

On the 2025 audit committee agenda

KPMG Board Leadership Center

Audit committees can expect their companies' financial reporting, compliance, risk management, and internal control environments to be tested in the second half of 2025 by a range of challenges that have intensified in recent months. From global economic volatility and geopolitical conflicts to cyberattacks, evolving climate and sustainability reporting requirements, and rapid advancements in artificial intelligence (AI), the demands on audit committees continue to grow. In this environment, the committee's leadership, composition, and use of agenda time are more critical than ever. Does your audit committee have the capabilities and structure needed to fulfill its core responsibilities — financial reporting and internal controls — while also addressing an increasingly complex risk landscape?

Drawing on insights from our survey work and interactions with audit committees and business leaders, we highlight ten issues to keep in mind as audit committees continue to implement their 2025 agendas.

Stay focused on financial reporting and related internal control risks—job number one

Focusing on the financial reporting, accounting, and disclosure obligations posed by the current geopolitical, macroeconomic, and risk landscape will continue to be a top priority and major undertaking for audit committees in 2025. Key areas of focus should include:

Forecasting and disclosures

Among the matters requiring the audit committee's attention are disclosures regarding the impact of the wars in Ukraine, the Middle East, and Sudan, government sanctions, supply chain disruptions, heightened cybersecurity risk, inflation, interest rates, and market volatility; preparation of forward-looking cash-flow estimates; impairment of nonfinancial assets, including goodwill and other intangible assets; impact of events and trends on liquidity; accounting for financial assets (fair value); going concern; and use of non-GAAP metrics. With companies making more tough calls in the current environment, regulators are emphasising the importance of well-reasoned judgments and transparency, including contemporaneous documentation to demonstrate that the company applied a rigorous process. Given the fluid nature of the long-term environment, disclosure of changes in judgments, estimates, and controls may be required more frequently—and audit committees should be questioning whether disclosure of these things along with cashflow generation is balanced and understandable.

Internal control over financial reporting (ICOFR) and probing control deficiencies

Notwithstanding 'new' declarations on the effectiveness of material controls recently introduced through national legislations, the current geopolitical, macroeconomic, and risk environment, as well as changes in the business, such as acquisitions, new lines of business, digital transformations, etc., internal controls will continue to put ICOFR to the test. Discuss with management how the current environment and regulatory mandates — including new climate rules — affect management's disclosure controls and procedures and ICOFR, as well as management's assessment of the effectiveness of ICOFR. Probe any control deficiencies identified and help provide a balanced evaluation of the deficiency's severity and cause. Is the audit committee — with management — regularly taking a fresh look at the company's control environment? Have controls kept pace with the company's operations, business model, and changing risk profile, including cybersecurity risks? Does management talk the talk and walk the walk?

Climate and other ESG related matters

"Even after the recent postponement of key directive deadlines, regulators, investors, and other stakeholders will continue to expect companies to consider climate risks when preparing their financial statements." This places pressure on the often-prevailing assumption among financial professionals that in many cases climate and other ESG-related do not currently have a material quantitative effect on the recognition and measurement of assets and liabilities recognised in financial statements.

Companies need to make materiality judgements when deciding what information about climate and other ESG-related risks to disclose in the financial statements.

Also, it is important, particularly for companies operating in sectors that are more significantly affected by climate risks, to consider the effect on the business model, strategy and financial performance along with the adequacy of related disclosures made both inside and outside their financial statements.

As companies begin to articulate their goals and efforts to address ESG issues via in their external reporting, it is essential to build strong processes and effective internal controls. There is rapid change around ESG, which could make establishing proper reporting environment challenging. Unlike ICFR, where the underlying financial statements have defined accounting frameworks, principles, and policies, ESG reporting outside of the financial statements is still largely in an evolving phase of identifying and applying the emerging standards and regulations. Luc Frieden's remarks at Fedil's New Year reception underscore this very point. As such, many companies' policies and processes for ESG reporting have not yet been fully developed. To prepare for mandatory ESG reporting, this control environment should be an area for audit committee focus.

Clarify the role of the audit committee in the oversight of GenAI, cybersecurity, and data governance

The explosive growth in the use of GenAI has emphasised the importance of data quality, having a responsible use AI policy, complying with evolving privacy and AI laws and regulations, and rigorously assessing data governance practices.

As a result, many boards are probing whether the company's data governance framework and interrelated AI, GenAI, and cybersecurity governance frameworks are keeping pace. A key question for boards is how to structure oversight of these areas at the full board and committee levels, including the audit committee. In assessing the audit committee's oversight responsibilities in these areas, we recommend the following areas of focus:

Assessing audit committee oversight responsibilities for GenAI

Many boards are still considering how best to oversee AI and GenAI and the appropriate roles of standing committees as they seek to understand GenAI's potential impact on strategy and the business model. As we discuss in *On the 2025 board agenda*, for most companies, oversight currently is largely at the full board level — where boards are seeking to understand the company's strategy to develop business value from GenAI, and monitor management's governance structure for the deployment and use of the technology. However, many audit committees may already be involved in overseeing specific GenAI issues, and it is important to clarify the scope of the audit committee's responsibilities. GenAI-related issues for which the audit committees may have oversight responsibilities include:

- Oversight of compliance with evolving AI and privacy laws and regulations globally.
- Use of Gen AI in the preparation and audit of financial statements and other regulatory filings.

- Use of GenAI by internal audit and the finance team, and whether those functions have the necessary talent and skill sets.
- Development and maintenance of controls and procedures related to AI and GenAI disclosures.

Assessing audit committee oversight responsibilities for cybersecurity and data governance

For many companies, much of the board's oversight responsibility for cybersecurity and data governance has resided with the audit committee. With the explosive growth in GenAI and the significant risks posed by the technology, many boards are rigorously assessing their data governance and cybersecurity frameworks and processes.

Given the audit committee's heavy agenda, it may be helpful to have another board committee do the heavy lifting on cybersecurity and data governance. In *On the 2025 board agenda*, we discuss in more detail how boards are probing to determine whether the company's data governance and cybersecurity governance frameworks and processes are keeping pace with the growth and sophistication of data-related risks.

Wherever oversight resides, it is critical that boards understand the opportunities and risks posed by the technology, including how GenAI is being used by the company, how it is generating business value, and how the company is managing and mitigating its risks. This may require education or even bringing new skills into the boardroom.

Understand how technology, ESG reporting and other drivers are affecting the finance team's talent, efficiency, and value-add

Finance teams face a challenging environment — addressing talent shortages, while at the same time managing digital strategies and transformations and developing robust systems and procedures to collect and maintain high-quality climate and sustainability data both to meet investor and other stakeholder demands and in preparation for new disclosure requirements. At the same time, many are contending with difficulties in forecasting and planning for an uncertain environment. As audit committees monitor and help guide finance's progress, we suggest two areas of focus:

- GenAI goes a long way toward solving one of the biggest pain points in finance: manual processes. Labour-intensive systems increase the risk of human errors, consume valuable resources, and limit real-time insights. At the same time, given the broad role for finance in strategy and risk management, finance professionals are uniquely positioned to spearhead GenAI. But they first need to determine the potential value of GenAI across their enterprise through the lens of workforce capacity and productivity.
- Many finance departments have been assembling or expanding management teams or committees charged with managing a range of climate and other sustainability activities, and preparing for related disclosure rules — e.g., identifying and recruiting climate and sustainability talent and expertise, developing internal controls and disclosure controls and procedures, and putting in place technology, processes, and systems.

It is essential that the audit committee devote adequate time to understanding finance's GenAI and digital transformation strategy and climate/sustainability strategy, and help ensure that finance is attracting, developing, and retaining the leadership, talent, skill sets, and bench strength to execute those strategies, as well as its existing responsibilities. Staffing deficiencies in the finance department may pose the risk of a significant internal control breakdowns. Similarly, be alert to the risks associated with over-reliance on technology too quickly by a few key people who "get it" without the wider business clearly understanding what it's doing and how that fits into end-to-end processes.

Against this background, audit committees should be mindful that CFO (and senior finance staff) succession is getting more difficult as individuals with the full breath of skills required are in short supply.

Help sharpen the company's focus on ethics, compliance, and culture

The reputational costs of an ethics or compliance failure are higher than ever, particularly given increased fraud risk, pressures on management to meet financial targets, and increased vulnerability to cyberattacks.

Ensure that management has systems and processes in place to comply with legislation on economic crime and corporate transparency, particularly laws that might render large companies liable for fraud committed by their associates – including employees, agents, subsidiaries and persons who otherwise perform services for or on behalf of the organisation. In some countries, prosecutors will no longer have to show that the 'directing mind and will' of a company were involved in the fraud. Depending on your jurisdiction, it might be beneficial to monitor new articles on the topic, often published by public authorities or private sector thought leaders.

Fundamental to an effective compliance program is the right tone at the top and culture throughout the organisation, including commitment to its stated values, ethics, and legal and regulatory compliance. This is particularly true in a complex business environment, as companies move quickly to innovate and capitalise on opportunities in new markets, leverage new technologies and data, engage with more vendors and third parties across complex supply chains.

Closely monitor the tone at the top and culture throughout the organisation with a sharp focus on behaviours (not just results) and yellow flags.

Is senior management sensitive to ongoing pressures on employees (both in the office and at home), employee health and safety, productivity, and employee engagement and morale? Leadership, communication, understanding, and compassion are essential. Does the company's culture make it safe for people to do the right thing? It is helpful for directors to spend time in the field meeting employees to get a better feel for the culture. Help ensure that the company's regulatory compliance and monitoring programs are up to date, cover all vendors in the global supply chain, and communicate the company's expectations for high ethical standards.

As an audit committee, work to create the appropriate balance between strong relationships and robust oversight.

A committee that fails to understand the line between oversight and management can easily find itself in a poor relationship with executive management; and effective oversight is difficult to achieve where management sees the audit committee as nothing more than a necessary corporate governance burden. Equally, an overly cosy relationship is unlikely to lead to effective oversight as challenging questions are all too easily avoided in such circumstances.

Create a safe space to ensure people can speak up when things aren't going right – because things do go wrong and it needs to be about how you are transparent about that and how you recover from it. Where organisations have huge change agendas on the go, how does the audit committee ensure they are getting sufficient visibility and that the right people are being held to account for delivering such change safely and effectively?

Also, focus on the effectiveness of the company's whistleblower reporting channels (including whether complaints are being submitted) and investigation processes.

Does the audit committee see all whistle-blower complaints? If not, what is the process to filter complaints that are ultimately reported to the audit committee? With the radical transparency enabled by social media, the company's culture and values, commitment to integrity and legal compliance, and its brand reputation are on full display.

Reinforce audit quality and stay abreast of the 'assurance challenge'

Delivering a high-quality audit relies on the auditor, management and those charged with governance (boards and their audit committees) working effectively together.

The importance of commonly understood risk assessments and audit plans should not be underestimated. An appropriate risk assessment and audit plan requires cooperation between the company and the auditor, and should factor in a common, dynamic and responsive understanding of how the company's financial reporting and related internal control risks have changed in light of the geopolitical, macroeconomic, regulatory and risk landscape, as well as changes in the business. A formal, planned and agreed escalation framework should ensure effective resolution of issues in a timely and effective manner.

It is fundamentally important that the auditor approaches the audit with adequate professional scepticism and challenge. The audit committee should contribute to the enhancement of audit quality by setting a tone with management that supports open and robust challenge. Effective auditor challenge is best achieved if it is in risk assessed areas of material importance and should be evidenced by sufficient and proportionate documentation. Documentation alone will not however tell the "full story" of an audit – active engagement by and with all parties is essential to understand the story of the audit.

Set clear expectations for frequent, open, candid communications between the auditor and the audit committee, beyond the required communications that include matters about the auditor's independence as well as matters related to the planning and results of the audit.

Be mindful that auditors can also enhance the audit committee's oversight by providing valuable insights and perspectives through an independent lens, particularly regarding the company's culture, tone at the top, and the quality of talent in the finance team.

Audit committees should also probe the audit firm on its quality control systems that are intended to drive sustainable, improved audit quality — including the firm's implementation and use of new technologies such as AI to drive audit quality. In discussions with the external auditor regarding the firm's internal quality control systems, consider the results of regulatory inspections and internal inspections and efforts to address deficiencies.

Audit committees should also monitor legislative developments on noncompliance with laws and regulations, which could significantly increase auditors' responsibilities. Although this type of proposal is mainly targeted to auditors, the potential effects could be wide-reaching, extending to company management and audit committees alike.

Make sure internal audit is focused on the company's critical risks — beyond financial reporting and compliance — and is a valuable resource for the audit committee

At a time when audit committees are wrestling with heavy agendas and issues like GenAI, ESG, supply chain disruptions, cybersecurity and data governance, and global compliance are putting risk management to the test, internal audit should be a valuable resource for the audit committee and a crucial voice on risk and control matters. This means focusing not just on financial reporting and compliance risks, but on critical operational, GenAI and other technology risks and related controls, as well as ESG risks.

ESG-related risks include human capital management — from diversity to talent, leadership, and corporate culture — as well as climate, cybersecurity, data governance and data privacy, and risks associated with ESG disclosures.

Controls and procedures should be a key area of internal audit focus. Clarify internal audit's role in connection with ESG risks and enterprise risk management more generally — which is not to manage risk, but to provide added assurance regarding the adequacy of risk management processes. Does the finance organisation have the talent it needs? Do management teams have the necessary resources, and skill sets to execute new climate and other ESG initiatives? Recognise that internal audit is not immune to talent pressures.

Given the evolving geopolitical, macroeconomic, and risk landscape, reassess whether the internal audit plan is risk-based and flexible enough to adjust to changing business and risk conditions. Going forward, the audit committee should work with the head of internal audit and chief risk officer to help identify the risks that pose the greatest threat to the company's reputation, strategy, and operations, and to help ensure that internal audit is focused on these key risks and related controls.

These may include industry-specific, mission-critical, and regulatory risks, economic and geopolitical risks, the impact of climate change on the business, cybersecurity and data privacy, risks posed by GenAI and digital technologies, talent management and retention, hybrid work and organisational culture, supply chain and third-party risks, and the adequacy of business continuity and crisis management plans.

Internal audit's broadening mandate will likely require upskilling the function. Set clear expectations and help ensure that internal audit has the talent, resources, skills, and expertise to succeed — and help the chief audit executive think through the impact of digital technologies on internal audit.

Stay apprised of tax legislative developments

Tax is high on the agenda whether it is the increasing complexities in global tax policies — including the tax rules proposed by the OECD's Base Erosion and Profit Shifting initiative — or national governments introducing new taxes, such as those related to funding a green transition. Also, the on-going attention to ESG has brought with it increased focus on tax governance.

Tax strategy is generally a matter for the whole board, but given both the risk management and financial reporting consequences of taxation, there is a natural role for the audit committee — a role that is set to become more onerous given expectations that, in the coming years, tax audits will become more intense, information requests from authorities more thorough, and disclosure requirements more detailed.

With businesses keen to manage costs, audit committees should be mindful of the risks associated with cutting costs too dramatically and dampening hiring in key areas of the finance, risk, and assurance functions.

Countries like Luxembourg, of course, do not operate in isolation, and global events inevitably impact the national economy. The success of some of this government's policies will depend not only on domestic factors but also on developments beyond its borders. Following an unorthodox start to his second presidency, markets remain uncertain about how unpredictable Donald Trump's new term will be. The final shape of US tax policy under its new President may take many months to shake out. Nevertheless, audit committees will want to closely monitor managements preparations for any changes.

Take a fresh look at the audit committee's composition and skill sets

The continued expansion of the audit committee's oversight responsibilities beyond its core oversight responsibilities (financial reporting and related internal controls, and internal and external auditors) has heightened concerns about the committee's bandwidth, composition and skill sets. Assess whether the committee has the time and the right composition and skill sets to oversee the major risks on its plate. Such an assessment is sometimes done in connection with a reassessment of issues assigned to each board standing committee.

In making that assessment, we recommend four areas to probe as part of the audit committee's annual self-evaluation:

- Does the committee have the bandwidth and members with the experience and skill sets necessary to oversee areas of risk beyond its core responsibilities that it has been assigned? For example, do cyber and data security, AI and GenAI, ESG (including climate), or mission-critical risks such as safety, as well as supply chain issues and geopolitical risk, require more attention at the full board level—or perhaps the focus of a separate board committee?
- How many committee members spent their careers working on financial accounting, reporting, and control issues? Is the committee relying only on one or two members to do the “heavy lifting” in the oversight of financial reporting and controls?
- As the committee's workload expands to include oversight of disclosures of non-financial information — including cybersecurity, climate, GenAI, and environmental and social issues — as well as related controls and procedures, does it have the necessary financial reporting and internal control expertise to effectively carry out these responsibilities as well as its core oversight responsibilities?
- Does the committee need to hire experts in order to discharge its oversight duties?
- As we discuss in *On the 2025 board agenda*, boards should identify categories of risk for which the audit committee and another board committee(s) each have oversight responsibilities, and clearly delineate the responsibilities of each committee. For example, in the oversight of climate and other ESG risks, the sustainability committee, remuneration committee, audit committees and even nomination committee likely each have some oversight responsibilities. And where cybersecurity and AI oversight resides in a technology committee (or other committee), the audit committee may also have a role to play.

For smaller boards, the challenge of securing the ‘right’ balance of skills and experience is particularly acute. In such cases, consideration should be given to increasing the size of the board/audit committee.

With investors and regulators focusing on audit committee composition and skill sets — as well as audit committee agenda overload — the composition of the audit committee is an important issue.



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The KPMG Board Leadership Center (BLC) champions outstanding corporate governance to drive long-term value and enhance stakeholder confidence. Through an array of insights, perspectives, and programs, the BLC promotes continuous education and improvement of public and private company governance. BLC engages with directors and business leaders on the critical issues driving board agendas—from strategy, risk, talent, and sustainability to data governance, artificial intelligence, audit quality, proxy trends, and more. Learn more at kpmg.lu

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