



INTERNAL AUDIT FOUNDATION
IMPACT REPORT

Advancing Internal Audit Together

2025



Internal Audit
FOUNDATION

FROM THE PRESIDENT

LETTER FROM THE PRESIDENT

As I reflect on 2025, I am deeply grateful for the opportunity to serve as President of the Internal Audit Foundation and to witness, up close, the impact of this community. Across regions, industries, and career stages, your support is helping us advance the profession today while investing intentionally in its future.

This year, the Foundation continued to deliver research that keeps internal audit at the forefront of change. Building on the Internal Audit: Vision 2035 report and our ongoing Risk in Focus and Pulse of Internal Audit series, we expanded our insights into areas such as fraud, data privacy, cyber, and technology risk, and the rapidly evolving influence of generative AI. These projects do more than generate thought leadership – they provide practical guidance that chief audit executives and their teams are using to inform strategy, enhance assurance, and drive meaningful conversations with stakeholders.

At the same time, we accelerated our efforts to strengthen the global talent pipeline. Through the Academic Alliance (formerly the IAEP and IAAP programs), we are reaching an ever-growing network of universities around the world, helping educators embed internal audit into curricula and connecting students to a clear pathway into the profession. New and expanded scholarships, travel grants, and academic funding opportunities – including support for students and educators attending the Global Student Conference and grants for National Institutes and chapters – are opening doors that many recipients never imagined would be possible.

We are equally proud of the Foundation's role as a global connector. In partnership with The IIA, national institutes, chapters, and corporate supporters, we've been able to launch new initiatives, pilot innovative ideas, and extend our reach into regions where awareness of internal audit is growing rapidly. This global perspective ensures our work reflects the diverse realities of the profession and keeps us grounded in the needs of practitioners on every continent.

None of this would be possible without you. To our donors, corporate partners, national institutes and chapters, board and committee members, ambassadors, volunteers, and staff – thank you. Your generosity, leadership, and belief in the Foundation's mission power every scholarship awarded, every research report published, and every student who discovers a future in internal audit because someone invested in them.

As we look ahead to 2026 and the Foundation's 50th anniversary, we have a unique opportunity to honor our legacy while boldly shaping what comes next. The challenges facing organizations – from disruptive technologies to geopolitical uncertainty and evolving stakeholder expectations – make internal audit more essential than ever. Together, we will continue to equip the profession with the insights, capabilities, and talent it needs to thrive for the next 50 years and beyond.

Thank you for being part of this journey and for the many ways you help the Internal Audit Foundation create lasting, global impact.

With gratitude,



Glenn Ho, CIA, CRMA
President, Internal Audit Foundation

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Mission

Fueled by the generosity of donors, the Internal Audit Foundation empowers the internal audit profession by developing cutting-edge research and programs. The Foundation helps current and future internal auditors stay relevant by building and enhancing their skills and knowledge, ensuring organizations are equipped to create, protect, and sustain long-term value.

Our Focus Areas

Education & Scholarships

Supporting the next generation of internal auditors through student and educator funding.

Research & Thought Leadership

Publishing high-impact studies to guide the profession's future.

Academic Partnerships

Building the global talent pipeline via the Internal Audit Academic Alliance.

Global Outreach

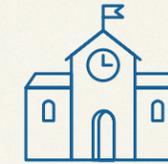
Empowering national institutes, professionals, and emerging markets.

2025 At a Glance

A snapshot of key metrics and achievements in 2025:



More than **US\$275,000** awarded in scholarships and grants.



159 universities across **39** countries engaged via the Academic Alliance.



25 students and **9** educators supported to attend the Global Student Conference.



15 national institutes and international chapters empowered via the Global Grant Program.



3 students received the Larry B. Sawyer Student Scholarship.



2 Ph.D. candidates recognized for their research.



18 universities received funding through the Academic Alliance Grant Program.



7 research reports published covering cybersecurity, risk management, innovation, and sustainability.

SCHOLARSHIPS & GRANTS

This year, the Foundation achieved a landmark funding level – more than US\$275,000 awarded to students, researchers, universities, and chapters worldwide.



“Each of these programs represent more than just financial support – they are investments in the people, institutions, and ideas that will shape the future of internal auditing for years to come.”
– Anthony J. Pugliese, CIA

Larry B. Sawyer Student Scholarship: Elevating Emerging Voices

The Larry B. Sawyer Student Scholarship program drew over 90 video submissions worldwide. Three winners were selected, each honored for creativity, presentation, and clarity. Each recipient’s university also received added support to boost internal audit education.

The 2025 winners were:



1st place
Gabriella Skinner
University of Pretoria
(South Africa)



2nd place
Maral Ganbold
University of Finance and
Economics (Mongolia)



3rd place
Andiswa Mweli
University of Pretoria
(South Africa)

Aramco Internal Audit Dissertation Scholarship: Advancing Critical Research

Two recipients of the Aramco Internal Audit Dissertation Scholarship were selected. Each received US\$10,000 to support doctoral-level research that advances the internal audit field. The 2025 winners were:



Nicolás Lagos
Rutgers University-Newark (USA)
“Exploring the challenges in the use of Artificial Intelligence for detecting public corruption: an analysis from public auditing.”



Ricardo Martinez Rivera, CIA
Paris School of Business (France)
“Sustainability, the Three Lines Risk Model, and Financial Performance: Assessing the mediating role of integrated audit and risk management in sustainability, and its implications for long-term financial performance.”

Academic Alliance Grant Program: Full Funding for All Applicants

For the first time, the Foundation fully funded every eligible request under the Academic Alliance Grant Program (formerly the IAEP Grant Program): 18 universities across the globe received more than US\$122,000, including six first-time recipients and two new international institutions. This year’s recipients were:

- Bentley University, USA
- Central Mindanao University, Philippines
- Chulalongkorn University, Thailand
- DePaul University, USA
- East International University, Lebanon
- Far Eastern University, Philippines
- Kennesaw State University, USA
- Louisiana State University, USA
- Metropolitan State University of Denver, USA
- Pittsburg State University, USA
- Seattle University, USA
- Slippery Rock University, USA
- Texas A&M University, USA
- The University of Lahore, Pakistan
- The University of Texas Rio Grande Valley, USA
- University of Finance and Economics, Mongolia
- University of Missouri, USA
- University of Pretoria, South Africa

Global Student Conference Travel Grant

This year, the Foundation proudly launched the Global Student Conference Travel Grant, investing more than US\$100,000 to help 25 students and nine educators from around the world attend the annual Global Student Conference in Orlando, Florida. The grant provided comprehensive support – covering airfare, visa assistance, hotel accommodations, and conference registration – to ensure that deserving participants could connect, learn, and engage directly with the global internal audit community.

Global Grant Program: Strengthening the Profession Worldwide

In its second year, this initiative distributed US\$25,000 across 15 national institutes and international chapters, enabling local organizations to invest in training, certification, advocacy, and technology enhancements. Supported countries included:

- Albania
- Bangladesh
- Cameroon
- Cote d’Ivoire
- Eswatini
- Honduras
- Latvia
- Malawi
- Mali
- Malta
- Nigeria
- Paraguay
- Rwanda
- Tunisia
- Venezuela

“The Foundation’s grant support made it possible to launch our first Risk Assurance & Advisory Center CPE event, creating a powerful space where students and industry professionals learned together and built real relationships.”



Amanda “Jo” Erven
Risk Assurance &
Advisory Center Director
MSU Denver

“These days were an unforgettable experience... [that] significantly boosted my professional and personal development.”



Agustina Belen Doull
Global Student
Conference Travel Grant
Recipient
Argentina

Additional Academic Awards



EACIACG Best Paper Prize
Leon Yap
Erasmus University Rotterdam – US\$1,000



AAA Outstanding Auditing Dissertation Award
Lena Pieper
University of Illinois Urbana-Champaign – US\$1,000

Internal Audit Academic Alliance

The newly unified program (formerly IAEP and IAAP) engaged 159 universities across 39 countries in 2025. This expansion underscores our commitment to global academic reach.

Regional breakdown:



“Being recognized as a Center for Internal Audit Excellence distinguishes our program in a competitive marketplace and assures employers that our curriculum is rigorous and relevant. The impact is measurable. We see increased student engagement and a direct pipeline for job placement.”

– David Chan, Academic Alliance Coordinator, St. John's University

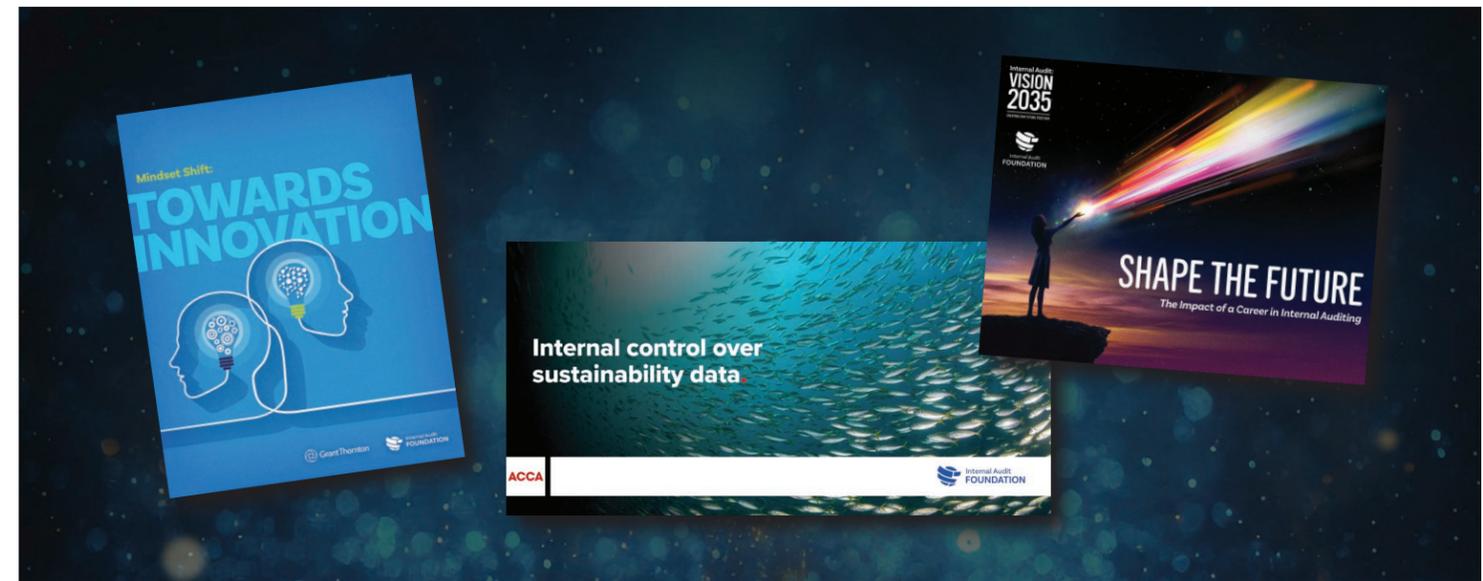
In 2025, we welcomed the following new universities to the Academic Alliance:

| University Name | Location | Level |
|---|-----------------------------|--------------------|
| Assumption University of Thailand | Bangkok, Thailand | Principles |
| BRAC University | Dhaka, Bangladesh | Academic Affiliate |
| College of the North Atlantic | Newfoundland, Canada | Principles |
| Concordia University of Edmonton | San Antonio, Texas | Principles |
| Far Eastern University | Manila, Philippines | Principles |
| Jacksonville State University | Jacksonville, Alabama | Principles |
| Northeastern Illinois University | Chicago, Illinois | Principles |
| Santa Clara University | Santa Clara, California | Academic Affiliate |
| Toronto Metropolitan University | Ontario, Canada | Academic Affiliate |
| Universidad Autonoma de Encarnacion (UNAE) | Encarnacion, Paraguay | Principles |
| Universidad Católica de Salta | Salta, Argentina | Principles |
| Universidad Metropolitana | Caracas, Venezuela | Principles |
| Universidad de las Fuerzas Armadas - ESPE | Sangolqui, Ecuador | Principles |
| University College of The Cayman Islands | George Town, Cayman Islands | Principles |
| University of California, Los Angeles Extension | Los Angeles, California | Principles |
| University of California, Riverside | Riverside, California | Principles |
| University of Houston-Downtown | Houston, Texas | Principles |
| University of North Florida | Jacksonville, Florida | Academic Affiliate |
| University of Texas at San Antonio | San Antonio, Texas | Principles |
| University of Vaasa | Vaasa, Finland | Principles |
| University of West Florida | Pensacola, Florida | Principles |

Talent Pipeline Initiatives

In 2025, the Foundation launched the Internal Audit Talent Pipeline Initiatives Campaign to support our commitment to invest in projects that attract, develop, and retain the next generation of internal auditors. Current and future initiatives include:

- Creating an online hub for students and second-career professionals.
- Offering expanded scholarships and educator grants.
- Strengthening partnerships with universities worldwide.
- Funding travel grants for worldwide engagement and learning.



Research & Thought Leadership

Our 2025 research continued to lead the profession into new frontiers.

2025 Publications

Natural Allies

Strengthening collaboration between internal audit and information security to build cyber-resilient organizations.

Our Natural Allies report explored how stronger collaboration between internal audit and information security functions is essential and provides readers with actionable strategies for building cyber-resilient organizations.

2025 North American Pulse of Internal Audit

Benchmarking chief audit executive insights on resources, technology, and strategy.

The 2025 Pulse of Internal Audit report captured insights from chief audit executives across North America on the state of the profession, highlighting trends in resourcing, technology adoption, and expanding responsibilities. Pulse benchmarks where internal audit stands today and provides a roadmap for how functions can stay strategically aligned and future-ready.

Enhanced Enterprise Risk Management and Strategic Decision-Making

Investigating how organizations embed risk management into strategic agility.

This report examined how organizations can integrate ERM deeper into strategy, enabling leaders to make more informed, agile decisions under uncertainty. It offers practitioners insight into best practices for elevating internal audit as a strategic partner in risk oversight.

Mindset Shift: Towards Innovation

Studying how innovation thrives through leadership, trust, and incremental improvement.

Our Mindset Shift report examined how practitioners define innovation, which skills and behaviors help it take hold, and the barriers that slow it down. Based on six one-on-one interviews with internal auditors across the globe, the study finds that innovation is usually steady, well-paced improvement rather than sweeping change, enabled by leader support, psychological safety, and clear alignment with organizational priorities.

Internal Control Over Sustainability Data

Assessing how sustainability reporting demands expanded assurance frameworks.

As organizations integrate sustainability into performance management and reporting, ensuring trust in this data demands broader application of internal control. Based on insights from 50 ACCA and IIA members and over 900 survey respondents, this report examines current progress and the state of play.

Shape the Future (Infographic)

Visualizing career pathways, skills, and opportunities for the internal audit profession.

Our Shape the Future infographic showcases the career growth, skills, and opportunities in internal audit, reinforcing why the Foundation invests in the talent pipeline.

Risk in Focus

The Internal Audit Foundation released Risk in Focus 2026, delivering a global perspective on the top risks facing organizations today. Drawing on survey data and insights from regional leaders across Africa, Asia Pacific, Europe, Latin America, the Middle East, and North America, the reports equip internal auditors with timely intelligence and practical guidance to navigate an increasingly complex risk landscape.



THANK YOU TO OUR PARTNERS

Through partnership and generosity, the Internal Audit Foundation continues to fund research, empower education, and inspire innovation – building a stronger, more connected profession for tomorrow’s world.

Thank you to our donors, partners, volunteers, educators, and global academic community for making 2025 a landmark year!

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