: Redirected Audit Staff to Do Non-audit Work - All



Note: Q5: How has your audit plan changed as a result of COVID-19? Topic: Redirected audit staff to do non-audit work. The survey for North America was conducted April 9 to 13, 2020 ($n = 401$). The survey for all other global regions was conducted April 28 to May 22, 2020 ($n = 1,171$). COVID-19 was declared a global pandemic on March 11, 2020.

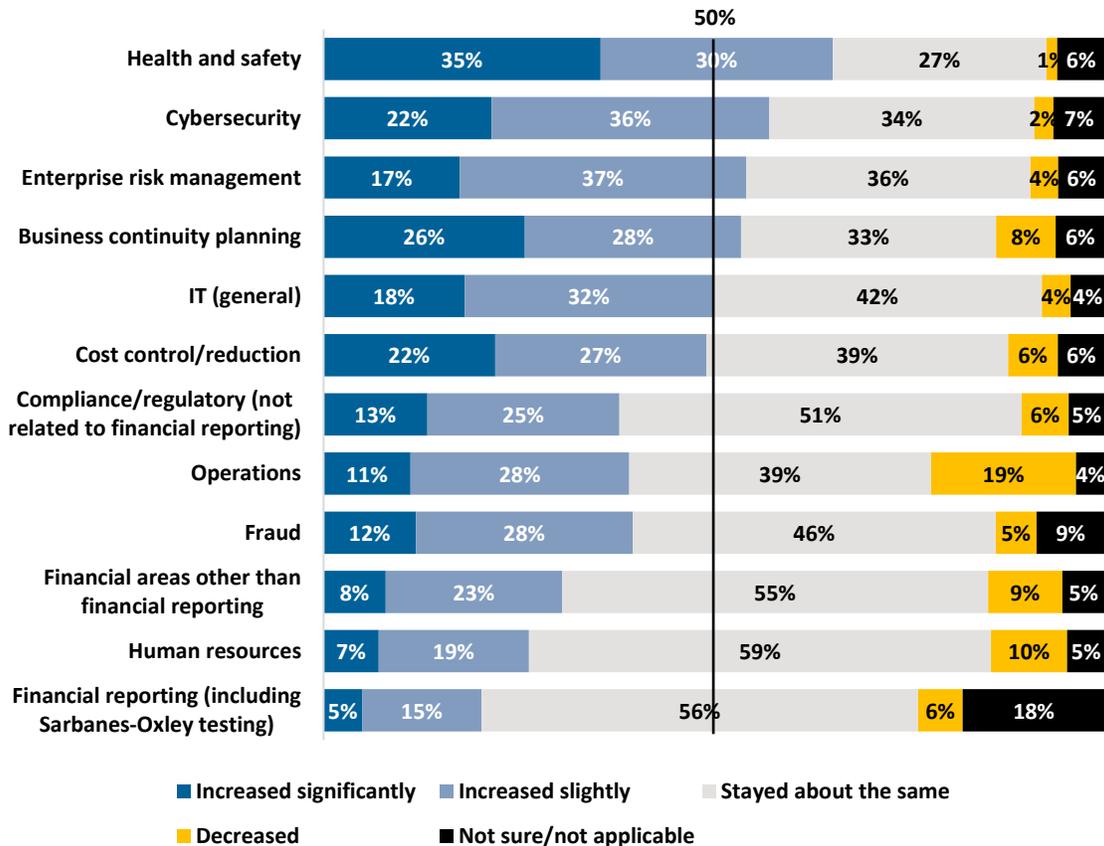
NEW AREAS OF FOCUS

Effort followed risk

Internal audit increased activity in a broad range of areas

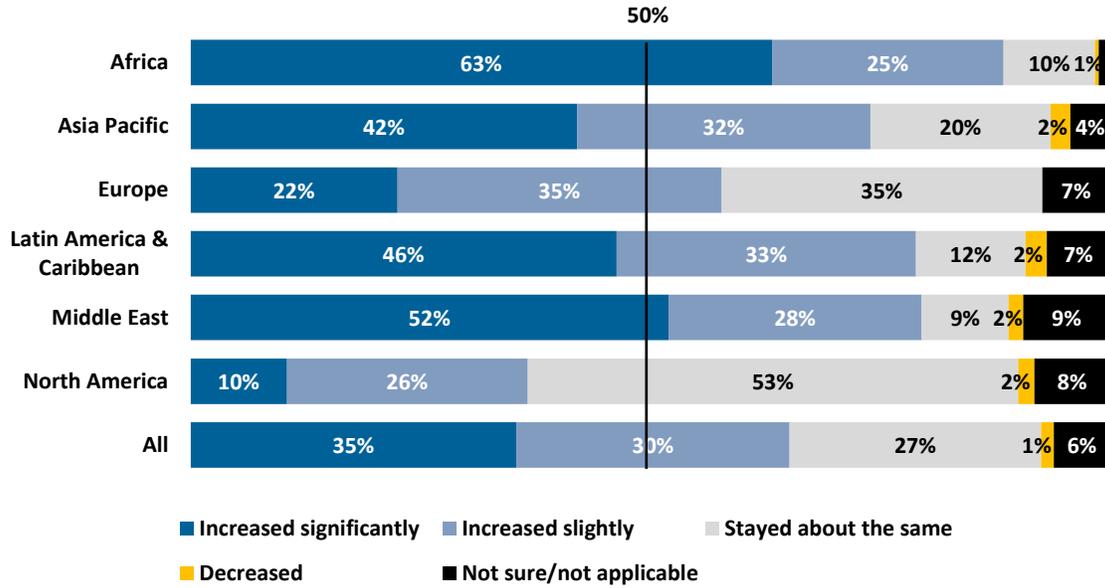
COVID-19 changed audit priorities. Nearly two-thirds of respondents said that internal audit increased its efforts toward health and safety (the category with the largest increase overall). About half of respondents said they spent more time on cybersecurity, enterprise risk management, business continuity planning, IT, and cost control/reduction. Operations was the area with the greatest reduction in audit effort (19%) (Exhibit 10). In the pages that follow, the top six areas of increased focus are compared by region. Health and safety showed the most notable differences, with North America and Europe lagging behind other regions.

Exhibit 10: Changes in Audit Focus Due to COVID-19 - All



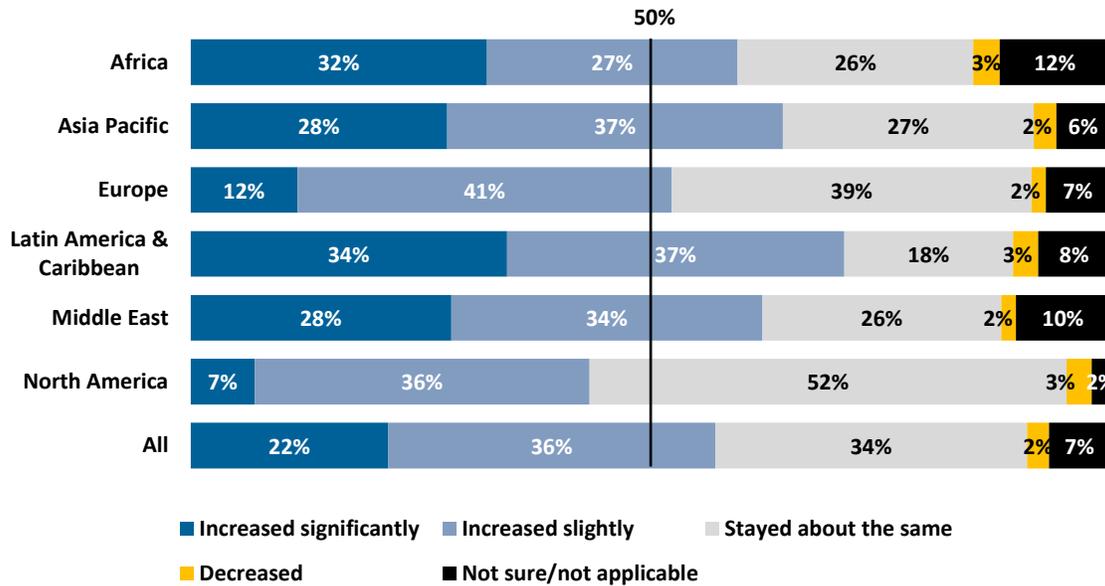
Note: Q10: How has your audit effort in the following areas changed as a result of COVID-19? The survey for North America was conducted April 9 to 13, 2020 (n = 401). The survey for all other global regions was conducted April 28 to May 22, 2020 (n = 1,171). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit 10.1: Audit Effort Change - Health and Safety



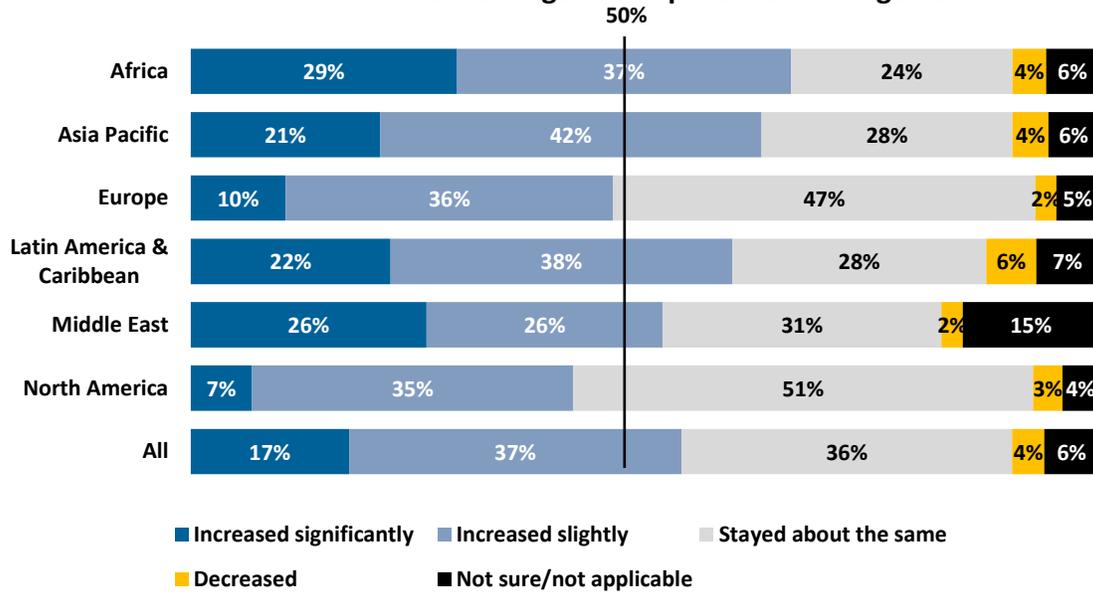
Note: Q10: How has your audit effort in the following areas changed as a result of COVID-19? The survey for North America was conducted April 9 to 13, 2020 (n = 401). The survey for all other global regions was conducted April 28 to May 22, 2020 (n = 1,171). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit 10.2: Audit Effort Change - Cybersecurity



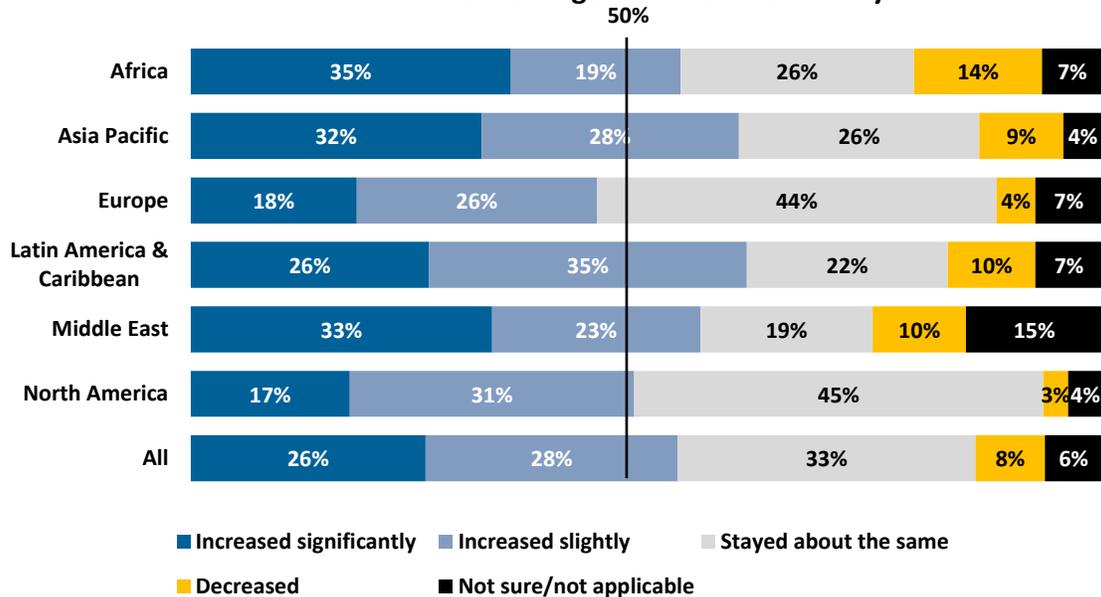
Note: Q10: How has your audit effort in the following areas changed as a result of COVID-19? The survey for North America was conducted April 9 to 13, 2020 (n = 401). The survey for all other global regions was conducted April 28 to May 22, 2020 (n = 1,171). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit 10.3: Audit Effort Change - Enterprise Risk Management



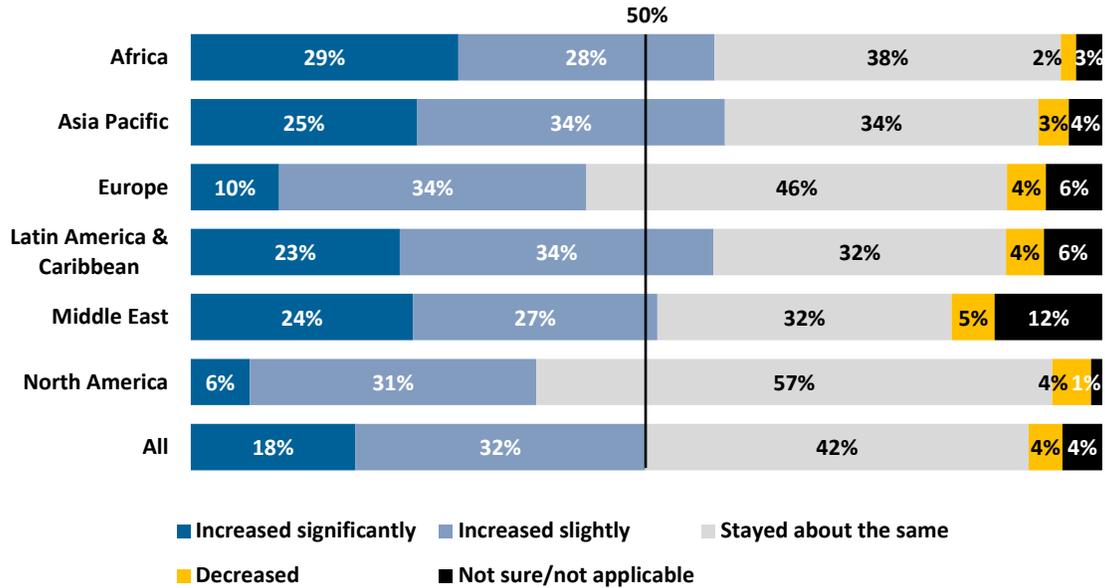
Note: Q10: How has your audit effort in the following areas changed as a result of COVID-19? The survey for North America was conducted April 9 to 13, 2020 (n = 401). The survey for all other global regions was conducted April 28 to May 22, 2020 (n = 1,171). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit 10.4: Audit Effort Change - Business Continuity Plan



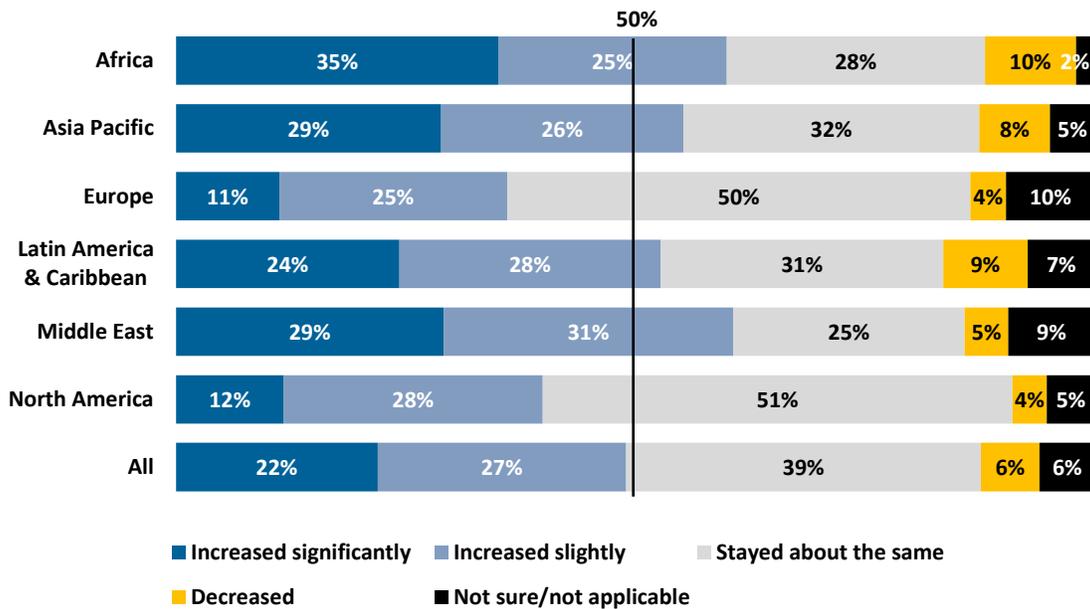
Note: Q10: How has your audit effort in the following areas changed as a result of COVID-19? The survey for North America was conducted April 9 to 13, 2020 (n = 401). The survey for all other global regions was conducted April 28 to May 22, 2020 (n = 1,171). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit 10.5: Audit Effort Change - IT General



Note: Q10: How has your audit effort in the following areas changed as a result of COVID-19? The survey for North America was conducted April 9 to 13, 2020 (n = 401). The survey for all other global regions was conducted April 28 to May 22, 2020 (n = 1,171). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit 10.6: Audit Effort Change - Cost Control/Reduction



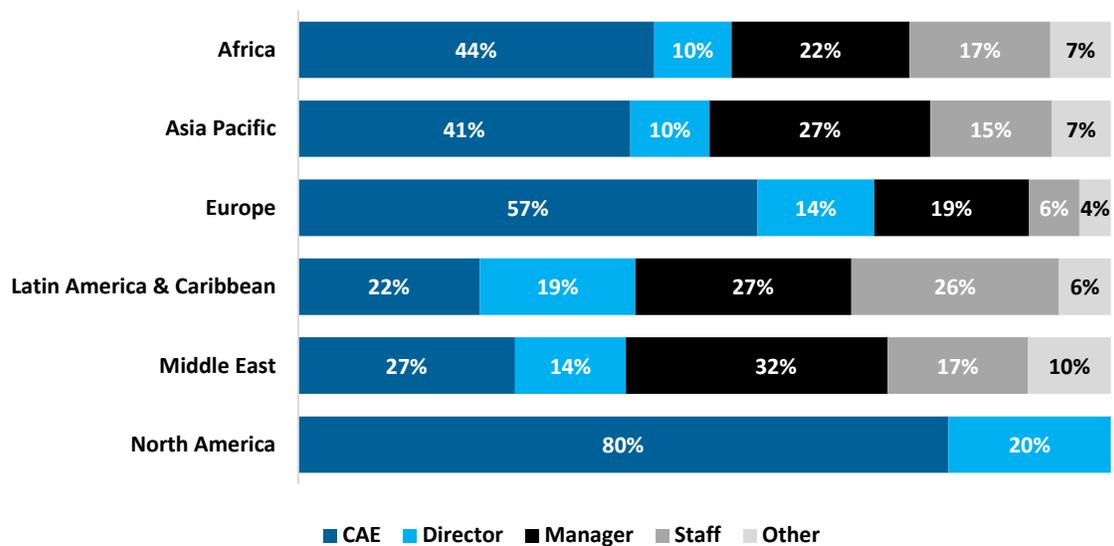
Note: Q10: How has your audit effort in the following areas changed as a result of COVID-19? The survey for North America was conducted April 9 to 13, 2020 (n = 401). The survey for all other global regions was conducted April 28 to May 22, 2020 (n = 1,171). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

DEMOGRAPHICS

Global summaries

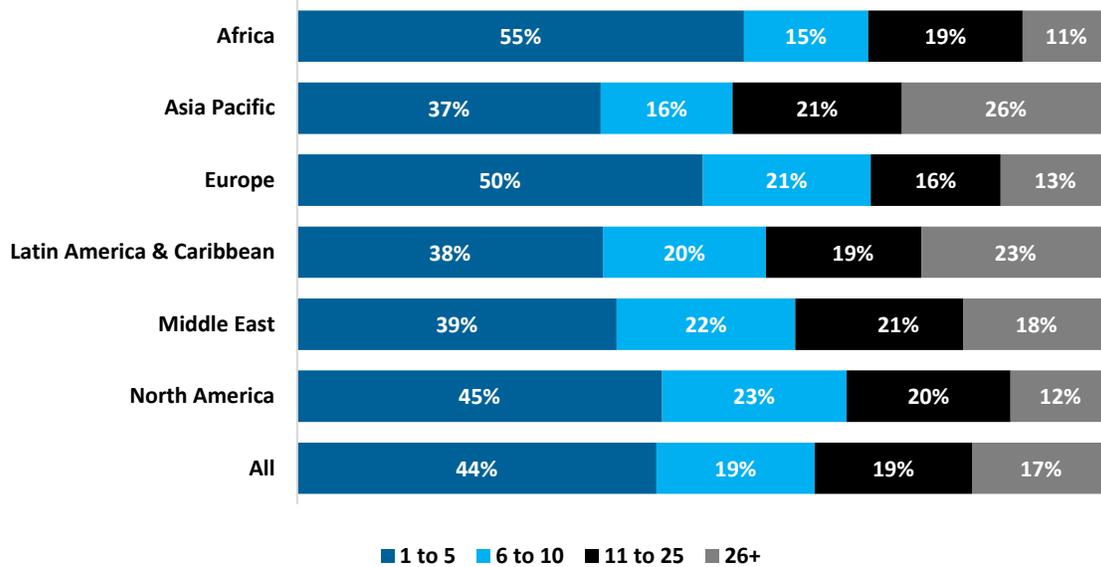
More detailed information about regional demographics is provided in the appendices for each region.

Exhibit 10: Internal Audit Position - All



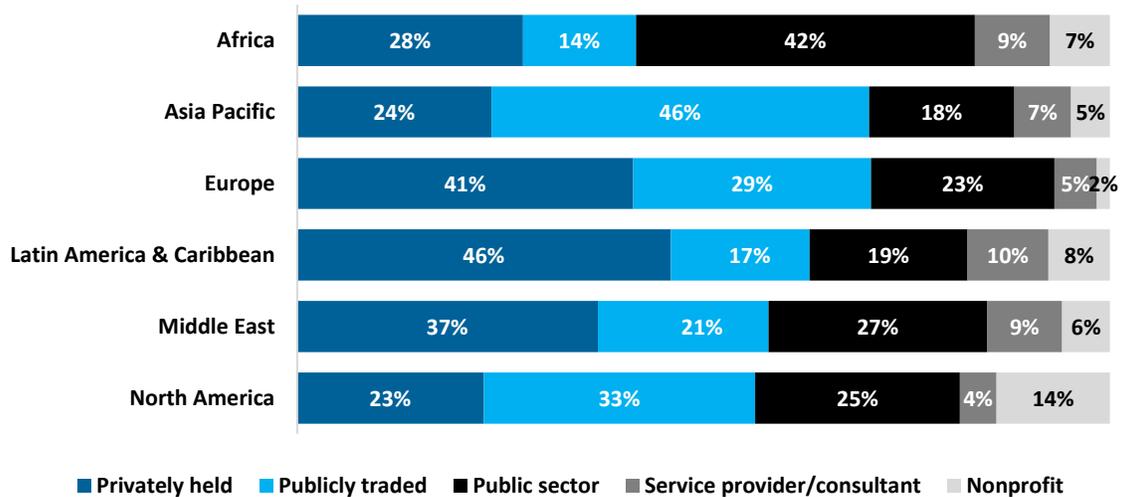
Note: Q16: What is your current internal audit position? CAE = Chief audit executive. The survey for North America was conducted April 9 to 13, 2020 ($n = 401$). The survey for all other global regions was conducted April 28 to May 22, 2020 ($n = 1,171$). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit 12: Internal Audit Function Size



Note: Q17: What is the size of your internal audit function? The survey for North America was conducted April 9 to 13, 2020 (n = 401). The survey for all other global regions was conducted April 28 to May 22, 2020 (n = 1,171). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit 13: Organization Type - All



Note: Q15: Which best describes the organization for which you currently work? The survey for North America was conducted April 9 to 13, 2020 (n = 401). The survey for all other global regions was conducted April 28 to May 22, 2020 (n = 1,131). COVID-19 was declared a global pandemic on March 11, 2020. Respondents who chose "none of the above" were not included in this graphic.

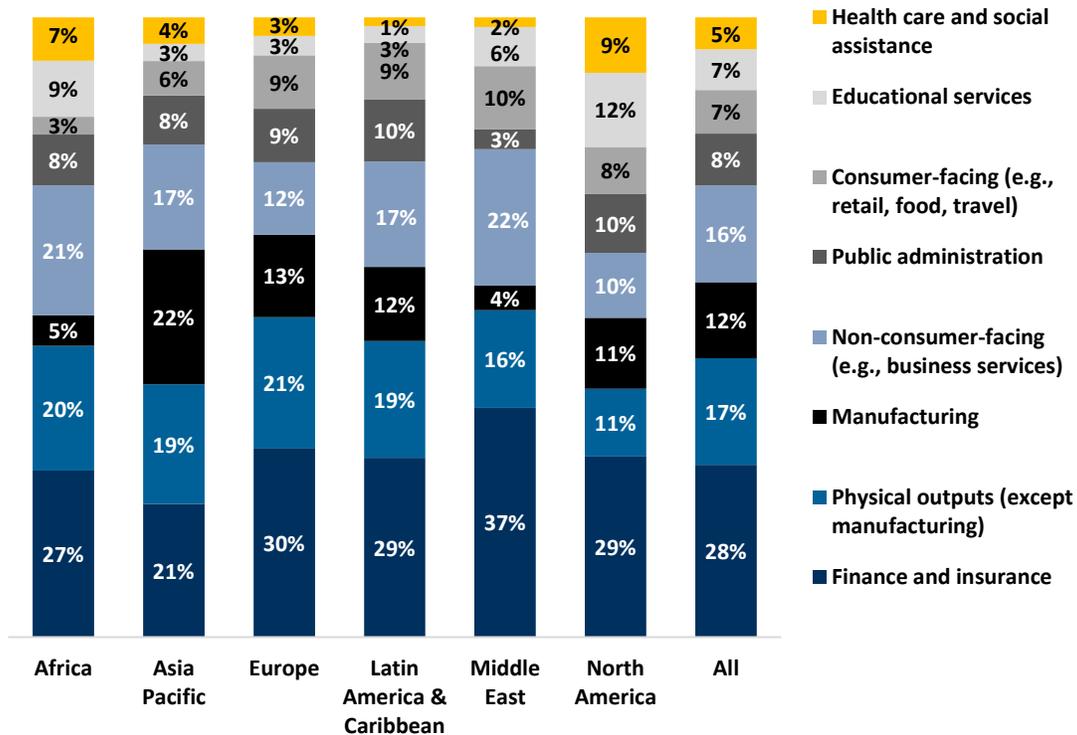
Industry groups

To provide additional context for understanding survey results, industry groups represented in each region are shown in Exhibit 14. The survey used NAICS industry categories, which were combined into groups with similar characteristics. Some industries were kept as stand-alone categories because of their relatively high response rate, i.e., finance and insurance, manufacturing, and public administration. In addition, educational services and health care/social assistance were kept separate because of their unique COVID-19 concerns. The regional appendices at the end of this report feature additional industry breakouts.

Industry breakouts

The appendices at the end of this report provide differences in responses by industry group for each global region.

Exhibit 14: Industry Groups



Note: Q19: What is the primary industry classification of the organization for which you work (or your primary client if you are a service provider)? Industry categories are based on the NAICS ((North American Industry Classification System). Industries were combined into groups with similar characteristics related to COVID-19. The survey for North America was conducted April 9 to 13, 2020 ($n = 401$). The survey for all other global regions was conducted April 28 to May 22, 2020 ($n = 1,171$). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit 15: Industry Groups

Description of Industry Groups

Consumer-facing (e.g., retail, food, travel)

Arts, entertainment, and recreation; retail trade; accommodation and food services

Educational services

Finance and insurance

Health care and social assistance

Manufacturing

Non-consumer-facing (e.g., business services)

Other services (except public administration); professional, scientific, and technical services; real estate, rental and leasing; information; wholesale trade; management of companies and enterprises; administrative, support, waste management, and remediation services

Physical outputs (except manufacturing)

Utilities; mining, quarrying, oil/gas extraction; transportation and warehousing; construction; agriculture, forestry, fishing, and hunting

Public administration

Note: Industry categories are based on the NAICS (North American Industry Classification System) <https://www.naics.com/search-naics-codes-by-industry/>. Some industries received enough responses to be analyzed independently, while other industries were combined into groups with similar characteristics.

Exhibit 16: Response Rate for Region and Country/Dependency (Total: 1,572)

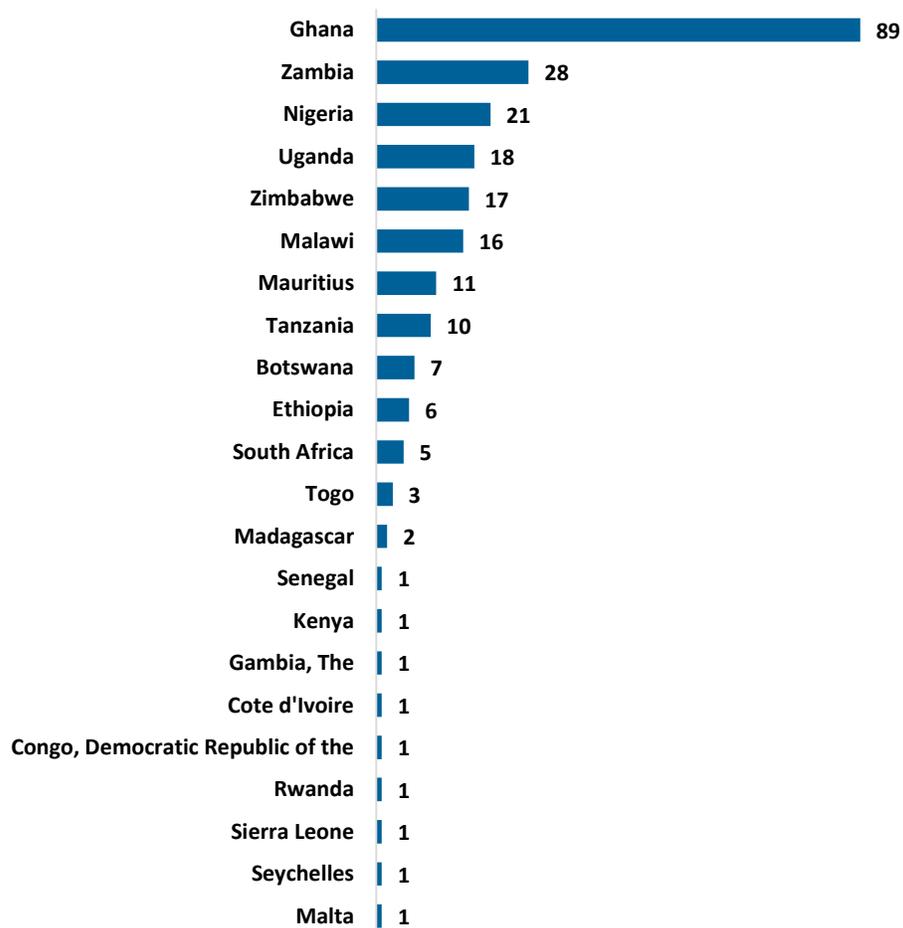
Africa (Total: 242)					
Ghana	89	Tanzania	10	The Gambia	1
Zambia	28	Botswana	7	Cote d'Ivoire	1
Nigeria	21	Ethiopia	6	Democratic Republic of the Congo	1
Uganda	18	South Africa	5	Rwanda	1
Zimbabwe	17	Togo	3	Sierra Leone	1
Malawi	16	Madagascar	2	Seychelles	1
Mauritius	11	Senegal	1	Malta	1
		Kenya	1		
Asia Pacific (Total: 326)					
Indonesia	96	Malaysia	15	New Zealand	3
China, Taiwan	59	Sri Lanka	14	Bhutan	1
Philippines	56	South Korea	12	Hong Kong	1
India	38	Bangladesh	4	Mongolia	1
Singapore	21	China	3	Pakistan	1
				Vietnam	1
Europe (Total: 258)					
Italy	63	Turkey	7	Albania	1
Russia	43	Bulgaria	6	Croatia	1
Spain	27	Belgium	5	Hungary	1
Switzerland	27	United Kingdom	5	Ireland	1
France	15	Luxembourg	3	Netherlands	1
Latvia	14	Austria	2	Poland	1
Sweden	11	Finland	2	Portugal	1
Kazakhstan	8	Germany	2	Serbia	1
Norway	8	Greece	2		
Latin America & Caribbean (Total: 218)					
Colombia	86	Guatemala	11	El Salvador	3
Mexico	40	Dominican Republic	5	Bolivia	2
Brazil	26	Ecuador	5	Argentina	1
Panama	14	Costa Rica	4	Trinidad and Tobago	1
Nicaragua	13	Venezuela	4		
		Chile	3		
Middle East (Total: 127)					
United Arab Emirates	57	Kuwait	2	Oman	1
Lebanon	28	Algeria	1	Qatar	1
Jordan	13	Djibouti	1	Tunisia	1
Morocco	10	Egypt	1		
Saudi Arabia	8	Israel	1		
Bahrain	2				
North America (Total: 401)					
United States	342	Canada	34	Other/unknown	25

Note: Q14: What is your independent state/country/dependency/area of sovereignty? The survey for North America was conducted April 9 to 13, 2020 (n = 401). Some respondents chose North America but did not choose a country, so they are marked as "other/unknown." The survey for all other global regions was conducted April 28 to May 22, 2020 (n = 1,171). COVID-19 was declared a global pandemic on March 11, 2020.

APPENDIX A: AFRICA

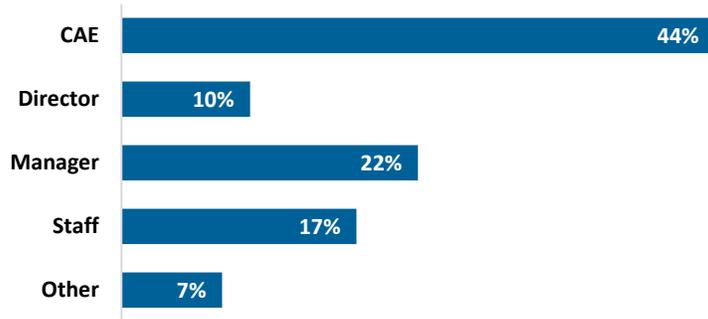
This appendix provides demographic information and responses for each survey question covered in the report for The IIA's Africa region.

Exhibit A.1: Response Rate per Country - Africa
Total: 242



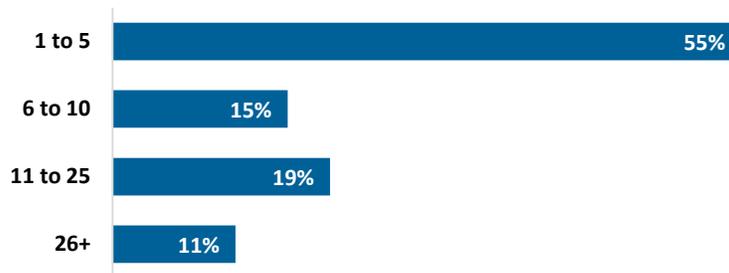
Note: Q14: What is your independent state/country/dependency/area of sovereignty? The survey was conducted April 28 to May 22, 2020. COVID-19 was declared a global pandemic on March 11, 2020. Africa region only (n = 242).

Exhibit A.2: Internal Audit Position - Africa



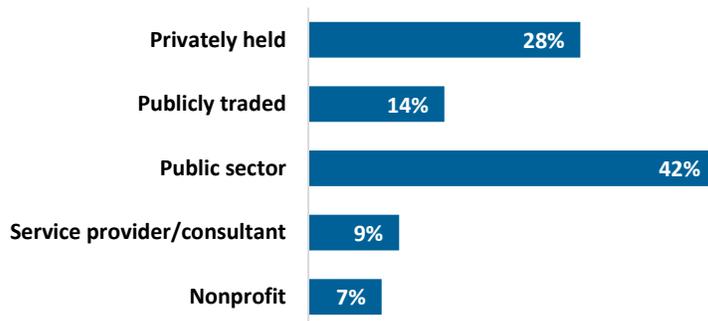
Note: Q16: What is your current internal audit position? CAE = Chief audit executive. The survey was conducted April 28 to May 22, 2020 (n = 242). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit A.3: Internal Audit Function Size - Africa



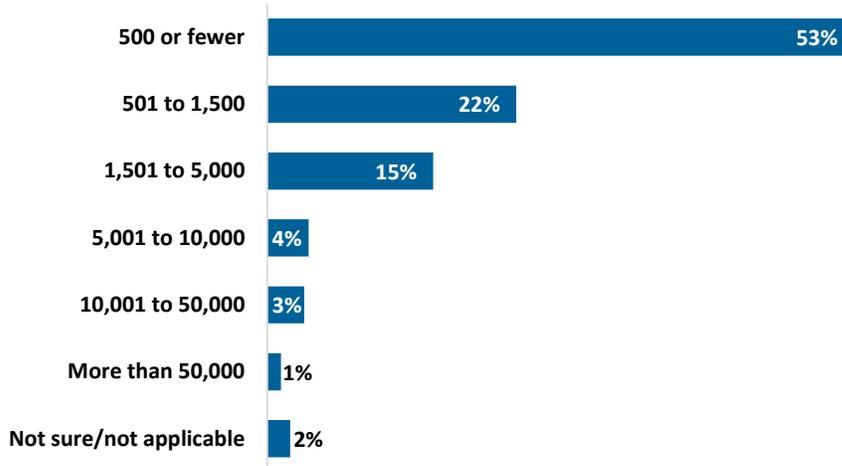
Note: Q17: What is the size of your internal audit function? CAE = Chief audit executive. Survey conducted April 28 to May 22, 2020 (n = 242). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit A.4: Organization Type - Africa



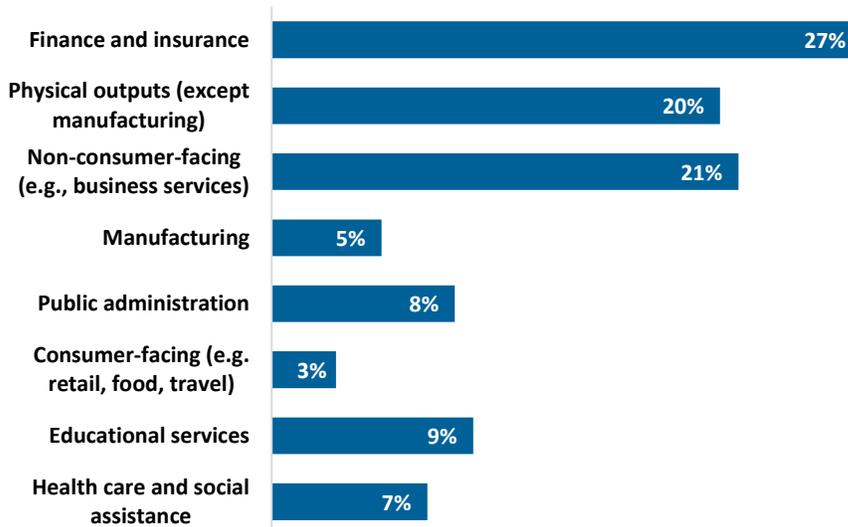
Note: Q15: Which best describes the organization for which you currently work? The survey was conducted April 28 to May 22, 2020 (n = 238). COVID-19 was declared a global pandemic on March 11, 2020. Respondents who chose "none of the above" were not included in this graphic.

Exhibit A.5: Organization Size - Africa



Note: Q18: What is the size of the organization for which you currently work? The survey was conducted April 28 to May 22, 2020 ($n = 242$). COVID-19 was declared a global pandemic on March 11, 2020.

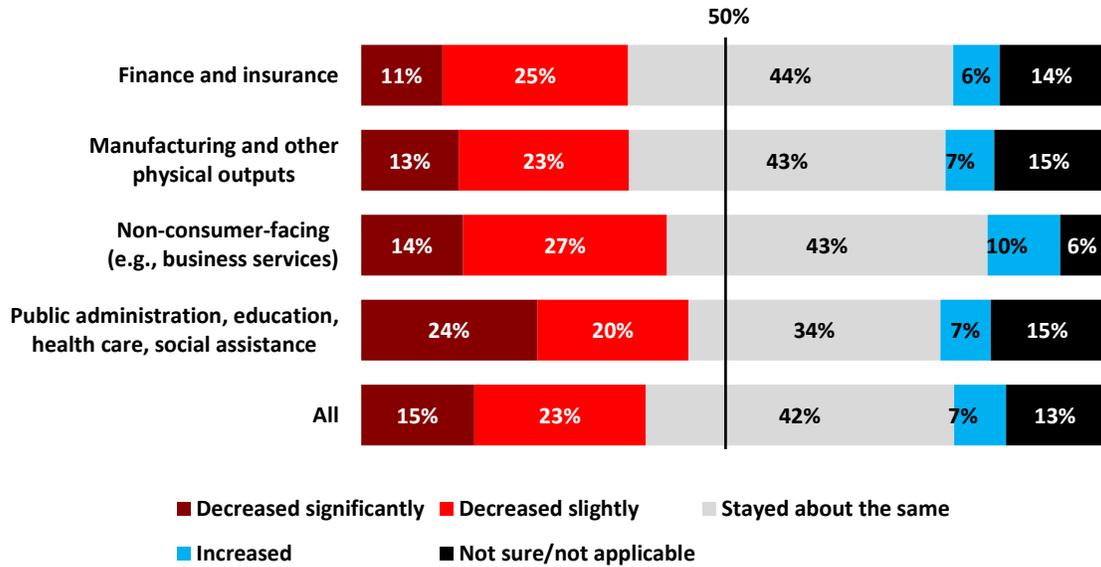
Exhibit A.6: Industry Groups - Africa



Note: Q19: What is the primary industry classification of the organization for which you work (or your primary client if you are a service provider)? Industry categories are based on the NAICS (North American Industry Classification System). Industries were combined into groups with similar characteristics related to COVID-19. The survey was conducted April 28 to May 22, 2020 ($n = 242$). COVID-19 was declared a global pandemic on March 11, 2020.

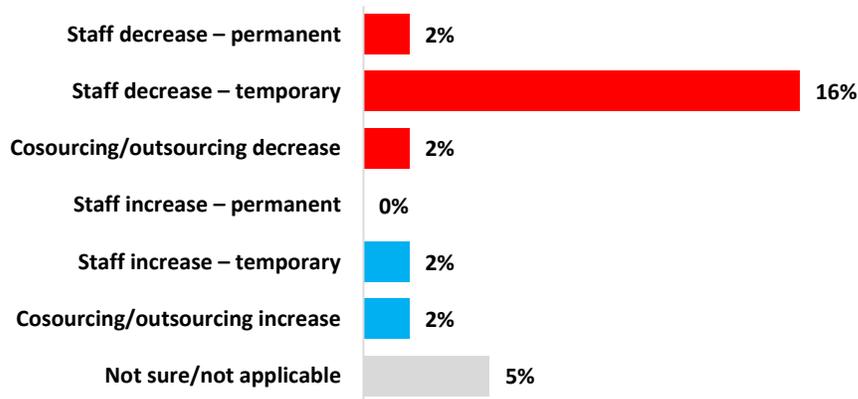
Note: The consumer-facing industry group was excluded from Exhibit A.7 due to low response rate for this group within The IIA Africa region.

Exhibit A.7: Internal Audit Budget Changes Due to COVID-19 - Africa



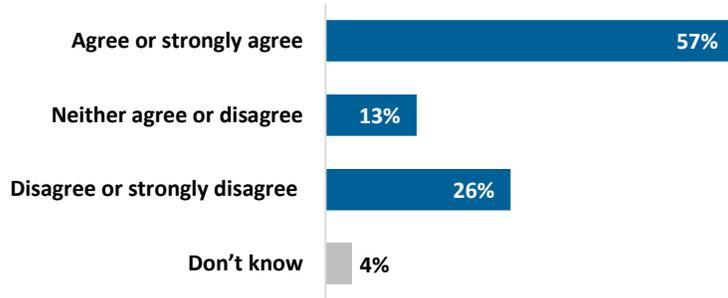
Note: Q8: How has your internal audit budget changed in the short term as a result of COVID-19? The survey was conducted April 28 to May 22, 2020 (n = 242). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit A.8: Internal Audit Functions with Staffing Changes Due to COVID-19 - Africa



Note: Q7: How has your internal audit staffing changed as a result of COVID-19? Choose all that apply. The survey was conducted April 28 to May 22, 2020 (n = 242). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit A.9: Opinion on Whether the Organization Involved Internal Audit in Risk/Response Discussion for COVID-19 - Africa



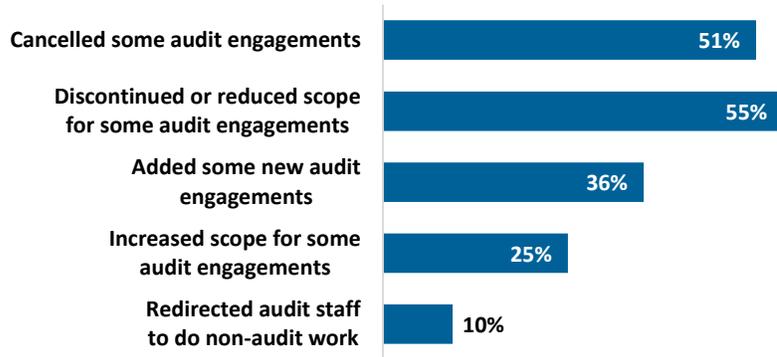
Note: Q11.2: Indicate your level of agreement with this statement: The organization is involving internal audit in discussion of risk and potential responses. The survey was conducted April 28 to May 22, 2020 ($n = 242$). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit A.10: How Internal Audit Functions Have Addressed COVID-19 Risk - Africa



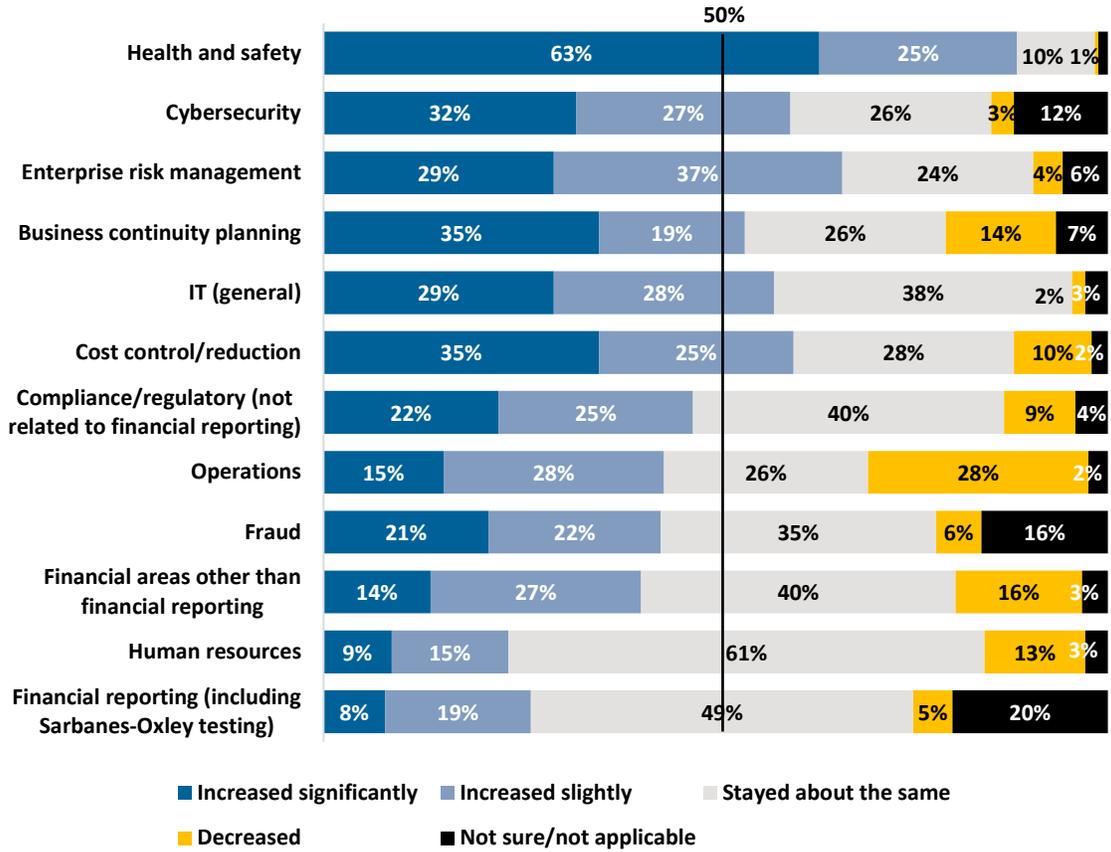
Note: Q9: How has your internal audit function addressed risk as a result of COVID-19? Choose all that apply. The survey was conducted April 28 to May 22, 2020 ($n = 242$). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit A.11: Audit Plan Adjustments Due to COVID-19 - Africa



Note: Q5: How has your audit plan changed as a result of COVID-19? Choose all that apply. The survey was conducted April 28 to May 22, 2020 ($n = 242$). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit A.12: Changes in Audit Focus Due to COVID-19 - Africa

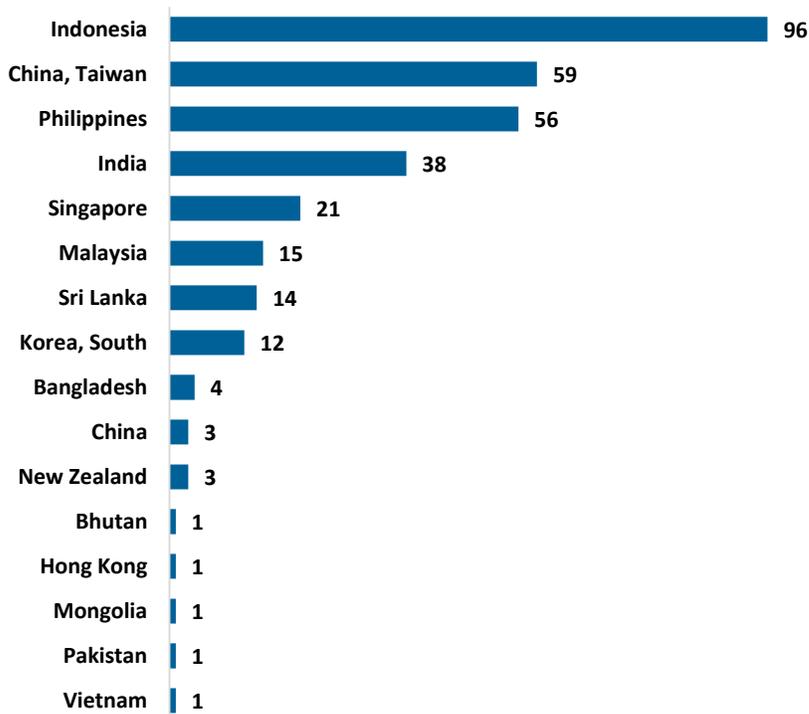


Note: Q10: How has your audit effort in the following areas changed as a result of COVID-19? The survey was conducted April 28 to May 22, 2020 (n = 242). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

APPENDIX B: ASIA PACIFIC

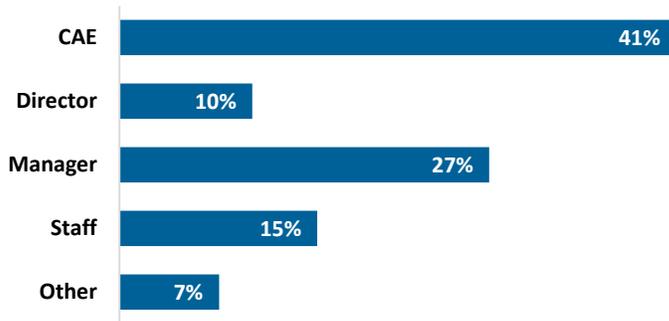
This appendix provides demographic information and responses for each survey question covered in this report for The IIA's Asia Pacific region.

Exhibit B.1: Response Rate per Country/Dependency - Asia Pacific Total: 326



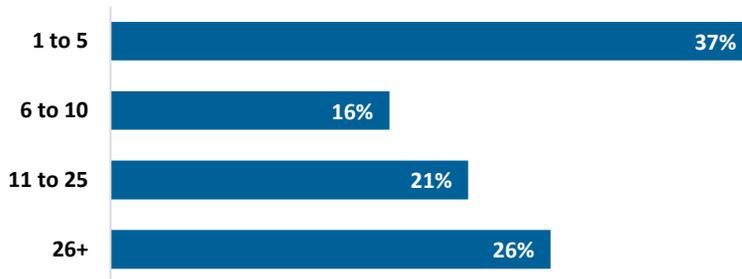
Note: Q14: What is your independent state/country/dependency/area of sovereignty? The survey was conducted April 28 to May 22, 2020. COVID-19 was declared a global pandemic on March 11, 2020. Asia Pacific region only ($n=326$).

Exhibit B.2: Internal Audit Position - Asia Pacific



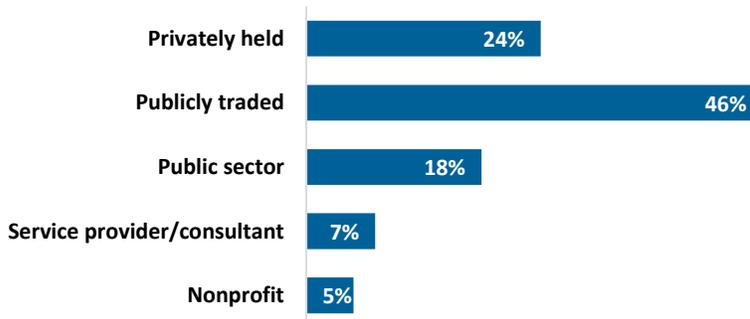
Note: Q16: What is your current internal audit position? CAE = Chief audit executive. The survey was conducted April 28 to May 22, 2020 (n = 326). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit B.3: Internal Audit Function Size - Asia Pacific



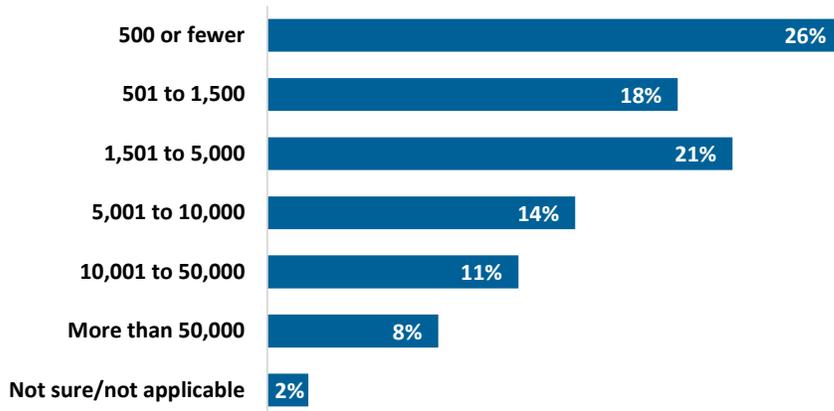
Note: Q17: What is the size of your internal audit function? CAE = Chief audit executive. The survey was conducted April 28 to May 22, 2020 (n = 326). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit B.4: Organization Type - Asia Pacific



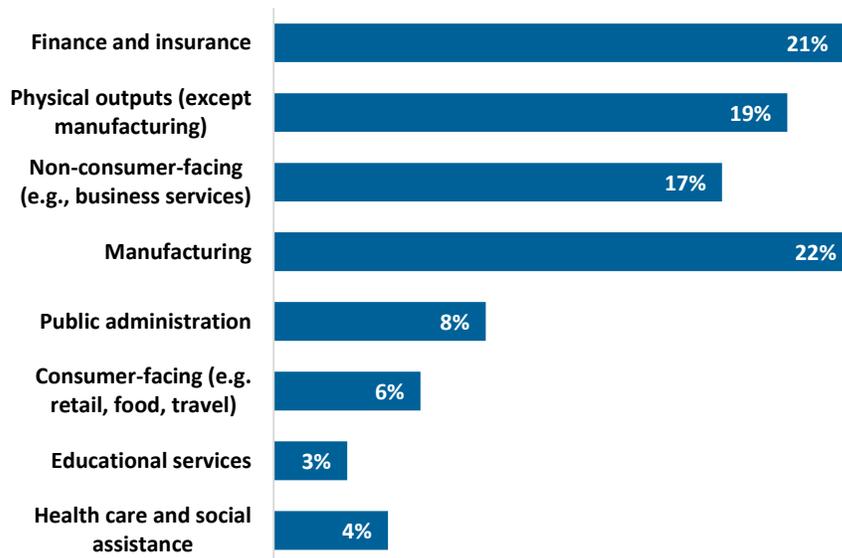
Note: Q15: Which best describes the organization for which you currently work? The survey was conducted April 28 to May 22, 2020 (n = 314). COVID-19 was declared a global pandemic on March 11, 2020. Respondents who chose "none of the above" were not included in this graphic.

Exhibit B.5: Organization Size - Asia Pacific



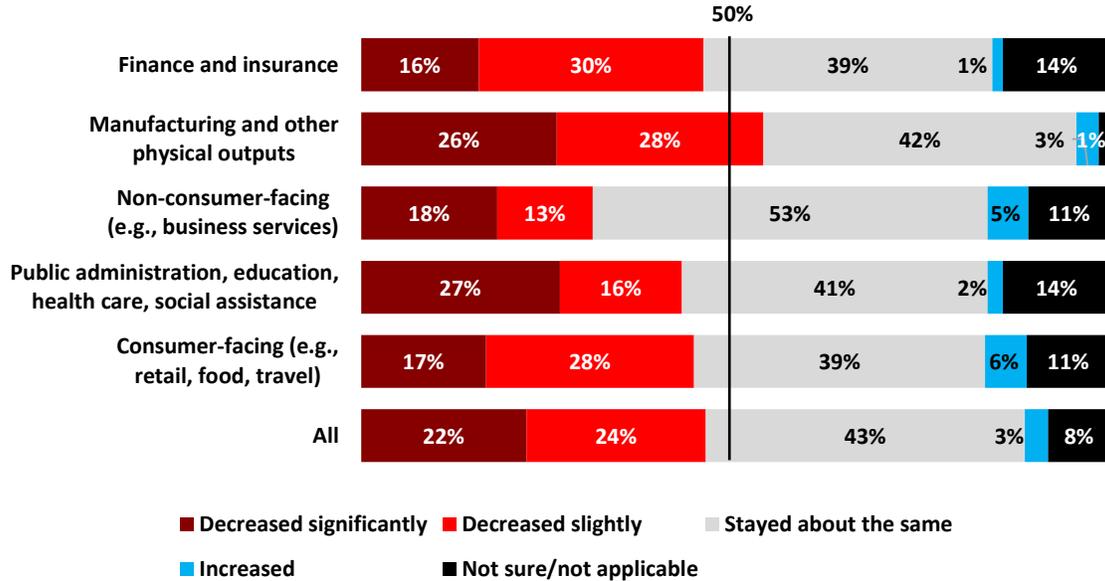
Note: Q18: What is the size of the organization for which you currently work? The survey was conducted April 28 to May 22, 2020 ($n = 326$). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit B.6: Industry Groups - Asia Pacific



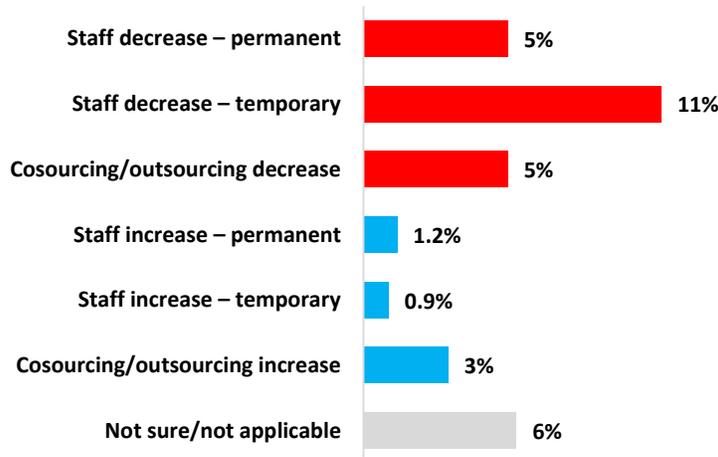
Note: Q19: What is the primary industry classification of the organization for which you work (or your primary client if you are a service provider)? Industry categories are based on the NAICS (North American Industry Classification System). Industries were combined into groups with similar characteristics related to COVID-19. The survey was conducted April 28 to May 22, 2020 ($n = 326$). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit B.7: Internal Audit Budget Changes Due to COVID-19 - Asia Pacific



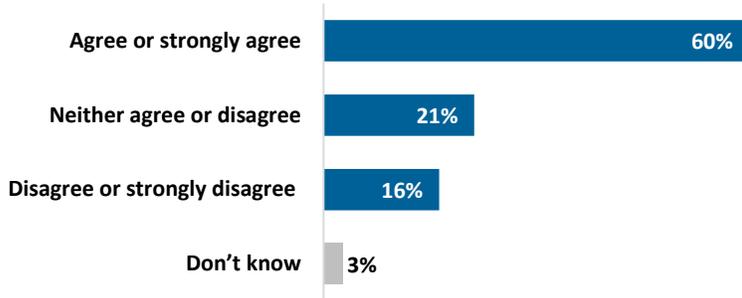
Note: Q8: How has your internal audit budget changed in the short term as a result of COVID-19? The survey was conducted April 28 to May 22, 2020 (n = 326). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit B.8: Internal Audit Functions with Staffing Changes Due to COVID-19 - Asia Pacific



Note: Q7: How has your internal audit staffing changed as a result of COVID-19? Choose all that apply. The survey was conducted April 28 to May 22, 2020 (n = 326). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit B.9: Opinion on Whether the Organization Involved Internal Audit in Risk/Response Discussion for COVID-19 - Asia Pacific



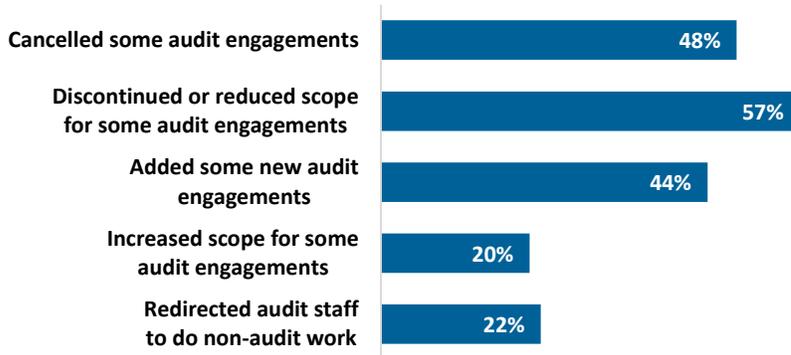
Note: Q11.2: Indicate your level of agreement with this statement: The organization is involving internal audit in discussion of risk and potential responses. The survey was conducted April 28 to May 22, 2020 (*n* = 326). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit B.10: How Internal Audit Functions Have Addressed COVID-19 Risk - Asia Pacific



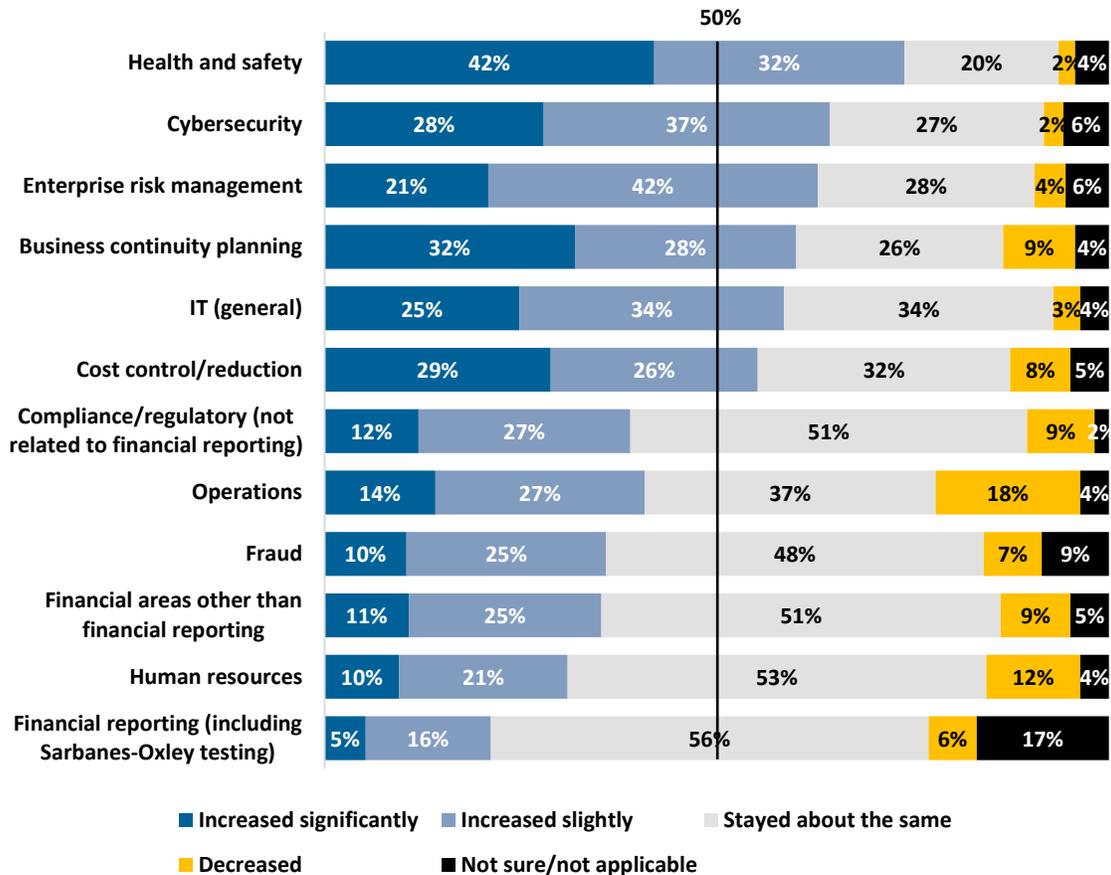
Note: Q9: How has your internal audit function addressed risk as a result of COVID-19? Choose all that apply. The survey was conducted April 28 to May 22, 2020 (*n* = 326). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit B.11: Audit Plan Adjustments Due to COVID-19 - Asia Pacific



Note: Q5: How has your audit plan changed as a result of COVID-19? Choose all that apply. The survey was conducted April 28 to May 22, 2020 (n = 326). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit B.12: Changes in Audit Focus Due to COVID-19 - Asia Pacific

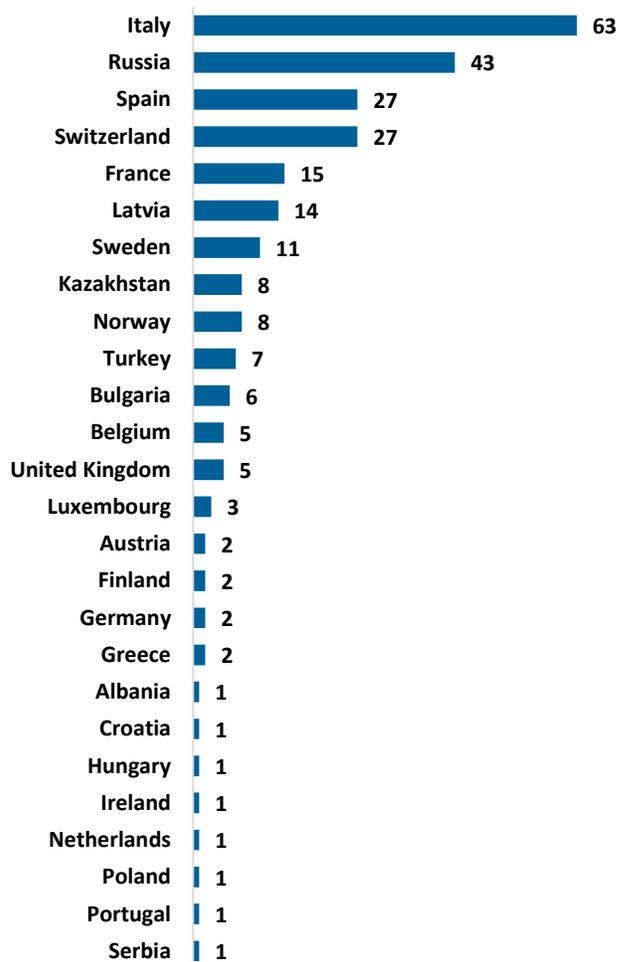


Note: Q10: How has your audit effort in the following areas changed as a result of COVID-19? The survey was conducted April 28 to May 22, 2020 (n = 326). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

APPENDIX C: EUROPE

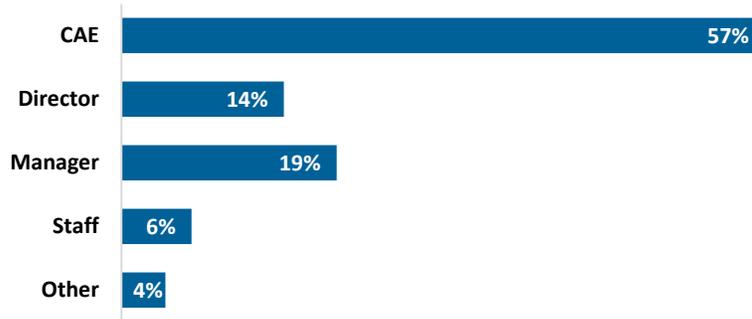
This appendix provides demographic information and responses for each survey question covered in the report for The IIA's Europe region.

Exhibit C.1: Response Rate per Country - Europe
Total: 258



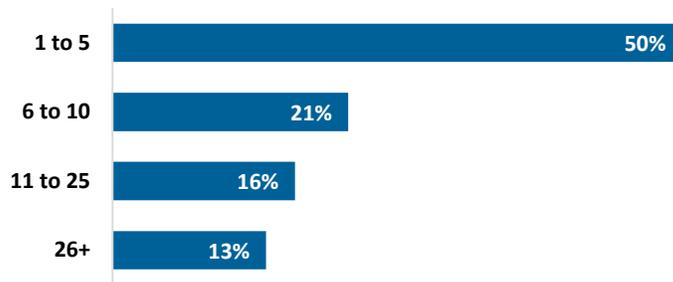
Note: Q14: What is your independent state/country/dependency/area of sovereignty? The survey was conducted April 28 to May 22, 2020. COVID-19 was declared a global pandemic on March 11, 2020. Europe region only (n = 258).

Exhibit C.2: Internal Audit Position - Europe



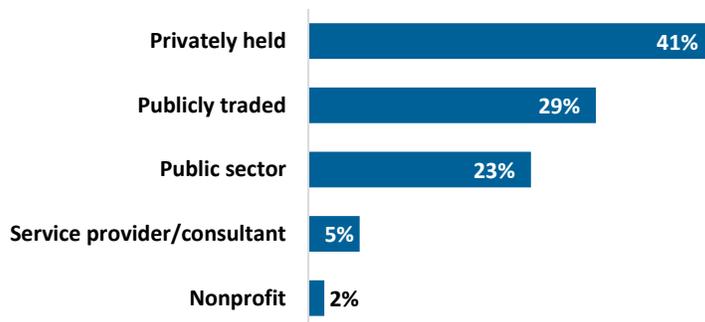
Note: Q16: What is your current internal audit position? CAE = Chief audit executive. The survey was conducted April 28 to May 22, 2020 (n = 258). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit C.3: Internal Audit Function Size - Europe



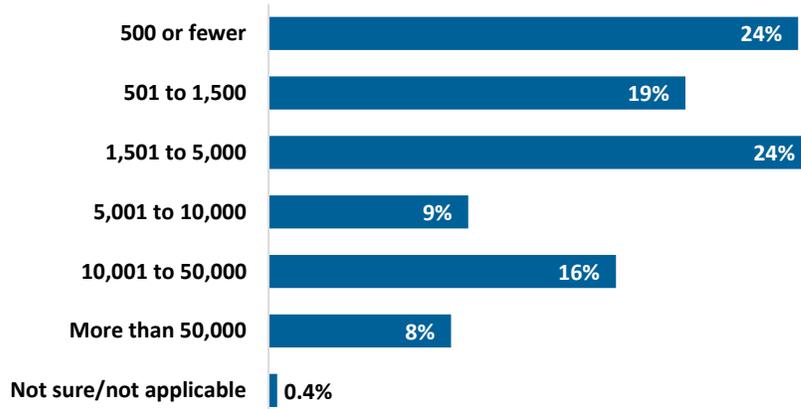
Note: Q17: What is the size of your internal audit function? CAE = Chief audit executive. Survey conducted April 28 to May 22, 2020 (n = 258). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit C.4: Organization Type - Europe



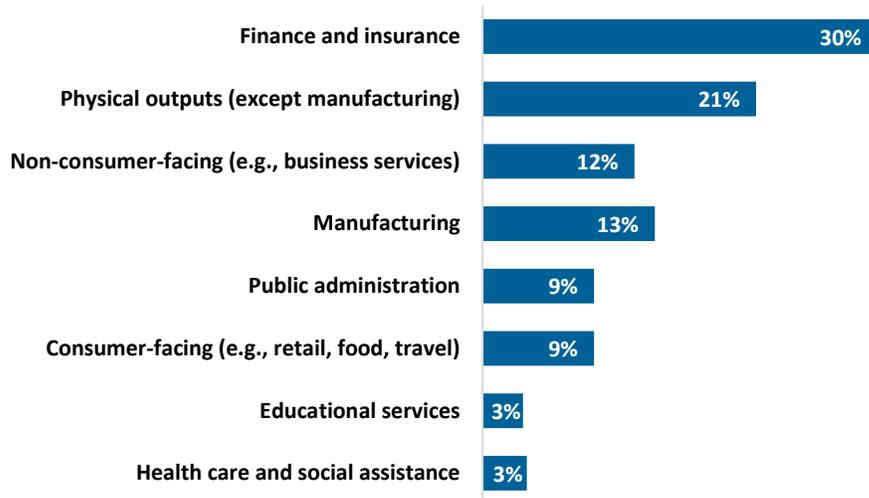
Note: Q15: Which best describes the organization for which you currently work? The survey was conducted April 28 to May 22, 2020 (n = 250). COVID-19 was declared a global pandemic on March 11, 2020. Respondents who chose “none of the above” were not included in this graphic.

Exhibit C.5: Organization Size - Europe



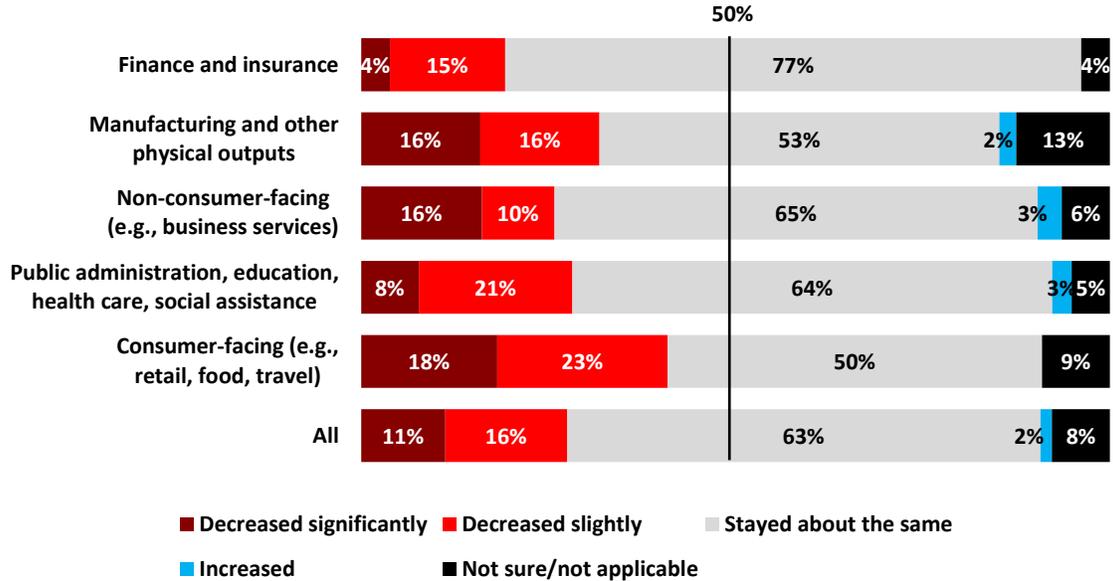
Note: Q18: What is the size of the organization for which you currently work? The survey was conducted April 28 to May 22, 2020 ($n = 258$). COVID-19 was declared a global pandemic on March 11, 2020. Total may not equal 100% due to rounding

Exhibit C.6: Industry Groups - Europe



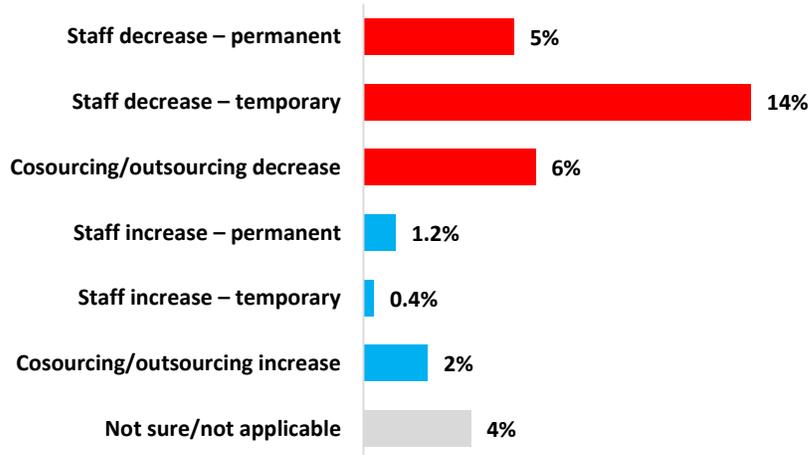
Note: Q19: What is the primary industry classification of the organization for which you work (or your primary client if you are a service provider)? Industry categories are based on the NAICS (North American Industry Classification System). Industries were combined into groups with similar characteristics related to COVID-19. Survey conducted April 28 to May 22, 2020 ($n = 258$). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit C.7: Internal Audit Budget Changes Due to COVID-19 - Europe



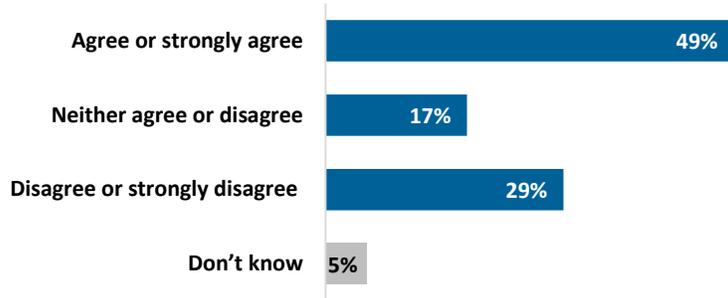
Note: Q8: How has your internal audit budget changed in the short term as a result of COVID-19? The survey was conducted April 28 to May 22, 2020 (n = 258). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit C.8: Internal Audit Functions with Staffing Changes Due to COVID-19 - Europe



Note: Q7: How has your internal audit staffing changed as a result of COVID-19? Choose all that apply. The survey was conducted April 28 to May 22, 2020 (n = 258). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit C.9: Opinion on Whether the Organization Involved Internal Audit in Risk/Response Discussion for COVID-19 - Europe



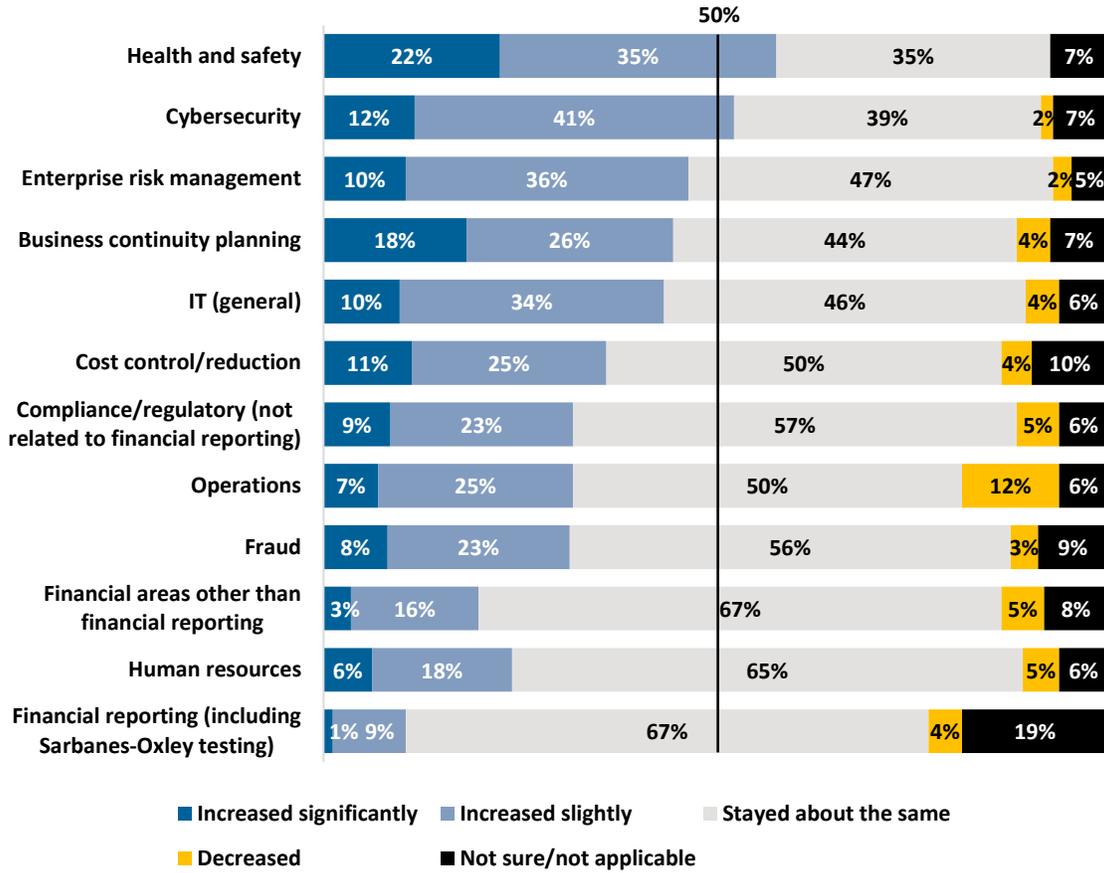
Note: Q11.2: Indicate your level of agreement with this statement: The organization is involving internal audit in discussion of risk and potential responses. The survey was conducted April 28 to May 22, 2020 (*n* = 258). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit C.10: How Internal Audit Functions Have Addressed COVID-19 Risk - Europe



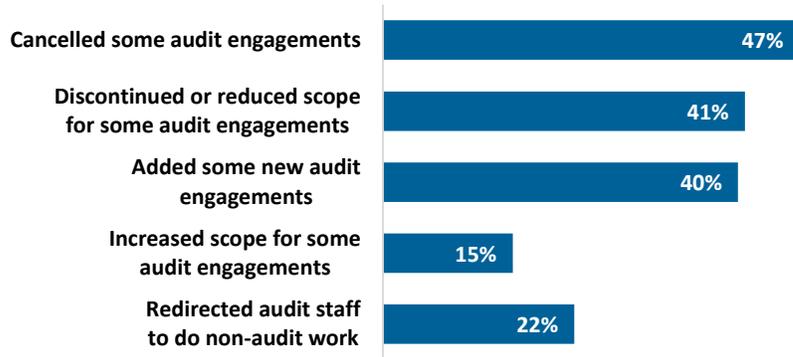
Note: Q9: How has your internal audit function addressed risk as a result of COVID-19? Choose all that apply. The survey was conducted April 28 to May 22, 2020 (*n* = 258). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit C.12: Changes in Audit Focus Due to COVID-19 - Europe



Note: Q10: How has your audit effort in the following areas changed as a result of COVID-19? The survey was conducted April 28 to May 22, 2020 (n = 258). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit C.11: Audit Plan Adjustments Due to COVID-19 - Europe

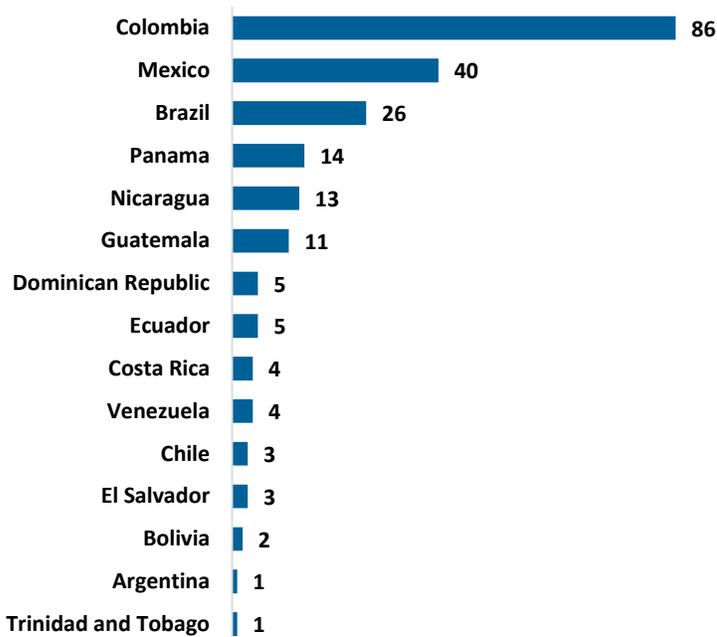


Note: Q5: How has your audit plan changed as a result of COVID-19? Choose all that apply. The survey was conducted April 28 to May 22, 2020 ($n = 258$). COVID-19 was declared a global pandemic on March 11, 2020.

APPENDIX D: LATIN AMERICA AND CARIBBEAN

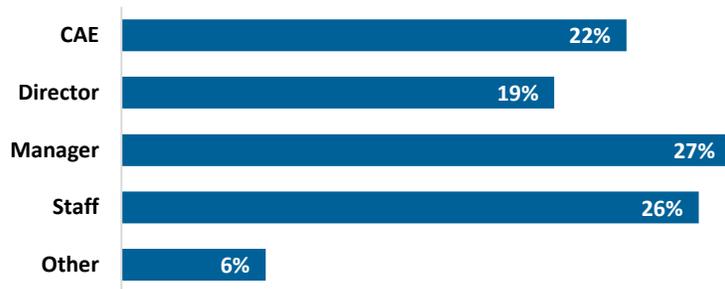
This appendix provides demographic information and responses for each survey question covered in this report for The IIA's Latin America and Caribbean region.

**Exhibit D.1: Response Rate per Country -
Latin America & Caribbean
Total: 218**



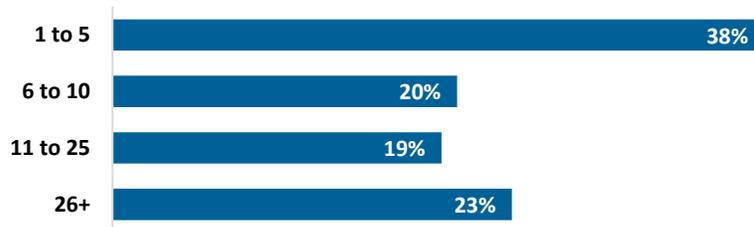
Note: Q14: What is your independent state/country/dependency/area of sovereignty? The survey was conducted April 28 to May 22, 2020. COVID-19 was declared a global pandemic on March 11, 2020. Latin America and Caribbean region only ($n = 218$).

Exhibit D.2: Internal Audit Position - Latin America & Caribbean



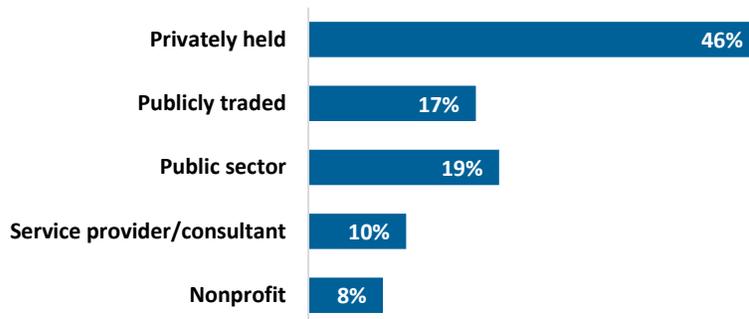
Note: Q16: What is your current internal audit position? CAE = Chief audit executive. The survey was conducted April 28 to May 22, 2020 (n = 218). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit D.3: Internal Audit Function Size - Latin America & Caribbean



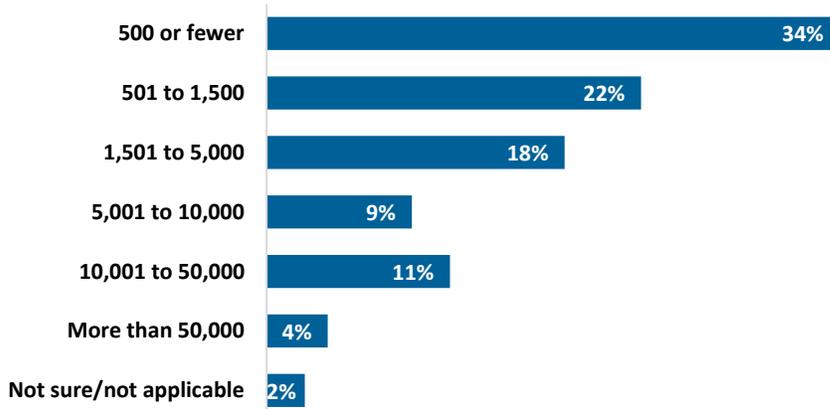
Note: Q17: What is the size of your internal audit function? CAE = Chief audit executive. The survey was conducted April 28 to May 22, 2020 (n = 218). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit D.4: Organization Type - Latin America & Caribbean



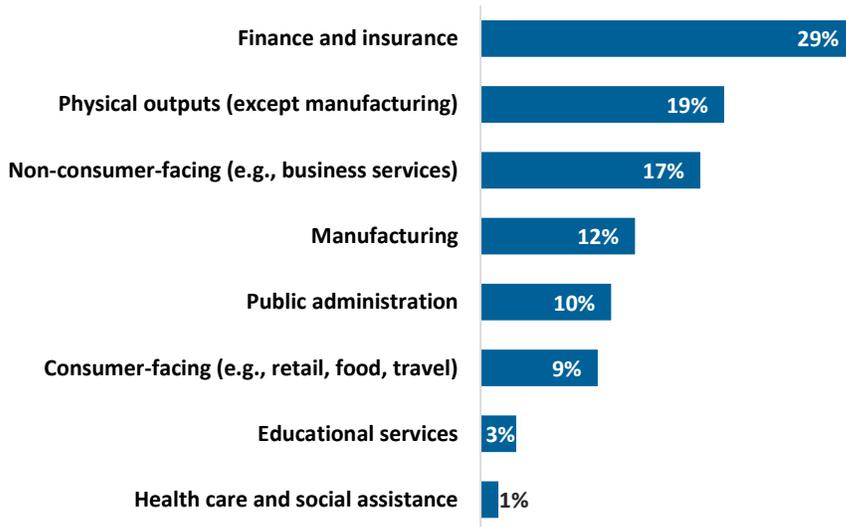
Note: Q15: Which best describes the organization for which you currently work? The survey was conducted April 28 to May 22, 2020 (n = 218). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit D.5: Organization Size - Latin America & Caribbean



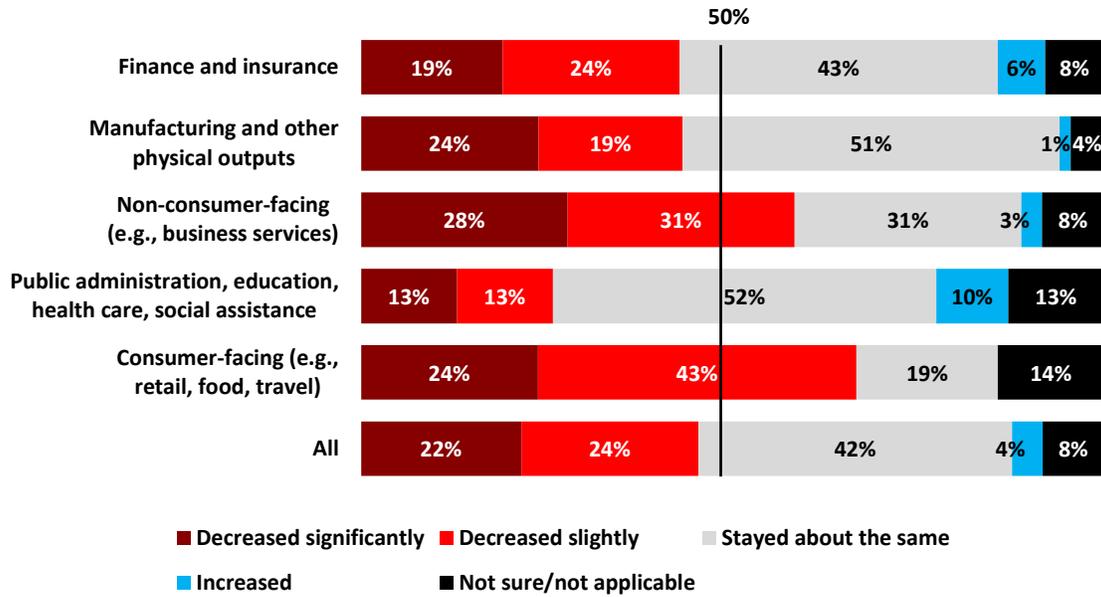
Note: Q18: What is the size of the organization for which you currently work? The survey was conducted April 28 to May 22, 2020 ($n = 218$). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit D.6: Industry Groups - Latin America & Caribbean



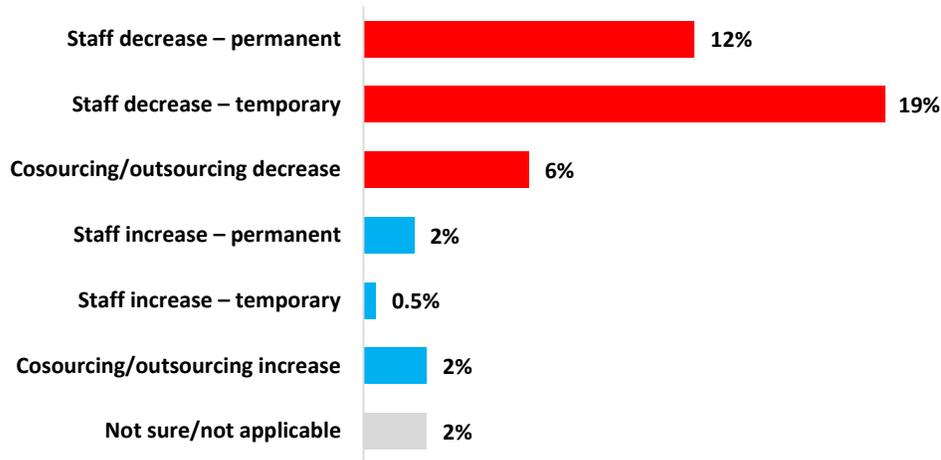
Note: Q19: What is the primary industry classification of the organization for which you work (or your primary client if you are a service provider)? Industry categories are based on the NAICS (North American Industry Classification System). Industries were combined into groups with similar characteristics related to COVID-19. Survey conducted April 28 to May 22, 2020 ($n = 218$). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit D.7: Internal Audit Budget Changes Due to COVID-19 - Latin America & Caribbean



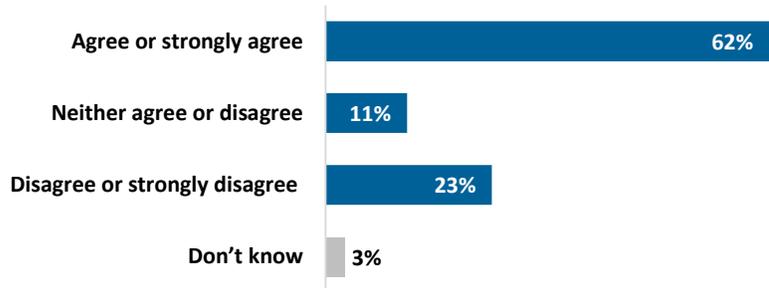
Note: Q8: How has your internal audit budget changed in the short term as a result of COVID-19? The survey was conducted April 28 to May 22, 2020 (n = 218). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit D.8: Internal Audit Functions with Staffing Changes Due to COVID-19 - Latin America & Caribbean



Note: Q7: How has your internal audit staffing changed as a result of COVID-19? Choose all that apply. The survey was conducted April 28 to May 22, 2020 (n = 218). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit D.9: Opinion on Whether the Organization Involved Internal Audit in Risk/Response Discussion for COVID-19 - Latin America & Caribbean



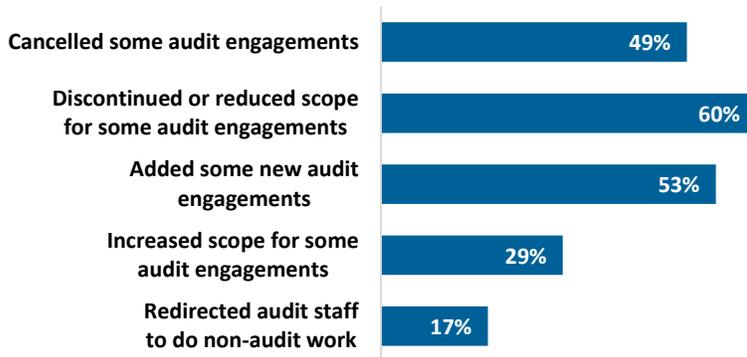
Note: Q11.2: Indicate your level of agreement with this statement: The organization is involving internal audit in discussion of risk and potential responses. The survey was conducted April 28 to May 22, 2020 (*n* = 218). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit D.10: How Internal Audit Functions Have Addressed COVID-19 Risk - Latin America & Caribbean



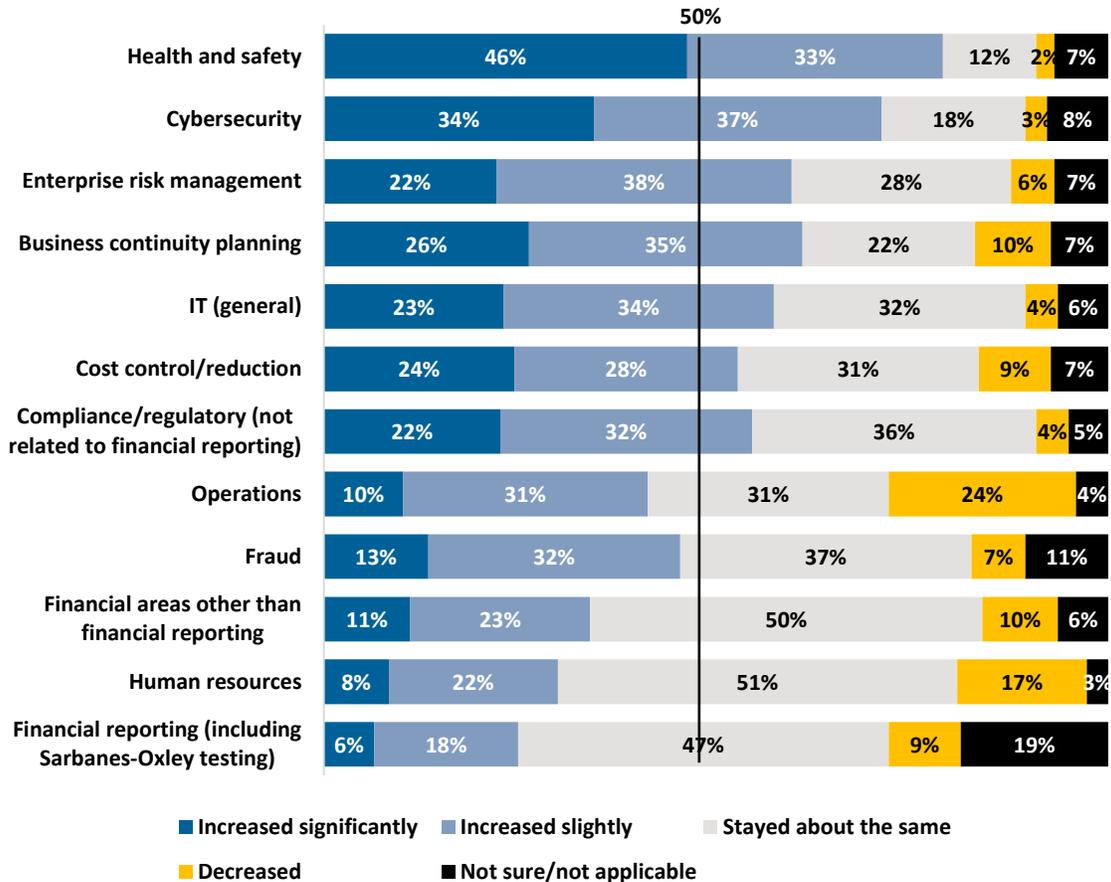
Note: Q9: How has your internal audit function addressed risk as a result of COVID-19? Choose all that apply. The survey was conducted April 28 to May 22, 2020 (*n* = 218). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit D.11: Audit Plan Adjustments Due to COVID-19 - Latin America & Caribbean



Note: Q5: How has your audit plan changed as a result of COVID-19? Choose all that apply. The survey was conducted April 28 to May 22, 2020 (n = 218). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit D.12: Changes in Audit Focus Due to COVID-19 - Latin America & Caribbean

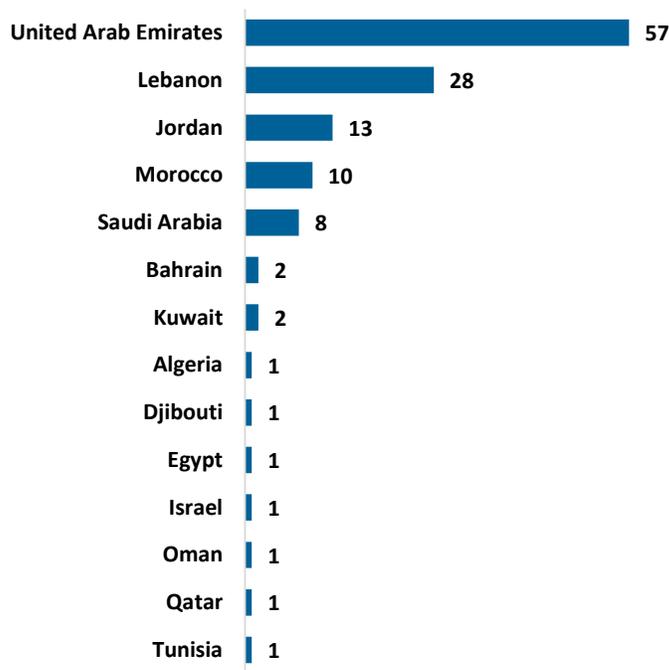


Note: Q10: How has your audit effort in the following areas changed as a result of COVID-19? The survey was conducted April 28 to May 22, 2020 (n = 218). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

APPENDIX E: MIDDLE EAST

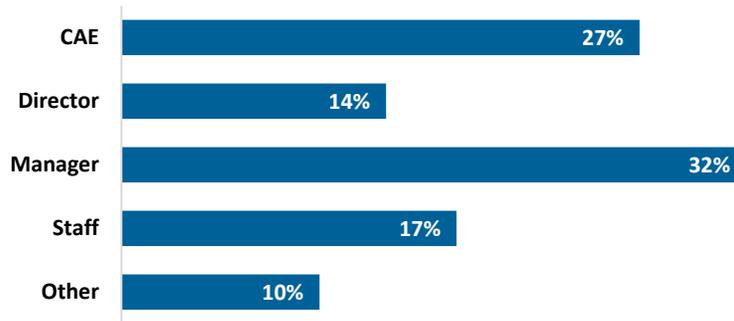
This appendix provides demographic information and responses for each survey question covered in this report for The IIA’s Middle East region.

Exhibit E.1: Middle East Response Rate per Country
Total: 127



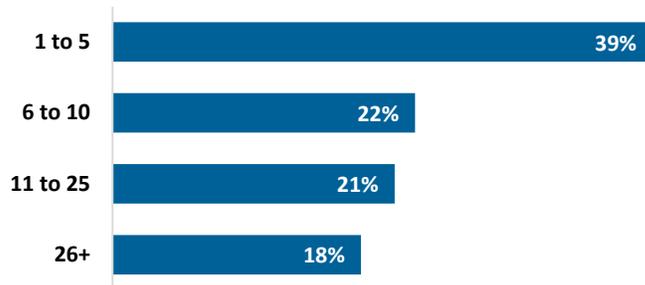
Note: Q14: What is your independent state/country/dependency/area of sovereignty? The survey was conducted April 28 to May 22, 2020. COVID-19 was declared a global pandemic on March 11, 2020. Middle East region only (n = 127).

Exhibit E.2: Internal Audit Position - Middle East



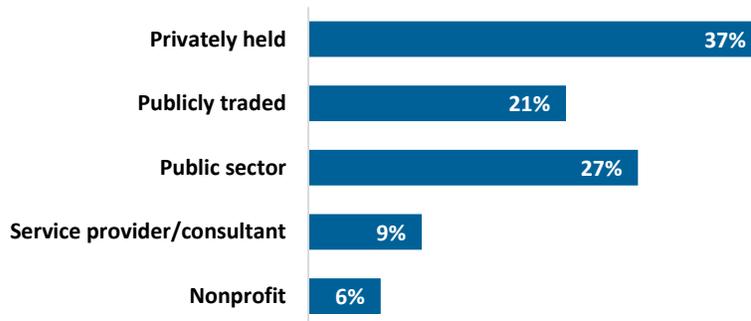
Note: Q16: What is your current internal audit position? CAE = Chief audit executive. The survey was conducted April 28 to May 22, 2020 (n = 127). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit E.3: Internal Audit Function Size - Middle East



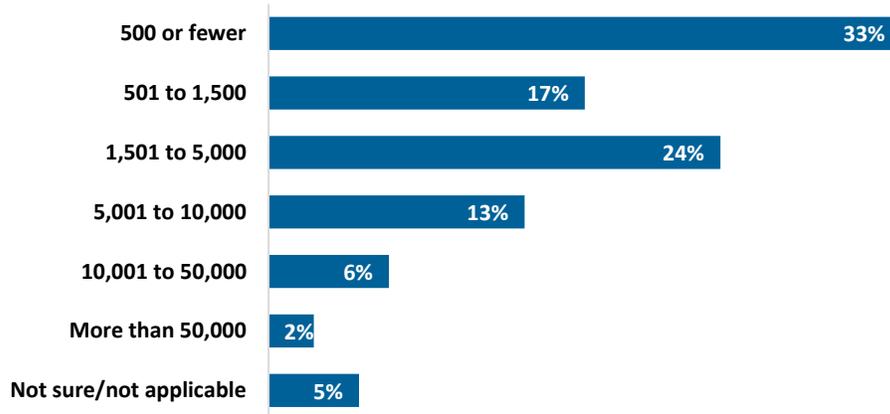
Note: Q17: What is the size of your internal audit function? CAE = Chief audit executive. The survey was conducted April 28 to May 22, 2020 (n = 127). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit E.4: Organization Type - Middle East



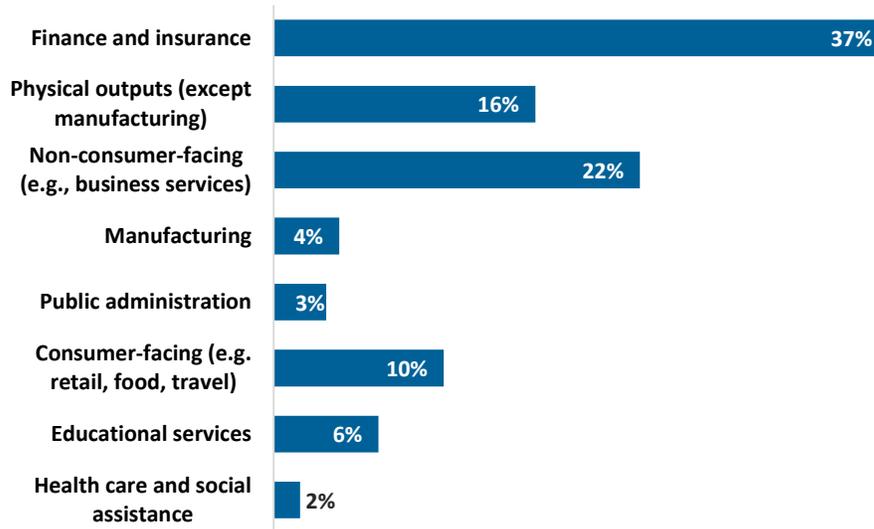
Note: Q15: Which best describes the organization for which you currently work? The survey was conducted April 28 to May 22, 2020 (n = 119). COVID-19 was declared a global pandemic on March 11, 2020. Those who chose "other" were not included in this graphic.

Exhibit E.5: Organization Size - Middle East



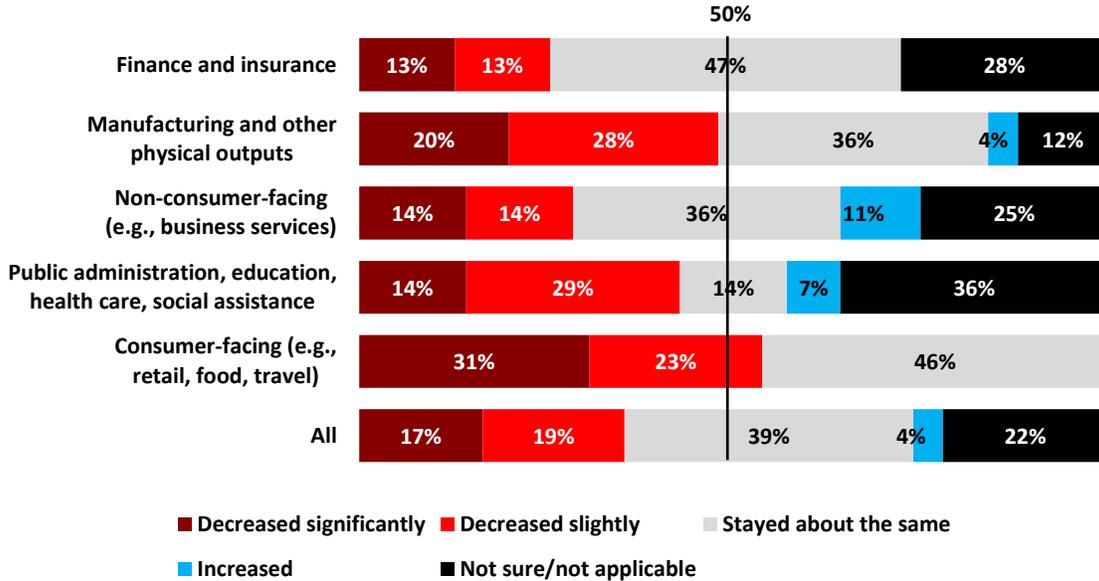
Note: Q18: What is the size of the organization for which you currently work? The survey was conducted April 28 to May 22, 2020 ($n = 127$). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit E.6: Industry Groups - Middle East



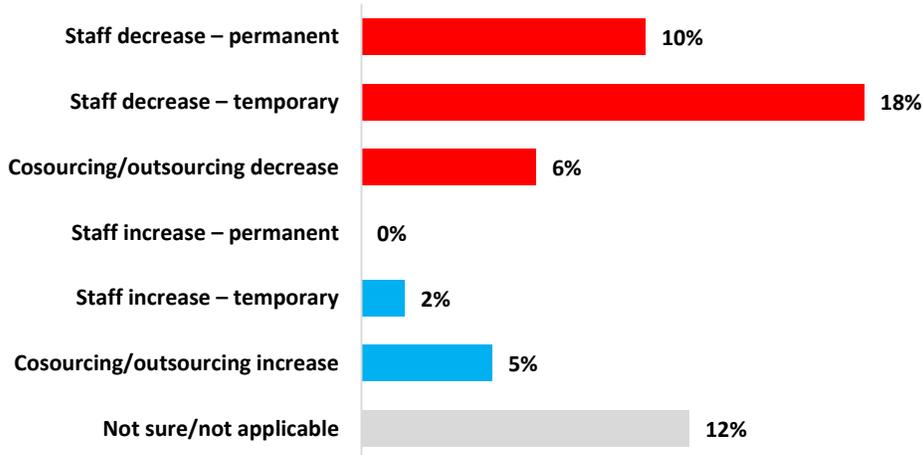
Note: Q19: What is the primary industry classification of the organization for which you work (or your primary client if you are a service provider)? Industry categories are based on the NAICS (North American Industry Classification System). Industries were combined into groups with similar characteristics related to COVID-19. Survey conducted April 28 to May 22, 2020 ($n = 127$). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit E.7: Internal Audit Budget Changes Due to COVID-19 - Middle East



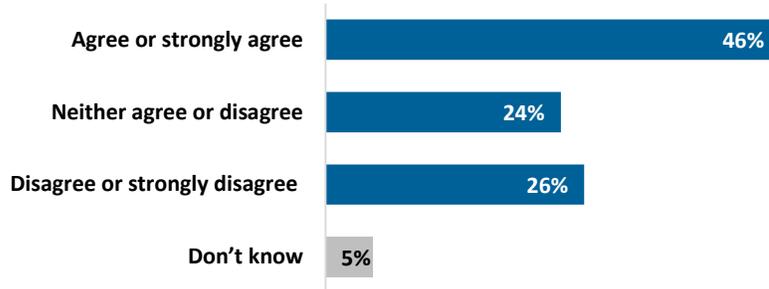
Note: Q8: How has your internal audit budget changed in the short term as a result of COVID-19? The survey was conducted April 28 to May 22, 2020 (n = 127). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit E.8: Internal Audit Functions with Staffing Changes Due to COVID-19 - Middle East



Note: Q7: How has your internal audit staffing changed as a result of COVID-19? Choose all that apply. The survey was conducted April 28 to May 22, 2020 (n = 127). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit E.9: Opinion on Whether the Organization Involved Internal Audit in Risk/Response Discussion for COVID-19 - Middle East



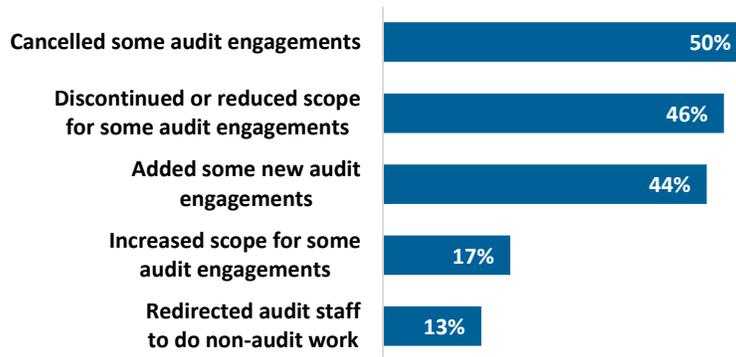
Note: Q11.2: Indicate your level of agreement with this statement: The organization is involving internal audit in discussion of risk and potential responses. The survey was conducted April 28 to May 22, 2020 ($n = 127$). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit E.10: How Internal Audit Functions Have Addressed COVID-19 Risk - Middle East



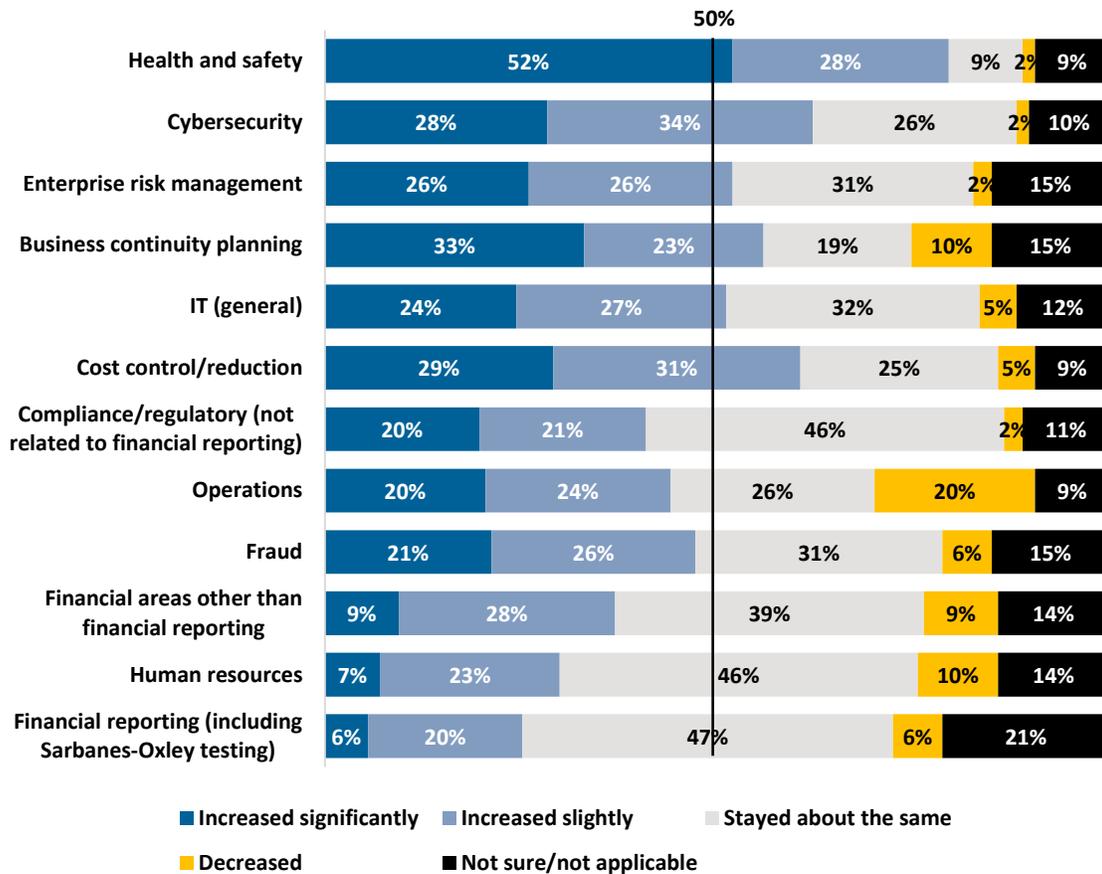
Note: Q9: How has your internal audit function addressed risk as a result of COVID-19? Choose all that apply. The survey was conducted April 28 to May 22, 2020 ($n = 127$). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit E.11: Audit Plan Adjustments Due to COVID-19 - Middle East



Note: Q5: How has your audit plan changed as a result of COVID-19? Choose all that apply. The survey was conducted April 28 to May 22, 2020 (n = 127). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit E.12: Changes in Audit Focus Due to COVID-19 - Middle East



Note: Q10: How has your audit effort in the following areas changed as a result of COVID-19? The survey was conducted April 28 to May 22, 2020 (n = 127). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

APPENDIX F: NORTH AMERICA

This appendix provides demographic information and responses for each survey question covered in this report for The IIA's North America region.

Exhibit F.1: Response Rate per Country - North America Total: 401



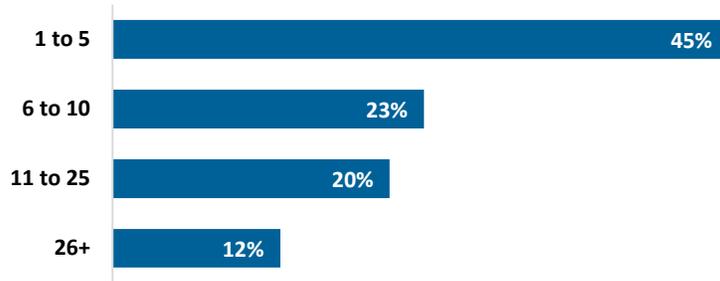
Note: Q1: What is your independent state/country/dependency/area of sovereignty? The survey was conducted April 9 to 13, 2020 ($n = 401$). COVID-19 was declared a global pandemic on March 11, 2020. Some respondents chose North America but did not choose a country, so they are marked as "other/unknown."

Exhibit F.2: Internal Audit Position - North America



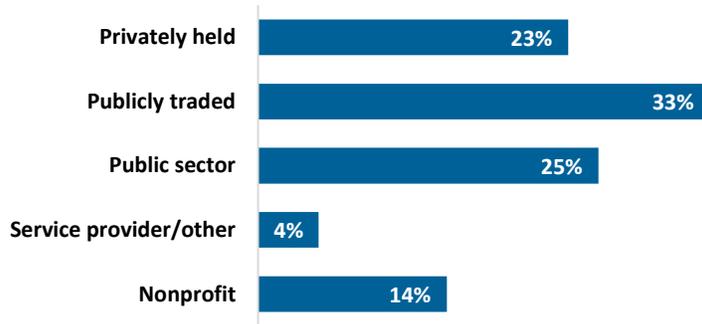
Note: Q3.1: What is your current internal audit position? CAE = Chief audit executive. The survey for North America was conducted April 9 to 13, 2020 ($n = 401$). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit F.3: Internal Audit Function Size - North America



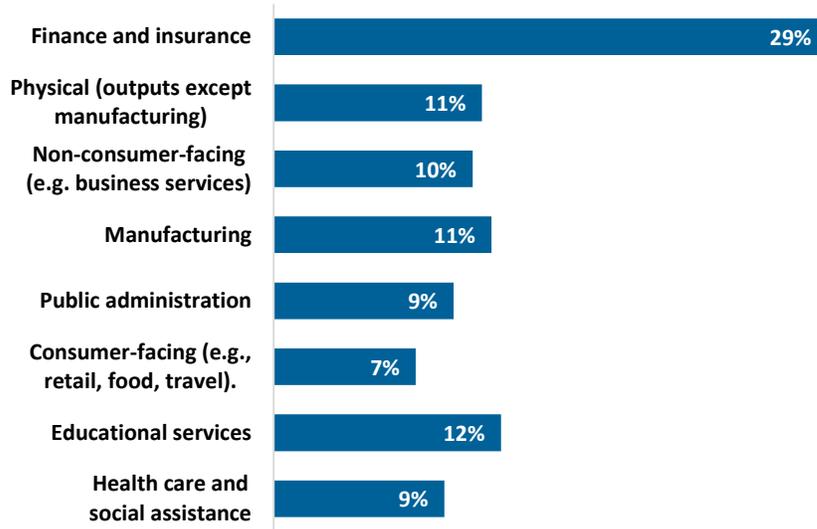
Note: Q17: What is the size of your internal audit function? CAE = Chief audit executive. Survey conducted April 9 to 13, 2020 ($n = 401$). COVID-19 was declared a global pandemic on March 11, 2020. Total may not equal 100% due to rounding.

Exhibit F.4: Organization Type - North America



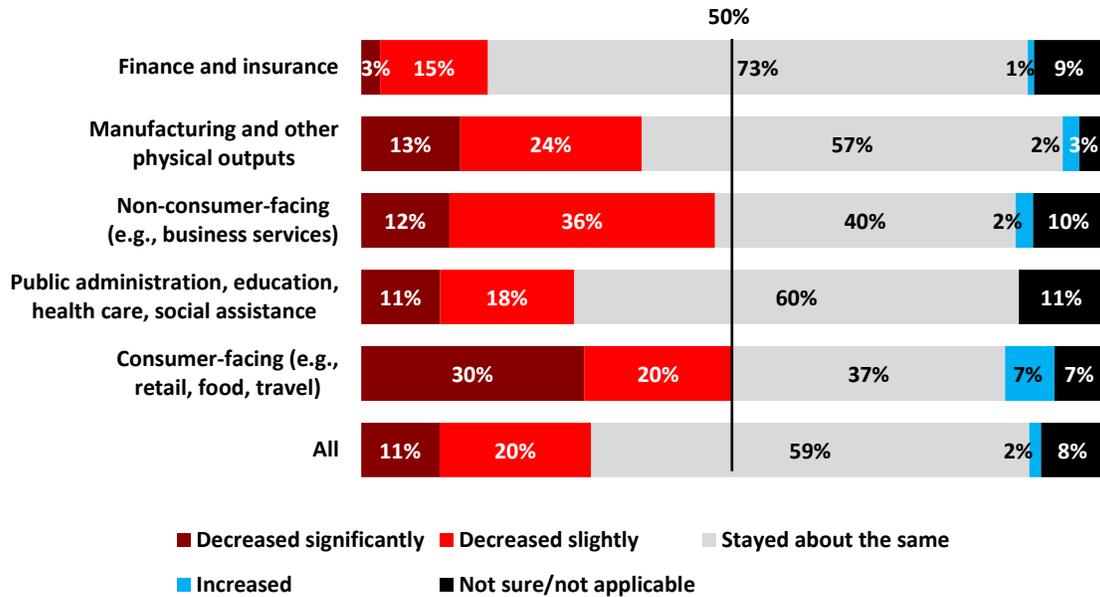
Note: Q15: Which best describes the organization for which you currently work? Survey conducted April 9 to 13, 2020 ($n = 401$). COVID-19 was declared a global pandemic on March 11, 2020. Total may not equal 100% due to rounding.

Exhibit F.5: Industry Groups - North America



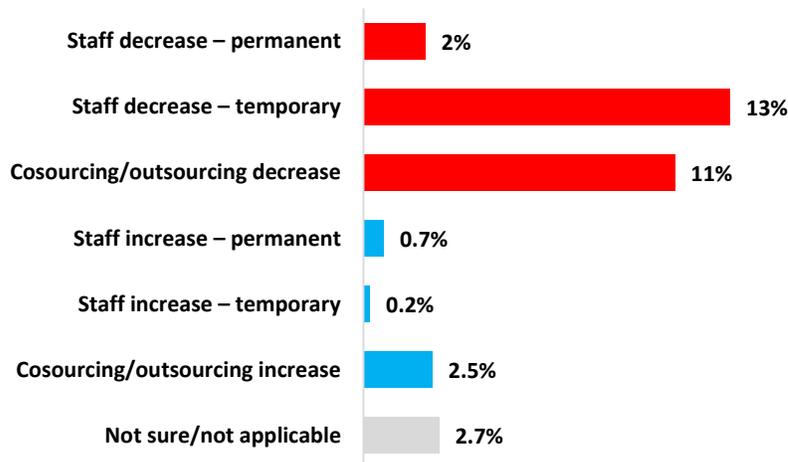
Note: Q19: What is the primary industry classification of the organization for which you work (or your primary client if you are a service provider)? Industry categories are based on the NAICS (North American Industry Classification System). Industries were combined into groups with similar characteristics related to COVID-19. Survey conducted April 9 to 13, 2020 ($n = 401$). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit F.6: Internal Audit Budget Changes Due to COVID-19 - North America



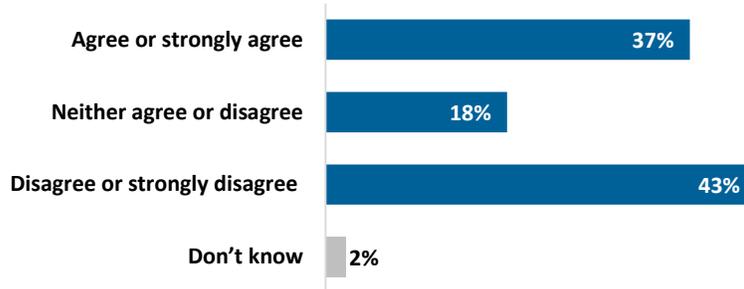
Note: Q8: How has your internal audit budget changed in the short term as a result of COVID-19? The survey was conducted April 9 to 13, 2020 (n = 401). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

Exhibit F.7: Internal Audit Functions with Staffing Changes Due to COVID-19 - North America



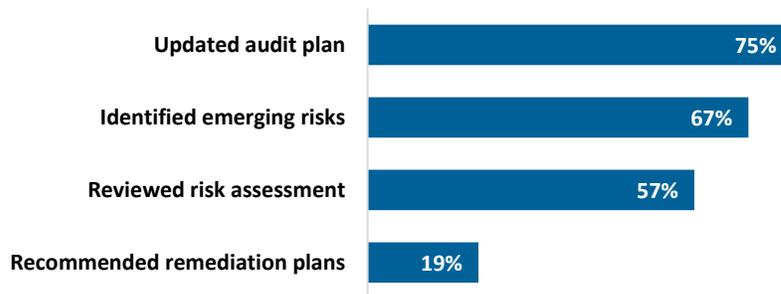
Note: Q7: How has your internal audit staffing changed as a result of COVID-19? Choose all that apply. The survey was conducted April 9 to 13, 2020 (n = 401). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit F.8: Opinion on Whether the Organization Involved Internal Audit in Risk/Response Discussion for COVID-19 - North America



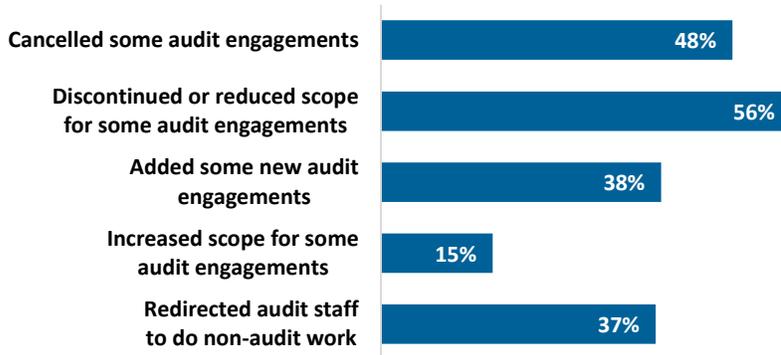
Note: Q7.6 (North America only): The organization involved internal audit in a timely manner in discussions of risk and potential responses. The survey for North America was conducted March 19 to 23, 2020 ($n = 148$). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding. This question was asked in the March North America survey, not April.

Exhibit F.9: How Internal Audit Functions Have Addressed COVID-19 Risk - North America



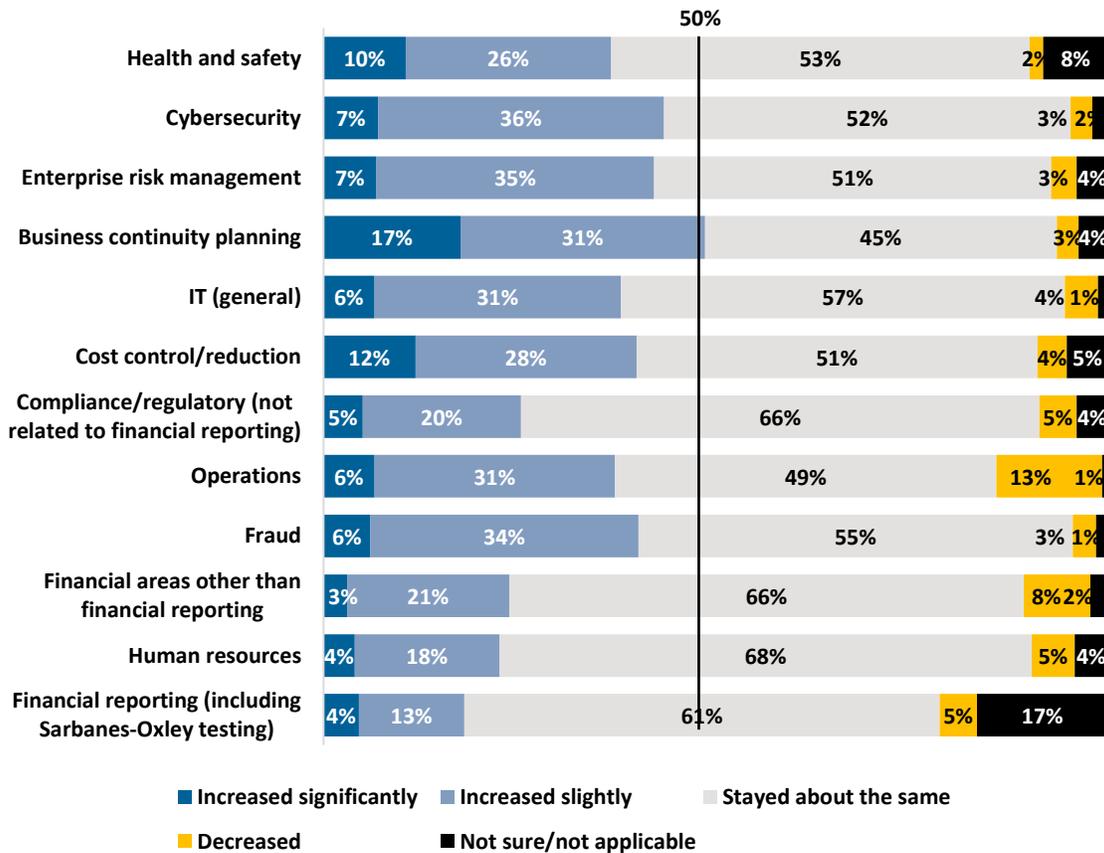
Note: Q9: How has your internal audit function addressed risk as a result of COVID-19? The survey was conducted April 9 to 13, 2020 ($n = 401$). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit F.10: Audit Plan Adjustments Due to COVID-19 - North America



Note: Q5: How has your audit plan changed as a result of COVID-19? The survey was conducted April 9 to 13, 2020 (n = 401). COVID-19 was declared a global pandemic on March 11, 2020.

Exhibit F.11: Changes in Audit Focus Due to COVID-19 - North America



Note: Q10: How has your audit effort in the following areas changed as a result of COVID-19? The survey was conducted April 9 to 13, 2020 (n = 401). COVID-19 was declared a global pandemic on March 11, 2020. Totals may not equal 100% due to rounding.

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