



IFEA

International Foundation for Ethics and Audit



IAASB

International Auditing and Assurance Standards Board
AN IFEA BOARD



IESBA

International Ethics Standards Board for Accountants
AN IFEA BOARD

IAASB & IESBA 2025 Annual Report

THE BOARDS OF IFEA

BUILDING TRUST THROUGH DIALOGUE, LEADERSHIP, AND STANDARDS



▼

This document contains interactive elements. Rollovers and clicks may display or provide a greater amount of information.

The International Auditing and Assurance Standards Board (IAASB) and the International Ethics Standards Board for Accountants (IESBA) are part of the International Foundation for Ethics and Audit (IFEA), a nonprofit organization that supports high-quality, international ethics, audit, and assurance standards in the public interest. The IAASB and IESBA develop and issue their standards independently and in accordance with an approved due process and the Public Interest Framework, overseen by the Public Interest Oversight Board (PIOB).

The IAASB serves the public interest by setting high-quality international standards for auditing, assurance, quality management, reviews and related services, and by facilitating the convergence of international and national standards. In doing so, the IAASB enhances the quality and uniformity of practice throughout the world and strengthens public confidence in the global auditing and assurance profession.

The IESBA serves the public interest by setting high-quality ethics and independence standards that strengthen trust in the reporting and assurance of financial and sustainability information, organizations, and capital markets.



www.iaasb.org

 @IAASB_News

 company/iaasb

 @iaasb



www.ethicsboard.org

 @ethics_board

 company/iesba

 @iesba

CONTENTS

By the Numbers	3
Message From the IAASB Chair	4
Message From the IESBA Chair	5
Greater Strategic Alignment and Work Plan Impact: IAASB and IESBA Coordination	7
IAASB in 2025: Listening, Learning, and Shaping the Future of Audit and Assurance	9
Global Adoption of IAASB Standards	13
Engaging With Our Stakeholders	14
Champions of Our Mission	15
IESBA in 2025: Recalibrating the Path, Reinforcing the Purpose	19
Our Standards Across the World	24
Engaging With Our Stakeholders	25
Champions of Our Mission	26
Stakeholder Advisory Council: Strategic Advice and Stakeholder Engagement	30
Message From the Stakeholder Advisory Council Chair	30
Strengthening Global Standards Through Jurisdictional Collaboration	32
Our People	34
International Foundation for Ethics and Audit: Supporting Independent Global Standard Setting	35
Message From the IFEA Chair Trustee	36
Financial Statements	38

BY THE NUMBERS

Throughout 2025, the IAASB and IESBA continued advancing our strategies and work plans, engaging stakeholders around the world to inform the next generation of international standards. Behind this progress are countless hours of dedication and collaboration. Here is our 2025 story—told through the numbers.



CLICK ON A BOX ►
TO EXPLORE THE
IAASB AND IESBA
NUMBERS AND
UNDERSTAND THE
GLOBAL IMPACT OF
OUR ORGANIZATION

9 Board meetings

47 Publications

246 High-level strategic meetings and events

29 Stakeholder Advisory Council members

35 Jurisdictional audit and ethics standard-setting organizations

83 Translations

60 Webinars and videos

36 Staff members

105 Total volunteers

Reach and visibility



MESSAGE FROM THE IAASB CHAIR

Dear Colleagues and Stakeholders,

Throughout 2025, the IAASB focused on listening, learning, and preparing for the future. After a decade of significant standard-setting activities, we deliberately shifted our emphasis toward supporting implementation, listening to stakeholders, and preparing the next generation of targeted revisions that will strengthen our standards in the years ahead.

Extensive engagement across the global reporting ecosystem defined this past year as we considered how audit and assurance continue to evolve in a rapidly changing environment. Through discussions with stakeholders around the world, we gained valuable perspectives on the opportunities and challenges shaping the future of the profession.



These conversations reinforced a clear and consistent message: trust in audit and assurance remains fundamentally important to confidence in reporting and the effective functioning of global markets. Stakeholders emphasized the continuing need for globally consistent, principles based standards that are practical, scalable, and responsive to changing expectations and emerging risks.

Stakeholders also recognized the significant pace of change across the IAASB's standards over the past decade—from quality management and sustainability assurance to major revisions addressing fraud, going concern, and audit quality—and encouraged the IAASB to support consistent implementation before embarking on another broad wave of new standards.

As technology and artificial intelligence continue to reshape business and assurance environments, stakeholders also highlighted the importance of maintaining quality, professional judgment, and transparency while embracing innovation responsibly. These discussions are helping inform how we think about the future of audit and assurance quality and the support stakeholders may need as technologies continue to evolve.

Throughout the year, we remained focused on supporting the implementation of recently issued standards, including ISSA 5000 on sustainability assurance, the ISA for Less Complex Entities, and the revised standards addressing fraud and going concern. Stakeholders told us clearly that this was not the time for another broad wave of new standards. After nearly a decade of significant change across the IAASB's standards, they wanted time to implement these important developments, while encouraging us to continue modernizing specific areas where further improvements are needed. That feedback shaped our approach to 2025, which accordingly, became an important year to focus on engaging with stakeholders.

The insights we gathered throughout 2025 are shaping the IAASB's future priorities and longer-term strategic direction. As we look ahead, we remain committed to ensuring our standards continue to serve the public interest by supporting high-quality audit and assurance engagements across jurisdictions and sectors around the world.

Our collaboration with the IESBA continues to strengthen as the relationship between ethics, independence,

audit quality, and assurance becomes increasingly interconnected. Together, we remain committed to advancing high-quality global standards that support trust, transparency, and confidence in reporting and assurance engagements.

I would like to thank our Board members, technical advisors, staff, consultative groups, volunteers, and stakeholders around the world for their continued engagement and support. The diversity and depth of perspectives stakeholders shared throughout the year strengthened our work and helped ensure our standards remain relevant and responsive in a changing global environment.

The IAASB is privileged to serve the public interest through independent standard setting that supports trust in external reporting and the effective functioning of the global economy. We will continue listening carefully, engaging broadly, and working collaboratively with stakeholders around the world as we advance this mission.

Sincerely,

Tom Seidenstein
IAASB Chair





MESSAGE FROM THE IESBA CHAIR

Dear Colleagues and Stakeholders,

2025 was not a year for writing new standards—yet it marked a remarkable chapter in the IESBA story. We navigated an unprecedented landscape with humility, openness, and a steadfast commitment to staying close and responsive to our stakeholders, while remaining firm in advancing ethics in the public interest.



Last year was dedicated to nurturing what we had built, strengthening the engagements that turn our work into real-world impact, and laying the ground for the projects that will prepare accountancy for the formidable challenges ahead. That is a different kind of ambition—and in some ways, the harder one. I am proud of how the Board, and the wider ecosystem we serve, embraced it.

Our 2025 agenda unfolded along three complementary and strategic commitments that shaped our priorities and our actions: supporting, leading, and strengthening.

Supporting stakeholders through a challenging political, economic, and business context was central to our work in 2025. It shaped one of our most deliberate strategic decisions of the year: to pause the issuance of significant new standards until 2027 and focus our energy on helping jurisdictions, regulators, firms, and practitioners implement what we had already built. It was a conscious choice, not a default—and one I believe will serve the profession and the wider ecosystem well.



Leading meant moving early. Private equity is already changing how accounting firms are owned and governed. The ethical and independence questions that it raises are not distant; they are here. Our [Staff Alert](#) offered practical guidance on exactly those questions, and the response—from firms, regulators, and investors alike—confirmed that the gap was real and the demand was strong. Our role is not only to set standards for known risks. It is to anticipate emerging ones and help the profession see what is coming.

Leading also meant convening the conversations the system needs. Our inaugural Global Conference on Ethics and Independence, held in Lisbon, brought together more than 800 regulators, firms, investors, academics, and standard setters from 100 jurisdictions in an unprecedented dialogue on ethics and independence—one the profession had long needed. It reinforced something I have believed for years: trust is built not only through standards and rules, but through engagement and genuine dialogue.



“Last year was dedicated to nurturing what we had built, strengthening the engagements that turn our work into real-world impact, and laying the ground for the projects that will prepare accountancy for the formidable challenges ahead. That is a different kind of ambition—and in some ways, the harder one. I am proud of how the Board, and the wider ecosystem we serve, embraced it.”

—Gabriela Figueiredo Dias, IESBA Chair

Through support and leadership, we serve a greater purpose. Strengthening ethics and independence in the public interest is the thread that runs through everything else we do. The certification of our Global Ethics Standards for Sustainability Reporting and Assurance marked a significant step forward, and the momentum that followed—with jurisdictions moving decisively toward adoption—was undeniable. So, too, were the headwinds. Political developments in some regions introduced uncertainty, and some jurisdictions paused to assess the shifting landscape. But political support was never the foundation on which we built these standards. The underlying risks they address—from data quality to greenwashing and the credibility of non-financial information—remain as urgent as ever. I believe these standards will endure as a lasting legacy for future generations, revealing their full value over time and equipping the profession—and, through it, the business and financial system—to meet the challenges of tomorrow.

The same commitment runs through work that was less visible but will matter greatly going forward. The Firm Culture and Governance framework we are advancing recognizes what rules alone cannot achieve: behavior is shaped by culture, leadership, and accountability. The guidance we are developing on technology, artificial intelligence, and private equity responds to forces that are already reshaping the profession from within. And the coordination we continue to build with the IAASB ensures that ethics and audit standards move together, as they must.

Our priorities are clear. We will keep investing in the adoption of the sustainability standards with the same resolve, gradually expanding that support over time to other standards that require it. We will deliver on firm culture and governance with openness and determination. We will act swiftly to provide the support needed to address ethical challenges arising from, or amplified by, technology and new forms of investment in accounting firms. We will strengthen the guidance and support the profession—and indeed, the entire financial system—in navigating the changes already underway. And we will do all of this with the discipline this moment demands: with simpler, more targeted, and more responsive support.

None of this happens without the dedication of the IESBA Board and staff, the trust our partners and stakeholders place in us, and the inspiration of all those who support and challenge our work. To all of you, my sincere thanks.

The work continues, and so does my confidence in where it leads.

Gabriela Figueiredo Dias
IESBA Chair



GREATER STRATEGIC ALIGNMENT AND WORK PLAN IMPACT:

IAASB AND IESBA COORDINATION

Collaboration and coordination between the IAASB and IESBA continued to deepen throughout 2025, reflecting a shared commitment to advancing high-quality international standards in the public interest. We coordinated across strategy, standard setting, stakeholder engagement, and implementation support to respond to the evolving global reporting environment.

The publication of the first [joint IAASB-IESBA Annual Report for 2024](#), released in 2025, marked an important milestone in our increasingly integrated approach to communication, stakeholder engagement, and public accountability. We also continued strengthening structures and processes that support coordinated action while respecting their distinct mandates.



Strategic Coordination and Stakeholder Engagement

In 2025, the IAASB and IESBA advanced several joint strategic initiatives designed to streamline stakeholder engagement and enhance coordination across audit, assurance, ethics, and independence.

We initiated a joint Strategy and Work Plan initiative. This included a coordinated global stakeholder survey launched in January 2026 to inform separate 2028-2031 Strategies and Work Plans. The survey streamlined stakeholder engagement and gathered perspectives on emerging trends, public interest priorities, and opportunities for enhanced coordination.

We also aligned how we plan consultations and due process activities to support a more coordinated consultation strategy. We are committed to continuing consultation timing in the future, recognizing the time and effort stakeholders invest in responding to multiple consultations across projects and Boards.

In 2025, a [joint IAASB-IESBA User Advisory Group](#) (UAG) was also established, with members appointed and inaugural meetings held in 2026. The UAG provides a forum for users of financial statements and other external reporting to contribute insights on stakeholder expectations, practical implications of proposed actions, and public interest considerations.

The Stakeholder Advisory Council (SAC) provided another point of collaboration by providing strategic advice to both Boards on emerging developments, work plan priorities, public interest matters, and implementation considerations, while serving as a forum for engagement with diverse external stakeholders.



The Stakeholder Advisory Council provides input and recommendations to the IAASB and IESBA and serves as a forum for engagement with a diverse range of external stakeholders, drawing on additional expertise and experience to inform the Boards' standard-setting and other work. See [page 30](#) for additional information.

Joint stakeholder engagement, particularly at the Chair and senior leadership levels, was a regular feature in 2025. Joint meetings, conferences, and stakeholder discussions provided opportunities to engage with regulators, standard setters, investors, firms, and professional accountancy organizations on issues affecting audit quality, ethics, assurance, and sustainability reporting.

Notable examples included joint engagement in the United Arab Emirates and across Latin America, including Peru and the CReCER Conference, where Board representatives met with regulators, oversight authorities, investors, and professional organizations to discuss implementation priorities and evolving market needs. The Boards also coordinated participation in conferences, panels, webinars, and sustainability assurance events throughout the year.

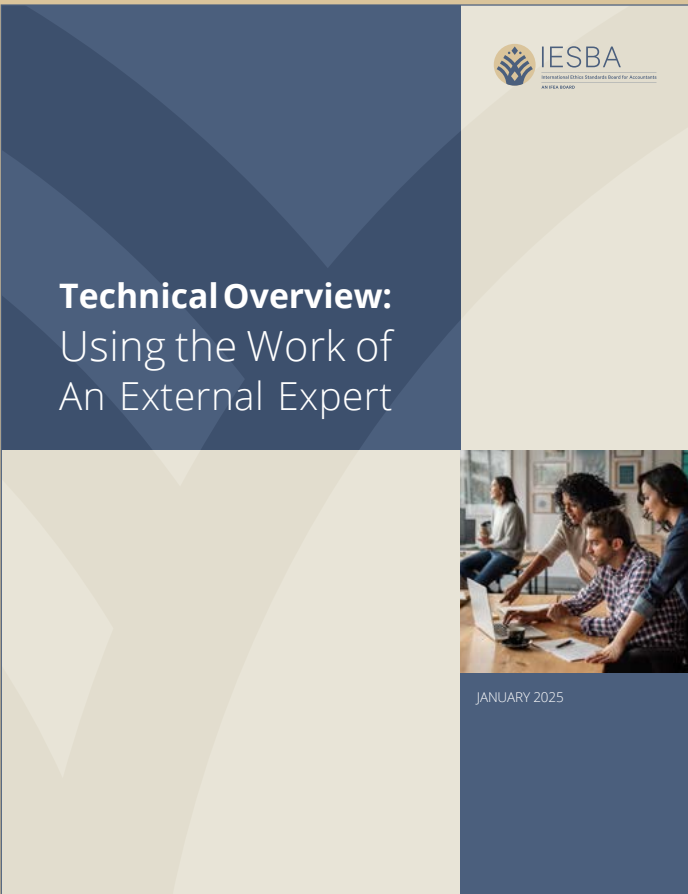
Coordinated Standard Setting and Technical Collaboration

The Boards actively collaborated on projects where audit, assurance, ethics, and independence considerations intersect. Activities included coordinated post-implementation review planning, handbook alignment, and technical coordination on work related to technology, quality management, firm culture and governance, and using the work of an external expert.

An important example of this coordination was the IAASB's approval in late 2025 of narrow-scope amendments aligned with the IESBA's standard on Using the Work of an External Expert, which was approved in late 2024. This work reinforced consistency and interoperability across the international standards framework.

The Boards also continued to hold joint Board meeting sessions and coordinated discussions with their jurisdictional standard-setters liaison groups on issues relevant to both Boards' standards and work programs. These regular interactions help ensure consistent understanding of stakeholder concerns, implementation challenges, and emerging global developments.

“Collaboration between the IAASB and IESBA is not limited to major initiatives; it happens every day across projects, implementation support, stakeholder engagement, and strategic planning. That coordination ultimately leads to stronger outcomes for stakeholders.”
—IAASB Program and Senior Director Willie Botha

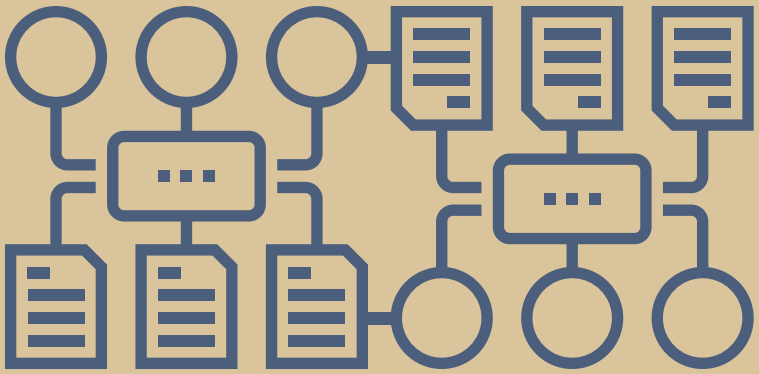


Coordinated Sustainability Leadership and Implementation Support

Collaboration remained especially significant in sustainability reporting and assurance, with the Boards continuing coordinated implementation support for ISSA 5000 and the IESBA's International Ethics Standards for Sustainability Assurance (IESSA).

Building on the joint launch of these standards, the Boards released coordinated implementation materials—including fact sheets, FAQs, technical overviews, webinars, and digital resources—to support understanding of the standards as an interoperable global baseline for sustainability assurance, ethics, and independence.

The Boards also issued coordinated guidance addressing practical implementation questions, including ethical requirements, value chain considerations, use of another practitioner's work, and assurance reporting disclosures.



“Working closely together allows the Boards to respond more effectively to emerging issues and evolving market needs. The strength of our collaboration enhances both the quality of our work and its impact in the public interest.”

—IESBA Program and Senior Director Ken Siong

Organizational Integration and Shared Identity

In 2025, the IAASB and IESBA continued advancing coherence efforts and fostering synergies under the International Foundation for Ethics and Audit (IFEA). The introduction of updated branding and coordinated communications reflected the Boards' shared commitment to transparency, collaboration, seamless coordination, and complementarity and global leadership in standard setting.

Cross-promotion of Board activities, publications, and implementation resources further reinforced their coordinated approach and shared public interest mission.

Overall, 2025 marked another significant year in the evolution of IAASB-IESBA collaboration. Through coordinated strategy development, technical activities, stakeholder engagement, and implementation support, the Boards strengthened their ability to respond to evolving market needs consistently while advancing public trust and confidence in audit, assurance, ethics, and sustainability reporting.





2025 WAS A YEAR OF GLOBAL LISTENING AND STAKEHOLDER DIALOGUE THAT DIRECTLY SHAPED OUR STRATEGIC DISCUSSIONS, STANDARD-SETTING PRIORITIES, AND IMPLEMENTATION SUPPORT.

IAASB IN 2025:

LISTENING, LEARNING AND SHAPING THE FUTURE OF AUDIT AND ASSURANCE

In 2025, engagement and understanding the views of stakeholders around the world informed the future direction of audit and assurance standard setting.

Global discussions, roundtables, meetings, and presentations deepened our understanding of how audit and assurance are evolving in practice, how our standards are being implemented, and where emerging risks and opportunities may shape the future of the profession.

The insights we gained informed our work throughout the year and helped shape initiatives launched in 2025 and consultations planned for 2026.

We heard perspectives on the practical implementation of recently revised standards, the growing role of technology and artificial intelligence (AI) in audit and assurance engagements, evolving expectations for sustainability-related assurance, and the continued importance of high-quality global standards in a rapidly changing environment.

The perspectives we heard throughout the year helped shape our thinking across a range of projects and initiatives, including technology and quality management, audit evidence and

risk response, maintenance of the International Standard on Auditing for Audits of Financial Statements of Less Complex Entities (ISA for LCEY) , and our standard on review of interim financial information, as well as the IAASB's longer-term strategic direction. Stakeholder perspectives also helped identify areas where additional implementation support, guidance, or future standard-setting may be beneficial.

The perspectives also informed our strategic planning and early development of the IAASB's next strategy and work plan (2028-2031).



“Listening to stakeholders around the world helps ensure our standards remain practical, relevant, and responsive to an evolving global environment. We remain committed to developing principles-based standard-setting that is scalable and proportionate to the range of audits throughout the world.”

—Tom Seidenstein, IAASB Chair

Technology, Innovation, and the Future of Audit Quality

As emerging technologies, specifically Generative AI (GenAI), continue to reshape financial reporting, business operations, and audit and assurance engagements, understanding their impact on audit quality remained a major area of focus throughout 2025.

In June 2025, we launched the Technology Quality Management initiative to better understand how emerging technologies, including GenAI, are affecting audit and assurance engagements and the application of our quality management standards in practice.

As part of this work, we hosted eight global roundtables during the second half of 2025 that brought together more than 240 participants from six continents, including auditors, regulators, firms, standard setters, and technology specialists. Participants explored current and emerging

uses of technology in audit and assurance engagements, governance and risk management considerations, and stakeholder expectations for maintaining trust and consistency in the use of emerging technologies, including GenAI-enabled technological tools.

Stakeholders broadly agreed that our suite of quality management standards—particularly International Standard on Quality Management (ISQM) 1 and ISA 220 (Revised)—provide a strong principles-based foundation for managing new or enhanced technology-related risks. At the same time, participants identified areas where additional practical guidance would support consistent and effective implementation of our quality management standards in the face of rapidly evolving technologies, with a focus on GenAI-enabled technological tools.

IAASB ROUNDTABLE



The roundtables reinforced the importance of balancing innovation with the principles that underpin high-quality engagements, including professional judgment, professional skepticism, and robust quality management.

Drawing on the roundtable insights and broader stakeholder input, in December 2025, the IAASB approved the development of non-authoritative material to support consistent and effective implementation of the quality management standards in increasingly technology-enabled environments. The initiative also informed broader IAASB discussions on how emerging technologies may affect audit evidence, risk assessment, risk response, professional skepticism, and professional judgment as we continue to modernize our standards. The key themes and next steps were subsequently shared in the February 2026 report, [Technology Quality Management Roundtables: Outcomes and Next Steps](#).

TECHNOLOGY QUALITY MANAGEMENT INITIATIVE

Launched: June 2025

Eight global roundtables

More than 240 participants

Stakeholders from six continents

Roundtable summary report published February 2026

Discussions informed planned future non-authoritative materials

“Stakeholders told us clearly that global consistency and practical clarity matter as AI and emerging technologies continue to reshape audit and assurance. Those conversations are helping ensure our standards remain principles-based, fit for purpose, and capable of supporting high-quality audits in a rapidly evolving environment.”

—Edo Kienhuis, IAASB Vice-Chair 2026
& Member 2021-2025

Advancing Our Standard-Setting Agenda

Building on stakeholder input gathered throughout the year, the IAASB advanced several significant projects and laid the groundwork for major consultations in 2026.

Stakeholder input helped inform the completion of two of the IAASB's most significant public interest projects. In 2025, we concluded our work on the auditor's responsibilities relating to going concern and fraud in an audit of financial statements, publishing ISA 570 (Revised 2024) on going concern in April and ISA 240 (Revised) on fraud in July. These standards reflect years of stakeholder engagement and consultation and strengthen the global framework supporting audit quality and confidence in financial reporting.

We also advanced work on audit evidence and risk response, ISA 500 series modernization, sustainability assurance implementation, and the post-implementation review of ISA 540 (Revised) on auditing of accounting estimates.



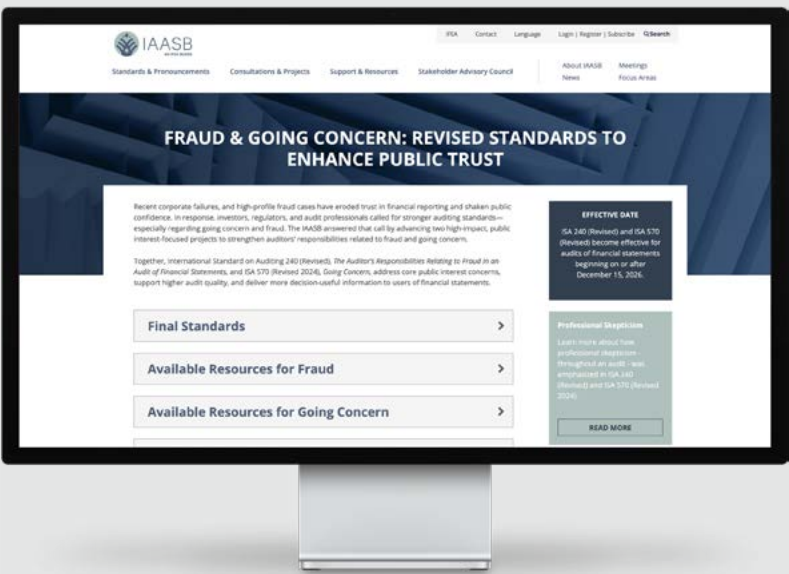
In 2025, the IAASB also approved several new project proposals, including revising ISRE 2410, *Review of Interim Financial Information Performed by the Independent Auditor of the Entity*, and the maintenance approach for the ISA for LCE. The IAASB also approved narrow-scope amendments to IAASB standards arising from the International Ethics Standards Board for Accountants' (IESBA's) Using the Work of an External Expert project and from the revised definitions of listed and public interest entities in IESBA's *International Code of Ethics for Professional Accountants (including International Independence Standards)* (IESBA Code).

As sustainability assurance adoption accelerated globally, we continued supporting implementation of ISSA 5000 and monitoring emerging implementation questions and practice considerations. The IAASB also approved the withdrawal of International Standard on Assurance Engagements (ISAE) 3410 on greenhouse gas statements, reflecting the transition to ISSA 5000 as the global baseline standard for sustainability assurance engagements.

Building on the work completed during the year, we advanced several projects closer to public consultations in 2026. These included consultations anticipated for ISA 330 on risk response, ISA 500 on audit evidence, and ISA 520 on analytical procedures; the first maintenance revisions for the ISA for LCE; and ISRE 2410 on reviews of interim financial information. Following agreement with the IESBA to develop a joint post-implementation review framework, we approved a public consultation survey in late 2025 for launch in 2026 as part of the post-implementation review of ISA 540 (Revised) on auditing of accounting estimates.

In 2025, the IAASB and IESBA also approved a joint stakeholder survey to help inform the development of their next strategies and work plans.

Together, these activities positioned the IAASB to enter 2026 with a focused portfolio of consultations, implementation initiatives, and targeted standard-setting projects that reflect both stakeholder priorities and the evolving needs of the global reporting environment.



Supporting Consistent Implementation of Global Standards

Throughout 2025, we continued supporting the adoption and implementation of our significant suite of recently issued standards, including ISSA 5000, the revised standards on fraud and going concern, and the ISA for LCE. Implementation support remained a key priority as jurisdictions and firms began applying these important changes in practice.

To help stakeholders apply the standards consistently and effectively, we published a range of implementation resources throughout the year, including fact sheets,

FAQs, webinars, videos, implementation guidance, illustrative reports and examples, and Bases for Conclusions. These materials addressed common questions, highlighted key concepts and requirements, and supported implementation across jurisdictions.

As implementation progressed, stakeholder feedback highlighted emerging practice questions and areas where additional clarification and support might be useful. These insights continue to inform our implementation priorities and future work.

Throughout 2025, we engaged with stakeholders around the world through meetings, roundtables, conferences, presentations, and other forums, gathering practical insights that informed our standard-setting priorities, implementation support, and future work.

Participants included regulators, oversight bodies, investors, jurisdictional standard setters, accounting firms, professional accountancy organizations, preparers, academics, and subject-matter experts from across the global reporting ecosystem.

Our engagement included Monitoring Group members, investors and users of financial statements, global and jurisdictional regulators and oversight bodies, jurisdictional standard setters, accounting firms, public sector organizations, professional accountancy and other professional organizations, preparers (including management and those charged with governance), academics, and subject-matter experts.

Across these discussions, several consistent themes emerged. Stakeholders emphasized the importance of supporting implementation of recently revised standards, maintaining globally consistent principles-based standards, and preparing for the implications of emerging technologies, including AI.

High-quality global standards depend on diverse perspectives and subject-matter expertise.

Throughout 2025, key stakeholder groups—from advisory groups, to technology and other subject-matter experts to regulators, preparers, and users of financial statements—provided valuable insights across a range of IAASB projects, helping ensure our standards remain practical, globally relevant, and responsive to emerging developments.

This expertise complemented our broader stakeholder engagement by bringing deeper technical perspectives on areas including technology, sustainability assurance, implementation

They also shared practical insights on implementation experiences, emerging risks, and areas where additional guidance or future standard setting may be beneficial.

These discussions informed the IAASB's work throughout the year—from technology and quality management to audit evidence, sustainability assurance, and future standard-setting priorities. In total, we participated in approximately 172 global discussions, meetings, and presentations during 2025.

A detailed summary of our global engagement throughout the year is included on page 14.



challenges, and emerging developments affecting audit and assurance.

In 2025, the IAASB, together with the IESBA, established the joint IAASB-IESBA User Advisory Group (UAG), further strengthening our ability to incorporate external perspectives and real-world insight into our standard setting and related work.

Together, these advisory mechanisms help ensure the IAASB's standards are informed by technical expertise, practical experience, and the perspectives of those who apply, oversee, and rely on them around the world.



As we look ahead, we remain focused on supporting the consistent performance of high-quality audit and assurance engagements in an environment defined by rapid change, increasing complexity, and evolving stakeholder expectations.

Building on the work undertaken in 2025, the IAASB entered 2026 with a focused portfolio of consultations, implementation initiatives, and targeted standard-setting projects. Public consultations on audit evidence and risk response, the ISA for Less Complex Entities, and ISRE 2410 will provide important opportunities for stakeholders to help shape the next generation of international standards.

As technology, sustainability reporting, and stakeholder expectations continue to evolve, we will continue supporting implementation of recently issued standards while modernizing targeted areas of our standards to address emerging risks, evolving practice, and the changing needs of the global reporting ecosystem.

Throughout this work, our commitment remains unchanged: developing globally consistent, principles-based standards that strengthen audit and assurance quality, enhance confidence in external reporting, and serve the public interest.

Audit Evidence and Risk Response: *Project Progressed*

First Revision for ISA for Less Complex Entities:
no change to the status

Fraud: *Standard Approved*

ISA 500 Series: Information Gathering: *Project Progressed

ISRE 2410: *Project Progressed

Experts Narrow-Scope Amendments to IAASB Standards: *no change to the status*

Listed and Public Interest Entities (Track 2): *no change to status*

***Post-Implementation Review of ISA 540**
(Revised): *Project Progressed*

Strategy and Work Plan, 2028-2031: *Project Progressed

Technology Quality Management: *Project Approved

IAASB-IASB Liaison

ISSA 5000 Adoption and Implementation

Professional Skepticism

Technology Position Initiative

* Indicates projects begun in 2025

As part of their member requirements, International Federation of Accountants members are required to adopt IAASB standards. The information below highlights jurisdictions where IAASB standards have been adopted. For more comprehensive jurisdiction-specific information about the use and adoption of the IAASB's standards,, visit the [IFAC website's Adoption Status map](#).

GLOBAL ADOPTION OF IAASB STANDARDS

24 AMERICAS

Argentina, Bahamas, Barbados, Bolivia, Brazil, Canada, Cayman Islands, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Jamaica, Mexico, Nicaragua, Panama, Peru, Suriname, Trinidad and Tobago, United States, Uruguay.

40 EUROPE

Albania, Armenia, Austria, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Greece, Hungary, Iceland, Ireland, Italy, Kazakhstan, Kosovo, Latvia, Lithuania, Luxembourg, Malta, Netherlands, North Macedonia, Norway, Poland, Portugal, Republic of Moldova, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, Ukraine, United Kingdom.

23 ASIA and OCEANIA

Australia, Bangladesh, Brunei Darussalam, Cambodia, China, Chinese Taiwan, Fiji, Hong Kong SAR, India, Indonesia, Japan, Lao People's Democratic Republic, Malaysia, Maldives, Mongolia, Myanmar, Nepal, Pakistan, Papua New Guinea, Philippines, Singapore, Sri Lanka, Thailand.

39 AFRICA and MIDDLE EAST

Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cote d'Ivoire, Eswatini, Gabon, Ghana, Iraq, Jordan, Kenya, Kuwait, Lebanon, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritius, Mozambique, Namibia, Nigeria, Palestinian Territory, Qatar, Rwanda, Saudi Arabia, Senegal, Sierra Leone, South Africa, Togo, Tunisia, Turkey, Uganda, United Arab Emirates, United Republic of Tanzania, Yemen, Zambia, Zimbabwe.

ENGAGING WITH OUR STAKEHOLDERS

The IAASB is strongly committed to international engagement through a robust and ongoing outreach program. We maintain regular dialogue with key stakeholder groups to:

- 1. Support the adoption and effective implementation of our standards;
- 2. Better understand jurisdiction-specific challenges; and
- 3. Incorporate a broad range of insights and perspectives into our standard-setting process.

The stakeholders we engage with offer valuable input that informs our work and helps us anticipate emerging issues.

Sustained, meaningful engagement—both during the development of standards and after their release—is essential to ensuring our standards remain relevant, practical, and responsive to the needs of those who use them or are affected by their application.

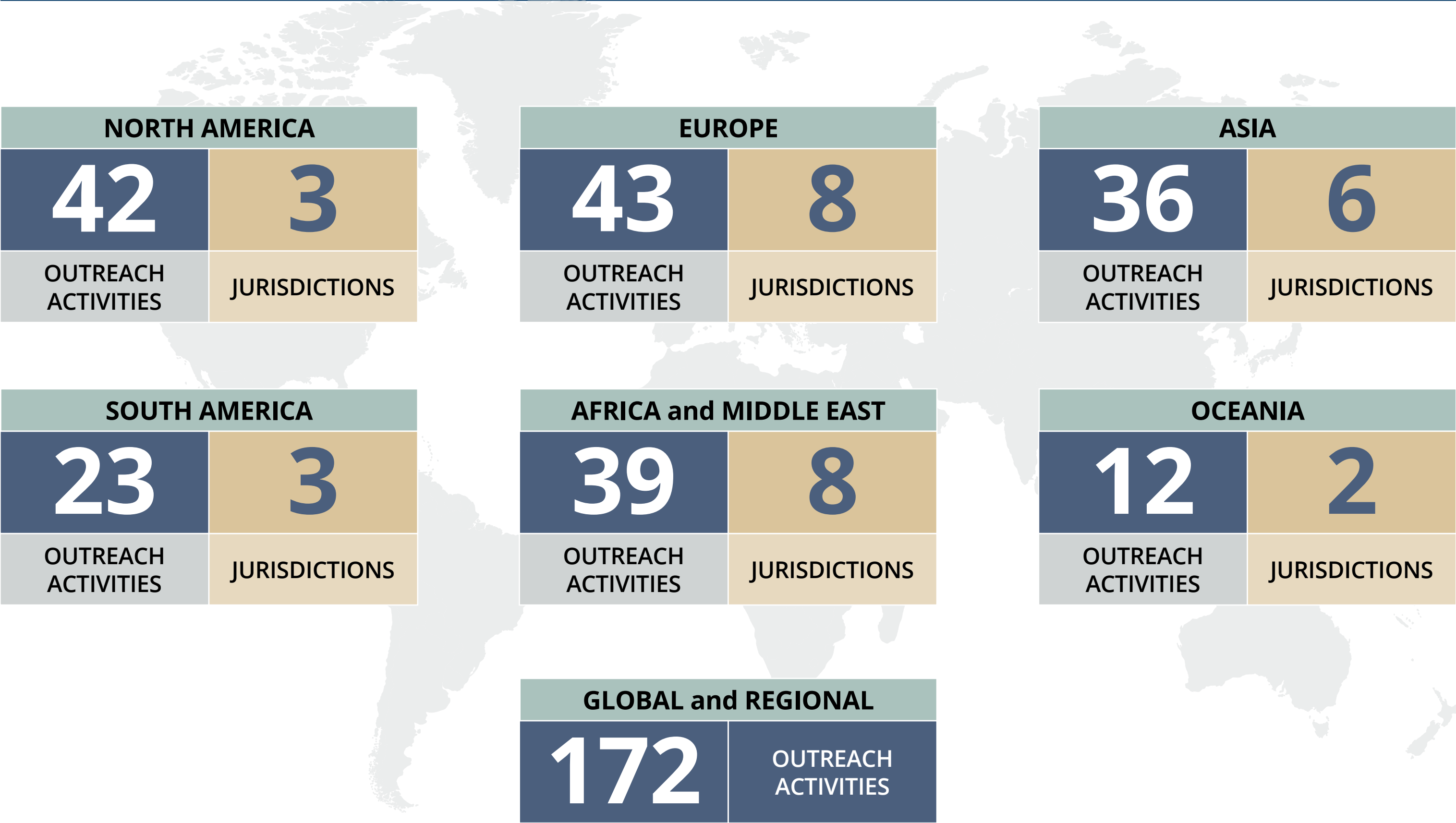
The IAASB maintains strong relationships with a wide range of stakeholders, including:

- Regular meetings with Monitoring Group members—Basel Committee on Banking Supervision, European Commission, Financial Stability Board, International Association of Insurance Supervisors, International Forum of Independent Audit Regulators, International Organization of Securities Commissions, and the World Bank—as well as with the Public Interest Oversight Board (PIOB).
- Annual meetings with the IAASB-Jurisdictional Auditing and Assurance Standard Setters Liaison Group to discuss topics of mutual interest, which helps us identify opportunities for collaboration and resource sharing. We currently liaise with standard setters in Australia, Austria, Brazil, Canada, China, France, Germany, Hong Kong SAR, India, Japan, Mexico, New Zealand, Nordic Federation, Saudi Arabia, South Africa, The Netherlands, United Kingdom and United States of America.
- Visits to local jurisdictions, which typically include meetings with audit and assurance regulators or oversight bodies, securities regulators, national and jurisdictional standard setters, professional accountancy organizations, policymakers, and investor groups, as well as auditors, users, and preparers.

For the purposes of this report—and consistent with our 2024 public report—outreach within a region or country includes both in-person and virtual events held during 2025. For virtual engagements, the region or country is identified based on the location of the participants. Outreach involving global organizations, whether conducted in person or virtually, are classified as “global,” following the approach used in previous reports.

In 2025, the IAASB conducted 367 outreach activities, compared to 254 in 2024. These engagements included meetings—both in-person and virtual—with global and regional stakeholders and across local jurisdictions. A detailed summary of our outreach activities by quarter is provided in Agenda Item 1 of each IAASB meeting.

IAASB Global Outreach (January 1, 2025 to December 31, 2025)
367 Outreach in Global, Regional and Local Jurisdictions



CHAMPIONS OF OUR MISSION

IAASB Members



The 2025 IAASB Members

roll over images for more information



Tom Seidenstein
Chair



Josephine Jackson
Vice-Chair



Sami Alshorafa



Hernán Casinelli



Nancy Cheng



Vishal Doshi



William Edge



Amaro Gomes



Edo Kienhuis



Robert Koethner



Neil Morris



Mikiko Ono



Chrystelle Richard



Greg Schollum



Wendy Stevens



Xiaoyue Sun

CHAMPIONS OF OUR MISSION

Technical Advisors and Official Observers



The 2025 IAASB Technical Advisors and Official Observers

roll over images for more information



Svetlana Berger



Wolfgang Böhm



Antoine Boitard



Juan Carlos Guerra



Piyush S. Chhajed



Rene Herman



Susan Jones



Sachiko Kai



Misha Pieters



Jamie Shannon



Yoshihiro Sakuma



Wenjing Shi



Brian Wilson

CHAMPIONS OF OUR MISSION

IAASB Staff



The 2025 IAASB Staff

roll over images for more information



Willie Botha
Program and Senior Director



Nathalie Baumgaertener Dutang
Senior Manager



Taylor Carter-Jones
Associate



Ida Diu
Senior Manager



Ana Espinal-Rae
Principal



Angelo Giardina
Principal



Claire Grayston
Principal



Michelle Harrison
Associate



Megan Leicht
Project Manager



Fadi Mansour
Senior Manager



Dan Montgomery
Consultant



Isabelle Raiche
Senior Manager



Kevin Reinhardt
Staff Fellow



Kalina Shukarova Savovska
Director



Hankenson Jane L. Talatala
Principal



Jasper van den Hout
Director



Kazuko Yoshimura
Senior Manager



Kristie Bin Zhang
Principal

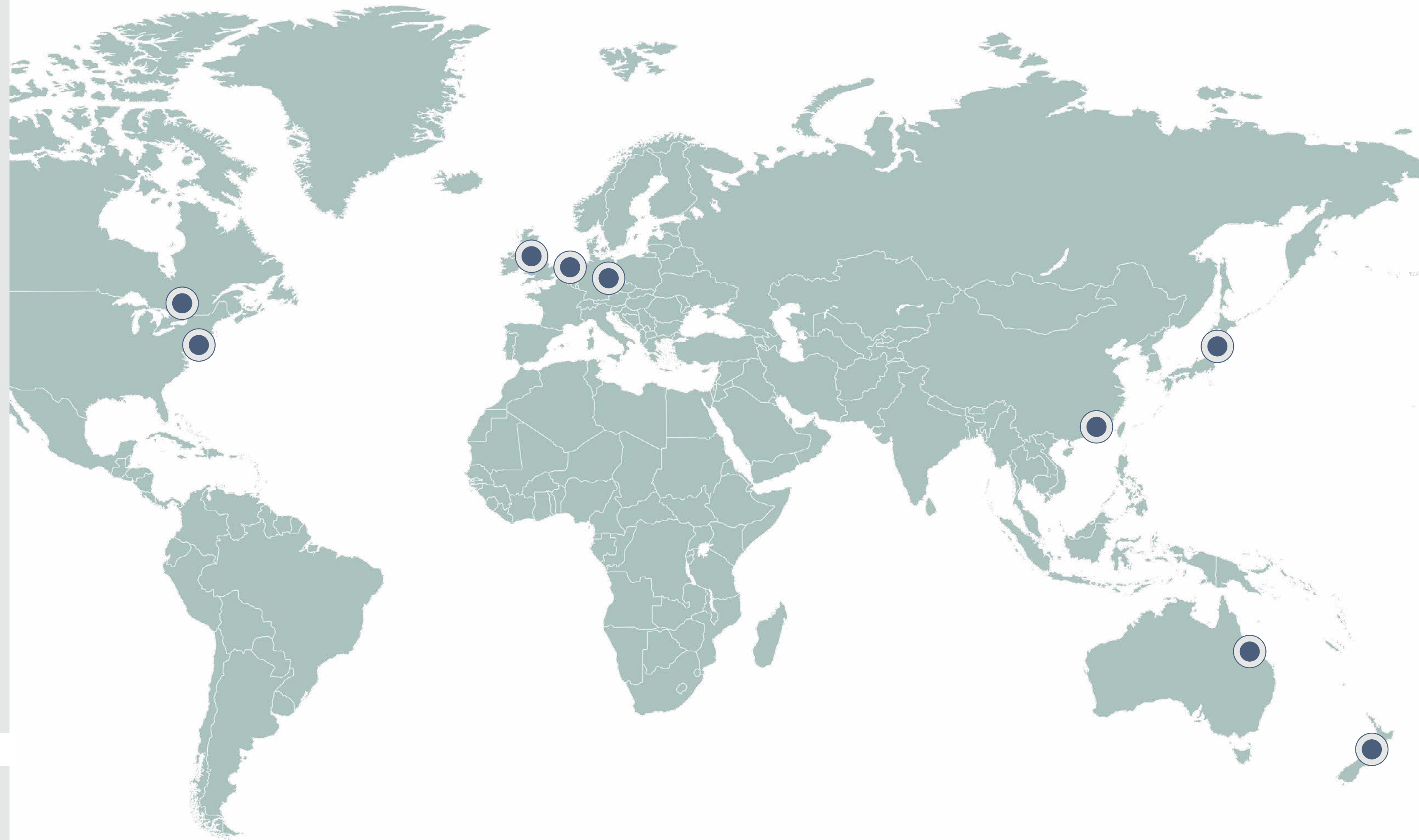
CHAMPIONS OF OUR MISSION

IAASB Additional Volunteers

Our volunteers are at the heart of our work, generously sharing their time, knowledge, and commitment to strengthen global standards. In addition to our board members and technical advisors, we are also fortunate to draw on the support of additional volunteers from outside the boards, who bring fresh perspectives, diverse backgrounds, and unique expertise that we may not otherwise have around the board table. Their willingness to contribute enriches our discussions, enhances our knowledge, and helps us better serve the public interest. Together, these dedicated individuals make our work stronger, more relevant, and more impactful.



Rollover the dots
to reveal our
volunteers and
their assignments





SMART FRAMEWORK

IESBA IN 2025:

RECALIBRATING THE PATH, REINFORCING THE PURPOSE

As geopolitical uncertainty, economic volatility, technological transformation, and changing business models continued to reshape the global environment in 2025, with increased speed and impact, we remained focused on ensuring that ethics and independence standards remain responsive, practical, and globally relevant.

During the year, stakeholder discussions increasingly highlighted the importance of supporting ethical leadership and independent judgment in environments characterized by heightened complexity and uncertainty.

In response, as a result of a deep strategic reflection, we updated our work plan during the year to place greater emphasis on adoption, implementation, and stakeholder support activities over the near term. The updated approach included the decision not to issue any significant new standards before 2027, allowing us a greater focus on supporting the implementation of significant recently issued standards and offering stakeholders the necessary time to absorb recently issued standards.

We also introduced the SMART Framework, a stakeholder-centric approach to enhancing the clarity, impact, and coherence of IESBA activities through a focus on:

- **Simplification:** Promoting clarity and, as applicable, usability and proportionality, across our standards, communications, and internal processes, ensuring that every output is understandable, effective, and fit for purpose.
- **Mobilization:** Enhancing impact through collaboration and partnerships by building strong networks, co-owned initiatives, and shared advocacy for ethics in business, finance, and public practice.
- **Adoption:** Driving consistent uptake and implementation of the *International Code of Ethics for Professional Accountants (including International Independence Standards)* by fostering stakeholder commitment, offering tailored support, and demonstrating public-interest value.
- **Responsiveness:** Ensuring timely, transparent, and evidence-based decisions that reflect stakeholder input, diverse perspectives, and emerging developments.
- **Targeted Action:** Focusing on where impact is greatest through data-driven prioritization, proportionate engagement, and a deeper understanding of stakeholders' needs and context.

The framework reflects our broader commitment to ensuring that our activities remain effective, proportionate, stakeholder-focused, and responsive to rapidly evolving global conditions.

In that spirit, we delivered on three key priorities—strengthening global confidence in sustainability reporting and assurance, advancing ethical culture and governance, and deepening engagement across the global ethics ecosystem—last year, while continuing to translate the emerging issues and developments facing the profession into focused action, practical progress, and public-interest impact.

Four commitments that shaped the year:

No new major standards issued before 2027
Operational improvements for stakeholders via SMART

Stronger implementation support, especially for sustainability standards

Promoting global strategic dialogues

Promoting Global Strategic Dialogues

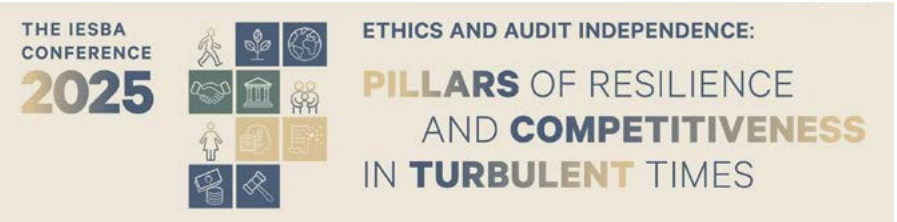
Global engagement remained central to the IESBA's activities throughout 2025.

We continued engaging extensively with regulators, oversight bodies, firms, investor and governance representatives, preparers, jurisdictional standard setters, academics, PAOs, sustainability stakeholders, and other players across the global reporting ecosystem.

Over the year, IESBA engaged in 237 meetings and events, continuing our efforts to both learn from and support stakeholders in defending the public interest (more information on page 25).

A major highlight during the year was the inaugural [IESBA Ethics and Independence Conference](#), which brought together global leaders and stakeholders to discuss emerging developments impacting ethics, independence, sustainability, governance, technology, and the future of the profession in front of more than 800 attendees.

The conference represented an important platform for global dialogue and demonstrated our commitment to fostering awareness, collaboration, and thought leadership on ethics and independence matters that impact the public interest.



IESBA inaugural ethics and independence conference

- + 1000 registrations for online and in person participation
- + 600 online from 100 countries
- + 200 (around 250) in person from 49 jurisdictions
- 35 speakers and moderators



Strengthening Ethical Culture and Governance

In 2025, the IESBA continued advancing its [Firm Culture and Governance \(FCG\) project](#), building on the recommendations of the [FCG Working Group Report](#) and reflecting growing global recognition that individual ethical behavior is shaped and conditioned by organizational culture, ethical leadership, governance arrangements, and accountability mechanisms.

Stakeholder discussions throughout the year highlighted broad support for continued work in this area, while emphasizing the importance of adopting an evidence-based, globally informed approach to the development of an FCG framework. In response, we agreed to:

- Undertake additional outreach and research activities;
- Develop a set of [IESBA viewpoints](#) on the eight key elements that underpin an ethical firm culture, to serve as a tool for further stakeholder engagement with a view to developing a future FCG framework.



We also continued coordinating closely with the IAASB throughout the year, particularly regarding connections between ethical culture, governance, and quality management.

Eight Elements on Firm Culture and Governance

A dedicated IESBA Working Group researched accounting firm culture and governance, publishing a report in January 2025 that identified eight key interconnected elements driving ethical culture, informing the basis for a Firm Culture and Governance Framework.

- | | |
|--------------------------------|-------------------------------|
| Ethical leadership | Incentives and disincentives |
| Oversight and governance | Open discussion and challenge |
| Independent input | Education and training |
| Accountability across the firm | Transparency |

Supporting Global Confidence in Sustainability Reporting and Assurance

In 2025, the IESBA reached a historic milestone with the certification and launch of the first comprehensive global ethics and independence standards for sustainability reporting and assurance. Developed in response to strong stakeholder demand, the standards provide a globally consistent ethical framework designed to strengthen public trust and confidence in sustainability reporting and assurance worldwide.

The package of standards included:

- [International Ethics Standards for Sustainability Assurance \(including International Independence Standards\)](#) (IESSA);
- Revisions to the Code addressing sustainability reporting; and
- Consequential and conforming amendments to the Code.

The launch of the standards alongside the IAASB's International Standard on Sustainability Assurance (ISSA) 5000 also represented an unprecedented level of coordination

across the international standard-setting system to support trust, consistency, and interoperability throughout the sustainability reporting ecosystem.

During 2025, we also achieved another important milestone with the Public Interest Oversight Board's (PIOB's) certification of the revisions addressing the [using the work of an external expert standard](#) (Experts standard). The revisions strengthen the ethical and independence framework applicable when professional accountants and assurance practitioners use the work of external experts, including sustainability experts, in increasingly multidisciplinary engagements.

Following issuance of those standards, much of our focus shifted toward adoption and implementation (A&I) support and global engagement. Through the work of the [Adoption and Implementation Working Group](#) (A&I WG), we coordinated extensive outreach and A&I activities designed to support jurisdictions, firms, regulators, sustainability assurance practitioners, and professional accountancy organizations (PAOs) in understanding and applying the standards effectively.

“As sustainability becomes a defining operational risk, ethics becomes a business imperative. Implementing the Sustainability Ethics Standards is an investment in the trust and resilience of tomorrow’s markets.”

—Gabriela Figueiredo Dias, IESBA Chair



Key implementation initiatives during the year included:

- [Global and regional webinars](#) addressing practical implementation considerations;
- Publication of Fact Sheets, Technical Overviews, Staff Questions & Answers, and various other publications and educational materials (refer [Global Ethics Sustainability Standards](#));
- Identification of priority jurisdictions for A&I, based on factors including economic size and significance, the adoption status of sustainability reporting and assurance standards, and potential demand for the adoption of the IESBA’s Sustainability and Experts standards;
- Targeted engagement with regulators, firms, PAOs, and international organizations;
- Approval of the IESBA Partnership Framework for Promoting A&I of the IESBA's Standards; and
- Ongoing coordination with the IAASB and other stakeholders supporting implementation of the broader sustainability reporting and assurance framework.

As adoption accelerated globally, we also established the [IESSA Implementation Monitoring Advisory Group](#) (IIMAG) to support timely identification of implementation questions, facilitate stakeholder feedback, and inform future IESBA implementation support activities.



Addressing Emerging Issues and Developments Affecting the Profession

Aligned with the four key commitments presented previously, throughout 2025, the IESBA responded to a range of emerging issues and developments affecting the profession and broader public-interest environment.

Tax Planning Standards Taking Effect

A major milestone during the year was the coming into effect of our global [Tax Planning standards](#), effective for tax planning services and activities beginning after June 30, 2025. The standards establish a comprehensive ethical framework for professional accountants in business and public practice who are involved in tax planning activities or services.

The standards respond to public interest concerns about “aggressive” tax avoidance and the role of professional accountants in promoting responsible tax behavior, transparency, sound professional judgment, and consideration of the public interest. The effective date marked the culmination of several years of global consultation, including global roundtables held during the development of the standards, and represented a major step in strengthening the Code’s relevance to tax planning and related services or activities.



Private Equity Investment in Accounting Firms

Private equity investment (PEI) in accounting firms continued to increase across several major jurisdictions, raising important ethical and independence considerations linked to structural, strategic, and operational changes within firms. We responded quickly, issuing a [Staff Alert](#) addressing ethical and independence considerations related to PEI in accounting firms.

The publication demonstrates our agility and responsiveness in addressing rapidly evolving market developments. The document provided timely observations and practical considerations for firms, regulators, and other stakeholders navigating this rapidly evolving development, laying the foundation for further work in 2026 as these developments continue to unfold and their ethical implications become clearer.

IESBA STAFF ALERT

The IESBA Staff Alert highlighted various potential ethical and independence implications arising from PE investment in accounting firms. Since its publication, IFAC has tracked developments between 2021 and 2026:

- 1,404 accountancy firms “impacted” by PE transactions between 2021 and Q2 2026
- PE investment is present in all regions, but strategies differ: in North America it focuses on larger accountancy firms, in Europe it primarily targets firms without an audit/assurance practice, while in the UK and Ireland most transactions involve firms providing audit/assurance services, especially to non-PIE clients



Ethics and Independence in a Digital Age

Throughout 2025, we continued to monitor developments in [technology](#) and digital transformation, including the rapid evolution and adoption of artificial intelligence (AI). Discussions during the year focused on the implications of emerging technologies for professional judgment, accountability, confidentiality, bias mitigation, and governance.

Our ongoing work in this area reinforced the importance of embedding ethics into technological innovation, particularly as AI and digital technologies become increasingly integrated into reporting, assurance, and decision-making processes.

Evolving Role of CFOs and Senior Finance Professionals

In 2025, we launched a new initiative to explore the evolving responsibilities and ethical challenges facing [Chief Financial Officers \(CFOs\) and other senior finance professionals](#). The initiative responds to the increasing strategic influence of these roles, as organizations navigate technological change, sustainability-related reporting demands, heightened stakeholder scrutiny, and growing organizational complexity.

Initial outreach and research, including the CFO Pulse Survey conducted in July 2025, highlighted the need for a deeper understanding of how CFO and equivalent senior finance roles are evolving across sectors and jurisdictions, the ethical challenges associated with that evolution, and how effectively the Code supports ethical decision-making in these environments. The work also indicated varying levels of awareness, use, and practical understanding of the Code among senior finance leaders.

The initiative will help inform future consideration of whether targeted enhancements to the Code, non-authoritative guidance, or other resources or initiatives may be necessary to support professional accountants operating as CFOs and in equivalent senior finance roles in fulfilling their responsibilities effectively and ethically in the public interest.

Exploring Extending the Scope of Independence Standards for Sustainability Assurance

While the ethics standards in the IESSA apply to all sustainability assurance engagements, the International Independence Standards in the IESSA apply only to sustainability assurance engagements that have the same level of public interest as audits of financial statements.

Recognizing the increasingly diverse landscape of sustainability assurance, we initiated exploratory work on [engagements outside the scope of the International Independence Standards in the IESSA](#). The information gathering aimed at supporting evidence-based decisions on whether to develop independence standards for such sustainability assurance engagements and whether the standards should be profession-agnostic, i.e., regardless of whether the sustainability assurance practitioners are professional accountants.

Strengthening Independence in CIVs and Pension Funds

During 2025, we continued our work on auditor independence considerations related to [Collective investment vehicles \(CIVs\) and pension funds](#).

Following extensive [consultation](#) and stakeholder engagement, we concluded that the Code’s conceptual framework remains fundamentally fit for purpose. However, the consultation highlighted differing interpretations and practical application challenges in certain complex investment arrangements.

In response, we agreed to develop non-authoritative material (NAM) aimed at supporting a more consistent understanding and application of the Code.



Post-Implementation Reviews

During 2025, trends in the external reporting environment and stakeholder discussions increasingly highlighted the importance of undertaking post-implementation reviews (PIRs) on significant standards issued in prior years. In response, the IESBA agreed in June 2025 to commence PIRs of the Non-Compliance with Laws and Regulations (NOCLAR®) pronouncement and the Restructured Code.

In September 2025, we approved the objectives, scope, and overall approach for the PIRs. Specifically, the PIRs will focus on whether the NOCLAR and Restructured Code projects achieved their intended public-interest objectives—for the NOCLAR project, whether the NOCLAR provisions have been effective in helping guide

professional accountants in deciding how best to act in the public interest when they become aware of NOCLAR or suspected NOCLAR; for the Restructured Code project, whether the restructuring of the Code improved its accessibility, usability, and understandability.

Our agreement to launch the PIRs laid the foundation for the development of two stakeholder surveys to inform the PIRs. The surveys are designed to gather insights from implementation experiences and stakeholder feedback. The survey results will help the IESBA evaluate whether the standards have been working as intended and can inform future standard-setting activities, implementation-support initiatives, or other efforts.

Looking Ahead

As the global environment continues to evolve at an unprecedented pace, reshaping the profession, institutions, and markets, ethics will remain an essential enabler of trust, resilience, and sustainable progress. Against this backdrop, we enter the next phase of our work with clear objectives: to provide global ethical leadership, anticipate and respond timely to emerging risks, and equip the accountancy profession to navigate change while serving the public interest.

To achieve these objectives, our immediate priorities are clear.

First, we will focus on supporting the effective implementation of our recently issued standards, including those on sustainability, while progressively expanding adoption and implementation efforts across the full suite of IESBA standards. We will also advance the Firm Culture and Governance project towards its planned completion in 2027, while maintaining a forward-looking standard-setting agenda. Through continuous stakeholder engagement, environmental scanning, and global collaboration, we will strengthen our focus on rapidly evolving ethical challenges, particularly those arising from technological developments and private equity investment in firms, ensuring that the Code remains fit for purpose in a changing professional landscape.

Secondly, we will continue strengthening our strategic planning and prioritization through more systematic

trend monitoring, earlier identification of emerging trends and risks, and enhanced foresight. We will also deepen our engagement with stakeholders by listening broadly and actively, responding more effectively, communicating more clearly, and strengthening our feedback processes, ensuring that our work continues to reflect practical insight and the evolving needs of the global community we serve.

The insights gained through outreach and engagement will continue to shape the IESBA’s strategic priorities, helping us anticipate emerging challenges, respond to changing market needs, and identify where further standard-setting, implementation support, or other initiatives may be required.

Finally, we will continue investing in organizational excellence by strengthening our staff-driven operating model, building internal capacity, working in full coordination with the IAASB, and ensuring that we continue to fully leverage the unique perspectives and legitimacy that a truly multistakeholder Board brings

By combining technical excellence with strategic foresight, meaningful dialogue with stakeholders, and an unwavering commitment to the public interest, we will continue advancing high-quality ethics and independence standards that strengthen trust, integrity, and confidence in reporting, assurance, and professional behavior worldwide, reinforcing the ethical foundations that enable the profession to meet the challenges of the future.

Four commitments for the future

Supporting professional accountants, including in dealing with technology

Offer a culture and governance framework to support firms

Strengthening planning and prioritization

Building internal capacity alongside IAASB

Global Adoption of the International Code of Ethics for Professional Accountants (Including Independence Standards)

As part of their member requirements, IFAC members are required to use/adopt the IESBA Code, or more stringent ethics and independence standards. The table below highlights jurisdictions where the 2018 or subsequent editions of the IESBA Code are in use. For more comprehensive jurisdiction-specific information about the Code’s use/adoption, visit the [IFAC website’s Adoption Status map](#).

OUR STANDARDS ACROSS THE WORLD

20 AMERICAS

Argentina, Bahamas, Barbados, Bolivia, Brazil, Canada, Cayman Islands, Chile, Colombia, Ecuador, El Salvador, Guatemala, Guyana, Jamaica, Mexico, Peru, Suriname, Trinidad and Tobago, United States, Uruguay

41 EUROPE

Albania, Armenia, Austria, Azerbaijan, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Hungary, Iceland, Ireland, Italy, Kazakhstan, Kosovo, Latvia, Lithuania, Luxembourg, Montenegro, Netherlands, North Macedonia, Norway, Poland, Portugal, Republic of Moldova, Romania, Russian Federation, Serbia, Slovakia, Slovenia, Sweden, Switzerland, Turkey, Ukraine, United Kingdom

23 ASIA AND OCEANIA

Australia, Bangladesh, Brunei Darussalam, Cambodia, China, Chinese Taiwan, Fiji, Hong Kong SAR, India, Indonesia, Japan, Malaysia, Maldives, Mongolia, Myanmar, Nepal, Pakistan, Papua New Guinea, Philippines, Republic of Korea, Singapore, Sri Lanka, Thailand

30 AFRICA AND MIDDLE EAST

Algeria, Botswana, Burundi, eSwatini, Ghana, Iraq, Jordan, Kenya, Kuwait, Lebanon, Lesotho, Liberia, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Nigeria, Palestinian Territory, Qatar, Rwanda, Saudi Arabia, South Africa, Tunisia, Uganda, United Arab Emirates, United Rep of Tanzania, Yemen, Zambia, Zimbabwe

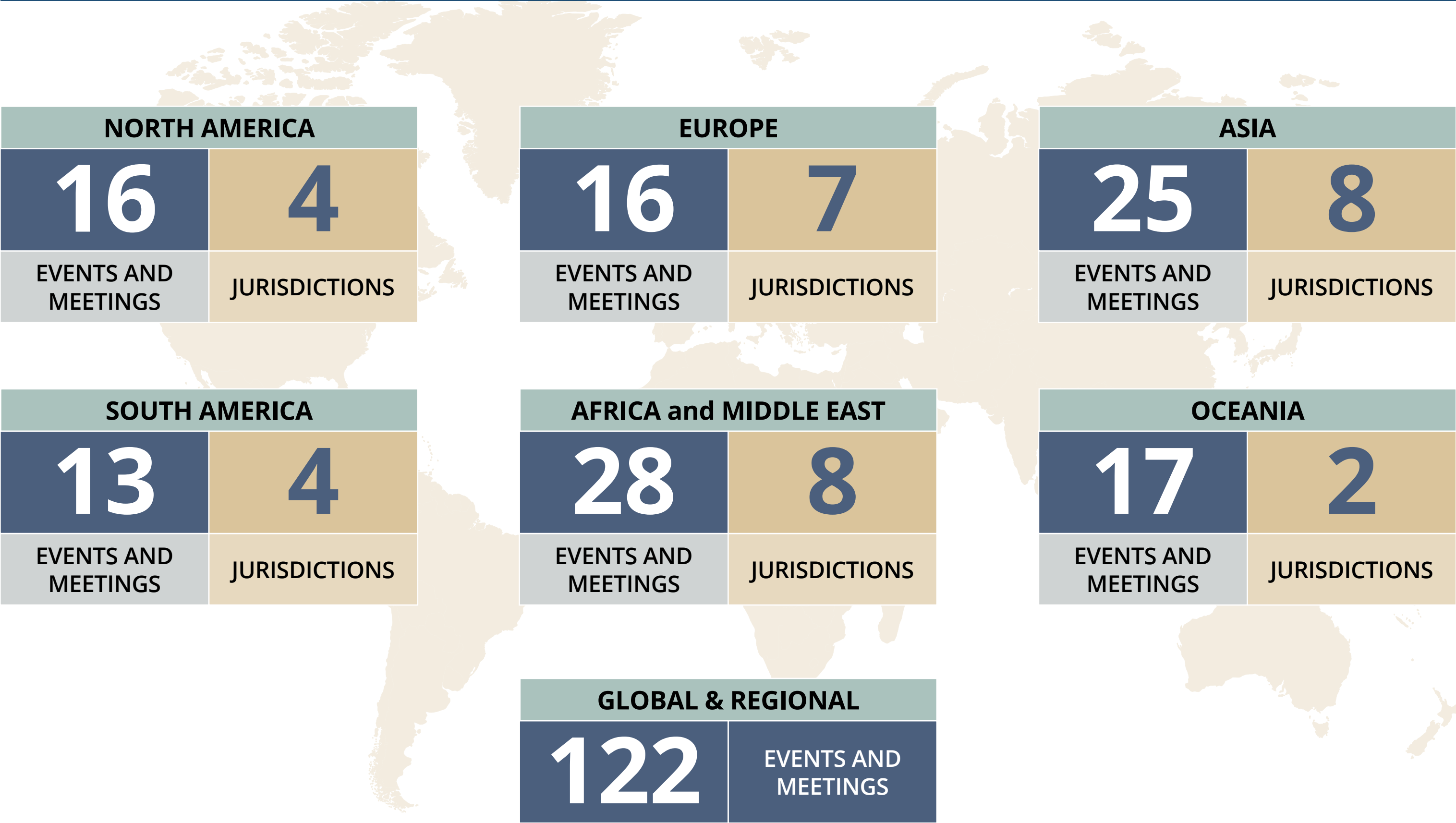
ENGAGING WITH OUR STAKEHOLDERS

We highly value stakeholder input, recognizing that diverse perspectives significantly contribute to the standard-setting process, particularly in the information-gathering phase of new projects or initiatives. We have developed an extensive global outreach program, which includes regular interaction with key stakeholder groups. This outreach program supports adoption and implementation of the IESBA Code, as well as gaining insight into jurisdictional-specific issues.

Ongoing stakeholder engagements include:

- Regular meetings with the Monitoring Group—the Basal Committee on Banking Supervision, European Commission, Financial Stability Board, International Association of Insurance Supervisors, International Forum of Independent Audit Regulators, International Organization of Securities Commissions, and the World Bank—and the Public Interest Oversight Board (PIOB).
- Annual meetings with the jurisdictional standard setters liaison group to discuss topics of mutual interest, which can facilitate opportunities for collaboration and resource sharing.
- Visits to local jurisdictions, which typically involve meetings with members of the profession, regulatory/oversight bodies, standard setters, professional accountancy organizations, policymakers, and investor groups.

*IESBA Global Outreach (January 1, 2025 to December 31, 2025)
237 Outreach in Global, Regional and Local Jurisdictions*



CHAMPIONS OF OUR MISSION

IESBA Members



The 2025 IESBA Board

roll over images for more information



Gabriela Figueiredo Dias
Chair



Channa Wijesinghe
Vice-Chair



Saadiya Adam



Mark Babington



Vania Borgerth



Richard Huesken



Tomoyo Imura



Sung-Nam Kim



Héctor J. Lehuedé



Christelle Martin



Nancy Miller



Paul Muthaura



Luigi Nisoli



Obichukwu Nwazota



Amarjeet Singh



Rania Uwaydah Mardini



David Wray

CHAMPIONS OF OUR MISSION

Technical Advisors and Official Observers



The IESBA 2025 Technical Advisors and Official Observers

roll over images for more information



Deepa Agarwal



Keith Billing



David G. Clark



Ellen Gorla



Yohei Ito



Marta Kramerius



Ki-tae Park



Natashia Soopal



Bruno Tesnière



Masahiro Yamada



Belinda Zohrab

CHAMPIONS OF OUR MISSION

IESBA Staff



The IESBA 2025 Staff

roll over images for more information



Ken Siong
Program and Senior Director



Joanna Bernard
Senior Manager



Linda Biek
Director



Elaine Cahoon
Staff Fellow



Joanne Holt
Senior Manager



Rui Peres Jorge
Director – Strategy and
Communications



Geoff Kwan
Director



Laura Leal
Principal



Kam Leung
Principal



Jon Reid
Principal



Szilvia Sramko
Principal



Astu Tilahun
Assistant Manager



Diana Vasquez
Associate



Carla Vijian
Principal



Jeanne Viljoen
Principal

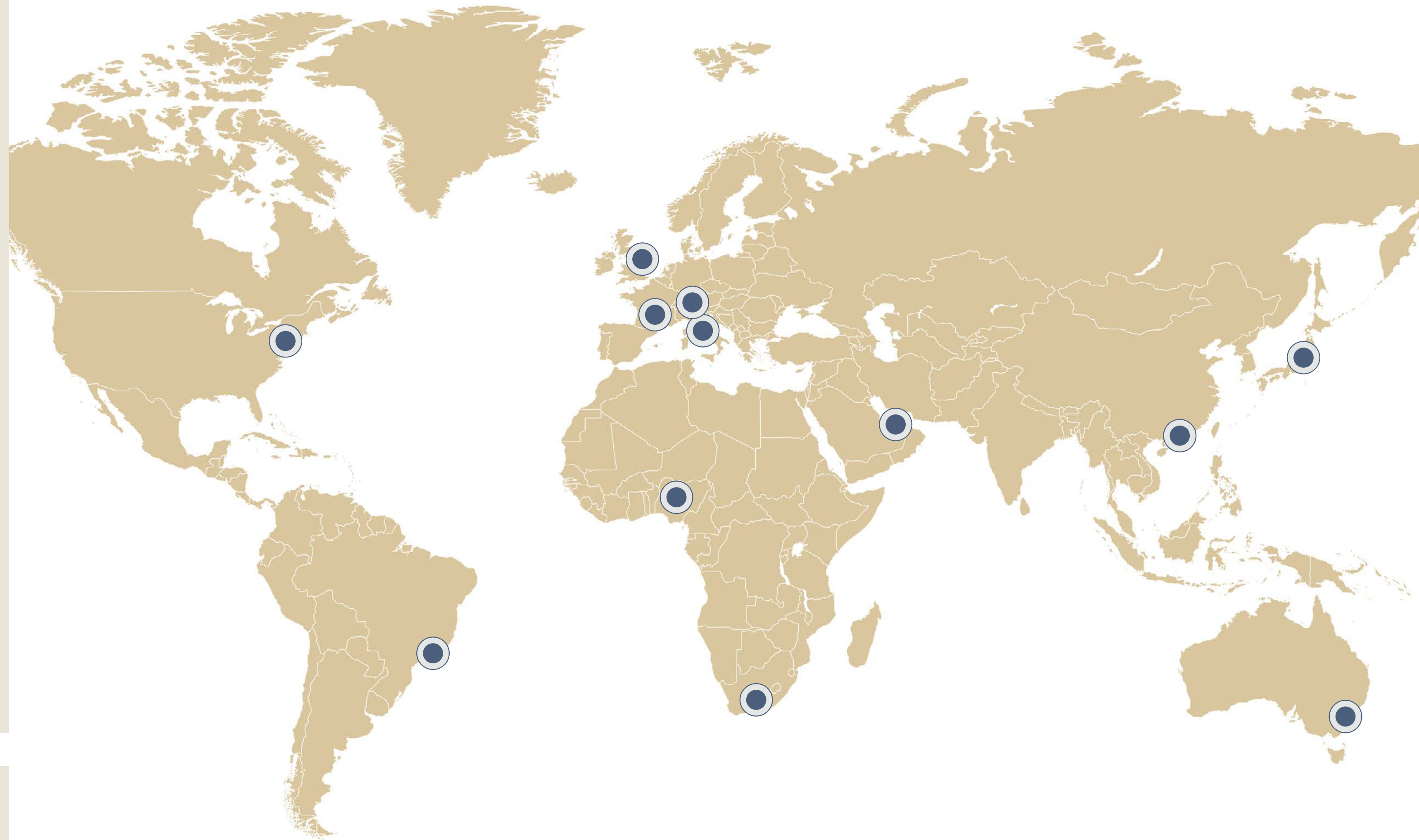
CHAMPIONS OF OUR MISSION

IESBA Additional Volunteers

Our volunteers are at the heart of our work, generously sharing their time, knowledge, and commitment to strengthen global standards. In addition to our board members and technical advisors, we are also fortunate to draw on the support of additional volunteers from outside the boards, who bring fresh perspectives, diverse backgrounds, and unique expertise that we may not otherwise have around the board table. Their willingness to contribute enriches our discussions, enhances our knowledge, and helps us better serve the public interest. Together, these dedicated individuals make our work stronger, more relevant, and more impactful.



Rollover the dots to reveal our volunteers and their assignments





STAKEHOLDER ADVISORY COUNCIL

Strategic Advice and Stakeholder Engagement

The Stakeholder Advisory Council (SAC) serves as an important mechanism for strengthening strategic engagement, transparency, and accountability in support of the IAASB and IESBA. As a strategic advisory body, the SAC offers perspectives on the Boards' priorities, significant standard-setting initiatives, and emerging developments affecting the global reporting ecosystem. It also offers perspectives on the global adoption and implementation of international auditing, assurance, ethics and independence standards, helping ensure the Boards' work remains responsive, relevant, and informed by a broad range of stakeholder views.

Under the leadership of Alan Johnson, the SAC met twice in 2025 in New York City. These meetings provided an important forum for dialogue on strategic priorities, emerging developments, and the evolving needs of the global reporting ecosystem. The SAC plays a vital role within the Boards' governance framework, supporting the continued development of high-quality audit, assurance, ethics and independence standards that underpin trust and confidence in corporate reporting worldwide, and are responsive to the public interest. With its multistakeholder composition and the seniority of its members, the SAC brings the genuine, diversified and unbiased voice and vision of the public that we ultimately aim to serve.

Message from SAC Chair Alan Johnson



2025 was another productive and important year for the Stakeholder Advisory Council as we continued to support the strategic work of the International Auditing and Assurance Standards Board and the International Ethics Standards Board for Accountants. It is a privilege to chair this distinguished group of global stakeholders, whose diverse perspectives and expertise help ensure the Boards' work remains relevant, responsive, and firmly grounded in the public interest.

The Council met twice in 2025 in New York City, bringing together members and observers from across the global reporting ecosystem to discuss the opportunities and challenges shaping the future of audit, assurance and ethics standard setting.

At these meetings, the SAC discussions focused on a number of significant strategic themes. Members shared insights on developments in the external reporting environment, including the implications of emerging technologies, such as artificial intelligence and digital assets, continued market demand for sustainability information and assurance, and

ongoing challenges related to talent attraction and retention across the profession. The Council also considered how the Boards can remain agile and forward-looking in an increasingly complex and rapidly changing global environment.

A central area of discussion was the value and impact of international standards and how that value can be more clearly articulated to stakeholders. Members emphasized the importance of communicating not only the technical strength of the Boards' standards, but also their practical contribution to investor confidence, market stability, and trust in financial and non-financial reporting. The Council offered constructive recommendations on stakeholder engagement, outreach, and the use of real-world examples to better demonstrate the relevance and impact of the Boards' work.

The SAC also discussed broader regulatory and market developments, including deregulation, fragmentation across jurisdictions, and the implications these trends may have for the development, adoption and implementation of international standards.

Members underscored the importance of high-quality global standards as a stabilizing force in uncertain times, and encouraged continued collaboration with regulators, investors, professional accountancy organizations, and other key stakeholders.

I would like to thank the SAC members, Observers, Tom and Gabriela, the Standard-Setting Board members, and staff of the IAASB and IESBA for their thoughtful engagement and commitment throughout the year. The quality of the dialogue and the willingness to challenge assumptions and share perspectives continue to make the SAC a valuable strategic forum.

As we look ahead, the SAC remains committed to providing independent insights and strategic advice that support the continued relevance, credibility, and global adoption and implementation of the Boards' international standards.

Alan Johnson
Chair, Stakeholder Advisory Council

STAKEHOLDER ADVISORY COUNCIL MEMBERS

Stakeholder Advisory Council

 SAC Members

roll over images for more information



Alan Johnson
SAC Chair



Iheanyi Odinakachi Anyahara



Abdelilah Belatik



Hilde Blomme



Susan Coffey



David Correia



Ivanyra Correia



Bello Lawal Danbatta



Javier de Frutos



Duane Des Parte



Jose Esposito



Monica Foerster



Isabelle Grauer-Gaynor



Jennifer Haskell



Koichiro Kuramochi



Natasha Landell-Mills



Nana Li



Steven Lipiner



Conchita L. Manabat



Chikako Matsumoto



Vicki Myburgh



Doug Niven



Claes Norberg



Nikolaos Papadimos



Ashley Rangel



Nicole Ratzinger-Sakel



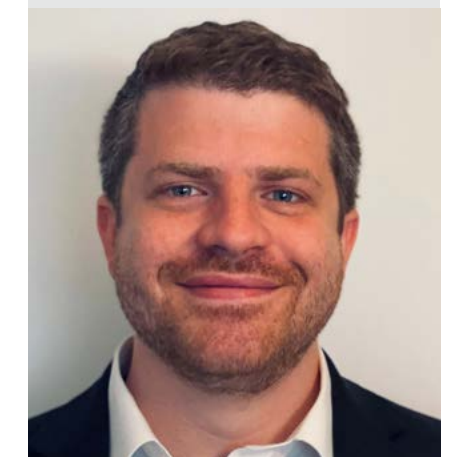
Toshimitsu Suzuki



Jianhua Tang



Hina Usmani



Matthew Winters

STRENGTHENING GLOBAL STANDARDS THROUGH JURISDICTIONAL COLLABORATION

Collaborating with jurisdictional standard setters remains central to the shared mission of the IAASB and IESBA to develop high-quality international standards that serve the public interest. In 2025, both Boards continued to engage closely with their respective Jurisdictional Standard Setters (JSS) liaison groups, reinforcing the relevance, credibility, and global applicability of their audit, assurance, ethics and independence standards.

Each Board's JSS forum brings together standard setters and regulatory leaders from more than 15 jurisdictions across six continents, representing a broad range of legal systems, economic environments, and implementation approaches. These forums provide an important channel for strategic dialogue, allowing the Boards to test ideas, discuss emerging developments, and gather practical input from those

directly responsible for adopting, implementing, or influencing the application of the Boards' international standards in their jurisdictions.

Through these engagements, the Boards are able to:

- Gain insights from jurisdictional experiences in adopting, implementing, and monitoring the impact of international standards.
- Share updates on strategic priorities, active projects, and emerging issues affecting the global reporting ecosystem.
- Receive timely and practical feedback that helps strengthen the quality, usability, and global relevance of standard-setting initiatives.
- Foster a connected international community of standard-setting leaders committed to consistency, transparency, and the public interest.

In 2025, the IAASB and IESBA again convened their jurisdictional standard setters liaison groups, continuing the momentum of renewed face-to-face engagement. A joint session brought together both audit and ethics standard setters, creating space for cross-disciplinary discussion on shared strategic priorities, including sustainability, technology, implementation challenges, and evolving stakeholder expectations.



“Our dialogue with jurisdictional standard setters remains one of the most valuable ways we strengthen the quality, relevance, and global impact of our work. Their perspectives help ensure our standards are not only globally consistent, but also practical and responsive to the realities of implementation.”
—Gabriela Figueiredo Dias and Tom Seidenstein

As the standard-setting landscape continues to evolve, these partnerships remain essential to supporting global adoption, effective implementation, and continued confidence in international audit, assurance, ethics and independence standards. Through ongoing collaboration with jurisdictional partners, the Boards continue to strengthen a global ecosystem built on trust, accountability, and high-quality reporting.



JURISDICTIONAL STANDARD SETTERS

AUSTRALIA	HONG KONG S.A.R.	NORDIC FEDERATION (Denmark, Finland, Iceland, Norway, Sweden)
AUSTRIA	INDIA	SAUDI ARABIA
BRAZIL	JAPAN	SOUTH AFRICA
CANADA	MEXICO	UNITED KINGDOM
CHINA	THE NETHERLANDS	UNITED STATES OF AMERICA
FRANCE	NEW ZEALAND	
GERMANY		



OUR PEOPLE



JAMES GUNN
IFEA Managing Director, Professional Standards Secretary and Treasurer

- Country: Canada
- Joined IFEA: 2022



BRETT JAMES
IFEA Chief of Operations

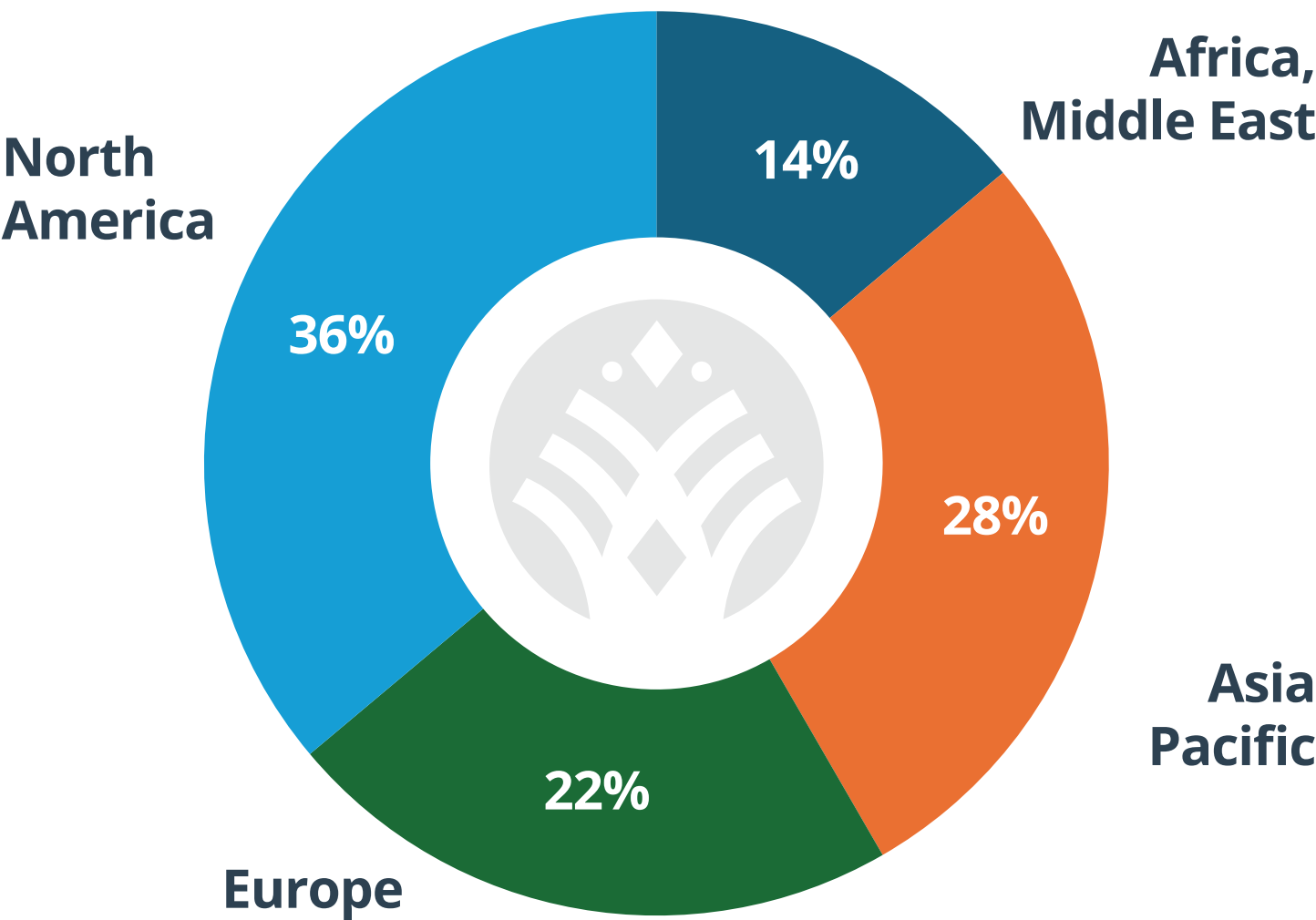
- Country: Australia
- Joined IFEA: 2022

The strength of IFEA lies with its people.

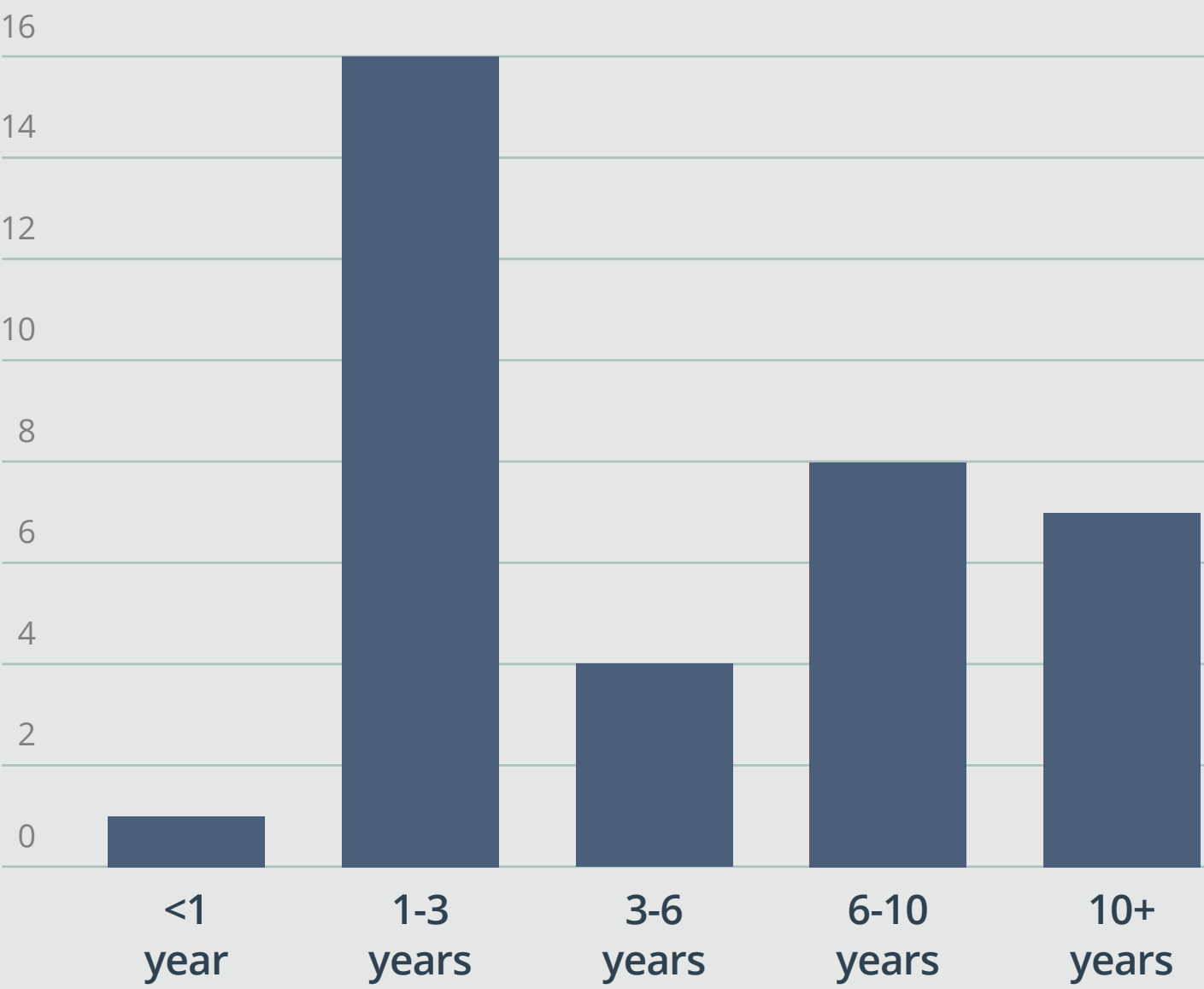
Our standard-setting and management team brings together highly experienced professionals from around the world with diverse backgrounds and experience in audit, assurance, ethics, standard setting, regulation and practice. This diversity of perspectives reflects the global nature of the IAASB’s and IESBA’s work and helps ensure the standards developed are informed by a broad range of experiences and serve the public interest.

IFEA’s investment in people is centered on the IAASB and IESBA technical teams, who support the boards and chairs throughout the standard-setting process. Together, the chairs, technical staff and IFEA Fellows (secondees) comprise a team of 36 professionals. They are supported by five administrative staff, while IFAC provides communications, human resources, information technology, facilities, and finance services through a service-level agreement.

TOTAL STAFF



STAFF TENURE



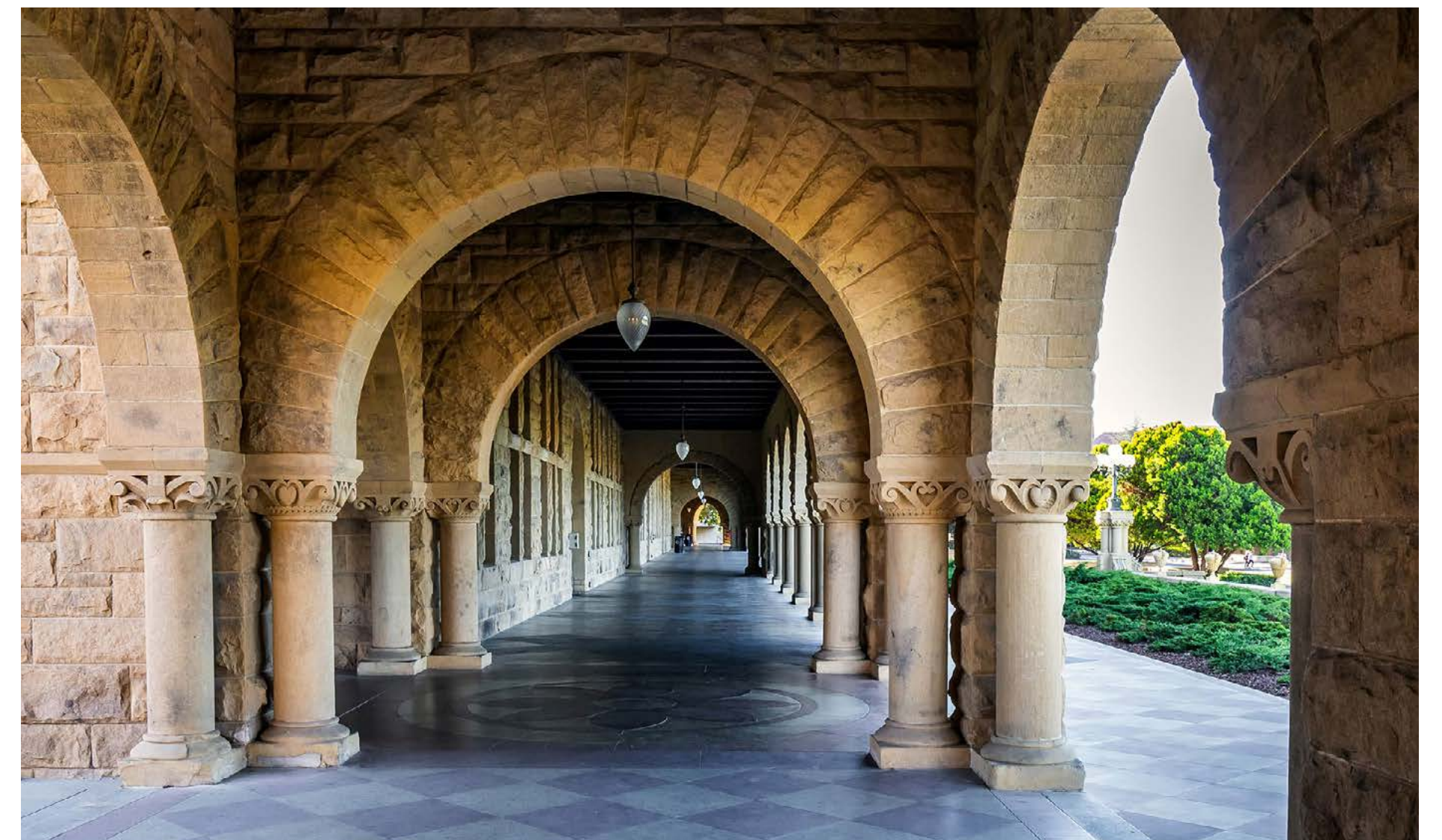
INTERNATIONAL FOUNDATION FOR ETHICS AND AUDIT: **SUPPORTING INDEPENDENT GLOBAL STANDARD SETTING**



The International Foundation for Ethics and Audit (IFEA) continues to play a central role in supporting high-quality international standard setting in ethics, audit and assurance in the public interest. As the organizational home of the IAASB and the IESBA, IFEA helps enable an independent, expert-driven, and robust standard-setting system designed to serve investors, regulators, preparers, practitioners, and the broader public interest.

Through its support of both Boards, IFEA helps foster a standard-setting environment grounded in due process, technical excellence, and meaningful stakeholder engagement. The IAASB and IESBA continue to work closely to develop standards that are complementary, interoperable, and responsive to the evolving needs of the global reporting ecosystem.

IFEA's Trustees oversee the governance, strategic direction, and resourcing of the international standard-setting system IFEA supports. In 2025, the Trustees continued their engagement with the Monitoring Group and other stakeholders on opportunities to further strengthen and simplify the global standard-setting structure, while advancing the long-term objective of a sustainable and diversified funding model. As these discussions evolve, the Trustees remain focused on ensuring that any future developments continue to support an effective, independent, and globally credible standard-setting system.





Message from Tshegofatso Modise, Chair Trustee

Each runner in a relay race has a simple but crucial role: Get up to speed quickly. Match the current pace. Facilitate a seamless hand over of the baton with care and precision. Accelerate, and if possible, make up for any slippage in time. And most importantly, maintain focus on the finish line.

As a keen admirer of sport, I have often reflected on the discipline and teamwork this requires. Having assumed the roles of PIOB Chair and IFEA Chair Trustee during a period of leadership transition, I have come to appreciate these qualities in a very practical way. Accordingly, I therefore begin my message by acknowledging the invaluable contributions of my predecessors, Robert Buchanan and Linda de Beer, whose leadership helped position IFEA for the important work now underway and whose guidance helped prepare me for the challenges ahead.

From the outset of my tenure, a key priority has been advancing the joint IFEA-PIOB initiative to explore opportunities, within the framework established by the 2020 Monitoring Group reforms, to simplify and strengthen the international standard-setting system. Although the initiative was already underway when I assumed office, I was encouraged by the thoughtful and rigorous work completed during 2025, including independent advisory research examining potential future models and options for enhancement.

Building on this foundation, the Trustees, PIOB leadership, and management team worked collaboratively throughout late 2025 and the first half of 2026 to fulfill the commitment to provide a submission to the Monitoring Group by May 2026. This effort has generated valuable momentum around both near-term actions that can be pursued within the current governance framework and longer-term discussions about potential future enhancements to the system.

Equally important has been the quality of the dialogue that this process has fostered. The initiative has encouraged stakeholders across the international standard-setting ecosystem to engage not only within their own communities but also with those holding different perspectives. Meaningful progress on complex governance questions depends on listening, understanding, and finding common ground, and I have been encouraged by the willingness and demonstration by stakeholders to do so. I am particularly grateful to the Monitoring Group Chair, Emily Fitts, who assumed her role March 2026, for her engagement, guidance, and constructive partnership throughout these bi-lateral discussions.

The Board of Trustees has also maintained a strong focus on its stewardship responsibilities, particularly in relation to the Foundation's finances. During 2025, Trustees devoted considerable attention to understanding how resources are aligned with and support the strategic priorities and work plans of the standard-setting boards. As the nature of standard-setting activities continues to evolve, it is essential that resource deployment and budgeting remain responsive to changing demands while preserving the quality and effectiveness of the Boards' work.

Ensuring that the standard-setting boards have the resources necessary to fulfil their public interest mandates remains a central priority. At the same time, and in the interest of a functioning standard setting system, the Trustees have had to consider broader objectives, including decisions approved by the disinterested Trustees to enter into an indemnification agreement with the PIOB through June 2026, under which IFEA agreed to provide financial support in connection with any potential dissolution or liquidation of the PIOB and to provide a financial grant to the PIOB during 2025 and a further financial grant for 2026, while governance enhancement discussions continue. Although 2025 operating results were broadly in line with expectations, the Trustees approved a larger operating deficit for 2026 than would ordinarily be anticipated. We view these circumstances as exceptional rather than indicative of a longer-term trend.

Any organization requires resources to achieve its objectives, and we are particularly indebted to the accounting profession, through the financial support provided by the International Federation of Accountants (IFAC) and the firms represented in the Global Public Policy Committee (GPPC). Their ongoing commitment helps ensure that the international standard-setting system can continue to operate effectively in the public interest.

In this environment, I have been particularly appreciative of the disciplined approach taken by the Co-CEOs and management team in maintaining financial stewardship while pursuing initiatives that enhance operational effectiveness and efficiency.

Looking ahead, I expect 2026 to bring continued progress in clarifying and strengthening the respective roles of IFEA and the PIOB within the international standard-setting system. I also hope to build upon efforts already underway to deepen engagement with our key stakeholder communities, ensuring that the Trustees remain informed by the perspectives, needs, and expectations of those whom the system ultimately serves.

A personal priority for me will be to continue fostering open dialogue, transparency, and collaboration across the international standard-setting ecosystem. Strong institutions are built not only on robust governance structures, but also on trust, mutual respect, and a shared commitment to serving the public interest.

I would like to express my sincere thanks to Linda de Beer and Robert Buchanan for their leadership and service as Chair Trustees; to Ryan Wolfe for his service as Monitoring Group Observer for the reporting period; and to Emily Fitts as the new Monitoring Group Chair and IFEA observer and Mark Smith, the latest appointed IFEA trustee, as they assume important leadership roles within the system.

I am eternally grateful to my fellow Trustees, the Officers of IFEA and the PIOB, Chairs of the standard-setting boards, our funders, including IFAC and the Global Public Policy Committee, and the members of the Monitoring Group for their continued engagement and support.

Finally, I would like to thank Gabriela and Tom for their leadership of IFEA and the two standard-setting boards, and all IFEA staff for their tireless dedication and commitment to advancing the public interest. Their professionalism, expertise, and hard work are fundamental to the success of our mission and the continued effectiveness of the international standard-setting system.

Together, we remain focused on strengthening confidence in the international standard-setting system and ensuring it continues to serve the public interest effectively, both today and into the future.

Tshegofatso Modise
Chair Trustee



IFEA Members

IFEA Members are the [Monitoring Group](#), the [Public Interest Oversight Board](#) (PIOB), and the [International Federation of Accountants](#) (IFAC).



Board of Trustees

IFEA's business and affairs are overseen by its six-member Board of Trustees. The PIOB nominated four trustees, with IFAC nominating two. Additionally, the [Monitoring Group](#) holds the right to appoint an observer to the Board of Trustees.

**The 2025 IFEA Board of Trustees**

roll over images for more information

 Tshegofatso Modise	 Jean Bouquot	 Martin Manuzi
 Dave Sullivan	 Lee White	 Mark Smith



FINANCIAL STATEMENTS

IFEA is the non-profit organization that houses the IESBA and the IAASB. Our core goals are ensuring long-term financial stability for the international standard-setting system, broadening our funding base, and maintaining fiscal discipline in resourcing both boards to deliver their strategies and work programs.

Overview of 2025 Financial Results

In 2025, IFEA’s net operating result was a loss of \$1 million (2023: surplus \$2.5 million). This was primarily due to a need for additional financial support for the Public Interest Oversight Board (PIOB), which resulted in approx. \$0.5m of contributions being diverted to the PIOB and IFEA making a grant to the PIOB for approx \$0.6m in September 2025 to allow the PIOB to continue its mandate for 2025 without exposing the organization to avoidable uncertainty regarding its continued operations.

IFEA’s management and trustees continue to monitor its reserve and funding position and make adjustments to forecast expenditures as needed to maintain financial stability.

IFEA is grateful for all our funders, past and present, and particularly for the continuing support of the accounting profession, including firms and professional accounting bodies, which provide the majority of IFEA’s funding via IFAC.

	2025	2024
Income	\$	\$
IFAC	17,200,000	18,971,494
Other Contributors (Australian Government)	332,421	332,421
Other Revenue	53,448	4,993
	17,253,448	19,308,908
Operating Expenses	18,262,056	16,819,221
Net operating (loss) income	(1,008,608)	2,489,687



Expenditures

As a non-profit foundation, IFEA promotes fiscal discipline across all our activities while continuing to strengthen technical staffing resources to deliver on the recommendations made by the Monitoring Group.

Functional expenditures are primarily directed toward delivering the boards’ work programs through project-level activities, strategic and operational management of the Boards’ diverse activities, and corporate services. Outreach to stakeholders includes travel costs associated with these activities.

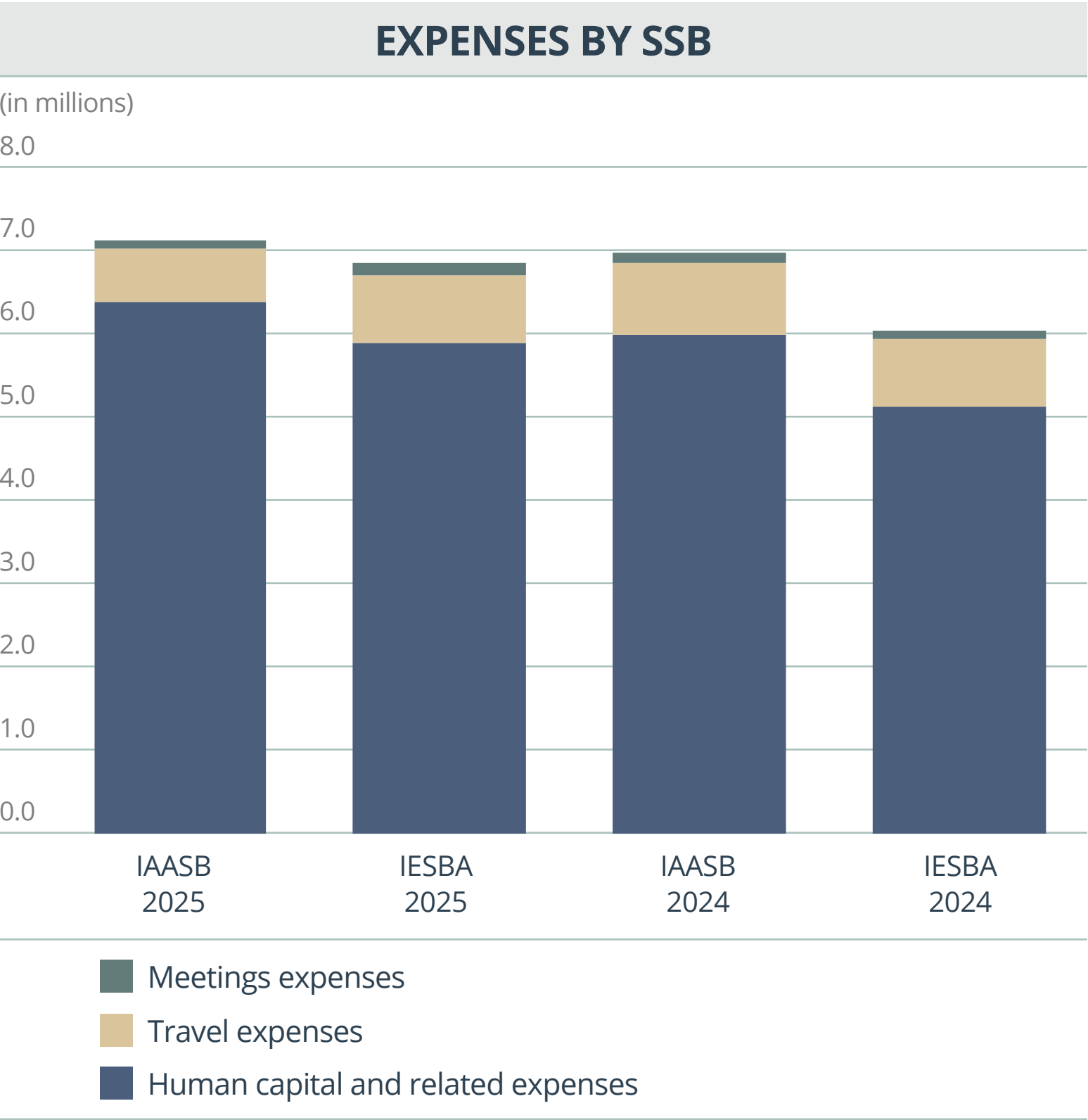
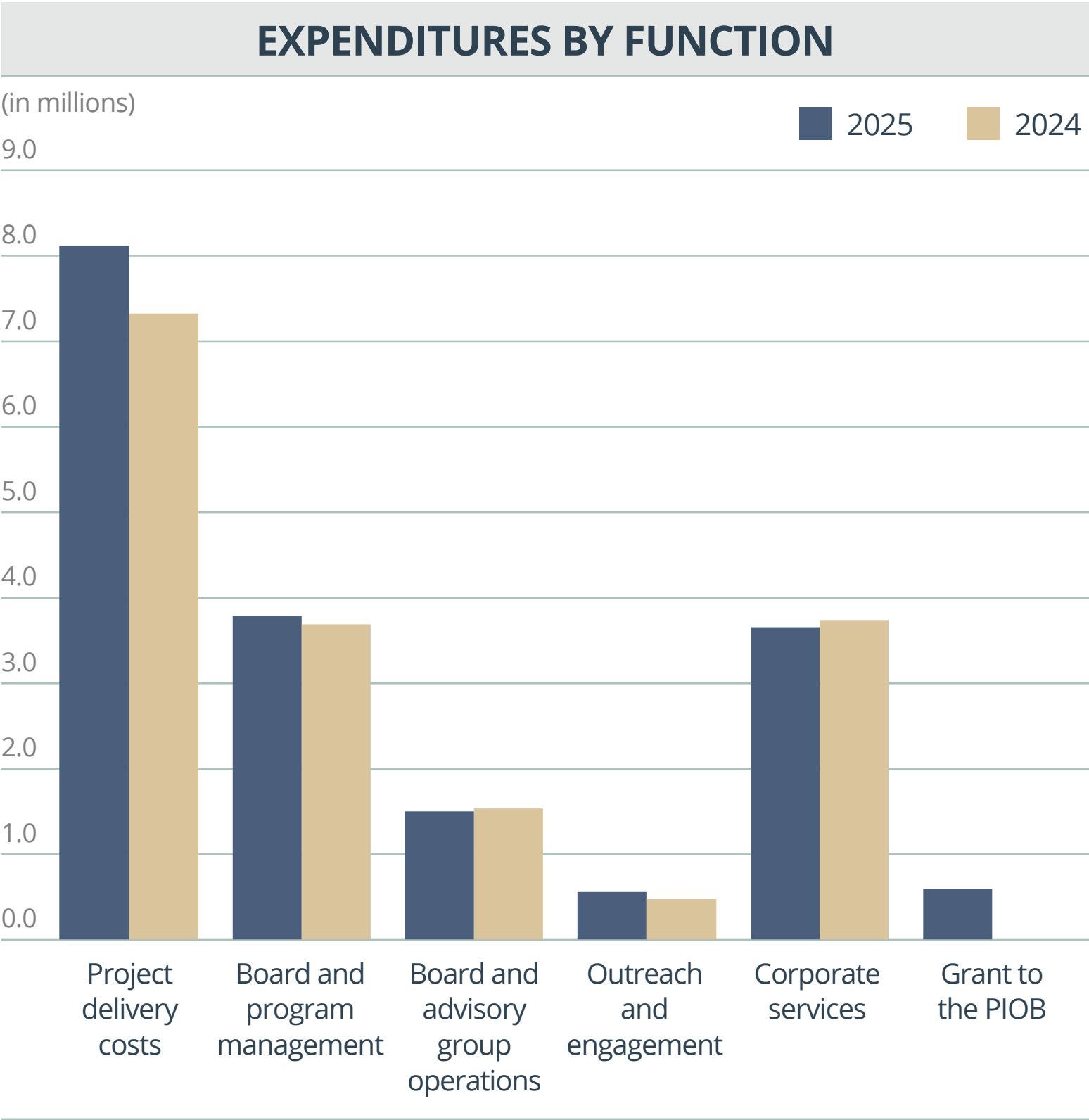
IESBA and IAASB Costs

As technical boards, the IESBA and IAASB’s human capital expenditures (2025: 67% of operating expenses, 2024: 66%) reflect the ongoing prioritization of building a strong technical team capable of supporting strategic, technical boards.

Travel and meeting expenses comprise 8% (2024: 11%) of operating expenses and support each board’s four in-person plenary sessions, as well as Stakeholder Advisory Council and jurisdictional standard-setters meetings.

Corporate Services

Corporate services are approximately 18% (2024: 20%) of operating expenses primarily relating to reimbursing IFAC for support provided under the Service Level Agreement. These services are reimbursed at cost, creating economies of scale across both IFEA and IFAC.



Click for more information, see the IFEA 2025 Financial Statements.

IAASB & IESBA 2025 Annual Report

THE BOARDS OF IFEA



www.iaasb.org

[@IAASB_News](https://twitter.com/IAASB_News)

[in company/iaasb](https://www.linkedin.com/company/iaasb)

[@iaasb](https://www.youtube.com/channel/UCiaasb)



www.ethicsboard.org

[X @ethics_board](https://twitter.com/ethics_board)

[in company/iesba](https://www.linkedin.com/company/iesba)

[@iesba](https://www.youtube.com/channel/UCiesba)



www.ethicsandaudit.org