

IAASB and IESBA Strategies and Work Plans 2028–2031

October 2026 SAC Meeting
New York



Objective of the Session



- To consider an overview of Joint Survey Feedback and Initial Views from the JWG&S
- To consider and reflect on the IAASB's strategic insights and the IESBA's possible strategic objectives

IAASB-IESBA SWPs Joint Stakeholder Survey

- Released in January 2026 with comment period officially closed on May 15, 2026
- 108 responses received
- **September Meetings SSBs discussed:**
 - **Full analysis of the responses to the joint survey**
 - **Implication of these analyses to inform their upcoming consultation papers**

Three Key Components of the Survey

- SSBs' strategic positioning for 2028-2031
- Key environmental trends
- Areas for joint actions in the SSBs' work plans

Joint Survey

Consultation
Papers

SWPs



Strategic Positioning



SSBs' Strategic Positioning for 2028-2031

What we Heard: Six Recurring Themes

Adoption and Implementation

Stability first – Prioritize adoption, implementation support and PIRs over significant new standard-setting

Agility

Horizon scanning, evidence-based prioritization and timely response to emerging issues

Engagement and Transparency

Broaden engagement and show how feedback informs priorities and standard-setting decisions

Principles-based Standards

Proportionate, scalable, globally operable and supported by practical non-authoritative guidance

Coordination

Enhance interoperability, consistency of implementation, and global acceptance of the standards

Effectiveness of the Process

Assess effectiveness the standard-setting process and the evidence base on which it relies



Key Trends



Trends – JWG&S Takeaways on Prioritization

JWG&S Key Takeaways for Consideration in CPs (1/2)

Emerging Technologies

- Clear leading priority for respondents
- Strong consensus for defining strategic priority for 2028–2031
- Ranked 1st by organizational and individual respondents and consistent across all regions and stakeholder groups
- Reinforced by narrative responses across groups

Other Trends

- Divergent prioritization across stakeholder groups and regions
- Narrative support for B.2 fragmentation, B.3 greater agility, A.3 financial crimes and D.1 alternative ownership – Less consistency in prioritization
- Sustainability still relevant — shift to adoption, implementation and advocacy



Areas for Joint Actions

Areas for Joint and Coordinated Work

SSBs' Coordination



Common Areas of Interest

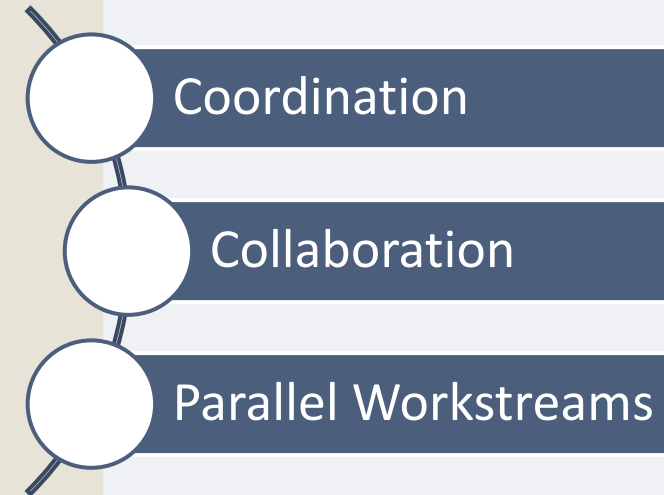
- Technology and AI
- Sustainability assurance
- Firm governance and alternative ownership structures
- PIE definition
- Using the work of external experts



Coordination Approach

- Structural and early stage
- Aligning consultations on related matters
- Mandate clarity
- Use of consistent terminology and definitions
- Joint agile response mechanism, including implementation support
- Coordinated stakeholder engagement

Not one-size-fits-all



Reflections on Joint Survey Feedback

Matter for SAC Members Consideration

Question 1

SAC Members are asked to share their reflections on the joint survey feedback and whether there are other trends and factors that the SSBs should consider in preparation for the next strategic period (2028–2031).



IAASB's Strategic Insights



IAASB's Strategic Insights

1 The IAASB's Standard-Setting Activities are at an Inflection Point (Pace, Priorities, and Skills)

- A successful global standard-setter needs the skills, tools and resources to address implementation challenges and respond to rapid technological change, including AI
- While recent changes to foundational standards have strengthened the risk-based audit model, their implementation remains challenging and a work in progress
- Embedding a risk-based audit approach
- Supporting adoption and implementation of the standards
- Implication of digital transformation

2 Future Standards' Relevance Depends on a Strong Principles-Based Foundation

- Principles-based standards support consistent judgment and adaptability to change
- Clear objectives and balanced guidance support consistent application
- Alignment with other standard-setters can strengthen the principles-based approach
- Maintaining relevance in a technologically evolving landscape
- Responding to diverse demands on the standards

IAASB's Strategic Insights (Cont.)

3

Demand for Deeper, Cross-Board Collaboration to Enhance Public Interest Outcomes

- Deeper collaboration with IESBA and other standard setters can support more cohesive, high-quality external reporting
- Earlier alignment on cross-cutting topics can improve public interest outcomes, consistency and stakeholder understanding
- Stronger collaboration can also enhance internal efficiency and effectiveness
- Interconnectivity and interoperability of audit, assurance and ethics standards
- Strengthening strategic alignment of the SSBs

4

Greater Agility can Strengthen the IAASB's Impact & Responsiveness (Internal and External Resources)

- Opportunity to assess ways of working and how internal and external resources are leveraged
- Need for greater flexibility, specialized expertise and diverse perspectives
- Stronger alignment between priorities and delivery
- Operating within an evolving governance and structural framework
- Creating greater impact through flexibility
- Leveraging technology and external partnerships

IAASB Board Input on the Four Key Insights

The Board broadly support the four insights as the overarching context for the strategic drivers, and provided directions:

1

Inflection point

- More clearly articulate the inflection point: a shift from foundational standard setting to implementation and adoption, amid rapid technological change

2

Principles-based foundation

- Be explicit that scalability and proportionality are integral component to principles-based standards

3

Cross-board collaboration

- Align the corresponding strategic positioning of the two SSBs

4

Agility

- Emphasize flexibility over agility



IESBA's Proposed Strategic Objectives —

Key Environmental Trends

INFORMED BY SURVEY FEEDBACK AND IESBA STAFF RESEARCH



01

**More Fragmented World
Amid Deregulation**



02

**Erosion of Institutional Trust
and a New Architecture of
Accountability**



03

**Key Pressures and New Frontiers:
Accelerating Technology and AI-
Native Risk, Digital Assets and
Sustainability Information and
Other Emerging Reporting**



04

**The Profession Beyond Audit: A
Growing Ecosystem of PAIBs and
Non-PA Professionals in Firms**

Trends and Possible Strategic Objectives

TRENDS

Opportunities and risks that affect IESBA's ability to achieve its Vision



POSSIBLE STRATEGIC OBJECTIVES

Simplification Program 2028-2031

Strengthening the Foundations of Trust in Firms

Spotlight on PAIBs and Non-PA Practitioners

Reinforcing IESBA's Identity, Embedding Collaborations, Comms and Engagement

AI, Sustainability Assurance and Financial Crime

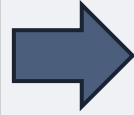
Strengthening Institutional Capacity

IESBA Input in September

- Generally supportive of trends and strategic objectives
- Merge Objectives 2 and 6
- Integrate/embed PAIB/Non-auditor PA outcomes into the other objectives

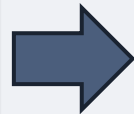
Possible Strategic Objectives

1. Strengthening IESBA's Institutional Effectiveness, Agility and Global Engagement
(Former Objectives 2 & 6)



- Strengthen IESBA's own operating model – its due process, capacity, and prioritization
- Reinforce IESBA's identity, embed collaboration, communication and engagement with stakeholders

2. Clearing a Path to Trust and Public Value: Simplification



- Consider simplification and reduce complexity
- Embed Proportionality
- Enhance adoption and implementation

Possible Strategic Objectives

1. Beyond Individual Conduct: Strengthening the Foundations of Trust in Firms

- Firms' independence is tested by firm culture and governance, private equity and alternative ownership structures, evolving business models and business relationships
- Traditionally individual-behavior-centric approach vs. accountability of the firm as the unit

2. The New Frontier Risk: AI, Sustainability Assurance and Financial Crime

- Code remain future-ready on new, emerging areas, such as technology and AI, sustainability assurance, and financial crime
- Coordinated, principle-based actions instead of series of one-off responses



Breakout Group Discussion



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