



## STANDARDS MAPPING

A mapping of statements or concepts from the International Standards for the Professional Practice of Internal Auditing (2017) to the proposed Global Internal Audit Standards™ (2023). Some non-essential text is not included.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
Intro	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.		Deleted
Intro	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.	Intro	The Standards apply to any individual or function that provides internal audit services; for organizations that vary in purpose, size, complexity, and structure; and by persons within or outside the organization. The Standards apply whether internal auditors are employees of the organization, contracted with an external service provider, or a combination of both.
Intro	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.	Intro	The Global Internal Audit Standards provide requirements and recommendations to guide the professional practice of quality internal auditing globally.

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Intro	The Standards are a set of principles-based, mandatory requirements consisting of:	Intro	<p>Structure of the Standards</p> <p>The Global Internal Audit Standards contains:</p> <ul style="list-style-type: none"> <li>● Principles: broad descriptions of a basic assumption or rule summarizing a group of requirements and recommendations that follow.</li> <li>● Standards: <ul style="list-style-type: none"> <li>○ Requirements for the professional practice of internal auditing.</li> <li>○ Considerations: <ul style="list-style-type: none"> <li>■ Implementation: common and preferred practices for implementing the requirements.</li> <li>■ Evidence of Conformance: examples of recommended ways to demonstrate that the requirements of the Standards have been implemented.</li> </ul> </li> </ul> </li> </ul> <p>The Standards are organized into five domains related by a common theme:</p> <ol style="list-style-type: none"> <li>I. Purpose of Internal Auditing.</li> <li>II. Ethics and Professionalism.</li> <li>III. Governing the Internal Audit Function.</li> <li>IV. Managing the Internal Audit Function.</li> <li>V. Performing Internal Audit Services.</li> </ol>
Intro	· 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.	Deleted	No longer considered necessary in the introduction.
Intro	· Interpretations clarifying terms or concepts within the Standards.	Deleted	Interpretation no longer a separate part of the Standards.
Intro	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	Universal	"Shall" was used in the Code of Ethics but "must" is agreed upon for the Standards.

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	with all mandatory elements of the International Professional Practices Framework.		
Intro	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.	Intro	The Standards use certain terms as defined specifically in its glossary. To understand and apply the Standards correctly, it is necessary to understand and adopt the specific meanings and usage of the terms as described in the glossary.
Intro	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.	Intro	The Requirements sections of the Standards use the word "must" to specify unconditional requirements. The Considerations for Implementation sections of the Standards use the word "should" to specify preferred practices and the word "may" to specify optional practices to implement the Requirements.
Intro	The Standards comprise two main categories: Attribute and Performance Standards.	N/A	Changed to fit new structure.
Intro	Attribute Standards address the attributes of organizations and individuals performing internal auditing.	N/A	Changed to fit new structure.
Intro	Performance Standards describe the nature of internal auditing and provide quality criteria against which the performance of these services can be measured.	N/A	Changed to fit new structure.
Intro	Attribute and Performance Standards apply to all internal audit services.	N/A	Changed to fit new structure.
Intro	Implementation Standards expand upon the Attribute and Performance Standards by providing the requirements applicable to assurance (.A) or consulting (.C) services.	N/A	Changed to fit new structure.
Intro	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.	N/A	Changed to fit new structure and de-emphasis on distinction between assurance and consulting services.

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Intro	The nature and scope of an assurance engagement are determined by the internal auditor.	N/A	Changed to fit new structure and de-emphasis on distinction between assurance and consulting services.
Intro	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.	N/A	Changed to fit new structure and de-emphasis on distinction between assurance and consulting services.
Intro	Consulting services are advisory in nature and are generally performed at the specific request of an engagement client.	N/A	Changed to fit new structure and de-emphasis on distinction between assurance and consulting services.
Intro	The nature and scope of the consulting engagement are subject to agreement with the engagement client.	N/A	Changed to fit new structure and de-emphasis on distinction between assurance and consulting services.
Intro	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.	N/A	Changed to fit new structure and de-emphasis on distinction between assurance and consulting services.
Intro	When performing consulting services the internal auditor should maintain objectivity and not assume management responsibility.	N/A	Changed to fit new structure and de-emphasis on distinction between assurance and consulting services.
Intro	The Standards apply to individual internal auditors and the internal audit activity.	Intro	The Standards apply to any individual or function that provides internal audit services; for organizations that vary in purpose, size, complexity, and structure; and by persons within or outside the organization.
Intro	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	The Standards apply to individual internal auditors and the internal audit function. All internal auditors are accountable for conforming with the principles and standards in the Ethics and Professionalism domain as well as the principles and standards relevant to performing their job responsibilities.

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Intro	Chief audit executives are additionally accountable for the internal audit activity's overall conformance with the Standards.	Intro	Chief audit executives are additionally accountable for the internal audit function's overall conformance with the Standards.
Intro	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	If internal auditors or the internal audit function 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 required.
Intro	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.	Intro	If the Standards are used in conjunction with requirements issued by other authoritative bodies, internal audit communications must also cite the use of other requirements, as appropriate. However, conformance with the Standards is expected.
Intro	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.	Intro	If the Standards are used in conjunction with requirements issued by other authoritative bodies, internal audit communications must also cite the use of other requirements, as appropriate. However, conformance with the Standards is expected.
Intro	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.	Intro	The IIA is committed to setting standards in the public interest, which includes an extensive, ongoing process undertaken by the International Internal Audit Standards Board and overseen by the IPPF Oversight Council. The Standards Board engages in a due process that includes soliciting stakeholder input when drafting and revising the content of the Global Internal Audit Standards. The process includes posting a draft for worldwide public comment on The IIA's public-facing website before the Standards are finalized and issued. The draft is distributed to all IIA affiliates and translated into several languages; translations are also posted on The IIA's website. The IPPF Oversight Council is an independent oversight group that evaluates and advises on the

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			standard-setting process to promote inclusiveness and transparency, which ultimately serves the public interest.
1000	1000 – Purpose, Authority, and Responsibility	Principle 6	<p>The board establishes, approves, and supports the authority, role, and responsibilities of the internal audit function.</p> <p>The authority, role, and responsibilities of the internal audit function are defined in the internal audit mandate. The mandate empowers the internal audit function to enhance the organization's success by providing senior management and the board with objective assurance and advice. The internal audit function carries out the mandate by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes throughout the organization.</p>
1000	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).	6.1	<p><b>Board Responsibilities</b></p> <p>The board must approve the internal audit mandate, which defines the internal audit function's authority, role, and responsibilities and specifies the scope and types of internal audit services.</p> <p>To understand and support a mandate that establishes the basis for an effective internal audit function, the board must consider information provided by the chief audit executive.</p> <p>The board must review the internal audit mandate at least annually 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.</p> <p><b>Chief Audit Executive Responsibilities</b></p> <p>The chief audit executive must provide the board with the information necessary to establish the internal audit mandate. This information includes the Global Internal Audit Standards related to governing the internal audit</p>

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			<p>function, the potential scope and types of internal audit services, and other responsibilities common to internal audit functions.</p> <p>To help the board determine the scope and types of internal audit services, the chief audit executive must collaborate with other internal and external assurance providers and with regulators, if applicable, to ensure a mutual understanding of each other's roles and responsibilities. This mutual understanding should be shared with the board.</p> <p><b>Joint Responsibilities</b></p> <p>The board and the chief audit executive must discuss and agree upon the internal audit function's mandate. The chief audit executive must document the agreed-upon internal audit mandate in an internal audit charter, which is approved by the board.</p> <p>At least annually, the board and the chief audit executive must discuss the internal audit mandate and the charter to assess whether the authority, role, and responsibilities continue to enable the internal audit function to accomplish its objectives. The chief audit executive must document any changes in a revised internal audit charter. The board must approve changes to the mandate and the charter. (See also Standard 9.3 Internal Audit Charter.)</p>
1000	The chief audit executive must periodically review the internal audit charter and present it to senior management and the board for approval.	6.1 9.3	<p>6.1 At least annually, the board and the chief audit executive must discuss the internal audit mandate and the charter to assess whether the authority, role, and responsibilities continue to enable the internal audit function to accomplish its objectives. The chief audit executive must document any changes in a revised internal audit charter. The board must approve changes to the mandate and the charter. (See also Standard 9.3 Internal Audit Charter.)</p> <p>9.3 The chief audit executive must discuss the charter</p>

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			with senior management and the board and obtain board approval. The chief audit executive and the board must review the charter periodically. If changes are needed, the chief audit executive must seek the board's approval of the revised charter. (See also Standard 6.1 Internal Audit Mandate.)
1000. Int	The internal audit charter is a formal document that defines the internal audit activity's purpose, authority, and responsibility.	6.1 9.3	<p>6.1 The board and the chief audit executive must discuss and agree upon the internal audit function's mandate. The chief audit executive must document the agreed-upon internal audit mandate in an internal audit charter, which is approved by the board.</p> <p>9.3. The chief audit executive must develop and maintain an internal audit charter that specifies at a minimum the internal audit function's:</p> <ul style="list-style-type: none"> <li>● Purpose of Internal Auditing.</li> <li>● Commitment to adhere to the Global Internal Audit Standards.</li> <li>● Mandate and board's responsibilities to support the internal audit function.</li> <li>● Organizational position and reporting relationships.</li> <li>● Responsibilities of the internal audit function, including scope and types of services to be provided.</li> <li>● Commitment to quality assurance and improvement.</li> </ul>
1000. Int	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.	6.1 9.3	<p>6.1 The board and the chief audit executive must discuss and agree upon the internal audit function's mandate. The chief audit executive must document the agreed-upon internal audit mandate in an internal audit charter, which is approved by the board.</p> <p>9.3 The chief audit executive must develop and maintain an internal audit charter that specifies at a minimum the internal audit function's:</p> <ul style="list-style-type: none"> <li>● Purpose of Internal Auditing.</li> <li>● Commitment to adhere to the Global Internal Audit Standards.</li> </ul>



2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<ul style="list-style-type: none"> <li>● Mandate and board’s responsibilities to support the internal audit function.</li> <li>● Organizational position and reporting relationships.</li> <li>● Responsibilities of the internal audit function, including scope and types of services to be provided.</li> <li>● Commitment to quality assurance and improvement.</li> </ul>
1000. Int	Final approval of the internal audit charter resides with the board.	6.1 9.3	<p>6.1 The chief audit executive must document the agreed-upon internal audit mandate in an internal audit charter, which is approved by the board.</p> <p>9.3 The chief audit executive must discuss the charter with senior management and the board and obtain board approval. The chief audit executive and the board must review the charter periodically. If changes are needed, the chief audit executive must seek the board’s approval of the revised charter. (See also Standard 6.1 Internal Audit Mandate.)</p>
1000.A1	1000.A1 – The nature of assurance services provided to the organization must be defined in the internal audit charter.	6.1 9.3	<p>6.1 The chief audit executive must provide the board with the information necessary to establish the internal audit mandate. This information includes the Global Internal Audit Standards related to governing the internal audit function, the potential scope and types of internal audit services, and other responsibilities common to internal audit functions.</p> <p>9.3 The chief audit executive must develop and maintain an internal audit charter that specifies at a minimum the internal audit function’s:</p> <ul style="list-style-type: none"> <li>● Purpose of Internal Auditing.</li> <li>● Commitment to adhere to the Global Internal Audit Standards.</li> <li>● Mandate and board’s responsibilities to support the internal audit function.</li> <li>● Organizational position and reporting relationships.</li> <li>● Responsibilities of the internal audit function, including</li> </ul>

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			scope and types of services to be provided. <ul style="list-style-type: none"> <li>• Commitment to quality assurance and improvement.</li> </ul>
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.	9.3	If assurances are to be provided to parties outside the organization, the nature of these assurances also must be defined in the internal audit charter.
1000.C1	1000.C1 – The nature of consulting services must be defined in the internal audit charter.	6.1	The board must approve the internal audit mandate, which defines the internal audit function’s authority, role, and responsibilities and specifies the scope and types of internal audit services.
1010	1010 – Recognizing Mandatory Guidance in the Internal Audit Charter.	6.1	The chief audit executive must provide the board with the information necessary to establish the internal audit mandate. This information includes the Global Internal Audit Standards related to governing the internal audit function, the potential scope and types of internal audit services, and other responsibilities common to internal audit functions.
1010	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.	N/A	Changed to fit new structure.
1010	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. This information includes the Global Internal Audit Standards related to governing the internal audit function, the potential scope and types of internal audit services, and other responsibilities common to internal audit functions.
	New - Board Interaction.	8.1	The board must interact with the internal audit function to understand the effectiveness of the organization’s governance, risk management, and control processes.  Board oversight must include ongoing communication with the chief audit executive to ensure the internal audit function is fulfilling the internal audit mandate. The board

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			<p>must communicate its perspective on the organization's strategies, objectives, and risks to assist the chief audit executive with determining internal audit priorities.</p> <p>The board must set expectations for:</p> <ul style="list-style-type: none"> <li>• The frequency of communications with the chief audit executive.</li> <li>• The criteria for determining which issues should be escalated to the board, such as significant or material risks that exceed the board's risk tolerance.</li> <li>• The process for escalating communications from management to the board.</li> </ul> <p>Chief Audit Executive Responsibilities The chief audit executive must provide the board with the information needed to conduct its oversight responsibilities. In addition to communications about the internal audit mandate and independence, the chief audit executive must communicate the results of internal audit services, including conclusions, assurance, advice, and insights to help the board fulfill its responsibilities. (See also Standard 11.3 Communicating Results.)</p>
1100	The internal audit activity must be independent, and internal auditors must be objective in performing their work.	Principle 7 7.1 Principle 2 2.1	<p>P7 The board establishes and protects the internal audit function's independence.</p> <p>7.1 To enable the internal audit function to fulfill its mandate, the board must establish a direct reporting relationship with the chief audit executive and the internal audit function.</p> <p>P2 Internal auditors maintain an impartial and unbiased attitude when performing internal audit services and making decisions.</p> <p>2.1 Internal auditors must maintain professional</p>

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			objectivity when performing all aspects of internal audit services.
1100. Int	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 ability of the internal audit function to carry out internal audit responsibilities in an unbiased manner.
1100. Int	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	To enable the internal audit function to fulfill its mandate, the board must establish a direct reporting relationship with the chief audit executive and the internal audit function.
1100. Int	This can be achieved through a dual-reporting relationship.	Principle 7 7.1 Considerations	<p>P7. Independence is established through accountability to the board, access to relevant resources, and freedom from interference. The internal audit function is only able to achieve the Purpose of Internal Auditing fully when the chief audit executive reports directly to the board and is positioned at a level within the organization that enables the internal audit function to perform its services and responsibilities without interference.</p> <p>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” or “a functional reporting relationship with the board”), rather than directly accountable to management of the activities over which it provides assurance and advice. A direct reporting relationship between the board and the chief audit executive enables the board to ensure that the internal audit function can perform internal audit services and communicate engagement findings, conclusions, and other results without interference or undue limitations. Examples of interference include management failing to provide requested information timely and restricting access to information, personnel, or physical properties. Limiting budgets or resources in a</p>

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			way that prohibits the internal audit function's ability to operate effectively is an example of undue limitation. (See also Standard 7.3 Safeguarding Independence and Standard 11.3 Communicating Results.)
1100. Int	Threats to independence must be managed at the individual auditor, engagement, functional, and organizational levels.	7.3	<p>Safeguards must be in place to manage impairments to the internal audit function's independence.</p> <p>The chief audit executive must discuss with the board 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 on the different types of safeguards that may be appropriate to address each impairment.</p> <p>The chief audit executive must discuss any impairment affecting the ability of the internal audit function to perform its duties independently with senior management and the board and seek their support to resolve the situation.</p>
1100. Int	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. Int	Objectivity requires that internal auditors do not subordinate their judgment on audit matters to others.	2.2	Internal auditors 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. Int	Threats to objectivity must be managed at the individual auditor, engagement, functional, and organizational levels.	2.2	Internal auditors must avoid situations, activities, and relationships that may impair or be presumed to impair their unbiased judgments.
1110	1110 – Organizational Independence	7.1	<p>Organizational Independence</p> <p>The board must establish a direct reporting relationship with the internal audit function.</p>

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1110	The chief audit executive must report to a level within the organization that allows the internal audit activity to fulfill its responsibilities.	7.1	As part of a direct reporting relationship, the board must: ... • Ensure that the chief audit executive is positioned at a level that enables internal audit services and responsibilities to be performed without interference from any level of management and provides the organizational authority and status to bring matters directly to senior management and/or the board and to escalate matters to the board when necessary.
1110	The chief audit executive must confirm to the board, at least annually, the organizational independence of the internal audit activity.	7.1	At least annually, the chief audit executive must confirm to the board the organizational independence of the internal audit function. This includes communicating incidents where independence may have been impaired, and the actions or safeguards employed to address the impairment. (See also 7.3 Safeguarding Independence.)
1110. Int	Organizational independence is effectively achieved when the chief audit executive reports functionally to the board.	7.1	To enable the internal audit function to fulfill its mandate, the board must establish a direct reporting relationship with the chief audit executive and the internal audit function
1110. Int	Examples of functional reporting to the board involve the board:	6.2	The board demonstrates its support by: • Establishing and approving the internal audit mandate. • Ensuring 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 as necessary with the chief audit executive in sessions without senior management present
1110. Int	Approving the internal audit charter.	6.2	The board demonstrates its support by: ...

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			<ul style="list-style-type: none"> <li>• Approving the internal audit charter, internal audit plan, budget, and resource plan"</li> </ul>
1110. Int	Approving the risk-based internal audit plan.	6.2	<p>The board demonstrates its support by:</p> <p>...</p> <ul style="list-style-type: none"> <li>• Approving the internal audit charter, internal audit plan, budget, and resource plan"</li> </ul>
1110. Int	Approving the internal audit budget and resource plan.	6.2	<p>The board demonstrates its support by:</p> <p>...</p> <ul style="list-style-type: none"> <li>• Approving the internal audit charter, internal audit plan, budget, and resource plan"</li> </ul>
1110. Int	Receiving communications from the chief audit executive on the internal audit activity's performance relative to its plan and other matters.	7.1	<p>As part of a direct reporting relationship, the board must:</p> <ul style="list-style-type: none"> <li>• Approve and/or participate in decisions regarding the appointment, removal, performance evaluation, and remuneration of the chief audit executive.</li> </ul>
1110. Int	Approving decisions regarding the appointment and removal of the chief audit executive.	7.1	<p>As part of a direct reporting relationship, the board must:</p> <ul style="list-style-type: none"> <li>• Approve and/or participate in decisions regarding the appointment, removal, performance evaluation, and remuneration of the chief audit executive.</li> </ul>
1110. Int	Approving the remuneration of the chief audit executive.	7.1	<p>As part of a direct reporting relationship, the board must:</p> <ul style="list-style-type: none"> <li>• Approve and/or participate in decisions regarding the appointment, removal, performance evaluation, and remuneration of the chief audit executive.</li> </ul>
1110. Int	<ul style="list-style-type: none"> <li>• Making appropriate inquiries of management and the chief audit executive to determine whether there are inappropriate scope or resource limitations.</li> </ul>	6.2 7.1	<p>6.2 The board demonstrates its support by:</p> <p>...</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Meeting as necessary with the chief audit executive in sessions without senior management present</li> </ul> <p>7.1 At least annually, the chief audit executive must confirm to the board the organizational independence of the internal audit function. This includes communicating</p>

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			incidents where independence may have been impaired, and the actions or safeguards employed to address the impairment. (See also 7.3 Safeguarding Independence.)
1110.A1	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	<p>P7 The board is responsible for ensuring the independence of the internal audit function. Independence is defined as the freedom from conditions that impair the ability of the internal audit function to carry out internal audit responsibilities in an unbiased manner. Independence is established through accountability to the board, access to relevant resources, and freedom from interference. The internal audit function is only able to achieve the Purpose of Internal Auditing fully when the chief audit executive reports directly to the board and is positioned at a level within the organization that enables the internal audit function to perform its services and responsibilities without interference.</p> <p>7.1 To enable the internal audit function to fulfill its mandate, the board must establish a direct reporting relationship with the chief audit executive and the internal audit function. As part of a direct reporting relationship, the board must:</p> <p>...</p> <ul style="list-style-type: none"> <li>• Ensure that the internal audit function is free from interference when determining its scope, performing internal audit engagements, and communicating results.</li> </ul>
1110.A1	The chief audit executive must disclose such interference to the board and discuss the implications.	6.2 7.1	<p>6.2 The board demonstrates its support by:</p> <p>...</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Meeting as necessary with the chief audit executive in sessions without senior management present</li> </ul>



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			7.1 At least annually, the chief audit executive must confirm to the board the organizational independence of the internal audit function. This includes communicating incidents where independence may have been impaired, and the actions or safeguards employed to address the impairment. (See also 7.3 Safeguarding Independence.)
1111	The chief audit executive must communicate and interact directly with the board.	6.2 7.1	6.2 The board must support the chief audit executive through regular, direct communications  The chief audit executive must provide the board with information it needs to support and ensure recognition of the internal audit mandate throughout the organization.  7.1 To enable the internal audit function to fulfill its mandate, the board must establish a direct reporting relationship with the chief audit executive and the internal audit function.
1112	1112 – Chief Audit Executive Roles Beyond Internal Auditing	7.2	7.2 Before taking on any nonaudit roles and responsibilities, the chief audit executive must communicate the implications of such and propose safeguards to manage actual, potential, and perceived impairments to the board.  After taking on any approved nonaudit roles and responsibilities, the chief audit executive must confirm to the board that appropriate safeguards to the internal audit function’s independence have been implemented and are effective.
1112	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.	2.3 7.3	2.3 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 7.2 Chief Audit Executive Roles, Responsibilities, and Qualifications and Standard 7.3 Safeguarding Independence.)

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>7.3 When the chief audit executive has ongoing nonaudit responsibilities, the responsibilities, the 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 assurance provider from outside the organization that reports independently to the board.</p> <p>When the chief audit executive's nonaudit responsibilities are temporary, assurance for those areas must be overseen by an independent third party both during the temporary assignment and for the subsequent 12 months. If the chief audit executive's nonaudit responsibilities are temporary, a plan must be established to transition the nonaudit responsibilities to management.</p>
1112. Int	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.	2.3 7.3	<p>2.3 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 7.2 Chief Audit Executive Roles, Responsibilities, and Qualifications and Standard 7.3 Safeguarding Independence.)</p> <p>7.3 When the chief audit executive has ongoing nonaudit responsibilities, the responsibilities, the 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 assurance provider from outside the organization that reports independently to the board.</p> <p>When the chief audit executive's nonaudit responsibilities are temporary, assurance for those areas must be</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>overseen by an independent third party both during the temporary assignment and for the subsequent 12 months. If the chief audit executive's nonaudit responsibilities are temporary, a plan must be established to transition the nonaudit responsibilities to management.</p>
1112. Int	<p>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.</p>	<p>2.3 7.3</p>	<p>2.3 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 7.2 Chief Audit Executive Roles, Responsibilities, and Qualifications and Standard 7.3 Safeguarding Independence.)</p> <p>7.3 When the chief audit executive has ongoing nonaudit responsibilities, the responsibilities, the 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 assurance provider from outside the organization that reports independently to the board.</p> <p>When the chief audit executive's nonaudit responsibilities are temporary, assurance for those areas must be overseen by an independent third party both during the temporary assignment and for the subsequent 12 months. If the chief audit executive's nonaudit responsibilities are temporary, a plan must be established to transition the nonaudit responsibilities to management.</p>
1112. Int	<p>Safeguards are those oversight activities, often undertaken by the board, to address</p>	<p>2.3 7.3</p>	<p>2.3 If the objectivity of the chief audit executive is impaired in fact or appearance, the chief audit</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
	<p>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.</p>		<p>executive must disclose the impairment to the board. (See also Standard 7.2 Chief Audit Executive Roles, Responsibilities, and Qualifications and Standard 7.3 Safeguarding Independence.)</p> <p>7.3 When the chief audit executive has ongoing nonaudit responsibilities, the responsibilities, the 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 assurance provider from outside the organization that reports independently to the board.</p> <p>When the chief audit executive’s nonaudit responsibilities are temporary, assurance for those areas must be overseen by an independent third party both during the temporary assignment and for the subsequent 12 months. If the chief audit executive’s nonaudit responsibilities are temporary, a plan must be established to transition the nonaudit responsibilities to management.</p>
1120	1120 – Individual Objectivity	Principle 2 2.1	<p>P2 Maintain Objectivity</p> <p>Internal auditors maintain an impartial and unbiased attitude when performing internal audit services and making decisions.</p> <p>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. An independently positioned internal audit function</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>supports internal auditors' ability to maintain objectivity.</p> <p>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, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Self-review bias – lack of critical perspective when reviewing one's own work, which may lead to overlooking mistakes or shortcomings.</li> <li>• Familiarity bias – making assumptions based on past experiences, which may compromise professional skepticism.</li> <li>• Prejudice or unconscious bias – misinterpretation of information including predisposed ideas about culture, ethnicity, gender, ideology, race, or other characteristics that may unduly influence judgments.</li> </ul> <p>The chief audit executive must provide policies, procedures, and training to support and promote objectivity. Internal auditors must understand the expectations relevant to their responsibilities and apply the policies and procedures.</p>
1120	Internal auditors must have an impartial, unbiased attitude and avoid any conflict of interest.	Principle 2 2.1	<p>P2. Internal auditors maintain an impartial and unbiased attitude when performing internal audit services and making decisions</p> <p>2.1. Internal auditors must maintain professional</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			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.
1120. Int	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.	2.2	Conflicts of interest, including situations, activities, and relationships that may: <ul style="list-style-type: none"> <li>o Oppose, compete with, or be contrary to the interests of the organization.</li> <li>o Be established to protect oneself from potential or actual loss or harm.</li> <li>o Be nepotistic or provide favoritism to certain individuals.</li> </ul>
1120. Int	Such competing interests can make it difficult to fulfill his or her duties impartially.	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 can undermine the confidence in an internal auditor, the internal audit function, and the internal audit profession, even if no unethical or improper acts result.
1120. Int	A conflict of interest exists even if no unethical or improper act results.	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 can undermine the confidence in an internal auditor, the internal audit function, and the internal audit profession, even if no unethical or improper acts result.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
1120. Int	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.	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 can undermine the confidence in an internal auditor, the internal audit function, and the internal audit profession, even if no unethical or improper acts result.
1120. Int	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 can 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	1130 – Impairment to Independence or Objectivity	2.2	Internal auditors must avoid situations, activities, and relationships that may impair or be presumed to impair their unbiased judgments.
1130	If independence or objectivity is impaired in fact or appearance, the details of the impairment must be disclosed to appropriate parties.	7.3 2.3	7.3 The chief audit executive must discuss with the board 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 on the different types of safeguards that may be appropriate to address each impairment.  The chief audit executive must discuss any impairment affecting the ability of the internal audit function to perform its duties independently with

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>senior management and the board and seek their support to resolve the situation.</p> <p>Additionally, the chief audit executive must disclose existing impairments to senior management and other appropriate parties. To determine the other parties to which disclosure should be made, the chief audit executive must take into account 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 an impairment is discovered after an engagement has been completed and it affects 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, senior management, the board, and/or other affected stakeholders and determine the appropriate actions to resolve the situation. (See also Standard 11.4 Errors and Omissions.)</p> <p>2.3 If objectivity is impaired in fact or appearance, the details of the impairment must be disclosed to appropriate parties.</p>
1130	The nature of the disclosure will depend upon the impairment.	7.3 2.3	7.3 Additionally, the chief audit executive must disclose existing impairments to senior management and other appropriate parties. To determine the other parties to which disclosure should be made, the chief audit executive must take into account the nature of the impairment, the impairment's impact on the reliability of the results of internal audit services, and the expectations of relevant



2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>stakeholders. If an impairment is discovered after an engagement has been completed and it affects 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, senior management, the board, and/or other affected stakeholders and determine the appropriate actions to resolve the situation. (See also Standard 11.4 Errors and Omissions.)</p> <p>2.3 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 management of the activity under review, senior management, and/or the board and determine the appropriate actions to resolve the situation.</p> <p>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, senior management, the board, and/or other affected stakeholders and determine the appropriate actions to resolve the situation. (See also Standard 11.4 Errors and Omissions.)</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>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 7.2 Chief Audit Executive Roles, Responsibilities, and Qualifications and Standard 7.3 Safeguarding Independence.)</p>
1130. Int	<p>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.</p>	<p>7.3 Considerations 2.2 Considerations</p>	<p>7.3 Considerations. Situations that may introduce impairments to independence include:</p> <ul style="list-style-type: none"> <li>• The chief audit executive lacking direct communication or interaction with the board.</li> <li>• Management attempting to limit the scope of the internal audit services that were previously approved by the board and documented in the internal audit charter.</li> <li>• Management attempting to restrict access to the data, records, and other information as well as personnel and physical properties required to perform the internal audit services.</li> <li>• Management pressuring internal auditors to suppress or change internal audit findings.</li> <li>• The budget for the internal audit function being reduced to a level whereby the function is unable to fulfill its responsibilities as outlined in the internal audit charter.</li> <li>• An assurance engagement being 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. (See also Standard 7.2 Chief Audit Executive Roles, Responsibilities, and Qualifications.)</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>2.2 Considerations. Impairments to objectivity are situations, activities, and relationships that may influence internal auditors' judgments and decisions in a way that may change internal audit findings and conclusions. Standard 2.2 Safeguarding Objectivity specifies types of situations, activities, and relationships from which internal auditors must refrain to maintain an impartial and unbiased mindset.</p>
1130. Int	<p>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.</p>	7.3 2.3	<p>7.3 To determine the other parties to which disclosure should be made, the chief audit executive must take into account 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 an impairment is discovered after an engagement has been completed and it affects 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, senior management, the board, and/or other affected stakeholders and determine the appropriate actions to resolve the situation. (See also Standard 11.4 Errors and Omissions.)</p> <p>2.3 If objectivity is impaired, in fact or appearance, the details of the impairment must be disclosed to appropriate parties.</p>
1130.A1	<p>1130.A1 – Internal auditors must refrain from assessing specific operations for which they were previously responsible.</p>	2.2	<p>When performing internal audit services:</p> <ul style="list-style-type: none"> <li>• Internal auditors must not provide assurance over an activity for which, within the past year, they provided advisory services, had significant</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			responsibility, or were able to exert significant influence. Given the same circumstances, internal auditors may perform an advisory engagement only if they disclose the circumstances to the requester of the advisory services before accepting the engagement. After providing such disclosure, internal auditors may accept the advisory engagement.
1130.A1	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: <ul style="list-style-type: none"> <li>• Internal auditors must not provide assurance over an activity for which, within the past year, they provided advisory services, had significant responsibility, or were able to exert significant influence. Given the same circumstances, internal auditors may perform an advisory engagement only if they disclose the circumstances to the requester of the advisory services before accepting the engagement. After providing such disclosure, internal auditors may accept the advisory engagement.</li> </ul>
1130.A2	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 7.2 7.3	2.2 A qualified and competent internal auditor must supervise internal audit engagements and review engagement documentation. When internal auditors perform an assurance engagement in an area for which the chief audit executive has responsibility, the engagement supervision must be overseen by a qualified, independent party.  7.2 Before taking on any nonaudit roles and responsibilities, the chief audit executive must communicate the implications of such and propose safeguards to manage actual, potential, and perceived impairments to the board.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>After taking on any approved nonaudit roles and responsibilities, the chief audit executive must confirm to the board that appropriate safeguards to the internal audit function's independence have been implemented and are effective.</p> <p>7.3 When the chief audit executive has ongoing nonaudit responsibilities, the responsibilities, the 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 assurance provider from outside the organization that reports independently to the board.</p> <p>When the chief audit executive's nonaudit responsibilities are temporary, assurance for those areas must be overseen by an independent third party both during the temporary assignment and for the subsequent 12 months. If the chief audit executive's nonaudit responsibilities are temporary, a plan must be established to transition the nonaudit responsibilities to management.</p>
1130.A3	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	Internal auditors must not provide assurance over an activity for which, within the past year, they provided advisory services, had significant responsibility, or were able to exert significant influence. Given the same circumstances, internal auditors may perform an advisory engagement only if they disclose the circumstances to the requester of

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			the advisory services before accepting the engagement. After providing such disclosure, internal auditors may accept the advisory engagement.
1130.C1	1130.C1 – Internal auditors may provide consulting services relating to operations for which they had previous responsibilities.	2.2	Internal auditors must not provide assurance over an activity for which, within the past year, they provided advisory services, had significant responsibility, or were able to exert significant influence. Given the same circumstances, internal auditors may perform an advisory engagement only if they disclose the circumstances to the requester of the advisory services before accepting the engagement. After providing such disclosure, internal auditors may accept the advisory engagement.
1130.C2	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	Internal auditors must not provide assurance over an activity for which, within the past year, they provided advisory services, had significant responsibility, or were able to exert significant influence. Given the same circumstances, internal auditors may perform an advisory engagement only if they disclose the circumstances to the requester of the advisory services before accepting the engagement. After providing such disclosure, internal auditors may accept the advisory engagement.
1200	Engagements must be performed with proficiency and due professional care.	4.1	Internal auditors apply due professional care in planning and performing internal audit services.
1210	1210 – Proficiency	3.1	Internal auditors must possess or obtain the knowledge, skills, and abilities to perform their responsibilities successfully.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
1210	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 knowledge, skills, and abilities to perform their responsibilities successfully.
1210	The internal audit activity collectively must possess or obtain the knowledge, skills, and other competencies needed to perform its responsibilities.	10.2	The chief audit executive must implement a program to recruit, develop, and retain qualified professional internal auditors.
1210. Int	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.	3.1	For internal auditors, being competent requires possessing and demonstrating knowledge, skills, and abilities relevant to: <ul style="list-style-type: none"> <li>• The IIA’s Global Internal Audit Standards and current internal audit practices.</li> <li>• Supervision, leadership, communication, and collaboration.</li> <li>• Governance, risk management, and control processes.</li> <li>• Business functions, such as financial management and information technology, and pervasive risks, such as fraud.</li> <li>• Industry-specific laws, regulations, and practices.</li> <li>• Tools and techniques for gathering, analyzing, and evaluating data.</li> <li>• Current activities, trends, and emerging issues.</li> </ul>
1210. Int	It encompasses consideration of current activities, trends, and emerging issues, to enable relevant advice and recommendations.	3.1	For internal auditors, being competent requires possessing and demonstrating knowledge, skills, and abilities relevant to: <p>....</p> <ul style="list-style-type: none"> <li>• Current activities, trends, and emerging issues.</li> </ul> <p>....</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
1210. Int	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.	3.2 Considerations	Internal auditors at all levels of their careers should: <ul style="list-style-type: none"> <li>• Obtain appropriate professional designations, such as the Certified Internal Auditor designation and other certifications and credentials offered by The IIA and other professional organizations</li> </ul>
1210.A1	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 7.2 10.2	<p>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.)</p> <p>7.2 The chief audit executive must take responsibility for maintaining and enhancing the qualifications and competencies necessary to fulfill the roles and responsibilities expected by the board. (See also Principle 3 Demonstrate Competency and relevant standards.)</p> <p>10.2 The chief audit executive must 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.</p>



2017 reference	Standards (2017)	2023 reference	Standards (2023)
1210.A2	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	For internal auditors, being competent requires possessing and demonstrating knowledge, skills, and abilities relevant to: ..... ● Business functions, such as financial management and information technology, and pervasive risks, such as fraud.
1210.A3	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	For internal auditors, being competent requires possessing and demonstrating knowledge, skills, and abilities relevant to: .... ● Business functions, such as financial management and information technology, and pervasive risks, such as fraud. ..... ● Tools and techniques for gathering, analyzing, and evaluating data.
1210.A3	However, not all internal auditors are expected to have the expertise of an internal auditor whose primary responsibility is information technology auditing.	N/A	Deleted; see Standard 3.1.
1210.C1	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.	N/A	Deleted; see Standard 10.2.
1220	1220 – Due Professional Care	Principle 4	Internal auditors apply due professional care in planning and performing internal audit services.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
1220	Internal auditors must apply the care and skill expected of a reasonably prudent and competent internal auditor.	Principle 4	Internal auditors apply due professional care in planning and performing internal audit services.
1220	Due professional care does not imply infallibility.	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.A1	Extent of work needed to achieve the engagement's objectives.	4.2	<p>Internal auditors must exercise due professional care by taking into account the nature, circumstances, and requirements of the services to be provided, including:</p> <ul style="list-style-type: none"> <li>• The organization's strategy and objectives.</li> <li>• The best interests of those for whom internal audit services are provided and other stakeholders.</li> <li>• Adequacy and effectiveness of governance, risk management, and control processes</li> <li>• Cost in relation to potential benefits of the internal audit services to be performed.</li> <li>• Extent and timeliness of work needed to achieve the engagement's objectives.</li> <li>• Relative complexity, materiality, or significance of risks to the activity under review.</li> <li>• Probability of significant errors, fraud, noncompliance, and other risks that might affect objectives, operations, or resources.</li> <li>• Use of appropriate techniques, tools, and technology.</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
1220.A1	Relative complexity, materiality, or significance of matters to which assurance procedures are applied.	4.2	Internal auditors must exercise due professional care by taking into account 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.A1	Adequacy and effectiveness of governance, risk management, and control processes.	4.2	Internal auditors must exercise due professional care by taking into account the nature, circumstances, and requirements of the services to be provided, including: ..... • Adequacy and effectiveness of governance, risk management, and control processes
1220.A1	Probability of significant errors, fraud, or noncompliance.	4.2	Internal auditors must exercise due professional care by taking into account 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.A1	Cost of assurance in relation to potential benefits.	4.2	Internal auditors must exercise due professional care by taking into account the nature, circumstances, and requirements of the services to be provided, including: ..... • Cost in relation to potential benefits of the internal audit services to be performed.
1220.A2	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 taking into account the nature, circumstances, and requirements of the services to be provided, including:

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			..... • Use of appropriate techniques, tools, and technology.
1220.A3	1220.A3 – Internal auditors must be alert to the significant risks that might affect objectives, operations, or resources.	4.2	Internal auditors must exercise due professional care by taking into account the nature, circumstances, and requirements of the services to be provided, including: • The organization’s strategy and objectives. • The best interests of those for whom internal audit services are provided and other stakeholders.
1220.A3	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.C1	1220.C1 – Internal auditors must exercise due professional care during a consulting engagement by considering the:	4.3	Internal auditors must exercise due professional care by taking into account the nature, circumstances, and requirements of the services to be provided, including:
1220.C1	Needs and expectations of clients, including the nature, timing, and communication of engagement results.	4.3	Internal auditors must exercise due professional care by taking into account the nature, circumstances, and requirements of the services to be provided, including: • The organization’s strategy and objectives. • The best interests of those for whom internal audit services are provided and other stakeholders.
1220.C1	Relative complexity and extent of work needed to achieve the engagement’s objectives.	4.3	Internal auditors must exercise due professional care by taking into account the nature, circumstances, and requirements of the services to be provided, including:

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>.....</p> <ul style="list-style-type: none"> <li>• Relative complexity, materiality, or significance of risks to the activity under review.</li> </ul>
1220.C1	Cost of the consulting engagement in relation to potential benefits.	4.3	<p>Internal auditors must exercise due professional care by taking into account the nature, circumstances, and requirements of the services to be provided, including:</p> <p>.....</p> <ul style="list-style-type: none"> <li>• Cost in relation to potential benefits of the internal audit services to be performed.</li> </ul>
1230	Internal auditors must enhance their knowledge, skills, and other competencies through continuing professional development.	3.2	<p>Internal auditors must maintain and continuously develop their competencies to improve the effectiveness and quality of internal audit services.</p> <p>Internal auditors must enhance their knowledge, skills, and abilities by completing at least 20 hours of continuing professional education annually. Practicing internal auditors who have attained professional internal audit certifications must keep their certifications current by fulfilling any additional requirements for continuing professional education.</p>
1300	1300 – Quality Assurance and Improvement Program	8.3 8.4 12.1	<p>8.3 The board must ensure that a quality assurance and improvement program is developed and maintained by the chief audit executive.</p> <p>8.4 The chief audit executive must develop a plan for the performance of an external quality assessment and obtain the board’s approval.</p> <p>12.1 The chief audit executive must develop and conduct internal assessments of the internal audit function’s progress toward performance objectives</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			and conformance with the Global Internal Audit Standards.
1300	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	<p>The chief audit executive must develop, implement, and maintain a quality assurance and improvement program that covers all aspects of the internal audit function. At least annually, the chief audit executive must communicate the results of the internal quality assessment to the board. Such communications include:</p> <ul style="list-style-type: none"> <li>• The internal audit function’s conformance with the Standards and achievement of performance objectives.</li> <li>• Plans to address the internal audit function’s deficiencies and opportunities for improvement.</li> </ul>
	New	Principle 12	<p>The chief audit executive ensures conformance with the Global Internal Audit Standards and continuously improves the internal audit function’s performance.</p> <p>Quality is a combined measure of conformance with the Global Internal Audit Standards and the achievement of the internal audit function’s performance objectives. A quality assurance and improvement program is designed to evaluate and ensure the internal audit function conforms with the Standards, achieves performance objectives, and pursues continuous improvement. The program includes internal and external assessments. (See also Standard 8.3 Quality and Standard 8.4 External Quality Assessment.)</p> <p>The chief audit executive is responsible for ensuring that the internal audit function continuously improves. This requires the development of criteria</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			and measures to assess the performance of internal audit engagements, the internal auditors, and the internal audit function. These measures form the basis for evaluating the progress toward performance objectives.
1300. Int	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.	8.3 Principle 12	8.3 A quality assurance and improvement program is designed to evaluate whether the internal audit function conforms with the Standards and achieves its performance objectives. Additionally, the program is intended to ensure the internal audit function pursues continuous improvement  P12 The chief audit executive ensures conformance with the Standards and continuously improves the internal audit function's performance.
1300. Int	The program also assesses the efficiency and effectiveness of the internal audit activity and identifies opportunities for improvement.	8.3 12.2	8.3 A quality assurance and improvement program is designed to evaluate whether the internal audit function conforms with the Standards and achieves its performance objectives. Additionally, the program is intended to ensure the internal audit function pursues continuous improvement  12.2 The chief audit executive must ensure that the internal audit function achieves its performance objectives.
1300. Int	The chief audit executive should encourage board oversight in the quality assurance and improvement program.	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. At least annually, the chief audit executive must communicate the results of the internal quality assessment to the board. Such communications include: <ul style="list-style-type: none"> <li>• The internal audit function's conformance with the</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			Standards and achievement of performance objectives. <ul style="list-style-type: none"> <li>Plans to address the internal audit function's deficiencies and opportunities for improvement.</li> </ul>
1310	1310 – Requirements of the Quality Assurance and Improvement Program.	8.3	8.3 The board must ensure that a quality assurance and improvement program is developed and maintained by the chief audit executive.
1310	The quality assurance and improvement program must include both internal and external assessments.	8.3	The [quality assurance and assessment] program must include two types of assessments: <ul style="list-style-type: none"> <li>External assessments. (See Standard 8.4 External Quality Assessment.)</li> <li>Internal assessments. (See Standard 12.1 Internal Quality Assessment.)</li> </ul>
1311	1311 – Internal Assessments.	12.1	The chief audit executive must develop and conduct internal assessments of the internal audit function's progress toward performance objectives and conformance with the Global Internal Audit Standards.
1311	Ongoing monitoring of the performance of the internal audit activity.	12.1	The chief audit executive must establish a methodology for internal assessments that includes: <ul style="list-style-type: none"> <li>Ongoing monitoring of the internal audit function's progress toward performance objectives and its conformance with the Standards.</li> </ul> ....
1311	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 that includes: <ul style="list-style-type: none"> <li>Periodic self-assessments or assessments by other persons within the organization with sufficient knowledge of internal audit practices to evaluate conformance with all elements of the Standards.</li> </ul>



2017 reference	Standards (2017)	2023 reference	Standards (2023)
	New	12.1	The chief audit executive must establish a methodology for internal assessments that includes: .... ● Communication with the board at least annually about the results of internal assessments.
1311. Int	Ongoing monitoring is an integral part of the day-to-day supervision, review, and measurement of the internal audit activity.	12.1 Considerations	Ongoing monitoring is an integral part of the day-to-day supervision, review, and measurement of the internal audit function.
1311. Int	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. Int	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.
1311. Int	Sufficient knowledge of internal audit practices requires at least an understanding of all elements of the International Professional Practices Framework.	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.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
1312	1312 – External Assessments.	8.4	The board must ensure external assessments are conducted at least every five years.
1312	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 quality assessment must be conducted by an independent assessor or assessment team that is qualified in the professional practice of internal auditing as well as the quality assessment process. To be independent, the assessor or assessment team must be from outside the organization, not an employee or otherwise a part of or under the control of the organization in which the internal audit function operates. Independent assessors, assessment teams, and their organizations must be free from actual, potential, or perceived conflicts of interest that could impair their objectivity.
1312	The chief audit executive must discuss with the board:	8.4	The chief audit executive must develop a plan for the performance of an external quality assessment and obtain the board’s approval.
1312	The form and frequency of external assessment.	8.4	<p>The board must determine the scope and frequency of the external quality assessment. When defining the scope, the board must consider the responsibilities of the internal audit function and the chief audit executive, as contained in the internal audit charter, and regulatory requirements that may affect the internal audit function.</p> <p>The chief audit executive’s plan for the performance of an external quality assessment must be reviewed and approved by the board. Such approval must cover, at a minimum:</p> <ul style="list-style-type: none"> <li>• The scope and frequency of assessments.</li> <li>• The competencies and independence of the</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>external assessor, assessment team, or individual selected to validate a self-assessment</p> <ul style="list-style-type: none"> <li>• The rationale for conducting a self-assessment with independent validation rather than an external quality assessment performed by an independent third party.</li> </ul>
1312	The qualifications and independence of the external assessor or assessment team, including any potential conflict of interest.	8.4	<p>The chief audit executive’s plan for the performance of an external quality assessment must be reviewed and approved by the board. Such approval must cover, at a minimum:</p> <p>.....</p> <ul style="list-style-type: none"> <li>• The competencies and independence of the external assessor, assessment team, or individual selected to validate a self-assessment.</li> </ul>
1312. Int	External assessments may be accomplished through a full external assessment, or a self-assessment with independent external validation.	8.4	External quality assessments are conducted in two ways: an external assessment performed by an independent third party or a self-assessment with independent validation
	New	8.4	<p>The requirement for an external quality assessment may be met periodically through a self-assessment with independent validation. However, a self-assessment with independent validation does not fully replace the requirement for the internal audit function to conduct external quality assessments. The self-assessment may be alternated with the external quality assessment once every ten years.</p> <p>The self-assessment typically is conducted by the internal audit function, then validated by a qualified, independent external assessor. A self-assessment with independent validation is more limited in scope and consists of:</p> <ul style="list-style-type: none"> <li>• A comprehensive and fully documented self-</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>assessment process that emulates the external quality assessment process in terms of evaluating the internal audit function's conformance with the Standards.</p> <ul style="list-style-type: none"> <li>• Onsite validation by a qualified, independent external quality assessor. The independent validation must determine that the self-assessment was conducted completely and accurately.</li> <li>• Consideration of benchmarking, leading practices, and interviews with key stakeholders, such as board members, senior management, and operational management.</li> </ul>
1312. Int	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.	8.4	<p>To be qualified, the independent assessor or assessment team must evidence:</p> <ul style="list-style-type: none"> <li>• Experience with and knowledge of the Standards and leading internal audit practices.</li> </ul>
1312. Int	A qualified assessor or assessment team demonstrates competence in two areas: the professional practice of internal auditing and the external assessment process.	8.4	The external quality assessment must be conducted by an independent assessor or assessment team that is qualified in the professional practice of internal auditing as well as the quality assessment process.
1312. Int	Competence can be demonstrated through a mixture of experience and theoretical learning.	8.4	<p>The external assessment must be conducted by a qualified, independent assessor or assessment team from outside the organization. When selecting the independent assessor, assessment team, or individual to validate a self-assessment, the chief audit executive must ensure the following criteria are met. To be qualified, the independent assessor or assessment team must evidence:</p> <ul style="list-style-type: none"> <li>• Experience with and knowledge of the Standards and leading internal audit practices.</li> <li>• Experience as a chief audit executive or comparable senior level of internal audit</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			management. <ul style="list-style-type: none"> <li>• Previous experience performing external quality assessments.</li> <li>• Completion of external quality assessment training recognized by The</li> <li>• At least one person on the team with an active Certified Internal Auditor designation.</li> <li>• Attestation to the absence of conflicts of interest, in fact or appearance</li> </ul>
1312. Int	Experience gained in organizations of similar size, complexity, sector or industry, and technical issues is more valuable than less relevant experience.	8.4	The external assessment must be conducted by a qualified, independent assessor or assessment team from outside the organization. When selecting the independent assessor, assessment team, or individual to validate a self-assessment, the chief audit executive must ensure the following criteria are met. To be qualified, the independent assessor or assessment team must evidence: <ul style="list-style-type: none"> <li>• Experience with and knowledge of the Standards and leading internal audit practices.</li> <li>• Experience as a chief audit executive or comparable senior level of internal audit management.</li> <li>• Previous experience performing external quality assessments.</li> <li>• Completion of external quality assessment training recognized by The IIA.</li> <li>• At least one person on the team with an active Certified Internal Auditor designation.</li> <li>• Attestation to the absence of conflicts of interest, in fact or appearance</li> </ul>
1312. Int	In the case of an assessment team, not all members of the team need to have all the	8.4	The external assessment must be conducted by a qualified, independent assessor or assessment team from outside the organization. When selecting the

2017 reference	Standards (2017)	2023 reference	Standards (2023)
	competencies; it is the team as a whole that is qualified.		<p>independent assessor, assessment team, or individual to validate a self-assessment, the chief audit executive must ensure the following criteria are met. To be qualified, the independent assessor or assessment team must evidence:</p> <ul style="list-style-type: none"> <li>• Experience with and knowledge of the Standards and leading internal audit practices.</li> <li>• Experience as a chief audit executive or comparable senior level of internal audit management.</li> <li>• Previous experience performing external quality assessments.</li> <li>• Completion of external quality assessment training recognized by The</li> <li>• At least one person on the team with an active Certified Internal Auditor designation.</li> <li>• Attestation to the absence of conflicts of interest, in fact or appearance.</li> </ul>
1312. Int	The chief audit executive uses professional judgment when assessing whether an assessor or assessment team demonstrates sufficient competence to be qualified.	N/A	Deleted; see Standard 8.4.
1312. Int	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	The external quality assessment must be conducted by an independent assessor or assessment team that is qualified in the professional practice of internal auditing as well as the quality assessment process. To be independent, the assessor or assessment team must be from outside the organization, not an employee or otherwise a part of or under the control of the organization in which the internal audit function operates. Independent assessors, assessment teams, and their organizations must be free from actual, potential, or

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			perceived conflicts of interest that could impair their objectivity.
1312. Int	The chief audit executive should encourage board oversight in the external assessment to reduce perceived or potential conflicts of interest.	8.4	<p>The board must determine the scope and frequency of the external quality assessment. When defining the scope, the board must consider the responsibilities of the internal audit function and the chief audit executive, as contained in the internal audit charter, and regulatory requirements that may affect the internal audit function.</p> <p>The chief audit executive's plan for the performance of an external quality assessment must be reviewed and approved by the board. Such approval must cover, at a minimum:</p> <ul style="list-style-type: none"> <li>• The scope and frequency of assessments.</li> <li>• The competencies and independence of the external assessor, assessment team, or individual selected to validate a self-assessment</li> <li>• The rationale for conducting a self-assessment with independent validation rather than an external quality assessment performed by an independent third party.</li> </ul>
	N/A	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.)
1320	1320 – Reporting on the Quality Assurance and Improvement Program	8.3	The board must ensure that a quality assurance and improvement program is developed and maintained by the chief audit executive.
1320	The chief audit executive must communicate the results of the quality assurance and	8.4 12.1	8.4 The board must receive the complete results of the external quality assessment or self-assessment

2017 reference	Standards (2017)	2023 reference	Standards (2023)
	improvement program to senior management and the board.		<p>with independent validation directly from the assessor. The board must review and approve the chief audit executive's action plans to address identified deficiencies and opportunities for improvement. Additionally, the board must approve a timeline for completion of the action plans and monitor the chief audit executive's progress.</p> <p>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.)</p>
1320	Disclosure should include:	N/A	Deleted; see Standard 8.4.
1320	The scope and frequency of both the internal and external assessments.	N/A	Deleted; see Standard 8.4.
1320	The qualifications and independence of the assessor(s) or assessment team, including potential conflicts of interest.	N/A	Deleted; see Standard 8.4.
1320	Conclusions of assessors.	8.4	The board must receive the complete results of the external quality assessment or self-assessment with independent validation directly from the assessor.
1320	Corrective action plans.	8.4 12.1	8.4 The board must review and approve the chief audit executive's action plans to address identified deficiencies and opportunities for improvement. Additionally, the board must approve a timeline for



2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>completion of the action plans and monitor the chief audit executive's progress</p> <p>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.)</p>
1320. Int	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.	9.3 9.4	<p>9.3 The chief audit executive must develop an internal audit charter.</p> <p>9.4 The chief audit executive must establish methodologies (policies, processes, and procedures) to guide the internal audit function and its conformance with the Standards.</p>
1320. Int	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.	12.1	<p>The chief audit executive must establish a methodology for internal assessments that includes:</p> <ul style="list-style-type: none"> <li>• . Communication with the board at least annually about the results of internal assessments.</li> </ul>
1320. Int	The results include the assessor's or assessment team's evaluation with respect to the degree of conformance.	N/A	Deleted; see Standard 12.1.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
1321	1321 – Use of “Conforms with the International Standards for the Professional Practice of Internal Auditing”	N/A	Deleted; see Standard 15.1.
1321	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.	15.1	A statement that the engagement is conducted in conformance with the Global Internal Audit Standards must be included in the final engagement communication if the internal auditors followed the Standards and the results of the most recent quality assurance and improvement program support this statement.
1321. Int	The internal audit activity conforms with the Code of Ethics and the Standards when it achieves the outcomes described therein.	Universal	Evidence of Conformance now included specifically for each Standard.
1321. Int	The results of the quality assurance and improvement program include the results of both internal and external assessments.	8.3	<p>The board must ensure that the chief audit executive develops, implements, and maintains a quality assurance and improvement program.</p> <p>A quality assurance and improvement program is designed to evaluate whether the internal audit function conforms with the Standards and achieves its performance objectives. Additionally, the program is intended to ensure the internal audit function pursues continuous improvement.</p> <p>The program must include two types of assessments:</p> <ul style="list-style-type: none"> <li>● External assessments. (See Standard 8.4 External Quality Assessment.)</li> <li>● Internal assessments. (See Standard 12.1 Internal Quality Assessment.)</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
1321. Int	All internal audit activities will have the results of internal assessments.	12.1	<p>The chief audit executive must develop and conduct internal assessments of the internal audit function's progress toward performance objectives and conformance with the Global Internal Audit Standards.</p> <p>The chief audit executive must establish a methodology for internal assessments that includes:</p> <ul style="list-style-type: none"> <li>• Ongoing monitoring of the internal audit function's progress toward performance objectives and its conformance with the Standards</li> <li>• Periodic self-assessments or assessments by other persons within the organization with sufficient knowledge of internal audit practices to evaluate conformance with all elements of the Standards..</li> </ul>
1321. Int	Internal audit activities in existence for at least five years will also have the results of external assessments.	8.4 Considerations	<p>The Standards require the internal audit function to undergo an external quality assessment at least once every five years. However, the board and chief audit executive may determine that it is appropriate to conduct an external assessment more frequently. There are several reasons to consider a more frequent review, including changes in leadership (for example, senior management or the chief audit executive), significant changes in internal audit policies or procedures, the merger of two or more internal audit organizations into one internal audit function, or significant staff turnover. Additionally, some organizations, such as those in highly regulated industries or those directly serving the public, may prefer or be required to increase the frequency or scope of the external quality assessments.</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
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 impacts the overall scope or operation of the internal audit function, the chief audit executive must disclose to senior management and the board the nonconformance and its impact.
2000	2000 – Managing the Internal Audit Activity.	Glossary 7.2 Principle 10	<p>chief audit executive – Leadership role responsible for effectively managing all aspects of the internal audit function and ensuring the quality performance of internal audit services.</p> <p>7.2 The chief audit executive’s primary role is to manage the internal audit function, including its performance of internal audit services, as described in Domain IV. Managing the Internal Audit Function.</p> <p>P 10 The chief audit executive manages resources to implement the internal audit function’s strategy, complete its plan, and achieve its mandate.</p>
2000	The chief audit executive must effectively manage the internal audit activity to ensure it adds value to the organization.	Glossary 7.2 Principle 10	<p>chief audit executive – Leadership role responsible for effectively managing all aspects of the internal audit function and ensuring the quality performance of internal audit services.</p> <p>7.2 The chief audit executive’s primary role is to manage the internal audit function, including its performance of internal audit services, as described in Domain IV. Managing the Internal Audit Function.</p> <p>P10 The chief audit executive manages resources to</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			implement the internal audit function's strategy, complete its plan, and achieve its mandate.
2000. Int	The internal audit activity is effectively managed when:	12.1	<p>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 senior management and the board when developing the performance objectives. The chief audit executive is responsible for ensuring that the internal audit function achieves its performance objectives.</p> <p>The chief audit executive must develop a performance measurement methodology that includes performance criteria and measures to assess progress toward achieving the function's performance objectives. When assessing the internal audit function's performance, the chief audit executive must solicit feedback from senior management and the board.</p> <p>The chief audit executive must develop an action plan to address any issues and opportunities for improvement.</p>
2000. Int	It achieves the purpose and responsibility included in the internal audit charter.	N/A	Deleted; see Standard 12.2.
2000. Int	It conforms with the Standards.	N/A	Deleted; see Standard 12.2.
2000. Int	Its individual members conform with the Code of Ethics and the Standards.	N/A	Deleted; see Standard 12.2.
2000. Int	It considers trends and emerging issues that could impact the organization.	N/A	Deleted; see Standard 12.2.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
2000. Int	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 1	<p>Internal auditing enhances the organization's success by providing the board and management with objective assurance and advice.</p> <p>Internal auditing strengthens the organization's:</p> <ul style="list-style-type: none"> <li>• Value creation, protection, and sustainability.</li> <li>• Governance, risk management, and control processes.</li> <li>• Decision-making and oversight.</li> <li>• Reputation and credibility with its stakeholders.</li> <li>• Ability to serve the public interest."</li> </ul>
	New - Performance Measurement.	12.2	<p>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 senior management and the board when developing the performance objectives. The chief audit executive is responsible for ensuring that the internal audit function achieves its performance objectives.</p> <p>The chief audit executive must develop a performance measurement methodology that includes performance criteria and measures to assess progress toward achieving the function's performance objectives. When assessing the internal audit function's performance, the chief audit executive must solicit feedback from senior management and the board.</p> <p>The chief audit executive must develop an action plan to address any issues and opportunities for improvement.</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
2010	2010 – Planning.	Principle 9	The chief audit executive strategically plans for the internal audit function to fulfill its mandate.
	New	9.2	<p>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 senior management, the board, and other key stakeholders.</p> <p>The internal audit strategy must include a vision, strategic objectives, and supporting initiatives for the internal audit function.</p> <p>The chief audit executive must review the internal audit strategy with senior management and the board at least annually.</p>
2010	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 9.5	<p>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 senior management, the board, and other key stakeholders.</p> <p>The internal audit strategy must include a vision, strategic objectives, and supporting initiatives for the internal audit function.</p> <p>9.5 The chief audit executive must develop an internal audit plan that supports the achievement of the organization’s objectives.</p> <p>The chief audit executive must base the internal</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			audit plan on a documented assessment of the organization's strategies, objectives, and risks.
2010. Int	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 9.5	9.1 Understanding Governance, Risk Management, and Control Processes The chief audit executive must develop an understanding of the organization's governance, risk management, and control processes.  9.5 The chief audit executive must base the internal audit plan on a documented assessment of the organization's strategies, objectives, and risks.
2010. Int	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.	9.5	The chief audit executive must develop an internal audit plan that supports the achievement of the organization's objectives.
2010.A1	2010.A1 – The internal audit activity's plan of engagements must be based on a documented risk assessment, undertaken at least annually.	9.5	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 senior management and the board as well as an understanding of the organization's governance, risk management, and control processes. The assessment must be performed at least annually.
2010.A1	The input of senior management and the board must be considered in this process.	9.5	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 senior management and the board as well as an understanding of the organization's governance, risk management, and control processes.
2010.A2	2010.A2 – The chief audit executive must identify and consider the expectations of	9.5	The chief audit executive must base the internal audit plan on a documented assessment of the



2017 reference	Standards (2017)	2023 reference	Standards (2023)
	senior management, the board, and other stakeholders for internal audit opinions and other conclusions.		organization's strategies, objectives, and risks. This assessment must be informed by input from senior management and the board as well as an understanding of the organization's governance, risk management, and control processes. The assessment must be performed at least annually.
2010.C1	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.	9.5	The internal audit plan must: <ul style="list-style-type: none"> <li>• Consider the internal audit strategy and the full range of internal audit services.</li> <li>• Specify internal audit services that support the evaluation and improvement of the organization's governance, risk management, and control processes.</li> <li>• Consider coverage of information technology governance, fraud risk, and the effectiveness of the organization's compliance and ethics programs.</li> <li>• Identify the necessary financial, human, and technological resources.</li> <li>• Be dynamic and updated timely in response to changes in the organization's business, risks, operations, programs, systems, controls, and organizational culture.</li> </ul>
2010.C1	Accepted engagements must be included in the plan.	9.5	The internal audit plan must: <ul style="list-style-type: none"> <li>• Consider the internal audit strategy and the full range of internal audit services.</li> </ul> <p>....</p>
2020	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.	9.5	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.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
2020	The chief audit executive must also communicate the impact of resource limitations.	10.1 10.2 10.3	<p>10.1 The chief audit executive must communicate timely the impact of insufficient financial resources to senior management and the board.</p> <p>10.2 The chief audit executive must communicate with senior management and the board regarding the appropriateness and sufficiency of the internal audit function's human resources. The board must approve the resource plan. 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 the impact of the limitations to senior management and the board timely.</p> <p>10.3 The chief audit executive must communicate the impact of technology limitations on the effectiveness or efficiency of the internal audit function to senior management and the board.</p>
2030	2030 – Resource Management	Principle 10	The chief audit executive manages resources to implement the internal audit function's strategy, complete its plan, and achieve its mandate.
2030	The chief audit executive must ensure that internal audit resources are appropriate, sufficient, and effectively deployed to achieve the approved plan.	Principle 10	The chief audit executive manages resources to implement the internal audit function's strategy, complete its plan, and achieve its mandate.
2030. Int	Appropriate refers to the mix of knowledge, skills, and other competencies needed to perform the plan.	10.2	The chief audit executive must implement a program to recruit, develop, and retain qualified professional internal auditors.
2030. Int	Sufficient refers to the quantity of resources needed to accomplish the plan.	Principle 10	The chief audit executive manages resources to implement the internal audit function's strategy, complete its plan, and achieve its mandate.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
2030. Int	Resources are effectively deployed when they are used in a way that optimizes the achievement of the approved plan.	Principle 10	The chief audit executive manages resources to implement the internal audit function's strategy, complete its plan, and achieve its mandate.
	New - Financial Resource Management.	10.1	<p>The chief audit executive must manage the internal audit function's financial resources.</p> <p>The chief audit executive must develop a budget that enables the successful achievement of the internal audit mandate and plan. The budget includes the resources necessary for the operation of the function, 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.</p> <p>The chief audit executive must present the budget to the board for approval. The chief audit executive must communicate timely the impact of insufficient financial resources to senior management and the board.</p>
	New - Human Resource Management.	10.2	<p>The chief audit executive must establish a program to recruit, develop, and retain qualified internal auditors required to successfully fulfill the internal audit charter and achieve the internal audit plan.</p> <p>The chief audit executive must 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</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>achievement of the internal audit plan.</p> <p>The chief audit executive must communicate with senior management and the board regarding the appropriateness and sufficiency of the internal audit function’s human resources. The board must approve the resource plan. 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 the impact of the limitations to senior management and the board timely.</p> <p>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, receiving supervisory feedback, and/or mentoring.</p>
	New - Technological Resources.	10.3	<p>The chief audit executive must ensure that the internal audit function has appropriate technology to support the internal audit process.</p> <p>The chief audit executive must regularly evaluate the technology used by the internal audit function and pursue opportunities to improve effectiveness and efficiency.</p> <p>When implementing new technology, the chief audit executive must ensure that internal auditors receive</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>appropriate training to use the technological resources effectively. The chief audit executive must collaborate with the organization’s information technology and information security functions to ensure technological resources are implemented properly and appropriate controls are operating effectively.</p> <p>The chief audit executive must communicate the impact of technology limitations on the effectiveness or efficiency of the internal audit function to senior management and the board.</p>
2040	2040 – Policies and Procedures	9.4	The chief audit executive must establish methodologies (policies, processes, and procedures) to guide the internal audit function and its conformance with the Standards.
2040	The chief audit executive must establish policies and procedures to guide the internal audit activity.	9.4	The chief audit executive must establish methodologies (policies, processes, and procedures) to guide the internal audit function to achieve its mandate and conform with the Standards.
	New – Methodologies.	9.4	<p>The chief audit executive must establish methodologies (policies, processes, and procedures) to guide the internal audit function to achieve its mandate and conform with the Standards. The methodologies must guide internal audit processes and services, including:</p> <ul style="list-style-type: none"> <li>● Assessing risks for the organization as a whole and for each engagement.</li> <li>● Developing the internal audit plan.</li> <li>● Determining the balance between assurance and advisory engagements.</li> <li>● Coordinating with internal and external assurance providers.</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<ul style="list-style-type: none"> <li>● Managing external service providers, when used.</li> <li>● Safeguarding data and information to which auditors have access.</li> <li>● Performing internal audit engagements: <ul style="list-style-type: none"> <li>○ Identifying authoritative frameworks and guidance to support the governance, risk management, and control considerations for the activity under review.</li> </ul> </li> </ul> <p>Analyzing business processes and prioritizing risks for testing.</p> <ul style="list-style-type: none"> <li>○ Testing the design and operation of control processes.</li> <li>○ Determining root cause.</li> <li>○ Obtaining required documentation and approvals.</li> <li>○ supervising the internal audit engagement performance and documentation.</li> <li>○ Determining the significance of engagement findings and conclusions.</li> </ul> <ul style="list-style-type: none"> <li>● Communicating the results of internal audit services.</li> <li>● Retaining and releasing engagement records and other information, consistent with the organization's guidelines and any pertinent regulatory or other requirements.</li> <li>● Monitoring the completion of management's action plans.</li> <li>● Assuring the quality and improvement of the internal audit function.</li> <li>● Performing additional services identified in the internal audit mandate.</li> </ul> <p>The chief audit executive must ensure the internal audit function receives training on the</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>methodologies.</p> <p>The chief audit executive must evaluate the effectiveness of the methodologies and update them as necessary to improve the internal audit function and in response to significant changes that affect the function. (See also Standards under Principle 13 Plan Engagements Effectively, Principle 14 Conduct Engagement Work, and Principle 15 Communicate Engagement Conclusions and Monitoring Action Plans).</p>
2040. Int	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, and maturity of the internal audit function and the complexity of its work. 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	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.	9.6	<p>The chief audit executive must coordinate with internal and external providers of assurance services and consider relying upon their work.</p> <p>Coordination of services minimizes duplication of efforts, highlights gaps in coverage of key risks, and enhances the overall value added by all providers.</p>
2050. Int	In coordinating activities, the chief audit executive may rely on the work of other assurance and consulting service providers.	9.6	<p>The chief audit executive must coordinate with internal and external providers of assurance services and consider relying upon their work.</p> <p>When the internal audit function relies on the work of other assurance service providers, the chief audit</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			executive is still responsible for the conclusions reached by the internal audit function and accountable for ensuring the conclusions are supported by adequate information
2050. Int	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.	9.4 9.6	<p>9.4 The methodologies must guide internal audit processes and services, including:...</p> <ul style="list-style-type: none"> <li>• Coordinating with internal and external assurance providers.</li> </ul> <p>9.6 The chief audit executive must develop a methodology for evaluating other providers of assurance and advisory services that includes a basis for relying upon their work. The evaluation must take into account the providers' roles, responsibilities, organizational independence, competency, and objectivity, as well as the due professional care applied to the work. The chief audit executive must understand the scope, objectives, and results of the work performed.</p>
2050. Int	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.	9.6	The chief audit executive must understand the scope, objectives, and results of the work performed.
2050. Int	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.	9.6	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	The chief audit executive must report periodically to senior management and the board on the internal audit activity's purpose,	6.1 11.3 8.3	6.1 At least annually, the board and the chief audit executive must discuss the internal audit mandate and the charter to assess whether the authority,



2017 reference	Standards (2017)	2023 reference	Standards (2023)
	<p>authority, responsibility, and performance relative to its plan and on its conformance with the Code of Ethics and the Standards.</p>		<p>role, and responsibilities continue to enable the internal audit function to accomplish its objectives. The chief audit executive must document any changes in a revised internal audit charter. The board must approve changes to the mandate and the charter. (See also Standard 9.3 Internal Audit Charter.)</p> <p>11.3 The chief audit executive must communicate the results of internal audit services periodically. The chief audit executive must understand the expectations of senior management and the board regarding the nature and timing of communications.</p> <p>8.3 At least annually, the chief audit executive must communicate the results of the internal quality assessment to the board. Such communications include:</p> <ul style="list-style-type: none"> <li>● The internal audit function’s conformance with the Standards and achievement of performance objectives.</li> <li>● Plans to address the internal audit function’s deficiencies and opportunities for improvement.</li> </ul>
2060	<p>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.</p>	11.3	<p>The chief audit executive must communicate the results of internal audit services periodically. The chief audit executive must understand the expectations of senior management and the board regarding the nature and timing of communications.</p> <p>The results of internal audit services include:</p> <ul style="list-style-type: none"> <li>● Engagement conclusions.</li> <li>● Themes such as effective practices or root causes.</li> <li>● Conclusions such as at the level of the business</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			unit or organization. "
2060. Int	The frequency and content of reporting are determined collaboratively by the chief audit executive, senior management, and the board.	11.3	The chief audit executive must communicate the results of internal audit services periodically. The chief audit executive must understand the expectations of senior management and the board regarding the nature and timing of communications.
2060. Int	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 communicate the results of internal audit services periodically. The chief audit executive must understand the expectations of senior management and the board regarding the nature and timing of communications.
2060. Int	The audit charter.	6.1	At least annually, the board and the chief audit executive must discuss the internal audit mandate and the charter to assess whether the authority, role, and responsibilities continue to enable the internal audit function to accomplish its objectives. The chief audit executive must document any changes in a revised internal audit charter. The board must approve changes to the mandate and the charter. (See also Standard 9.3 Internal Audit Charter.)
2060. Int	Independence of the internal audit activity.	7.1	At least annually, the chief audit executive must confirm to the board the organizational independence of the internal audit function. This includes communicating incidents where independence may have been impaired and the actions or safeguards employed to address the impairment. (See also 7.3 Safeguarding Independence.)
2060. Int	The audit plan and progress against the plan.	9.5 8.3	9.5 The chief audit executive must discuss the internal audit plan, including significant interim

2017 reference	Standards (2017)	2023 reference	Standards (2023)
		12.2 12.2 Considerations	<p>changes, with senior management and the board. The plan and significant changes to the plan must be approved by the board.</p> <p>8.3 At least annually, the chief audit executive must communicate the results of the internal quality assessment to the board. Such communications include:</p> <ul style="list-style-type: none"> <li>• The internal audit function’s conformance with the Standards and achievement of performance objectives.</li> <li>• Plans to address the internal audit function’s deficiencies and opportunities for improvement.</li> </ul> <p>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 that includes performance criteria and measures to assess progress toward achieving the function’s performance objectives....</p> <p>12.2 Considerations The internal audit function’s performance measures should include operational and strategic outcomes. Achievement of the internal audit plan should not be the sole measure of success. Performance measures may include:            .....            Evaluation of progress against the internal audit plan.</p>
2060. Int	Resource requirements.	8.2	At least annually, the board must ask the chief audit executive about the sufficiency of internal audit resources to fulfill the internal audit mandate and

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			achieve the internal audit plan. The board must consider the impact of insufficient resources on the mandate and plan.
2060. Int	Results of audit activities.	11.3	<p>The chief audit executive must communicate the results of internal audit services periodically. The chief audit executive must understand the expectations of senior management and the board regarding the nature and timing of communications.</p> <p>The results of internal audit services include:</p> <ul style="list-style-type: none"> <li>• Engagement conclusions.</li> <li>• Themes such as effective practices or root causes.</li> <li>• Conclusions such as at the level of the business unit or organization.</li> </ul>
2060. Int	Conformance with the Code of Ethics and the Standards, and action plans to address any significant conformance issues.	8.3	<p>The chief audit executive must develop, implement, and maintain a quality assurance and improvement program that covers all aspects of the internal audit function. At least annually, the chief audit executive must communicate the results of the internal quality assessment to the board. Such communications include:</p> <ul style="list-style-type: none"> <li>• The internal audit function's conformance with the Standards and achievement of performance objectives.</li> <li>• Plans to address the internal audit function's deficiencies and opportunities for improvement.</li> </ul>
2060. Int	Management's response to risk that, in the chief audit executive's judgment, may be unacceptable to the organization.	11.5	<p>The chief audit executive must communicate unacceptable levels of risk.</p> <p>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</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			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. Int	These and other chief audit executive communication requirements are referenced throughout the Standards.	N/A	Deleted; the sentence only made sense in the context of the interpretation of former Standard 2060.
	New - Building Relationships and Communicating with Stakeholders.	11.1	<p>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 service providers.</p> <p>The chief audit executive must promote formal and informal communication between the internal audit function and stakeholders, contributing to the mutual understanding of:</p> <ul style="list-style-type: none"> <li>• Organizational interests and concerns.</li> <li>• Approaches for identifying and managing risks and providing assurance.</li> <li>• Roles and responsibilities of all parties and opportunities for collaboration.</li> <li>• Relevant regulatory requirements.</li> <li>• Significant organizational processes, including financial reporting.</li> </ul>
2070	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 IV Intro 8.3	Domain IV Intro - 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)	2023 reference	Standards (2023)
			8.3 The board must ensure that the chief audit executive develops, implements, and maintains a quality assurance and improvement program.
2070. Int	This responsibility is demonstrated through the quality assurance and improvement program which assesses conformance with the Code of Ethics and the Standards.	8.3	The board must ensure that the chief audit executive develops, implements, and maintains a quality assurance and improvement program.
2100	2100 – Nature of Work.	9.1	The chief audit executive must develop an understanding of the organization’s governance, risk management, and control processes.
2100	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.	Principle 6	The authority, role, and responsibilities of the internal audit function are defined in the internal audit mandate. The mandate empowers the internal audit function to enhance the organization's success by providing senior management and the board with objective assurance and advice. The internal audit function carries out the mandate by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes throughout the organization.
2100	Internal audit credibility and value are enhanced when auditors are proactive and their evaluations offer new insights and consider future impact.	N/A	This was a description but not a requirement belonging in the standard.
2110	The internal audit activity must assess and make appropriate recommendations to improve the organization’s governance processes for:	9.1	Modified the concept to indicate that these considerations are incorporated into establishing the internal audit plan, rather than as a separate assessment. Relevant considerations are described in Purpose of Internal Auditing and in Standards 9.1, 9.4, and 9.5.
2110	Making strategic and operational decisions.	9.1	

2017 reference	Standards (2017)	2023 reference	Standards (2023)
2110	Overseeing risk management and control.	9.1	
2110	Promoting appropriate ethics and values within the organization.	9.1	
2110	Ensuring effective organizational performance management and accountability.	9.1	
2110	Communicating risk and control information to appropriate areas of the organization.	9.1	
2110	Coordinating the activities of, and communicating information among, the board, external and internal auditors, other assurance providers, and management.	9.1	
2110.A1	2110.A1 – The internal audit activity must evaluate the design, implementation, and effectiveness of the organization’s ethics-related objectives, programs, and activities.	9.5	The internal audit plan must:.... <ul style="list-style-type: none"> <li>• Consider coverage of information technology governance, fraud risk, and the effectiveness of the organization’s compliance and ethics programs.</li> </ul>
2110.A2	2110.A2 – The internal audit activity must assess whether the information technology governance of the organization supports the organization’s strategies and objectives.	9.5	The internal audit plan must:.... <ul style="list-style-type: none"> <li>• Consider coverage of information technology governance, fraud risk, and the effectiveness of the organization’s compliance and ethics programs.</li> </ul>
2120	2120 – Risk Management.	9.1	Modified the concept to indicate that these considerations are incorporated into establishing the internal audit plan, rather than as a separate assessment. Relevant considerations are described in Purpose of Internal Auditing and in Standards 9.1, 9.4, and 9.5.
2120	The internal audit activity must evaluate the effectiveness and contribute to the improvement of risk management processes.	9.1	
2120. Int	Determining whether risk management processes are effective is a judgment resulting from the internal auditor’s assessment that:	9.1	
2120. Int	Organizational objectives support and align with the organization’s mission.	9.1	

2017 reference	Standards (2017)	2023 reference	Standards (2023)
2120. Int	Significant risks are identified and assessed.	9.1	DO NOT REPRODUCE
2120. Int	Appropriate risk responses are selected that align risks with the organization's risk appetite.	9.1	
2120. Int	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	
2120. Int	The internal audit activity may gather the information to support this assessment during multiple engagements.	9.1	
2120. Int	The results of these engagements, when viewed together, provide an understanding of the organization's risk management processes and their effectiveness.	9.1	
2120. Int	Risk management processes are monitored through ongoing management activities, separate evaluations, or both.	9.1	
2120.A1	2120.A1 – The internal audit activity must evaluate risk exposures relating to the organization's governance, operations, and information systems regarding the:	9.1	
2120.A1	Achievement of the organization's strategic objectives.	9.1	
2120.A1	Reliability and integrity of financial and operational information.	9.1	
2120.A1	Effectiveness and efficiency of operations and programs.	9.1	
2120.A1	Safeguarding of assets.	9.1	



2017 reference	Standards (2017)	2023 reference	Standards (2023)
2120.A1	Compliance with laws, regulations, policies, procedures, and contracts.	9.1	
2120.A2	2120.A2 – The internal audit activity must evaluate the potential for the occurrence of fraud and how the organization manages fraud risk.	9.5	The internal audit plan must: .... <ul style="list-style-type: none"> <li>• Consider coverage of information technology governance, fraud risk, and the effectiveness of the organization’s compliance and ethics programs.</li> </ul>
2120.C1	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.	9.1	Modified the concept to indicate that these considerations are incorporated into the establishing the internal audit plan, rather than as a separate assessment. Relevant considerations are described in Purpose of Internal Auditing and in Standards 9.1, 9.4, and 9.5.
2120.C2	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	
2120.C3	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	When performing advisory services, internal auditors maintain objectivity by not taking on management responsibility.
2130	2130 – Control.	9.1	Modified the concept to indicate that these considerations are incorporated into the establishing the internal audit plan, rather than as a separate assessment. Relevant considerations are described in Purpose of Internal Auditing and in Standards 9.1, 9.4, and 9.5.
2130	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	
2130.A1	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:	9.1	

2017 reference	Standards (2017)	2023 reference	Standards (2023)
2130.A1	Achievement of the organization's strategic objectives.	9.1	
2130.A1	Reliability and integrity of financial and operational information.	9.1	
2130.A1	Effectiveness and efficiency of operations and programs.	9.1	
2130.A1	Safeguarding of assets.	9.1	
2130.A1	Compliance with laws, regulations, policies, procedures, and contracts.	9.1	
2130.C1	2130.C1 – Internal auditors must incorporate knowledge of controls gained from consulting engagements into evaluation of the organization's control processes.	9.1	
	New approach to 2100	9.1	<p>To develop an effective internal audit strategy, charter, and plan, the chief audit executive must understand the organization's governance, risk management, and control processes.</p> <p>To understand governance processes, the chief audit executive must consider how the organization:</p> <ul style="list-style-type: none"> <li>● Establishes strategic objectives and makes strategic and operational decisions.</li> <li>● Oversees risk management and control.</li> <li>● Promotes an ethical culture.</li> <li>● Ensures effective performance management and accountability.</li> <li>● Structures its management and operating functions.</li> <li>● Communicates risk and control information throughout the organization.</li> <li>● Ensures the coordination of activities and</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>communications among the board, internal and external providers of assurance services, and management.</p> <p>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:</p> <ul style="list-style-type: none"> <li>● Reliability and integrity of financial and operational information.</li> <li>● Effectiveness and efficiency of operations and programs.</li> <li>● Safeguarding of assets.</li> <li>● Compliance with laws and regulations.</li> </ul>
2200	2200 – Engagement Planning.	Principle 13	<p>Internal auditors plan each engagement using a systematic, disciplined approach.</p> <p>The Global Internal Audit Standards along with the methodologies established by the chief audit executive form the foundation of internal auditors’ systematic, disciplined approach to planning engagements. Internal auditors are responsible for effectively communicating at all stages of the engagement.</p> <p>Engagement planning starts with understanding the initial expectations for the engagement and the reason the engagement was included in the internal audit plan. When planning engagements, internal auditors gather the information that will enable them</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			to understand the organization and the activity under review and to assess the risks relevant to the activity. The engagement risk assessment allows internal auditors to identify and prioritize the risks to determine the engagement objectives and scope. Internal auditors also identify the criteria and resources needed to perform the engagement and develop an engagement work program, which describes the specific engagement steps to be performed.
	New - Engagement Communication.	13.1	<p>Internal auditors must communicate effectively throughout the engagement.</p> <p>Engagement communication must include initial, ongoing, closing, and final communications with the management of the activity under review.</p> <p>Initial engagement communications comprise:</p> <ul style="list-style-type: none"> <li>● Announcing the engagement.</li> <li>● Discussing the engagement risk assessment, objectives, scope, and timing.</li> <li>● Requesting the information and resources necessary to perform the engagement.</li> <li>● Setting expectations for additional engagement communication</li> </ul>
2200	Internal auditors must develop and document a plan for each engagement, including the engagement's objectives, scope, timing, and resource allocations.	Principle 13 Glossary	<p>P13. Internal auditors plan each engagement using a systematic, disciplined approach.</p> <p>When planning engagements, internal auditors gather the information that will enable them to understand the organization and the activity under review and to assess the risks relevant to the activity. The engagement risk assessment allows</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>internal auditors to identify and prioritize the risks to determine the engagement objectives and scope. Internal auditors also identify the criteria and resources needed to perform the engagement and develop an engagement work program, which describes the specific engagement steps to be performed.</p> <p>Glossary - engagement planning – Process during which internal auditors gather information, assess, and prioritize risks relevant to the activity under review, and establish the engagement objectives and scope, identify evaluation criteria, and create a work program for an internal audit engagement.</p>
2200	The plan must consider the organization’s strategies, objectives, and risks relevant to the engagement.	13.2	<p>Internal auditors must develop an understanding of the activity under review and assess relevant risks.</p> <p>To develop the understanding, internal auditors must identify and gather sufficient information and conduct an engagement risk assessment.</p> <p>Internal auditors must understand:</p> <ul style="list-style-type: none"> <li>● The strategies, objectives, and risks of the organization that are relevant to the activity under review.</li> <li>● The organization’s risk tolerance.</li> <li>● The risk assessment supporting the internal audit plan.</li> <li>● The objectives of the activity under review.</li> <li>● The governance, risk management, and control processes of the activity under review.</li> <li>● Authoritative frameworks, guidance, and criteria</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>that may be used to evaluate the effectiveness of those processes.</p> <p>To conduct the engagement risk assessment, internal auditors must:</p> <ul style="list-style-type: none"> <li>● Identify the significant risks to the objectives of the activity under review.</li> <li>● Identify the means by which the activity controls its risks to a level within the organization’s risk tolerance.</li> <li>● Evaluate the significance (impact and likelihood) of the risks.</li> <li>● Assess the design adequacy of the activity’s control processes.</li> <li>● Consider specific risks including those related to fraud and information technology and systems.</li> </ul>
2201	In planning the engagement, internal auditors must consider:	13.2	<p>Internal auditors must develop an understanding of the activity under review and assess relevant risks.</p> <p>To develop the understanding, internal auditors must identify and gather sufficient information and conduct an engagement risk assessment.</p> <p>Internal auditors must understand:</p> <ul style="list-style-type: none"> <li>● The strategies, objectives, and risks of the organization that are relevant to the activity under review.</li> <li>● The organization’s risk tolerance.</li> <li>● The risk assessment supporting the internal audit plan.</li> <li>● The objectives of the activity under review.</li> <li>● The governance, risk management, and control</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>processes of the activity under review.</p> <ul style="list-style-type: none"> <li>• Authoritative frameworks, guidance, and criteria that may be used to evaluate the effectiveness of those processes.</li> </ul> <p>To conduct the engagement risk assessment, internal auditors must:</p> <ul style="list-style-type: none"> <li>• Identify the significant risks to the objectives of the activity under review.</li> <li>• Identify the means by which the activity controls its risks to a level within the organization’s risk tolerance.</li> <li>• Evaluate the significance (impact and likelihood) of the risks.</li> <li>• Assess the design adequacy of the activity’s control processes.</li> <li>• Consider specific risks including those related to fraud and information technology and systems.</li> </ul>
2201	The strategies and objectives of the activity being reviewed and the means by which the activity controls its performance.	13.2	<p>Internal auditors must develop an understanding of the activity under review and assess relevant risks.</p> <p>To develop the understanding, internal auditors must identify and gather sufficient information and conduct an engagement risk assessment.</p> <p>Internal auditors must understand:</p> <ul style="list-style-type: none"> <li>• The strategies, objectives, and risks of the organization that are relevant to the activity under review.</li> <li>• The organization’s risk tolerance.</li> <li>• The risk assessment supporting the internal audit plan.</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<ul style="list-style-type: none"> <li>● The objectives of the activity under review.</li> <li>● The governance, risk management, and control processes of the activity under review.</li> <li>● Authoritative frameworks, guidance, and criteria that may be used to evaluate the effectiveness of those processes.</li> </ul> <p>To conduct the engagement risk assessment, internal auditors must:</p> <ul style="list-style-type: none"> <li>● Identify the significant risks to the objectives of the activity under review.</li> <li>● Identify the means by which the activity controls its risks to a level within the organization’s risk tolerance.</li> <li>● Evaluate the significance (impact and likelihood) of the risks.</li> <li>● Assess the design adequacy of the activity’s control processes.</li> <li>● Consider specific risks including those related to fraud and information technology and systems.</li> </ul>
2201	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	<p>Internal auditors must develop an understanding of the activity under review and assess relevant risks.</p> <p>To develop the understanding, internal auditors must identify and gather sufficient information and conduct an engagement risk assessment.</p> <p>Internal auditors must understand:</p> <ul style="list-style-type: none"> <li>● The strategies, objectives, and risks of the organization that are relevant to the activity under review.</li> <li>● The organization’s risk tolerance.</li> <li>● The risk assessment supporting the internal audit</li> </ul>



2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>plan.</p> <ul style="list-style-type: none"> <li>• The objectives of the activity under review.</li> <li>• The governance, risk management, and control processes of the activity under review.</li> <li>• Authoritative frameworks, guidance, and criteria that may be used to evaluate the effectiveness of those processes.</li> </ul> <p>To conduct the engagement risk assessment, internal auditors must:</p> <ul style="list-style-type: none"> <li>• Identify the significant risks to the objectives of the activity under review.</li> <li>• Identify the means by which the activity controls its risks to a level within the organization’s risk tolerance.</li> <li>• Evaluate the significance (impact and likelihood) of the risks.</li> <li>• Assess the design adequacy of the activity’s control processes.</li> <li>• Consider specific risks including those related to fraud and information technology and systems.</li> </ul>
2201	The adequacy and effectiveness of the activity’s governance, risk management, and control processes compared to a relevant framework or model.	13.2	<p>Internal auditors must develop an understanding of the activity under review and assess relevant risks.</p> <p>To develop the understanding, internal auditors must identify and gather sufficient information and conduct an engagement risk assessment.</p> <p>Internal auditors must understand:</p> <ul style="list-style-type: none"> <li>• The strategies, objectives, and risks of the organization that are relevant to the activity under review.</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<ul style="list-style-type: none"> <li>● The organization’s risk tolerance.</li> <li>● The risk assessment supporting the internal audit plan.</li> <li>● The objectives of the activity under review.</li> <li>● The governance, risk management, and control processes of the activity under review.</li> <li>● Authoritative frameworks, guidance, and criteria that may be used to evaluate the effectiveness of those processes.</li> </ul> <p>To conduct the engagement risk assessment, internal auditors must:</p> <ul style="list-style-type: none"> <li>● Identify the significant risks to the objectives of the activity under review.</li> <li>● Identify the means by which the activity controls its risks to a level within the organization’s risk tolerance.</li> <li>● Evaluate the significance (impact and likelihood) of the risks.</li> <li>● Assess the design adequacy of the activity’s control processes.</li> <li>● Consider specific risks including those related to fraud and information technology and systems.</li> </ul>
2201	The opportunities for making significant improvements to the activity’s governance, risk management, and control processes.	N/A	Deleted; see Standard 13.2.
2201.A1	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	N/A	The methodology for handling the distribution of results is not a responsibility of the chief audit executive as described in Standard 9.4.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
	distribution of the results of the engagement and access to engagement records.		
2201.C1	2201.C1 – Internal auditors must establish an understanding with consulting engagement clients about objectives, scope, respective responsibilities, and other client expectations.	Domain V Intro	Internal auditors perform advisory engagements and other advisory activities at the request of the board, senior management, or the management of an activity. The nature and scope of advisory services are subject to agreement with the party requesting the services. Examples of advisory engagements include internal auditors providing advice on the design of processes or systems or the development and implementation of new policies. Other advisory activities include internal auditors providing facilitation and training. When performing advisory services, internal auditors maintain objectivity by not taking on management responsibility.
2201.C1	For significant engagements, this understanding must be documented.	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 findings, recommendations, and conclusions.
2210	2210 – Engagement Objectives.	Glossary	engagement objectives – Statements that articulate the purpose of the engagement and describe the specific goals to be achieved.
2210	Objectives must be established for each engagement.	13.3	Internal auditors must establish and document the objectives and scope for the engagement.  The engagement objectives must articulate the

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			purpose of the engagement and take into account the results of the engagement risk assessment.
2210.A1	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.  To develop the understanding, internal auditors must identify and gather sufficient information and conduct an engagement risk assessment.
2210.A1	Engagement objectives must reflect the results of this assessment.	13.3	The engagement objectives must articulate the purpose of the engagement and take into account the results of the engagement risk assessment.
2210.A2	2210.A2 – Internal auditors must consider the probability of significant errors, fraud, noncompliance, and other exposures when developing the engagement objectives.	13.3	To conduct the engagement risk assessment, internal auditors must: ..... • Consider specific risks including those related to fraud and information technology and systems.
2210.A3	2210.A3 – Adequate criteria are needed to evaluate governance, risk management, and controls.	13.4	Internal auditors must identify measurable criteria to be used to evaluate the aspects of the activity under review defined in the engagement objectives and scope.
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.	13.4	Internal auditors must ascertain the extent to which management or the board has established adequate criteria to determine whether the activity under review has accomplished its objectives and goals.
2210.A3	If adequate, internal auditors must use such criteria in their evaluation.	13.4	If adequate, internal auditors must use such criteria in their evaluation.
2210.A3	If inadequate, internal auditors must identify appropriate evaluation criteria through discussion with management and/or the board.	13.4	If inadequate, internal auditors must identify appropriate evaluation criteria through discussion with management and/or the board.
2210.A3. Int	Types of criteria may include:	13.4	Examples of criteria are: • Internal (policies, procedures, key performance

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>indicators, or targets for the activity).</p> <ul style="list-style-type: none"> <li>• External (laws, regulations, and contractual obligations).</li> <li>• Authoritative practices (frameworks, standards, guidance, and benchmarks specific to an industry, activity, or profession).</li> </ul>
2210.A3. Int	Internal (e.g., policies and procedures of the organization).	13.4	<p>Examples of criteria are:</p> <ul style="list-style-type: none"> <li>• Internal (policies, procedures, key performance indicators, or targets for the activity).</li> </ul>
2210.A3. Int	External (e.g., laws and regulations imposed by statutory bodies).	13.4	<p>Examples of criteria are:.</p> <ul style="list-style-type: none"> <li>• External (laws, regulations, and contractual obligations).</li> </ul>
2210.A3. Int	Leading practices (e.g., industry and professional guidance).	13.4	<p>Examples of criteria are:.</p> <ul style="list-style-type: none"> <li>• Authoritative practices (frameworks, standards, guidance, and benchmarks specific to an industry, activity, or profession).</li> </ul>
2210.C1	2210.C1 – Consulting engagement objectives must address governance, risk management, and control processes to the extent agreed upon with the client.	N/A	Deleted to reflect new emphasis on applying the same approach determining objectives in all engagements.
2210.C2	2210.C2 – Consulting engagement objectives must be consistent with the organization's values, strategies, and objectives.	N/A	Deleted to reflect new emphasis on applying the same approach determining objectives in all engagements.
2220	2220 – Engagement Scope.	13.3	Internal auditors must establish and document objectives and scope for the engagement.
2220	The established scope must be sufficient to achieve the objectives of the engagement.	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.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			Scope limitations must be disclosed in the opening and final engagement communications.
2220.A1	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.A2	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.	N/A	Deleted to reflect new emphasis on applying the same approach determining objectives in all engagements.
2220.C1	2220.C1 – In performing consulting engagements, internal auditors must ensure that the scope of the engagement is sufficient to address the agreed-upon objectives.	N/A	Deleted to reflect new emphasis on applying the same approach determining objectives in all engagements.
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.	N/A	Deleted to reflect new emphasis on applying the same approach determining objectives in all engagements.
2220.C2	2220.C2 – During consulting engagements, internal auditors must address controls consistent with the engagement’s objectives and be alert to significant control issues.	N/A	Deleted to reflect new emphasis on applying the same approach determining objectives in all engagements.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
2230	2230 – Engagement Resource Allocation.	13.5	When planning an engagement, internal auditors must identify the resources necessary to achieve the engagement objectives.
2230	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	<p>When planning an engagement, internal auditors must identify the resources necessary to achieve the engagement objectives.</p> <p>Internal auditors must determine the types and quantity of resources that will be needed to perform the engagement. The determination requires considering:</p> <ul style="list-style-type: none"> <li>• The nature and complexity of the engagement.</li> <li>• The time frame within which the engagement must be completed.</li> <li>• Whether the available financial, human, and technological resources are appropriate and sufficient to achieve the engagement objectives.</li> </ul>
2230. Int	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 then applies professional judgment to identify the steps that should be taken to achieve the engagement objectives and the time that each step is expected to take. It is also important to consider fixed specifications and constraints that may affect the performance of the engagement, such as the number of hours budgeted for the engagement as well as the timing, language, and logistics.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
2230. Int	Sufficient refers to the quantity of resources needed to accomplish the engagement with due professional care.	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 then applies professional judgment to identify the steps that should be taken to achieve the engagement objectives and the time that each step is expected to take. It is also important to consider fixed specifications and constraints that may affect the performance of the engagement, such as the number of hours budgeted for the engagement as well as the timing, language, and logistics.
2240	2240 – Engagement Work Program.	13.6	Internal auditors must develop and document work programs that achieve the engagement objectives.
2240	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.A1	2240.A1 – Work programs must include the procedures for identifying, analyzing, evaluating, and documenting information during the engagement.	13.6	The engagement work program is based on the information obtained during engagement planning, including the results of the engagement risk assessment.  The engagement work program must identify: <ul style="list-style-type: none"> <li>• Tasks to achieve the engagement objectives.</li> <li>• Methodologies and tools to perform the tasks.</li> <li>• Internal auditors assigned to perform the tasks.</li> </ul>
	The work program must be approved prior to its implementation, and any adjustments approved promptly.	13.6	The chief audit executive or a designee must review and approve the engagement work program before it is implemented. Subsequent changes to the work



2017 reference	Standards (2017)	2023 reference	Standards (2023)
			program must be discussed and approved by the chief audit executive or a designee.
2240.C1	2240.C1 – Work programs for consulting engagements may vary in form and content depending upon the nature of the engagement.	N/A	Deleted to reflect new emphasis on applying the same approach determining objectives in all engagements.
2300	2300 – Performing the Engagement.	Principle 14	Internal auditors implement the engagement work program to achieve the engagement objectives.
2300	Internal auditors must identify, analyze, evaluate, and document sufficient information to achieve the engagement’s objectives.	14.1 14.2 14.6	<p>14.1 Internal auditors must gather relevant, reliable, and sufficient information to perform analyses and evaluations.</p> <p>14.2 Internal auditors must analyze relevant, reliable, and sufficient information to develop potential engagement findings.</p> <p>14.6 Internal auditors must document information and evidence to support the engagement findings, recommendations, and conclusions.</p> <p>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 findings, recommendations, and conclusions.</p>
2310	Internal auditors must identify sufficient, reliable, relevant, and useful information to achieve the engagement’s objectives.	14.1	<p>14.1 Internal auditors must gather relevant, reliable, and sufficient information to perform analyses and evaluations.</p> <p>Internal auditors must gather and analyze information to produce and support engagement</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>findings.</p> <p>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. The results of the analyses and the supporting information are collectively referred to as "evidence." (See also Standard 14.2 Analyses and Potential Engagement Findings.)</p>
2310. Int	Sufficient information is factual, adequate, and convincing so that a prudent, informed person would reach the same conclusions as the auditor.	14.1	Information is sufficient when it enables internal auditors to perform analyses and complete evaluations. Evidence is sufficient when it can enable a prudent, informed, and competent person to repeat the engagement work program and reach the same conclusions as the internal auditor. When evidence is not sufficient to produce or support engagement findings, internal auditors must gather additional information for analyses and evaluation.
2310. Int	Reliable information is the best attainable information through the use of appropriate engagement techniques.	14.1	<p>Information is reliable when it is factual and current. Internal auditors use professional skepticism to evaluate whether information is reliable. Reliability is strengthened when the information is:</p> <ul style="list-style-type: none"> <li>● Obtained directly by an internal auditor or from an independent source.</li> <li>● Corroborated.</li> <li>● Gathered from a system with effective governance, risk management, and control processes.</li> </ul>
2310. Int	Relevant information supports engagement observations and recommendations and is consistent with the objectives for the engagement.	14.1	Information is relevant when it is consistent with engagement objectives, is within the scope of the engagement, and contributes to the development of

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			engagement findings, recommendations, and conclusions.
2310. Int	Useful information helps the organization meet its goals.	N/A	Deleted as this is not a criteria of evidence.
2320	Internal auditors must base conclusions and engagement results on appropriate analyses and evaluations.	14.3	<p>Internal auditors must evaluate each potential engagement finding to determine its significance.</p> <p>When evaluating potential engagement findings, internal auditors must identify the root cause, determine the potential effects, and evaluate the significance of the issue. To determine the significance of the risk, internal auditors consider the likelihood of the risk occurring and the impact the risk may have on the organization or its governance, risk management, or control processes.</p> <p>If internal auditors determine that the organization is exposed to a significant risk, the issue must be documented and communicated as a finding.</p> <p>Internal auditors must provide a rating, ranking, or other indication of priority for each engagement finding, based on the significance of the finding, using methodologies established by the chief audit executive.</p>
	New - Analysis and Potential Findings.	14.2	<p>Internal auditors must analyze relevant, reliable, and sufficient information to develop potential engagement findings.</p> <p>Internal auditors must analyze information to determine whether there is a difference between the</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>evaluation criteria and the existing state of the activity under review, known as the “condition.” (See also Standard 13.4 Evaluation Criteria.) Internal auditors 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. Common examples of potential engagement findings include errors, irregularities, illegal acts, and opportunities for improving efficiency or effectiveness.</p> <p>If initial analyses do not provide sufficient evidence to support a potential engagement finding, internal auditors must exercise due professional care when determining whether additional analyses are required. If so, the work program must be adjusted accordingly and approved by the chief audit executive or a designee.</p>
	New - Recommendations and Action Plans.	14.4	<p>Internal auditors must formulate recommendations and if applicable obtain management’s action plans.</p> <p>Recommendations are suggested actions to:</p> <ul style="list-style-type: none"> <li>● Resolve the differences between the established criteria and the existing condition.</li> <li>● Mitigate identified risks.</li> <li>● Enhance or improve the activity under review.</li> </ul> <p>Internal auditors must discuss recommendations with the management of the activity under review.</p> <p>For assurance engagements, internal auditors must</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>obtain management’s action plans to address the root cause of each finding.</p> <p>If internal auditors and management disagree about the recommendations and/or action plans and a resolution cannot be reached, the final communication must state both positions and the reasons for the disagreement. (See also Standard 13.1 Engagement Communications.)</p> <p>Although internal auditors must make recommendations for corrective actions, it is management’s responsibility to determine the appropriate course of action and implement action plans to address the findings. (See also Standard 15.1 Final Engagement Communication.) Advisory engagements do not require action plans.</p>
	New - Developing Engagement Conclusions.	14.5	<p>Internal auditors must develop an engagement conclusion.</p> <p>An engagement conclusion is the internal auditor’s judgment about the overall significance of the engagement findings when viewed collectively. It must include a summary of the findings and the outcomes of the engagement relative to the engagement objectives and scope.</p> <p>The conclusion must be developed in accordance with the internal audit function’s established methodologies.</p> <p>Based on the engagement conclusion, internal auditors must issue a rating, ranking, or other</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>indicator of the significance of the aggregated findings.</p> <p>For an assurance engagement, the engagement conclusion must include the internal auditors' judgment regarding the effectiveness of the governance, risk management, and/or control processes of the activity under review.</p>
2330	Internal auditors must document sufficient, reliable, relevant, and useful information to support the engagement results and conclusions.	14.6	<p>Internal auditors must document information and evidence to support the engagement findings, recommendations, and conclusions.</p> <p>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 findings, recommendations, and conclusions.</p> <p>Engagement documentation must include:</p> <ul style="list-style-type: none"> <li>● Date or period of the engagement.</li> <li>● Work program.</li> <li>● Engagement risk assessment.</li> <li>● Engagement objectives and scope.</li> <li>● Description of analyses, including details of procedures and source(s) of data.</li> <li>● Findings, recommendations, and conclusions.</li> <li>● Evidence of communication to appropriate parties.</li> <li>● Names or initials of the individuals who performed and supervised the work.</li> </ul> <p>Internal auditors must ensure that the engagement documentation is reviewed for accuracy, relevance,</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			and completeness. The chief audit executive or a designee must review and approve the engagement documentation.
2330.A1	2330.A1 – The chief audit executive must control access to engagement records.	5.2 9.4	<p>5.2 Internal auditors must understand and abide by the laws and regulations related to confidentiality, information security, and information privacy for the jurisdictions in which their organization operates. Additionally, internal auditors must follow the policies and procedures of their organization and internal audit function governing:</p> <ul style="list-style-type: none"> <li>• Custody, retention, and disposal of engagement records.</li> <li>• Release of engagement records to internal and external parties.</li> <li>• Handling of access to, or copies of, confidential information when it is no longer needed.</li> </ul> <p>Internal auditors must not disclose confidential information to unauthorized parties unless there is a legal or professional responsibility to do so. This applies even if internal auditors change roles within the organization or leave the organization.</p> <p>Internal auditors must be alert to the possibility of inadvertent breach, exposure, or disclosure of information, including in a social environment or to an associate or family member.</p> <p>The chief audit executive must ensure that the internal audit function and individuals assisting the internal audit function follow the same protection requirements.</p> <p>9.4 The chief audit executive must establish</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>methodologies (policies, processes, and procedures) to guide the internal audit function and its conformance with the Standards.</p> <p>The methodologies must guide internal audit processes and services, including:</p> <ul style="list-style-type: none"> <li>• Retaining and releasing engagement records and other information, consistent with the organization's guidelines and any pertinent regulatory or other requirements.</li> </ul>
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.	11.3	The chief audit executive must seek the advice of legal counsel and/or senior management before releasing final communications to parties outside the organization, unless otherwise mandated or restricted by law or regulation.
2330.A2	2330.A2 – The chief audit executive must develop retention requirements for engagement records, regardless of the medium in which each record is stored.	9.4 14.6	<p>9.4 The chief audit executive must establish methodologies (policies, processes, and procedures) to guide the internal audit function and its conformance with the Standards.</p> <p>The methodologies must guide internal audit processes and services, including:</p> <ul style="list-style-type: none"> <li>• Retaining and releasing engagement records and other information, consistent with the organization's guidelines and any pertinent regulatory or other requirements.</li> </ul> <p>14.6 Internal auditors must retain all engagement documentation according to relevant laws and regulations as well as policies and procedures of the internal audit function and the organization.</p>



2017 reference	Standards (2017)	2023 reference	Standards (2023)
2330.A2	These retention requirements must be consistent with the organization's guidelines and any pertinent regulatory or other requirements.	9.4 14.6	<p>9.4 The chief audit executive must establish methodologies (policies, processes, and procedures) to guide the internal audit function and its conformance with the Standards.</p> <p>The methodologies must guide internal audit processes and services, including:</p> <ul style="list-style-type: none"> <li>● Retaining and releasing engagement records and other information, consistent with the organization's guidelines and any pertinent regulatory or other requirements.</li> </ul> <p>14.6 Internal auditors must retain all engagement documentation according to relevant laws and regulations as well as policies and procedures of the internal audit function and the organization.</p>
2330.C1	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.	9.4 14.6	<p>9.4 The chief audit executive must establish methodologies (policies, processes, and procedures) to guide the internal audit function and its conformance with the Standards.</p> <p>The methodologies must guide internal audit processes and services, including:</p> <ul style="list-style-type: none"> <li>● Retaining and releasing engagement records and other information, consistent with the organization's guidelines and any pertinent regulatory or other requirements.</li> </ul> <p>14.6 Internal auditors must retain all engagement documentation according to relevant laws and regulations as well as policies and procedures of the internal audit function and the organization.</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
2330.C1	These policies must be consistent with the organization's guidelines and any pertinent regulatory or other requirements.	9.4 14.6	<p>The chief audit executive must establish methodologies (policies, processes, and procedures) to guide the internal audit function and its conformance with the Standards.</p> <p>The methodologies must guide internal audit processes and services, including:</p> <ul style="list-style-type: none"> <li>● Retaining and releasing engagement records and other information, consistent with the organization's guidelines and any pertinent regulatory or other requirements.</li> </ul> <p>14.6 Internal auditors must retain all engagement documentation according to relevant laws and regulations as well as policies and procedures of the internal audit function and the organization.</p>
2340	Engagements must be properly supervised to ensure objectives are achieved, quality is assured, and staff is developed.	12.3	<p>The chief audit executive must ensure that engagements are properly supervised, quality is assured, and competencies are developed.</p> <ul style="list-style-type: none"> <li>● To ensure proper supervision, the chief audit executive must provide internal auditors with guidance throughout the engagement, verify work programs are complete, and confirm engagement workpapers adequately support findings, conclusions, and recommendations.</li> <li>● To assure quality, the chief audit executive must ensure engagements are performed in conformance with the Standards and the internal audit function's methodologies.</li> <li>● To develop competencies, the chief audit executive must provide internal auditors with</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			feedback about their performance and opportunities for improvement.
2340. Int	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. Int	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. Int	Appropriate evidence of supervision is documented and retained.	12.3 14.2	<p>12.3 The chief audit executive must ensure that appropriate evidence of supervision is documented and retained, according to the internal audit function's established methodology..</p> <p>14.2 Engagement documentation must include:....</p> <ul style="list-style-type: none"> <li>• Names or initials of the individuals who performed and supervised the work.</li> </ul> <p>Internal auditors must ensure that the engagement documentation is reviewed for accuracy, relevance, and completeness. The chief audit executive or a designee must review and approve the engagement documentation.</p>
2400	2400 – Communicating Results.	Principle 15	Internal auditors communicate the engagement findings and conclusions to the appropriate parties and monitor the completion of management's action plans.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
2400	Internal auditors must communicate the results of engagements.	15.1	For each engagement, internal auditors must issue a final communication that includes the engagement's objectives, scope, and conclusions.
2410	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, and conclusions. Recommendations and/or agreed-upon action plans also must be included.
2410.A1	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, and conclusions. Recommendations and/or agreed-upon action plans also must be included.
2410.A1	Where appropriate, the internal auditors' opinion should be provided.	14.5 15.1	<p>14.5 Internal auditors must develop an engagement conclusion.</p> <p>An engagement conclusion is the internal auditor's judgment about the overall significance of the engagement findings when viewed collectively. It must include a summary of the findings and the outcomes of the engagement relative to the engagement objectives and scope.</p> <p>The conclusion must be developed in accordance with the internal audit function's established methodologies</p> <ul style="list-style-type: none"> <li>· Based on the engagement conclusion, internal auditors must issue a rating, ranking, or other indicator of the significance of the aggregated findings</li> <li>· For an assurance engagement, the engagement</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>conclusion must include the internal auditors' judgment regarding the effectiveness of the governance, risk management, and/or control processes of the activity under review.</p> <p>15. 1 For assurance engagements, the final communication also must include:</p> <ul style="list-style-type: none"> <li>• The findings and the ratings, rankings, or other indication of the significance of the findings.</li> </ul>
2410.A1	<p>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.</p>	<p>11.3 14.5 Considerations</p>	<p>11.3 The chief audit executive must communicate the results of internal audit services periodically. The chief audit executive must understand the expectations of senior management and the board regarding the nature and timing of communications</p> <p>14.5 Considerations The individual ratings of engagement findings should be aggregated to determine an overall engagement conclusion or summary about the activity under review. The chief audit executive's methodologies for the internal audit function, determined in advance, provide a scale indicating whether reasonable assurance exists regarding the effectiveness of controls. For example, the scale may indicate satisfactory, partially satisfactory, needs improvement, or unsatisfactory depending on the internal auditors' assessments.</p> <p>Typically, internal auditors use the criteria and methodology, including a rating system, that has been developed by the chief audit executive and reviewed with senior management and the board before the engagement occurs. The rating system</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>should be based on the organization's overall risk appetite and the risk tolerance of the activity under review and should provide the basis for developing engagement conclusions and ratings across all internal audit engagements. Having an agreed-upon understanding for the conclusions and ratings provides consistency across engagements.</p> <p>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 material impact on the achievement of goals or the management of risks at a micro level, but not at a macro level (for example, the failure to manage potential duplicate payments may be material to a subsidiary but not to the organization as a whole). Internal auditors should consider how well the controls in place manage the risk to the achievement of management's objectives.</p>
2410.A1. Int	Opinions at the engagement level may be ratings, conclusions, or other descriptions of the results.	14.5	Based on the engagement conclusion, internal auditors must issue a rating, ranking, or other indicator of the significance of the aggregated findings.
2410.A1. Int	Such an engagement may be in relation to controls around a specific process, risk, or business unit.	14.5	For an assurance engagement, the engagement conclusion must include the internal auditors' judgment regarding the effectiveness of the governance, risk management, and/or control processes of the activity under review.
2410.A1. Int	The formulation of such opinions requires consideration of the engagement results and their significance.	14.5	<p>Internal auditors must develop an engagement conclusion.</p> <p>An engagement conclusion is the internal auditor's judgment about the overall significance of the</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>engagement findings when viewed collectively. It must include a summary of the findings and the outcomes of the engagement relative to the engagement objectives and scope.</p> <p>The conclusion must be developed in accordance with the internal audit function's established methodologies.</p>
2410.A2	2410.A2 – Internal auditors are encouraged to acknowledge satisfactory performance in engagement communications.	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.A3	2410.A3 – When releasing engagement results to parties outside the organization, the communication must include limitations on distribution and use of the results.	N/A	Deleted. The methodology for handling the distribution of results is not a responsibility of the chief audit executive as described in Standard 9.4.
2410.C1	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.	15.1 Considerations	<p>The style and format of final engagement communication varies across organizations but typically are established by the chief audit executive. The chief audit executive may provide templates and procedures.</p> <p>Multiple versions of a final communication may be issued, with formats, content, and level of detail customized to address specific audiences. The final engagement communication should be customized for specific audiences based upon how much they know about the activity under review, how the findings and conclusions impact them, and how they plan to use the information.</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
2420	2420 – Quality of Communications.	11.2	The chief audit executive must ensure that internal audit communications are accurate, objective, clear, concise, constructive, complete, and timely.
2420	Communications must be accurate, objective, clear, concise, constructive, complete, and timely.	11.2	The chief audit executive must ensure that internal audit communications are accurate, objective, clear, concise, constructive, complete, and timely.
2420. Int	Accurate communications are free from errors and distortions and are faithful to the underlying facts.	11.2	Communication must be: <ul style="list-style-type: none"> <li>• Accurate: free from errors and distortions and faithful to the underlying facts.</li> </ul>
2420. Int	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	Communication must be:.... <ul style="list-style-type: none"> <li>• Objective: impartial, unbiased, and the result of a fair and balanced assessment of all relevant facts and circumstances.</li> </ul>
2420. Int	Clear communications are easily understood and logical, avoiding unnecessary technical language and providing all significant and relevant information.	11.2	Communication must be:..... <ul style="list-style-type: none"> <li>• Clear: logical and easily understood by relevant stakeholders, avoiding unnecessary technical language.</li> </ul>
2420. Int	Concise communications are to the point and avoid unnecessary elaboration, superfluous detail, redundancy, and wordiness.	11.2	Communication must be:... <ul style="list-style-type: none"> <li>• Concise: succinct and free from unnecessary detail and wordiness.</li> </ul>
2420. Int	Constructive communications are helpful to the engagement client and the organization and lead to improvements where needed.	11.2	Communication must be:..... <ul style="list-style-type: none"> <li>• Constructive: helpful to stakeholders and the organization and enabling improvement where needed.</li> </ul>
2420. Int	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	Communication must be:..... <ul style="list-style-type: none"> <li>• Complete: relevant, reliable, and sufficient information and evidence to support the results of internal audit services.</li> </ul>
2420. Int	Timely communications are opportune and expedient, depending on the significance of	11.2	Communication must be:.... <ul style="list-style-type: none"> <li>• Timely: appropriately timed, according to the</li> </ul>



2017 reference	Standards (2017)	2023 reference	Standards (2023)
	the issue, allowing management to take appropriate corrective action.		significance of the issue, allowing management to take appropriate corrective action.
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 timely corrected information to all parties who received the original communication.  Significance is determined according to criteria agreed upon with the board
2430	2430 – Use of “Conducted in Conformance with the International Standards for the Professional Practice of Internal Auditing”	15.1	A statement that the engagement is conducted in conformance with the Global Internal Audit Standards must be included in the final engagement communication if the internal auditors followed the Standards and the results of the most recent quality assurance and improvement program support this statement.
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	A statement that the engagement is conducted in conformance with the Global Internal Audit Standards must be included in the final engagement communication if the internal auditors followed the Standards and the results of the most recent quality assurance and improvement program support this statement.
2431	When nonconformance with the Code of Ethics or the Standards impacts a specific engagement, communication of the results must disclose the:	15.1	If the engagement is not conducted in conformance with the Standards, internal auditors must disclose the following details about the nonconformance: <ul style="list-style-type: none"> <li>• Standard(s) with which conformance was not achieved.</li> <li>• Reason(s) for nonconformance.</li> <li>• Impact of nonconformance on the engagement findings and conclusions.</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
2431	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, internal auditors must disclose the following details about the nonconformance: <ul style="list-style-type: none"> <li>• Standard(s) with which conformance was not achieved.</li> </ul>
2431	Reason(s) for nonconformance.	15.1	If the engagement is not conducted in conformance with the Standards, internal auditors must disclose the following details about the nonconformance: <ul style="list-style-type: none"> <li>• Reason(s) for nonconformance.</li> </ul>
2431	Impact of nonconformance on the engagement and the communicated engagement results.	15.1	If the engagement is not conducted in conformance with the Standards, internal auditors must disclose the following details about the nonconformance: <ul style="list-style-type: none"> <li>• Impact of nonconformance on the engagement findings and conclusions.</li> </ul>
2440	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 periodically.
2440. Int	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	The chief audit executive must review and approve the final engagement communication and decide to whom and how it will be disseminated before it is issued. If these duties are delegated to other internal auditors, the chief audit executive retains overall responsibility.
2440. Int	When the chief audit executive delegates these duties, he or she retains overall responsibility.	11.3	The chief audit executive must review and approve the final engagement communication and decide to whom and how it will be disseminated before it is issued. If these duties are delegated to other internal auditors, the chief audit executive retains overall responsibility.
2440.A1	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.	11.3 Considerations	The chief audit executive is responsible for ensuring the final engagement communication is disseminated to the appropriate parties. Appropriate parties may include senior management, the board, and/or those

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			responsible for developing and implementing management's action plans.
2440.A2	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:	11.3	The chief audit executive must seek the advice of legal counsel and/or senior management before releasing final communications to parties outside the organization, unless otherwise mandated or restricted by law or regulation.
2440.A2	Assess the potential risk to the organization.	N/A	Deleted; see Standard 11.3.
2440.A2	Consult with senior management and/or legal counsel as appropriate.	1.3	The chief audit executive must seek the advice of legal counsel and/or senior management before releasing final communications to parties outside the organization, unless otherwise mandated or restricted by law or regulation.
2440.A2	Control dissemination by restricting the use of the results.	N/A	Deleted; see Standard 11.3.
2440.C1	2440.C1 – The chief audit executive is responsible for communicating the final results of consulting engagements to clients.	11.3	The chief audit executive must communicate the results of internal audit services periodically.  The chief audit executive must review and approve the final engagement communication and decide to whom and how it will be disseminated before it is issued. If these duties are delegated to other internal auditors, the chief audit executive retains overall responsibility."
2440.C2	2440.C2 – During consulting engagements, governance, risk management, and control issues may be identified.	11.3	The chief audit executive must communicate the results of internal audit services periodically. The chief audit executive must understand the expectations of senior management and the board regarding the nature and timing of communications.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
2440.C2	Whenever these issues are significant to the organization, they must be communicated to senior management and the board.	11.3	The chief audit executive must communicate the results of internal audit services periodically. The chief audit executive must understand the expectations of senior management and the board regarding the nature and timing of communications.
2450	2450 – Overall Opinions.	11.3	<p>The chief audit executive must communicate the results of internal audit services periodically.</p> <p>The results of internal audit services include:</p> <ul style="list-style-type: none"> <li>• Engagement conclusions.</li> <li>• Themes such as effective practices or root causes.</li> <li>• Conclusions such as at the level of the business unit or organization.</li> </ul>
	New – Themes.	11.3	<p>The results of internal audit services include:</p> <ul style="list-style-type: none"> <li>• Engagement conclusions.</li> <li>• Themes such as effective practices or root causes.</li> <li>• Conclusions such as at the level of the business unit or organization.</li> </ul> <p>Themes</p> <p>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 theme must be communicated timely, along with insights, advice, and/or conclusions, to senior management and the board.</p>
2450	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 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 or regulations, or the

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			expectations of senior management, the board, and/or other stakeholders.
2450	The overall opinion must be supported by sufficient, reliable, relevant, and useful information.	11.3	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. Int	The communication will include:	11.3	When communicating such a conclusion to senior management or the board, the chief audit executive must include: <ul style="list-style-type: none"> <li>• Summary of the request for the conclusion.</li> <li>• The conclusion, which may be expressed as a rating, opinion, or other description.</li> <li>• The criteria used as a basis for the conclusion, for example a governance framework or risk and control framework.</li> <li>• The scope, including limitations and the time period to which the conclusion pertains.</li> <li>• A summary of the information that supports the conclusion.</li> <li>• A disclosure of reliance on the work of other assurance providers, if any."</li> </ul>
2450. Int	The scope, including the time period to which the opinion pertains.	11.3	When communicating such a conclusion to senior management or the board, the chief audit executive must include:..... <ul style="list-style-type: none"> <li>• The scope, including limitations and the time period to which the conclusion pertains.</li> </ul>
2450. Int	Scope limitations.	11.3	When communicating such a conclusion to senior management or the board, the chief audit executive must include:..... <ul style="list-style-type: none"> <li>• The scope, including limitations and the time period to which the conclusion pertains.</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
2450. Int	Consideration of all related projects, including the reliance on other assurance providers.	11.3	When communicating such a conclusion to senior management or the board, the chief audit executive must include:.. <ul style="list-style-type: none"> <li>• A summary of the information that supports the conclusion.</li> <li>• A disclosure of reliance on the work of other assurance providers, if any.</li> </ul>
2450. Int	A summary of the information that supports the opinion.	11.3	When communicating such a conclusion to senior management or the board, the chief audit executive must include: <ul style="list-style-type: none"> <li>• A summary of the information that supports the conclusion.</li> </ul>
2450. Int	The risk or control framework or other criteria used as a basis for the overall opinion.	11.3	"When communicating such a conclusion to senior management or the board, the chief audit executive must include:.... <ul style="list-style-type: none"> <li>• The criteria used as a basis for the conclusion, for example a governance framework or risk and control framework.</li> </ul>
2450. Int	The overall opinion, judgment, or conclusion reached.	11.3	When communicating such a conclusion to senior management or the board, the chief audit executive must include: <ul style="list-style-type: none"> <li>• The conclusion, which may be expressed as a rating, opinion, or other description.</li> </ul>
2450. Int	The reasons for an unfavorable overall opinion must be stated.	N/A	Deleted, as this is required in 11.3 - When communicating such a conclusion to senior management or the board, the chief audit executive must include:..... <ul style="list-style-type: none"> <li>• The conclusion, which may be expressed as a rating, opinion, or other description.....</li> <li>• A summary of the information that supports the conclusion.</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
2500	2500 – Monitoring Progress.	15.2	Internal auditors must confirm that management has implemented agreed-upon action plans.
2500	The chief audit executive must establish and maintain a system to monitor the disposition of results communicated to management.	15.2	<p>Internal auditors must confirm that management has implemented the agreed-upon action plans.</p> <p>Internal auditors must follow an established methodology to confirm that management has implemented actions to address engagement findings.</p>
2500.A1	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	<p>Internal auditors must confirm that management has implemented the agreed-upon action plans.</p> <p>Internal auditors must follow an established methodology to confirm that management has implemented actions to address engagement findings.</p> <p>The methodology includes:</p> <ul style="list-style-type: none"> <li>● Inquiring about progress on action plans.</li> <li>● Performing follow-up assessments and analyses.</li> <li>● Updating the status of action plans in a tracking system.</li> </ul> <p>Internal auditors must request to be notified by management of any changes to the activity under review that cause the engagement findings and action plans to be no longer applicable. Internal auditors must verify the changes reported by management and determine when the changes were made. If internal auditors believe findings remain and action plans are still needed, they must document the information and inform the chief audit executive.</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>If management has not implemented the agreed-upon action plans according to the established completion dates, internal auditors must obtain and document an explanation from management. Internal auditors must discuss the issue with the chief audit executive, who is responsible for determining whether senior management has accepted the risk of delaying or not taking action. (See Standard 11.5 Communicating the Acceptance of Risks).</p>
2500.C1	2500.C1 – The internal audit activity must monitor the disposition of results of consulting engagements to the extent agreed upon with the client.	15.2	<p>Internal auditors must confirm that management has implemented the agreed-upon action plans.</p> <p>Internal auditors must follow an established methodology to confirm that management has implemented actions to address engagement findings.</p> <p>The methodology includes:</p> <ul style="list-style-type: none"> <li>● Inquiring about progress on action plans.</li> <li>● Performing follow-up assessments and analyses.</li> <li>● Updating the status of action plans in a tracking system.</li> </ul> <p>Internal auditors must request to be notified by management of any changes to the activity under review that cause the engagement findings and action plans to be no longer applicable. Internal auditors must verify the changes reported by management and determine when the changes were made. If internal auditors believe findings remain and action plans are still needed, they must</p>



2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>document the information and inform the chief audit executive.</p> <p>If management has not implemented the agreed-upon action plans according to the established completion dates, internal auditors must obtain and document an explanation from management. Internal auditors must discuss the issue with the chief audit executive, who is responsible for determining whether senior management has accepted the risk of delaying or not taking action. (See Standard 11.5 Communicating the Acceptance of Risks)."</p>
2600	2600 – Communicating the Acceptance of Risks	11.5	The chief audit executive must communicate unacceptable levels of risk.
2600	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	<p>The chief audit executive must communicate unacceptable levels of risk.</p> <p>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.</p>
2600	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	<p>The chief audit executive must communicate unacceptable levels of risk.</p> <p>When the chief audit executive concludes that management has accepted a level of risk that</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			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. Int	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. Int	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.
	<b>Code of Ethics</b>		
Ethics Principle	The integrity of internal auditors establishes trust and thus provides the basis for reliance on their judgment.	Principle 1	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
Rules of Conduct	1.1. Shall perform their work with honesty, diligence, and responsibility.	Principle 1 1.1	P1 Internal auditors demonstrate integrity in their work and behavior.  1.1 Internal auditors must perform their work with honesty and courage.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>Internal auditors must be truthful, accurate, clear, open, and respectful in all professional relationships and communications. Internal auditors must not make false, misleading, or deceptive statements, nor conceal or omit findings or other pertinent information from engagement 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.</p>
	New	1.1	<p>Internal auditors must perform their work with honesty and courage.</p> <p>Internal auditors must exhibit courage by communicating truthfully and taking appropriate action, even when confronted by dilemmas and difficult situations. Internal auditors must treat others professionally and respectfully, even when expressing skepticism or offering an opposing viewpoint.</p>
	New	1.1	<p>The chief audit executive must maintain a work environment where internal auditors feel supported when expressing legitimate, evidence-based findings, conclusions, and recommendations, whether favorable or unfavorable.</p>
Rules of Conduct	1.2. Shall observe the law and make disclosures expected by the law and the profession.	1.3	<p>Internal auditors must understand and abide by the laws and 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</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			specified in laws, regulations, and internal audit policies.
Rules of Conduct	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. Internal auditors must not engage in or be a party to any activity that may harm the organization or its employees.
Rules of Conduct	1.4. Shall respect and contribute to the legitimate and ethical objectives of the organization.	1.2	<p>Internal auditors must respect and contribute to the legitimate and ethical expectations of the organization.</p> <p>Internal auditors must understand and meet the organization's ethical expectations and be able to recognize conduct that is contrary to those expectations. Internal auditors must encourage and promote an ethics-based culture in the organization.</p> <p>Internal auditors must assess and make recommendations to improve the organization's objectives, policies, and processes for promoting appropriate ethics and values. If internal auditors identify behavior within the organization that is inconsistent with the organization's ethical expectations, they must report the concern according to the policies established by the chief audit executive.</p>
Ethics Principle	Internal auditors exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Internal auditors make a balanced	Principle 2 2.1 2.2	<p>P2. Internal auditors maintain an impartial and unbiased attitude when performing internal audit services and making decisions.</p> <p>2.1 Internal auditors must maintain professional</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
	<p>assessment of all the relevant circumstances and are not unduly influenced by their own interests or by others in forming judgments.</p>		<p>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.</p> <p>Internal auditors must be aware of and manage potential biases, including but not limited to:</p> <ul style="list-style-type: none"> <li>● Self-review bias – lack of critical perspective when reviewing one’s own work, which may lead to overlooking mistakes or shortcomings.</li> <li>● Familiarity bias – making assumptions based on past experiences, which may compromise professional skepticism.</li> <li>● Prejudice or unconscious bias – misinterpretation of information including predisposed ideas about culture, ethnicity, gender, ideology, race, or other characteristics that may unduly influence judgments.</li> </ul> <p>The chief audit executive must provide policies, procedures, and training to support and promote objectivity. Internal auditors must understand the expectations relevant to their responsibilities and apply the policies and procedures.</p> <p>2.2 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.</p> <p>Internal auditors must not be unduly influenced by</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			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
Rules of Conduct	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:... <ul style="list-style-type: none"> <li>• Conflicts of interest, including situations, activities, and relationships that may: <ul style="list-style-type: none"> <li>o Oppose, compete with, or be contrary to the interests of the organization.</li> <li>o Create the potential for financial or other personal gain</li> <li>o Be nepotistic or provide favoritism to certain individuals.</li> </ul> </li> </ul>
Rules of Conduct	2.2. Shall not accept anything that may impair or be presumed to impair their professional judgment.	2.2	Internal auditors must avoid: Accepting any tangible or intangible item, such as a gift, reward, or favor, that may impair or be presumed to impair objectivity.
Rules of Conduct	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. Internal auditors must not make false, misleading, or deceptive statements, nor conceal or omit findings or other pertinent information from engagement 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.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
Ethics Principle	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.	Principle 5	Internal auditors receive information that may be confidential, proprietary, and/or personally identifiable. This includes information in physical and digital form as well as oral communication, such as formal or informal meeting discussions. Internal auditors respect the value and ownership of information they receive by using it only for approved purposes and protecting it from unintended access or disclosure, internally and externally.
Rules of Conduct	3.1. Shall be prudent in the use and protection of information acquired in the course of their duties.	5.1 5.2	<p>5.1 Internal auditors must follow the policies and procedures of the organization and the internal audit function when using information to perform internal audit services.</p> <p>Internal auditors must collect and document only the information required to perform the assigned internal audit engagement or services. The information must be used only for approved purposes.</p> <p>5.2 Internal auditors must be aware of their responsibilities for protecting information and act in a manner demonstrating respect for the confidentiality, privacy, and ownership of information acquired when performing internal audit services or as the result of professional relationships.</p> <p>Internal auditors must understand and abide by the laws and regulations related to confidentiality, information security, and information privacy for the jurisdictions in which their organization operates. Additionally, internal auditors must follow the</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>policies and procedures of their organization and internal audit function governing:</p> <ul style="list-style-type: none"> <li>• Custody, retention, and disposal of engagement records.</li> <li>• Release of engagement records to internal and external parties.</li> <li>• Handling of access to, or copies of, confidential information when it is no longer needed.</li> </ul> <p>Internal auditors must not disclose confidential information to unauthorized parties unless there is a legal or professional responsibility to do so. This applies even if internal auditors change roles within the organization or leave the organization.</p> <p>Internal auditors must be alert to the possibility of inadvertent breach, exposure, or disclosure of information, including in a social environment or to an associate or family member.</p> <p>The chief audit executive must ensure that the internal audit function and individuals assisting the internal audit function follow the same protection requirements.</p>
Rules of Conduct	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 not use information for personal gain or in a manner that would be contrary to the law or detrimental to the legitimate and ethical objectives of the organization.
Ethics Principle	Internal auditors apply the knowledge, skills, and experience needed in the performance of internal audit services.	Principle 3 3.1	P3 Internal auditors apply the knowledge, skills, and abilities to fulfill their roles and responsibilities successfully.



2017 reference	Standards (2017)	2023 reference	Standards (2023)
			3.1 Internal auditors must possess or obtain the knowledge, skills, and abilities to perform their responsibilities successfully.
Rules of Conduct	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. Each internal auditor is responsible for continually developing and applying the competencies necessary to fulfill their professional responsibilities.
Rules of Conduct	4.2. Shall perform internal audit services in accordance with the International Standards for the Professional Practice of Internal Auditing.	4.1 3.1	<p>4.1 Internal auditors must plan and perform internal audit services in accordance with the Global Internal Audit Standards.</p> <p>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 internal audit findings, recommendations, conclusions, and other results.</p> <p>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.</p> <p>If inconsistencies exist between the Standards and requirements issued by other authoritative bodies, internal auditors and the internal audit function must conform with the Standards and may conform with the other requirements if such requirements are</p>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
			<p>more restrictive.</p> <p>3.1 For internal auditors, being competent requires possessing and demonstrating knowledge, skills, and abilities relevant to:</p> <ul style="list-style-type: none"> <li>• The IIA’s Global Internal Audit Standards and current internal audit practices.</li> </ul>
Rules of Conduct	4.3. Shall continually improve their proficiency and the effectiveness and quality of their services.	3.2	<p>Internal auditors must maintain and continuously develop their competencies to improve the effectiveness and quality of internal audit services.</p> <p>Internal auditors must enhance their knowledge, skills, and abilities by completing at least 20 hours of continuing professional education annually. Practicing internal auditors who have attained professional internal audit certifications must keep their certifications current by fulfilling any additional requirements for continuing professional education.</p>
	New - Professional Skepticism.	4.3	<p>Internal auditors must exercise professional skepticism when planning and performing internal audit services.</p> <p>To exercise professional skepticism, internal auditors must:</p> <ul style="list-style-type: none"> <li>• Maintain an attitude that includes a questioning mind.</li> <li>• Critically assess the reliability of information.</li> <li>• Be straightforward and honest when raising concerns and asking questions about inconsistent information.</li> <li>• Seek additional evidence to make a judgment about information and statements that might be incomplete, inconsistent, false, or misleading.</li> </ul>

2017 reference	Standards (2017)	2023 reference	Standards (2023)
	<b>Core Principles</b>		
Core Principles	Demonstrates integrity.	Principle 1	Internal auditors demonstrate integrity in their work and behavior.
Core Principles	Demonstrates competence and due professional care.	Principle 3 Principle 4	P3 Internal auditors apply the knowledge, skills, and abilities to fulfill their roles and responsibilities successfully.  P4 Internal auditors apply due professional care in planning and performing internal audit services.
Core Principles	Is objective and free from undue influence (independent).	Principle 2 Principle 7	P2 Internal auditors maintain an impartial and unbiased attitude when performing internal audit services and making decisions.  P7 The board establishes and protects the internal audit function's independence.
Core Principles	Aligns with the strategies, objectives, and risks of the organization.	Principle 9	The chief audit executive plans strategically to ensure the internal audit function fulfills its mandate and is positioned for long-term success.
Core Principles	Is appropriately positioned and adequately resourced.	Principle 7 Principle 10	P7 The board establishes and protects the internal audit function's independence.  P10 The chief audit executive plans strategically to ensure the internal audit function fulfills its mandate and is positioned for long-term success.
Core Principles	Demonstrates quality and continuous improvement.	Principle 12	The chief audit executive ensures conformance with the Global Internal Audit Standards and continuously improves the internal audit function's performance.

2017 reference	Standards (2017)	2023 reference	Standards (2023)
Core Principles	Communicates effectively.	Principle 11	The chief audit executive ensures the internal audit function communicates effectively with its stakeholders.
Core Principles	Provides risk-based assurance.	N/A	This is no longer its own separate principle, but the concept of assessing risks as part of internal audit planning is elevated in new standards 9.1, 9.5, and 13.2.
Core Principles	Is insightful, proactive, and future-focused.	N/A	This is no longer its own principle, but the concepts are implied in the concepts of the chief audit executive's advice and insights described in new standards 8.1, 9.1, and 11.3.
Core Principles	Promotes organizational improvement.	Purpose	Internal auditing enhances the organization's success by providing the board and management with objective assurance and advice.
	New	Principle 5	Internal auditors use and protect information appropriately.
	New	Principle 6	The board establishes, approves, and supports the authority, role, and responsibilities of the internal audit function.
	New	Principle 8	The board oversees the internal audit function to ensure the function's effectiveness.
	New	Principle 13	Internal auditors plan each engagement using a systematic, disciplined approach.
	New	Principle 14	Internal auditors implement the engagement work program to achieve the engagement objectives.
	New	Principle 15	Internal auditors communicate the engagement findings and conclusions to the appropriate parties and monitor management's progress toward the completion of action plans.