

2026-2031 Strategic Plan

Introduction

This 2026-2031 Strategic Plan (the Plan) outlines IFIAR's objectives and strategies for the five-year period beginning April 2026 through March 2031.

The Plan presents a clear vision for IFIAR's future direction by:

- Focusing on IFIAR's long-standing mission and value proposition; and
- Detailing objectives that align with IFIAR's mission and strategies to successfully achieve those objectives

IFIAR's objectives and strategies outlined in this Plan were developed with due consideration of the external environment in which IFIAR operates. Factors beyond IFIAR's direct control can influence IFIAR's strategic direction and capacity to achieve its goals. Examples of key external factors considered when developing this Plan include the business and geo-political environment; developments in the audit profession that may impact audit quality (e.g. private equity/alternative forms of investment in audit firms; and continuing advancements in technology, particularly artificial intelligence); and the legislative and regulatory landscape.

IFIAR's Mission: To serve the public interest, including investors, by enhancing audit oversight globally with the aim of achieving sustained audit quality.

IFIAR's mission reflects a shared goal of IFIAR Members to serve the public interest and enhance investor protection, by achieving sustained audit quality through effective and independent oversight of the audit profession.

IFIAR's Value Proposition: To build the capabilities of independent audit regulators and enhance the collective impact of the audit regulatory community

IFIAR is committed to supporting Members by fostering collaboration and knowledge-sharing that enhances their oversight capabilities and, through IFIAR Members' collective impact, ultimately contributes to sustained audit quality.

Objectives:

The following objectives define IFIAR's priorities for 2026-2031. They align with IFIAR's mission and value proposition, and focus on strengthening Member capabilities, enhancing oversight and ultimately improving audit quality.

These objectives reflect IFIAR's role as the leading international organization on independent audit oversight, and IFIAR's commitment to collaboration, influence and impact.

- **Achieve sustained audit quality**
- **Build Member capabilities and effectiveness**
- **Enhance the collective impact of the audit regulatory community**

Achieve sustained audit quality

IFIAR's activities are focused on audit quality, which is central to maintaining trust in financial markets. High-quality audits are essential for public confidence in corporate reporting and the effective functioning of financial markets. By emphasizing the need for high-quality audits globally, IFIAR strives to achieve its mission.

Build Member capabilities and effectiveness

Recognizing the diverse needs of its membership, IFIAR is committed to enhancing the oversight capabilities and effectiveness of all Members. This objective focuses on providing significant value and support to Members through opportunities for technical development, and knowledge exchange. Assisting Members to perform more effective, impactful and consistent audit oversight, is at the heart of IFIAR's mission and directly reflects IFIAR's value proposition to its Members.

Enhance the collective impact of the audit regulatory community

IFIAR is a Member-driven forum in which independent audit regulators come together to share expertise, experience and perspectives in order to enhance IFIAR Members' individual and collective effectiveness and impact. Through collaboration, coordination and communication, IFIAR aims to amplify the influence and effectiveness of audit regulators globally, allowing IFIAR and its Members to respond collectively and effectively to developments and challenges in the audit environment with the aim of reinforcing high quality audit.

Strategies:

To achieve its objectives over the next five years, IFIAR will pursue the following three interrelated strategies that promote its mission and role as the leading global organization in audit oversight.

- **Provide a platform for sustained collaboration, knowledge sharing and capacity building amongst Members**
- **Effectively engage and influence key stakeholders in the financial and corporate reporting ecosystem**
- **Foster active Member engagement as a priority, and secondly, promote the value of membership through outreach to prospective Members**

These strategies are designed to support Member collaboration and development, strengthen IFIAR's influence within the broader financial and corporate reporting ecosystem, and ensure IFIAR remains a responsive, impactful, and valuable forum for Members. While each strategy contributes to multiple objectives, together they provide a cohesive framework for advancing IFIAR's priorities and delivering value to Members and stakeholders.

Provide a platform for sustained collaboration, knowledge sharing and capacity building amongst Members

This strategy is at the core of IFIAR's membership model and supports all three objectives by ensuring that IFIAR continues to offer Members a multi-faceted platform of opportunities to collaborate, exchange ideas and experiences, build capacity and enhance skills. IFIAR provides significant value to Members by implementing this strategy through in-person events, such as Plenary meetings, Inspection Workshops and Enforcement Workshops, as well as webinars and virtual roundtables, and through the distribution of documents, templates and other information through the IFIAR website.

By assisting Members to build their capabilities, IFIAR fosters improvement in the quality and consistency of audit regulation globally. IFIAR will continue to deliver and expand on these opportunities for Members over the course of this strategic plan period. This will include opportunities for Members to work together in addressing new emerging areas and regulatory challenges, both through IFIAR's structured Working Groups and Task Forces, as well as via other collaborative approaches.

Effectively engage and influence key stakeholders in the financial and corporate reporting ecosystem

This strategy supports IFIAR's activities as a visible and influential organization on the global stage, with a focus on communicating the importance of audit quality to investor protection and well-functioning capital markets. As a collective forum, IFIAR provides Members a broader platform and more prominent voice in establishing expectations for auditors, and in educating and influencing key stakeholders regarding the importance of consistently high-quality auditing and audit oversight to the public interest.

By engaging at multiple levels with the largest global audit firm networks, including by challenging them to ensure the consistency and quality of their audit work around the world, and fostering regular dialog with international regulators and other bodies with an interest in audit quality (such as IFIAR's Observers¹), standard setters, investors, and other key stakeholders, IFIAR helps shape audit quality outcomes. IFIAR amplifies and reinforces Members' collective voice in key international forums,

¹ Basel Committee on Banking Supervision (BCBS), European Commission, Financial Stability Board (FSB), International Association of Insurance Supervisors (IAIS), International Organization of Securities Commissions (IOSCO), Public Interest Oversight Board (PIOB), World Bank

supporting its objectives to enhance the collective impact of the audit regulatory community and achieve sustained audit quality.

IFIAR's timely and visible engagement on topics relevant to effective audit oversight reinforces the importance of high-quality auditing and strengthens IFIAR's reputation as the leading global organization in audit oversight.

Foster active Member engagement as a priority, and secondly, promote the value of membership through outreach to prospective Members

Strong participation amongst Members across IFIAR's activities is essential to the success of its workstreams.

IFIAR continues to encourage Member engagement in all aspects of its work: it promotes effective communication from its Officers, Board, Working Groups, Task Forces and other workstreams to Members on a regular basis, including via internal newsletters; it provides regular opportunities to participate at virtual and in-person information-sharing meetings, workshops and webinars; and regularly seeks Member feedback to gauge engagement, satisfaction, and topics of interest. This strategy ensures Members are actively involved in shaping initiatives and decisions

IFIAR also seeks to expand the organization's reach, and diversity through outreach to non-member audit oversight bodies and broadening its membership, particularly through IFIAR's regular engagement with prospective members through various international and regional forums, and through offering an associate membership category.

Achieving Our Objectives

IFIAR's Board has responsibility for reviewing and approving an annual Operating Plan developed by IFIAR's Officers in coordination with IFIAR's Working Groups and Task Forces. Each Operating Plan outlines specific programs, activities and workstreams that implement these strategies, in alignment with IFIAR's objectives. The implementation of the Operating Plan is largely driven by IFIAR's Working Groups and Task Forces, with support from the IFIAR Secretariat and oversight from IFIAR's Officers and Board to ensure alignment with this Strategic Plan.