

**Phil Tarling, CIA, CMIIA, CRMA**  
**Chairman of the Board of The Institute of Internal Auditors (IIA)**



Phil Tarling is the 2012-2013 Chairman of the Board of The Institute of Internal Auditors (IIA), a global professional association and standard-setting body, with 175,000 members in 165 countries. In his role as IIA Chairman, Tarling is responsible for overseeing and leading all global strategic initiatives to advance The IIA and the internal audit profession's value worldwide. Tarling has more than 25 years of internal audit, financial, and budgetary experience in the commercial and public sectors, including two decades as a head of internal audit. He has traveled the world, providing consulting and training to IIA Institutes, governments, and an array of companies.

Tarling's volunteer leadership service to The IIA began in 1992, encompassing 16 various board positions, most recently serving as Senior Vice Chairman of The IIA's Global Board of Directors. He has been a member and served as Chairman of the Board for The IIA's Internal Audit Academic Advancement Fund, and fulfilled the roles of Secretary, Vice Chairman Professional Services, and Vice Chairman Professional Practices for The IIA's Global Executive Committee. He has also served as the President of the Chartered Institute of Internal Auditors in the U.K. and Ireland. Additionally he has been a special advisor on international matters to the Board of the Chartered Institute of Internal Auditors in the U.K. and Ireland and President of the European Confederation of Institutes of Internal Auditors.

Tarling is Vice President of the Internal Audit Centre of Excellence for Huawei Technologies Ltd., a global telecommunications company based in China and the U.K., where he is responsible for building an enhanced capacity for global internal audit services.

Tarling has earned numerous professional designations and certifications including the Certified Internal Auditor (CIA), the Chartered Internal Auditor (CMIIA), and the Certification in Risk Management Assurance (CRMA). Tarling holds a BSc in Economics from Nottingham Trent University, as well as an MSc in Internal Audit & Management from City University Business School in London.

As the IIA's chairman, Tarling serves as chief IIA spokesperson and advocates for the internal audit profession worldwide. For his chairmanship, he has adopted the theme of "Say It Right," which underscores that it is both what internal auditors say and how they say it that matters. Focusing on the importance of communication as a soft skill that practitioners should constantly seek to strengthen and refine, Tarling encourages internal auditors to take advantage of the tools now available in the constantly connected global business environment they operate within to share internal audit's value. He urges that clear, targeted, and meaningful communication to stakeholders will position internal auditors to have a seat at the table when critical business issues are discussed.