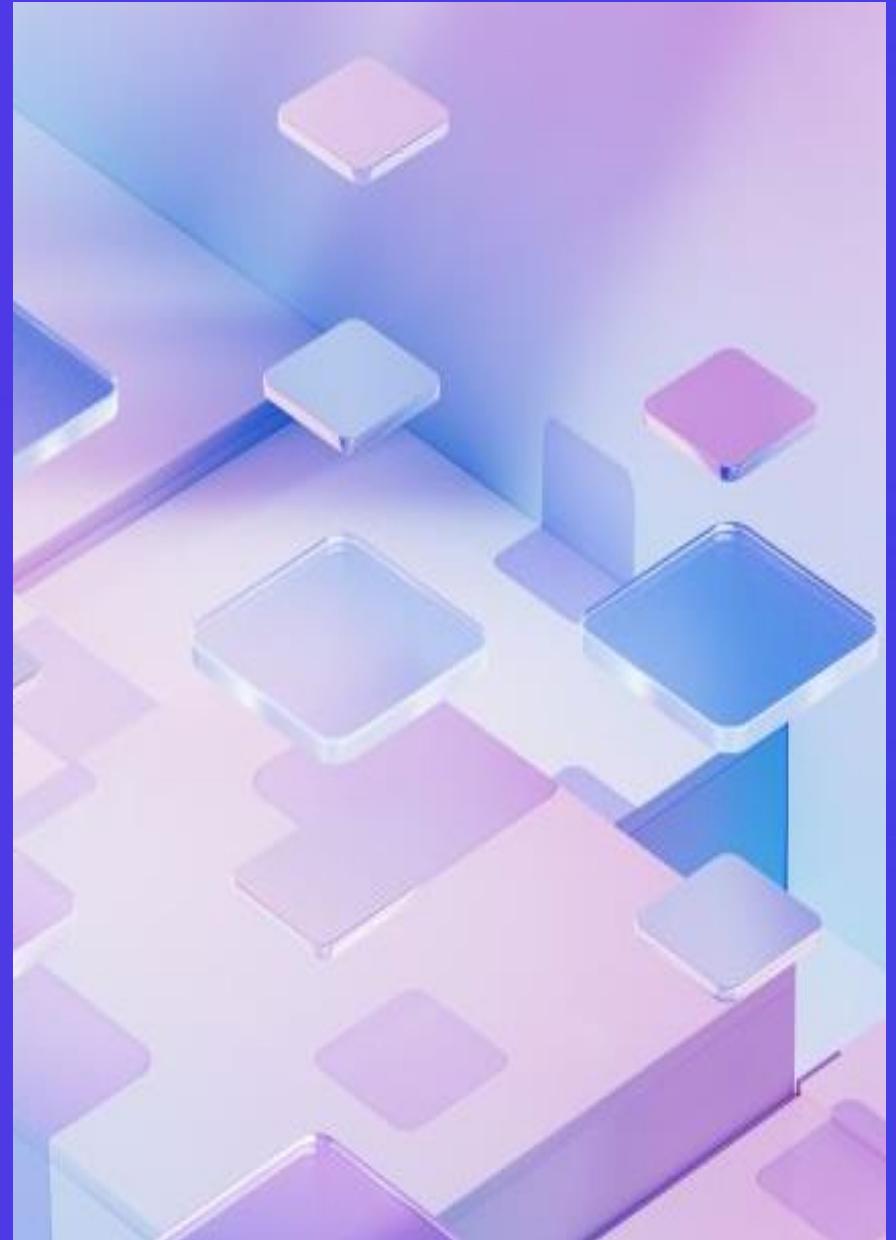




CAE's Exclusive Talk #3

Global Internal Audit Standards

Survey 2024



KPMG in Thailand

11 December 2025

KPMG team today



**Supachate
Kunaluckkul**
CIA, CISA, CCSA, CPA

Consulting Partner
Head of Enterprise Risk
KPMG in Thailand



**Peerawat
Apiratitham**
CIA, CPA, GRCA, GRCP, IAAP

Consulting Associate Director,
GRCs
KPMG in Thailand



**Siraprapa
Mapanao**

Consulting Manager,
GRCs
KPMG in Thailand

CAE's Exclusive talk #3 team

1.	คุณจตุพร วันเต็ม (โก)	หลักสูตร CAE รุ่น 1
2.	คุณณัฏฐ์พัชร์ มงคลธนานนท์ (โย)	หลักสูตร CAE รุ่น 2
3.	คุณพยาวร์ ทองคำ (เยว)	หลักสูตร CAE รุ่น 2
4.	คุณนันทกาน วัตติศรีวนิช (ผึ้ง)	หลักสูตร CAE รุ่น 3
5.	คุณจิราปานิย์ ศรีทองรุ่งทิพย์ (ลั่ง)	หลักสูตร CAE รุ่น 4
6.	คุณชื่นกมล ทั่งทอง (มนต์)	หลักสูตร CAE รุ่น 4
7.	คุณนพศักดิ์ จิตสกุลชัยเดช (นพ)	หลักสูตร CAE รุ่น 5
8.	คุณณพล บวรชัยเดชาธร (มิก)	หลักสูตร CAE รุ่น 5
9.	คุณณัฐนรี มีจันทร์ (น้ำ)	หลักสูตร CAE รุ่น 6





The Core Team Behind Today's Session

CAE CONNECT

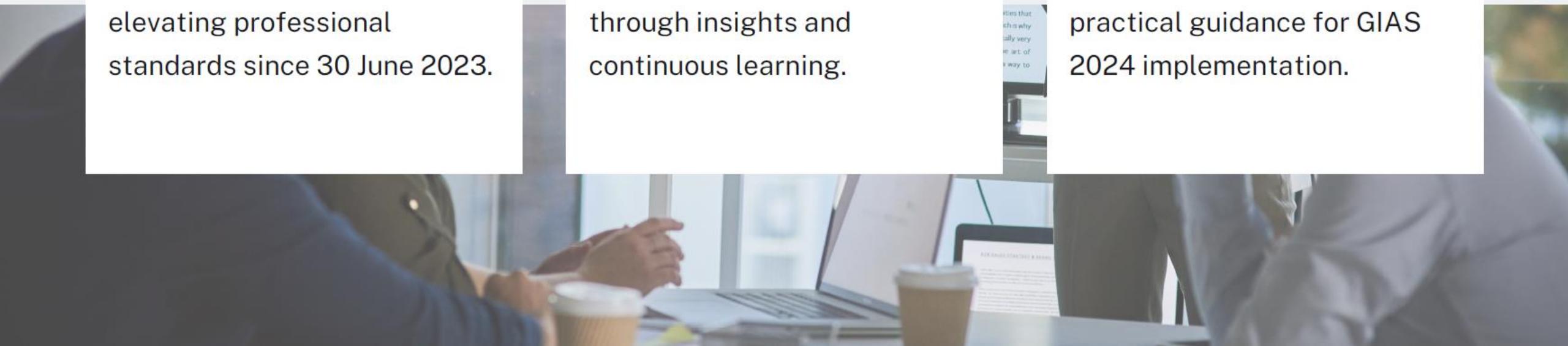
Uniting audit leaders and elevating professional standards since 30 June 2023.

CAE TALK

Advancing audit excellence through insights and continuous learning.

CAE TALK #3

Deep perspectives and practical guidance for GIAS 2024 implementation.



Agenda



**Thailand: Insight from the
Global Internal Audit
Standards Survey**



**Internal audit trends and
the Global Internal Audit
Standards 2024: highlights
and insights**



**Practical sharing on
selected topics from GIAS
2024 implementation**



Q&A

01

Thailand: Insight from the Global Internal Audit Standards Survey



Thailand: Insight from the GIAS Survey - Introduction

2025

- GIAS 2024 effective on 9 January 2025 by The Institute of Internal Auditors (IIA Global)
- Emphasize a principles-based approach, covering 15 principles across 5 domains

Later in 2025

- Adoption of GIAS 2024 in Thailand faces several limitations, including organizational structure, language, resources and understanding of the role of internal auditors

- CAE's Exclusive Talk team launched a survey to study the **perspectives and implementation of the Global Internal Audit Standards 2024** (GIAS 2024) within organizations



International Professional Practices Framework® (IPPF)

Objectives

- To assess the level of understanding and implementation
- To identify obstacles and factors
- To synthesize adaptation approaches for organizations in Thailand
- To develop policy recommendations and practical tools to support effective implementation.

Expected outcomes

- To gain an overall understanding of the changes
- Chief Audit Executives to adapt the organization practices in alignment with GIAS 2024.
- To serve as a guideline for designing policies or support tools for organizations in Thailand.

Survey methodology



123

Respondents participated, including **Chief Audit Executives (CAE)**, **internal auditors**, and **relevant personnel**

65.90%

34.10%

■ CAE ■ Non-CAE



1-30 June 2025

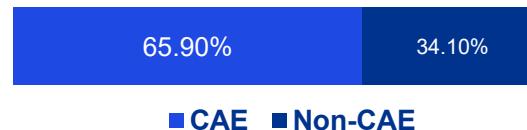
Using online questionnaires through various channels including

- Professional networks of Chief Audit Executives (CAEs)
- Internal organizational communication systems
- Networks of personnel in the internal audit field (across both public and private sectors, without restriction on organization type)

Thailand: Insight from the GIAS Survey - Survey respondents

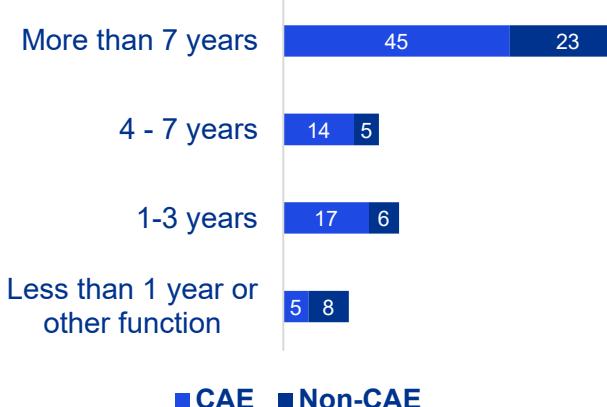
Job position

The majority of respondents held the position of Chief Audit Executive (CAE) (65.85%)



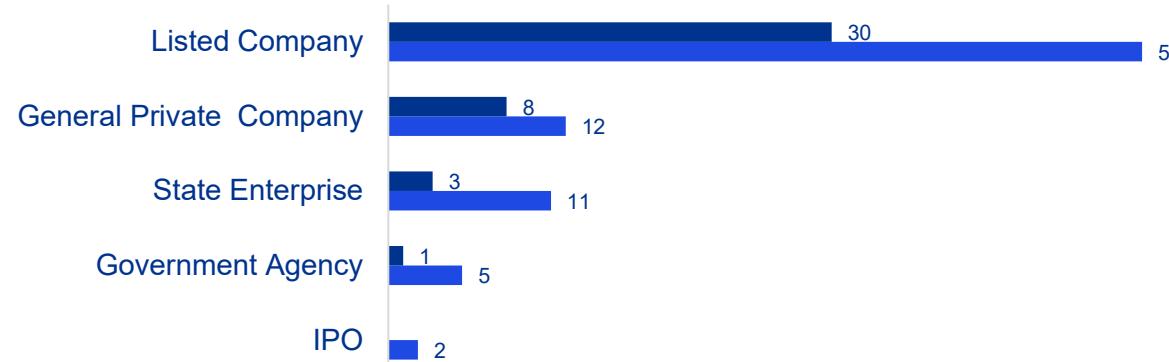
Respondents' experience

Over half of the respondents had more than seven years of experience in internal auditing (55.28%)

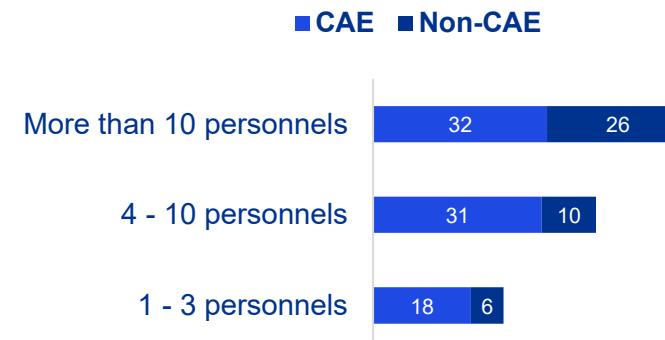


Organization type

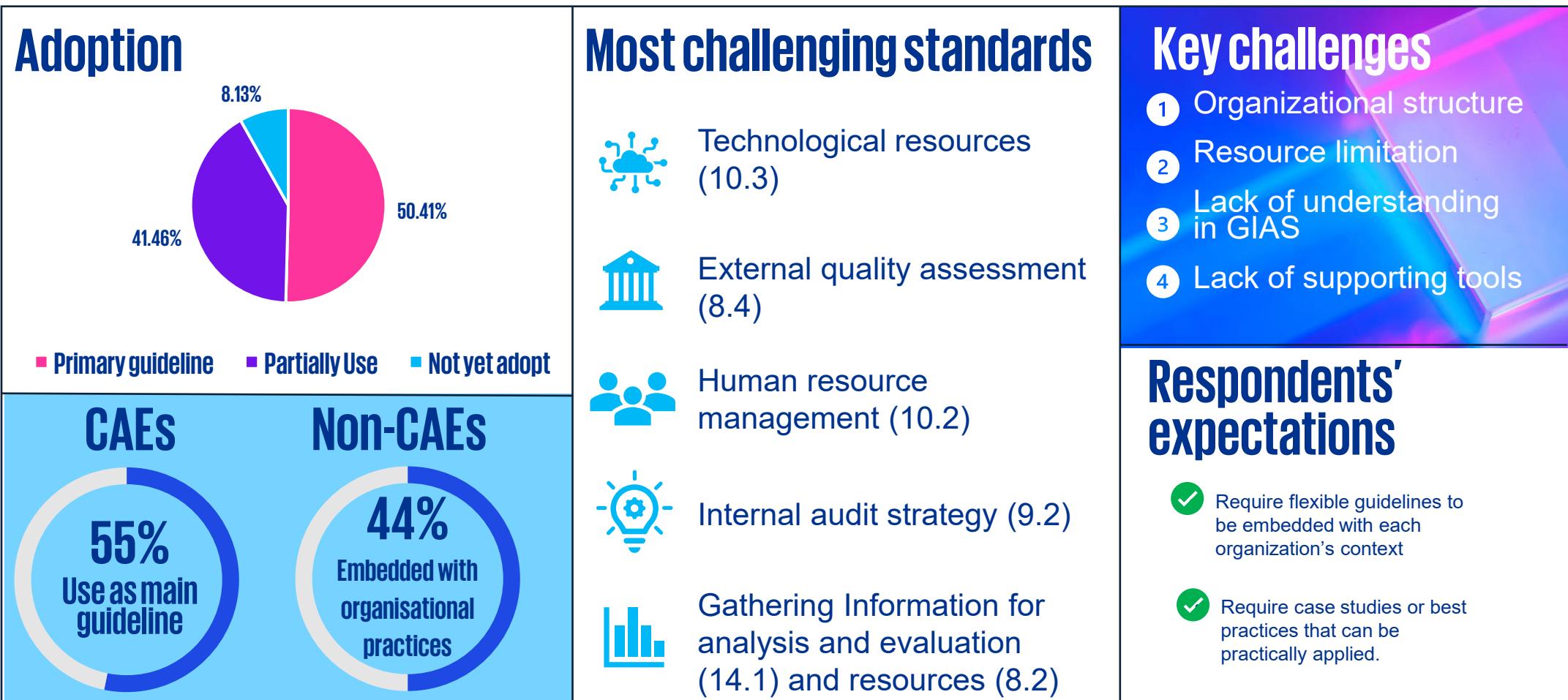
Most respondents were from listed companies (65.85%), and 47.15% belonged to internal audit departments with more than 10 staff members



Size of internal audit department



Thailand: Insight from the GIAS Survey - Result



Thailand: Insight from the GIAS Survey – Case sharing

01 Internal Audit reports must be concurred by management

Internal Audit reports must be concurred by management before presenting to the audit committee, raising concerns about independence

Limited budget prevents organizations from conducting external quality assessments (EQA) with the Big 4 firms

02 Budget limitations for external quality assessment (EQA)

03 Audit plan not based on risk assessment

Some audit plans are not aligned with risk assessment results, reducing effectiveness

The CAE may establish a rating scale to indicate whether there is reasonable assurance regarding the effectiveness of controls.

04 No impact rating for findings

05 Partial adoption due to organizational structure

Organizational structure limitations mean only some GIAS 2024 standards can be implemented

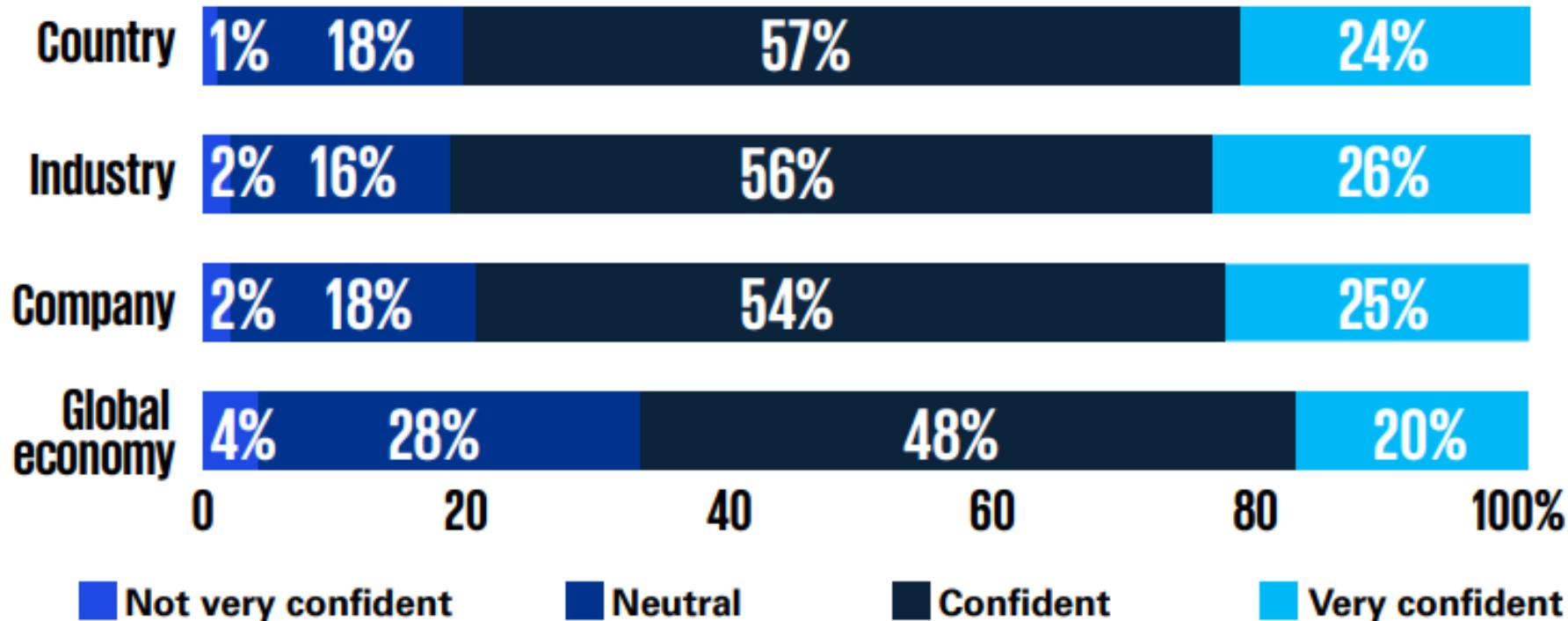
02

Internal audit trends & highlights and insights



KPMG CEO Outlook 2025 – A new administration, a new path forward

Confidence in growth prospects

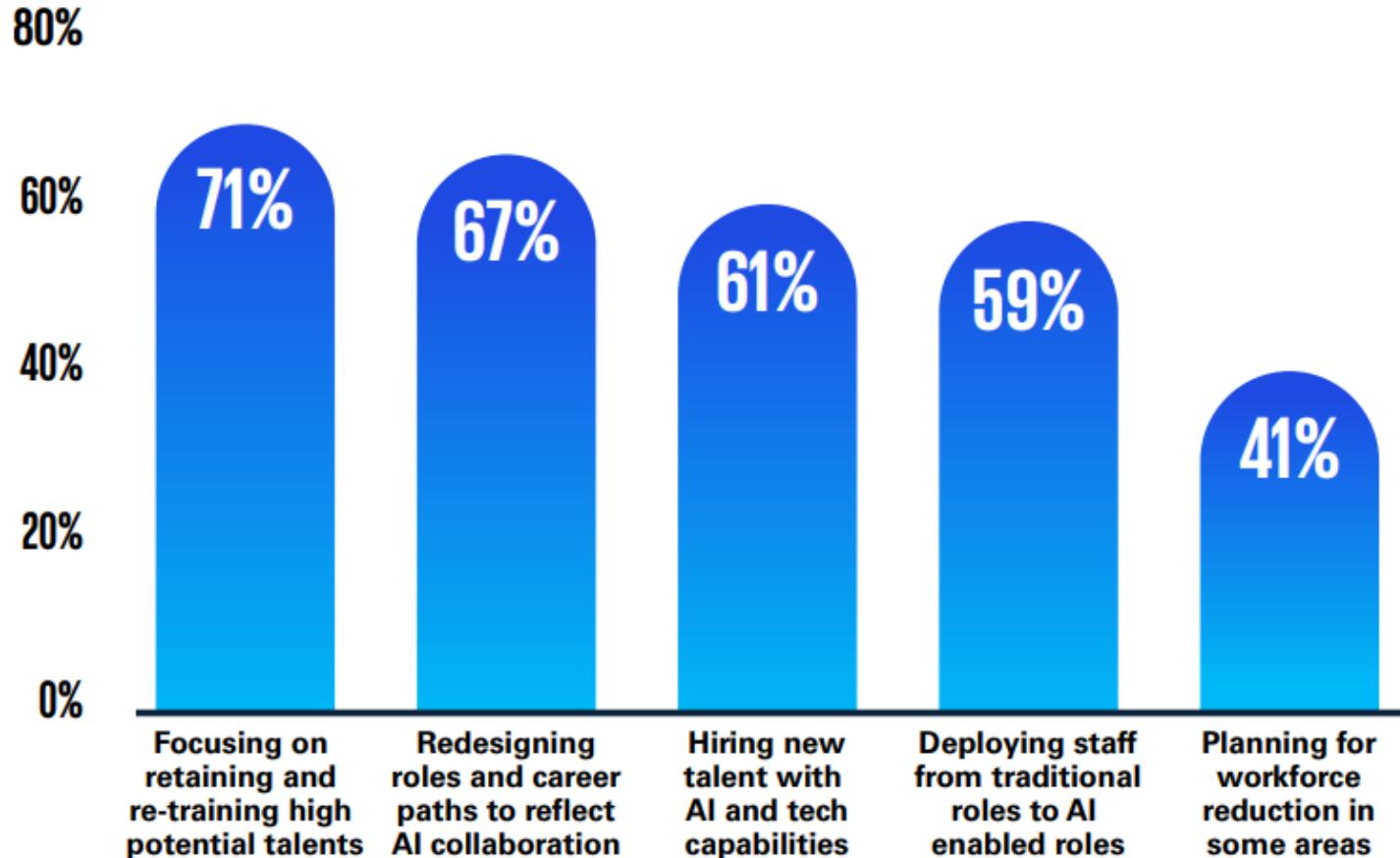


CEO's Confidence in the global economy has fallen to its lowest level – 68% (72% in last year)



Source: KPMG 2025 Global CEO Outlook – Conducted with 1,350 CEOs provides unique insight into the strategies and planning tactics of CEOs

KPMG CEO Outlook 2025 - Long-term workforce plan in response to AI



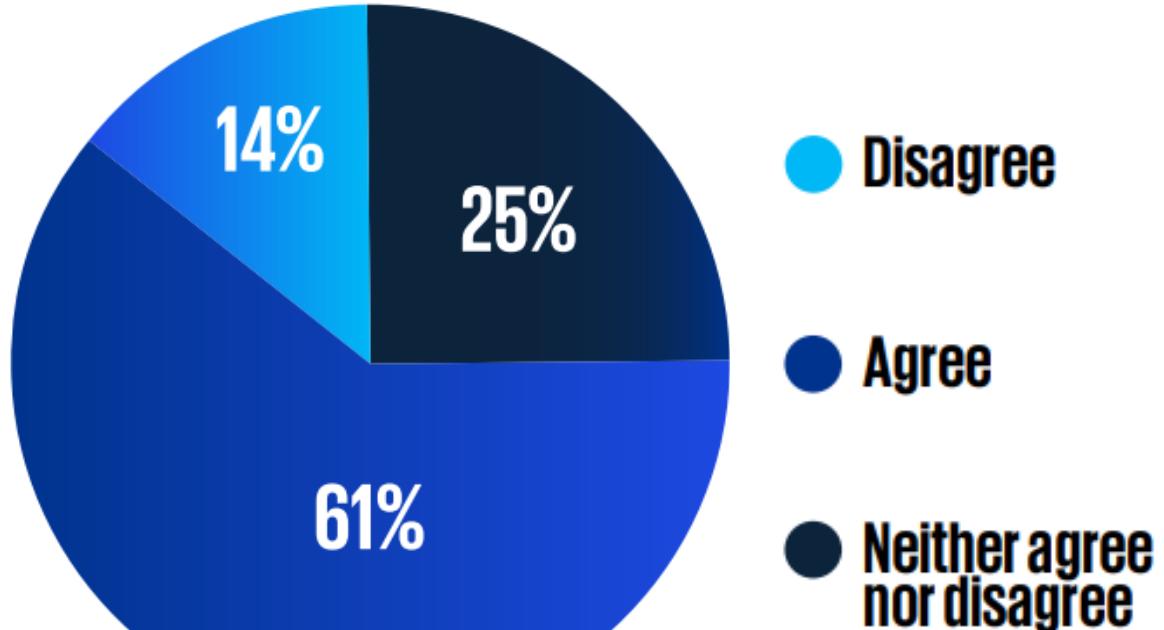
Source: KPMG 2025 Global CEO Outlook – Conducted with 1,350 CEOs provides unique insight into the strategies and planning tactics of CEOs

“

Key implications for internal audit:

- ***IA should broaden beyond traditional financial/operational audits to include workforce transformation: auditing HR strategies***
- ***Traditional audit skillsets may not suffice; IA teams need to build or access expertise in technology audits, data governance, cybersecurity, AI ethics, and HR/workforce risk auditing.***

KPMG CEO Outlook 2025 – Confidence in net-zero goals achievement



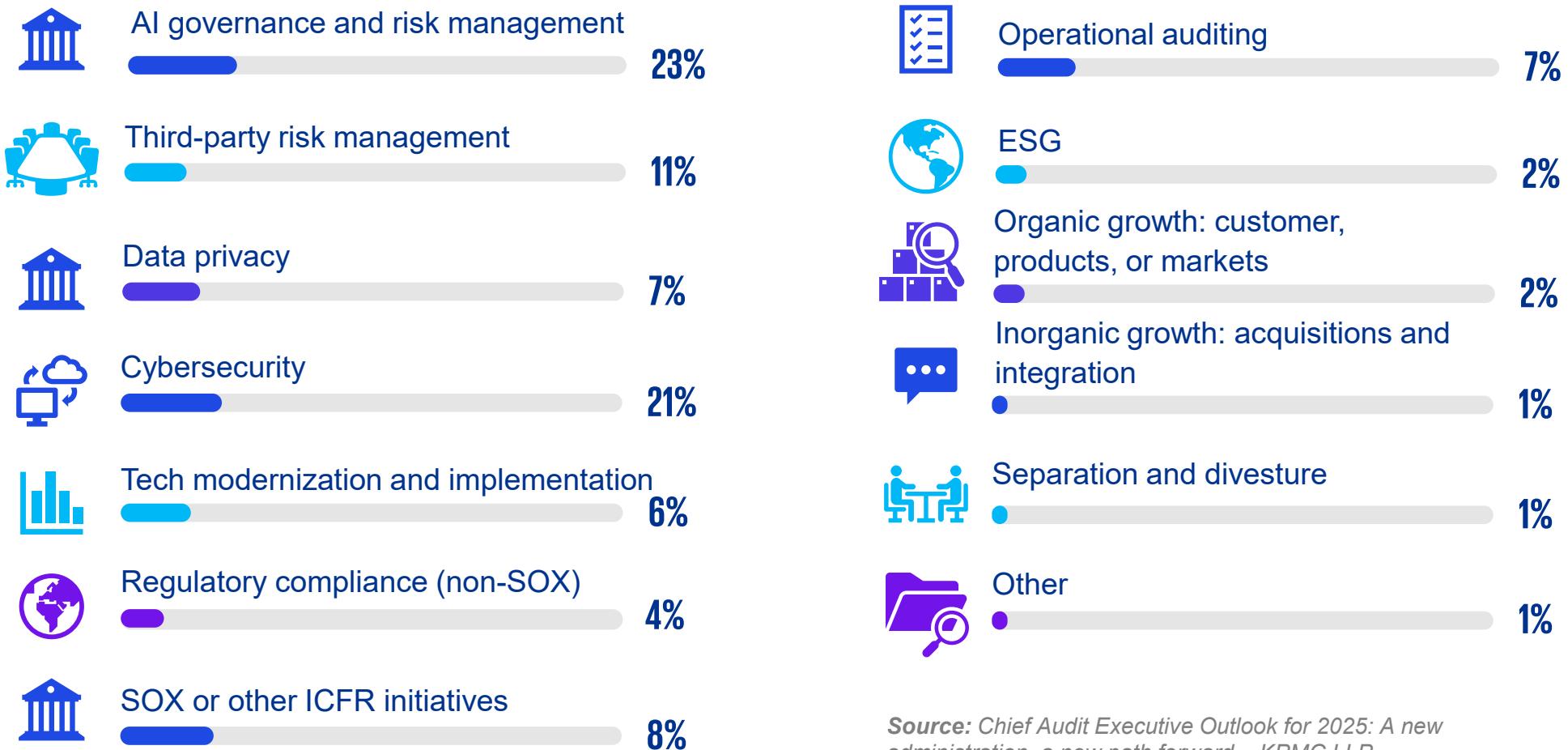
- Disagree
- Agree
- Neither agree nor disagree



Source: KPMG 2025 Global CEO Outlook – Conducted with 1,350 CEOs provides unique insight into the strategies and planning tactics of CEOs

KPMG CAE Outlook 2025 - A new administration, a new path forward

What is the key topic in your audit plan that your audit committee wants your internal audit function to focus on to create value for your enterprise in the next 18 months?



Source: Chief Audit Executive Outlook for 2025: A new administration, a new path forward – KPMG LLP

KPMG CAE Outlook 2025 – Use of GenAI

In what part of the audit process are you most using or want to use GenAI to create value?



“

Key implications for internal audit:

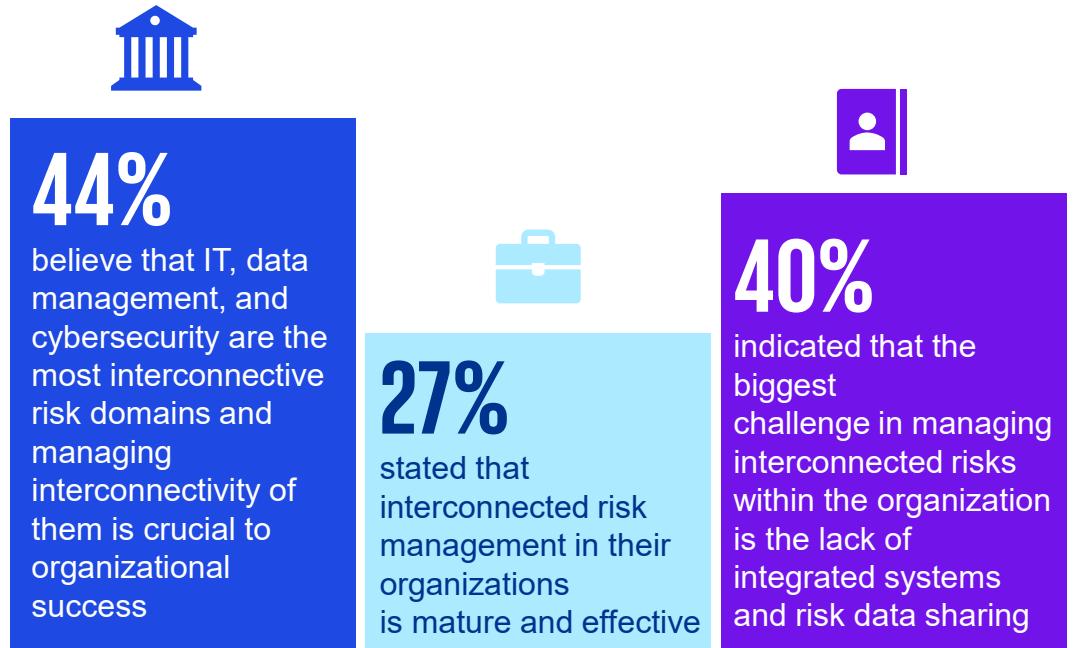
- GenAI is increasingly leveraged for risk assessment and reporting, signaling a shift in audit methodologies



Source: Chief Audit Executive Outlook for 2025: A new administration, a new path forward – KPMG LLP

KPMG CAE Outlook 2025 - Collaboration between risk and IA functions

Participants revealed significant challenges in managing interconnected risks within their respective organizations...



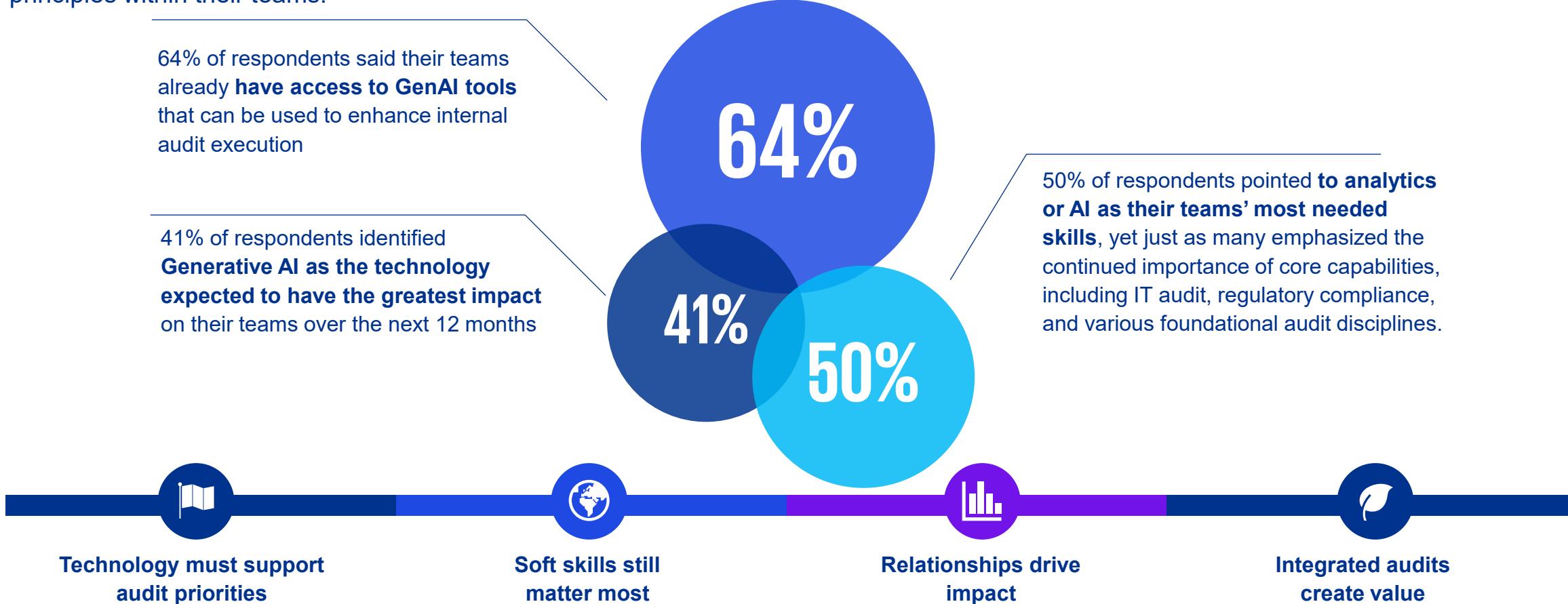
Respondents indicated that the top key success factors when partnering across the organization to effectively manage and respond to interconnected risks are:

- Clear roles and responsibilities
- Common risk language and framework, including rating criteria
- Culture of collaboration and trust

Source: On the CAE Agenda - Connected risk – The interconnection between risk and internal audit – KPMG LLP

KPMG internal audit beyond 2025

Rapid transformation is prompting internal audit teams to rethink how they lead, innovate, and deliver strategic value in a shifting risk landscape. Participants highlighted the challenges of adapting to a fast-changing environment while preserving core capabilities and principles within their teams:



Source: Internal Audit Beyond 2025 - KPMG LLP

Internal audit trends and focus areas

Six areas that internal audit should do well. As you transform, manage change, and build trust in today's environment, you will want to put future-ready processes and models in place. KPMG has identified six areas of focus to help you deliver greater value.

01

Stakeholder engagement and trust

Know your top stakeholders and take time to foster relationships attuned to their needs

02

Strategy and value management

Consider a strategic mix of enhanced assurance, risk insights, and business improvements to prioritize and identify emerging risks

03

Digital acceleration

Select technology with organizational goals in mind to enable program and project level work

04

Data, analytics and insights

Curate and use both enterprise and external data to provide risk insights and enhanced assurance

05

New ways of working

Rethink where services are delivered and what competencies are needed so you can retain the right talent

06

Operating model agility

Be responsive to disruption, flex with the business strategy throughout the year, and coordinate with other lines of defense

Source: *The Future of Internal Audit – KPMG*

03

Practical sharing on selected topics from GIAS 2024 implementation



Global Internal Audit Standards – 2024 evolution

2017



2024



Global Internal Audit Standards – Changes overview

The Standards combine into one document the five mandatory components of 2017 IPPF (Mission of Internal Audit, Definition of Internal Auditing, Core Principles for the Professional Practice of Internal Auditing, Code of Ethics, and Standards) as well as one of the recommended non-mandatory elements, the Implementation Guidance.



- ✓ 5 domains
- ✓ 15 principles
- ✓ 52 supporting standards with requirements, considerations for implementation, and examples of evidence of conformance
- ✓ Standards no longer divided into 'attribute' and 'performance' categories
- ✓ Other mandatory component **"Topical Requirements"** will be required.
 - Issued Topical Requirements
 - Cybersecurity (effective 5 February 2026)
 - Third-party (effective 15 September 2026)
 - Organizational behavior (effective 15 December 2026)
 - Upcoming Topical Requirements release
 - Organizational resilience (coming 2026)
- ✓ "Global Guidance" as non-mandatory requirements e.g. information, advices, leading practices

Global Internal Audit Standards – Key structural changes

One document

Encompasses the following elements from the 2017 IIA Standards into one framework:

- *Mission of Internal Audit*
- *Definition of Internal Auditing*
- *Core Principles for the Professional Practice of Internal Auditing*
- *Code of Ethics*
- *Standards*
- *Implementation Guidance (recommended)*

Implementation guidance

- Includes specific examples of conformance that will support external quality assessment engagements
- Provides direction for public sector internal audit functions

Reorganized sections

- Standards are not divided into “attribute” and “performance” categories
- “Interpretations” are no longer included as a separate section
- 52 Standards are organized into 5 domains with 15 principles

GIAS 2024 effective on 9 January 2025 by The Institute of Internal Auditors (IIA Global)

Practical sharing

01



Internal audit strategy

02



Integrated assurance

03

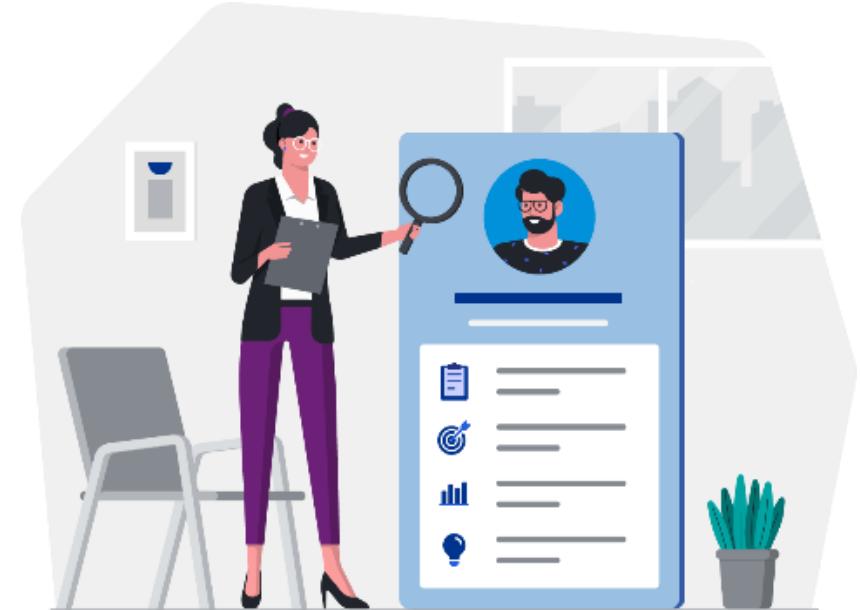


Reporting

04



Enhanced external quality assessment



1. Internal audit strategy



FROM

- New concept

TO



- The CAE is now required to develop and implement an IA strategy (Standard 9.2) that supports the strategic objectives and success of the organization and aligns with the expectations of the board, senior management, and other key stakeholders.
- This includes the development of a vision, strategic objectives, and supporting initiatives for the IA function.
- The IA Strategy is intended to guide the IA function toward fulfillment of its purpose. The vision should describe the desired future state in three to five years. Strategic objectives define achievable targets to attain the vision. Supporting initiatives outline the specific tactics and steps for achieving the objectives.
- The IA Strategy is to be aligned with the organization's strategy and objectives in order to ensure that IA strategy supports the overall organization objectives.

1. Internal audit strategy



Internal audit strategic analysis and alignment

Company strategic objectives

Is the IA plan aligned to the company's strategic objectives and initiatives?



Stakeholder expectations

- What do the stakeholders need and want from the IA function?*
- Is the current IA function aligned with those needs and expectations?*

IA mission and charter

Is the IA mission and charter defined and effectively marketed to the business and senior leadership?

IA strategy

Is the IA positioning, people and processes appropriate to meet our stakeholders needs?

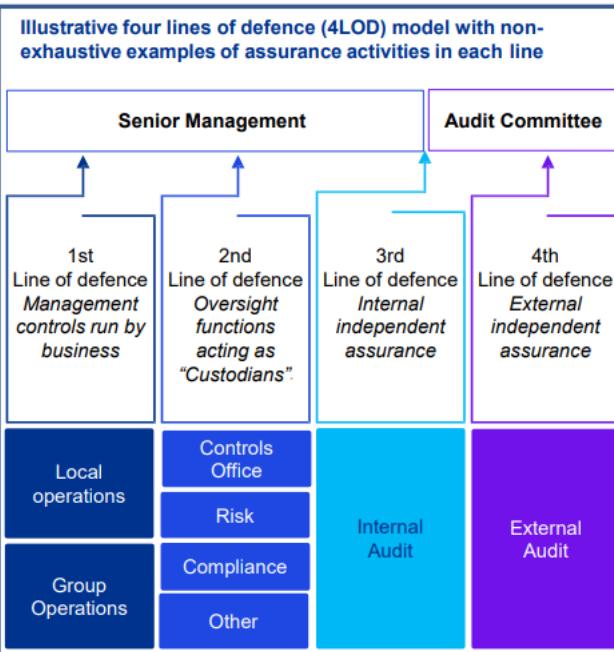
2. Integrated assurance



FROM

- Standard 2050 requires the internal audit to share information, coordinate activities, and consider relying upon the work of other internal and external assurance and consulting service providers to ensure proper coverage and minimize duplication of efforts.

TO



- An **assurance map** is the consolidated representation of the assurance provided by the 'four lines of defense' which helps to identify the range of assurance sources available to an entity.
- CAEs to consider how their organization's overall GRC, and possibly lack there-of, will affect how they operate their function.
- CAEs should use their knowledge of leading governance and risk management principles and practices to identify the organization's overall risk management maturity level. Emerging risks should be considered for coverage in the audit plan.

2. Integrated assurance



KPMG Assurance mapping

Are your assurance activities focussed on critical risks?

Do you monitor the **burden on business** from assurance activities?

Do you trust that your assurance activities are being **managed and reported in a timely manner?**

What are your long term plans for enhancing your **assurance strategy?**

Do the four lines of defence in your organisation operate together to **gain efficiencies with assurance?**

Do you know if there are **gaps or duplications** in your assurance strategy over your current and emerging risks?

Do you have a **Governance, Risk and Compliance (GRC) technology** to report on your assurance across your lines of defence?

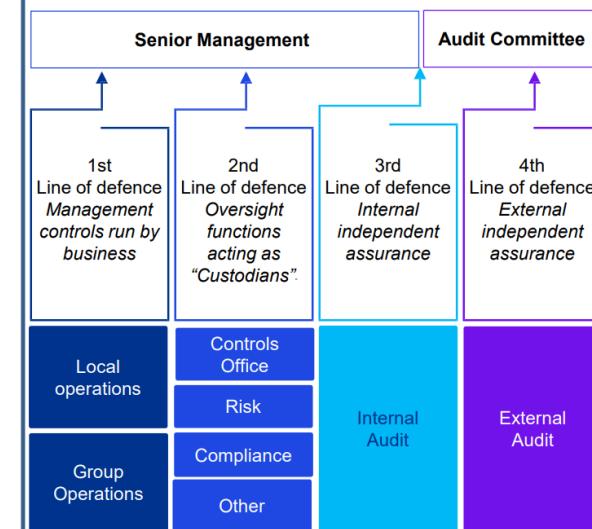
An assurance map is a

- **Visual and easy** to read illustration that provides an overview of the scope and coverage of your assurance activities;
- **Holistic approach** to risk and assurance that allows for dynamic and effective risk management; and,
- Consolidated representation of the assurance provided by the **'four lines of defence'** which helps to identify the range of assurance sources available to an entity.

By identifying and outlining the assurance activities undertaken by each line of defence for your principal risks, you will be able to:

- Determine those risks which require further monitoring and management;
- Identify instances where certain risks have been subject to duplicated assurance activities; and,
- Make informed and focussed decisions with respect to your short, medium and long term assurance strategy over your principal risks.

Illustrative four lines of defence (4LOD) model with non-exhaustive examples of assurance activities in each line



2. Integrated assurance



“Integrating the assurance map into the internal audit plan is essential for focusing audit resources on areas that are crucial for adding value and managing risk efficiently within the bank. This integration ensures that internal audit activities are aligned with the bank's overall risk management framework and assurance activities.”

Example key steps:

1. Identify key risk areas:
 - Identify key risks that the organization faces. Engage with stakeholders across all functions to gather insights and understand potential risk exposures impacting different areas.
2. Identify assurance providers:
 - List all functions or departments within the organization that provide assurance related to the identified risks. Assurance providers should be separated based on Three Lines Model.
3. Map risks to assurance providers:
 - Construct a table or visual map, listing the key risk areas in the first column and the assurance providers in subsequent columns divided by the three lines.
 - For each risk, assess and note the level of assurance provided by each function e.g. High (H), Medium (M), Low (L)
4. Analyze and review the assurance map and identify the gaps or redundancies:
 - Identify areas that assurance might be inadequate or excessive or areas which controls are not being monitored appropriately.
5. Review and communication:
 - Regularly update the assurance map based on various factors.
 - Communicate the assurance map and coordinate with all relevant stakeholders.

3. Reporting



FROM

- The 2017 Standards noted that IA must communicate the findings and results of its work but did not require rankings and ratings and engagement communication elements are not clearly defined.

TO

- As per Standard 14.3, individual engagement findings must be prioritized based on significance. Ratings and/or rankings are not mandatory but recommended. The “Considerations for Implementation” suggests a rating scale, such as satisfactory, partially satisfactory, needs improvement, or unsatisfactory.

The Standards require IA to prioritize each engagement finding using methodologies established by the CAE.

Evaluation of findings includes:

Identifying the root cause and determining the effects

Evaluating the significance of the risk

Considering the likelihood of the risk occurring

Considering the impact the risk may have on the organization's governance, risk management, or control processes

4. Enhanced external quality assessment



FROM

- Limited information on QAIP related guidance

TO

- Consistent with 2017 Standards, the new Standards require an external quality assessment (EQA) to be performed every five years, which can be accomplished via self assessment with independent validation, if desired. The new Standards require that the board of directors must review EQA results, and the assessment team must include at least one individual with an active certified internal auditor (CIA) designation.



QUALITY OF WORK

The audit teams have assessed the right risk and controls for the in-scope process and identified insightful issues for the organisation



ASSESS COMPLIANCE

The internal audit methodology designed by you is fully implemented across the IA function



CONTINUOUS IMPROVEMENT

The IA function evolves according to changes in the external environment with new technologies and practices

- IA functions still require an EQA to be completed every five years. However, now one member of the independent EQA assessment team must be an active Certified Internal Auditor.
- IA functions are the last line of defense for any organization to ensure that these elements are in line with ever increasing expectations. Making sure that audits performed are of high quality is key to ensuring that the IA function remains relevant to the needs of the business.

4. Enhanced external quality assessment



Example Questions to be asked as part of the EQA review

Positioning

- Does Internal Audit have strong relationships at the highest levels?
- Does Internal Audit influence change?
- Is Internal Audit proactively sought after by the Board Audit Committee and Executive Management on the company's risk profile, governance issues and other macro-organisational issues?
- Does Internal Audit have clear and unfettered access to key individuals including the Board Audit Committee, Chairman, Board of Directors and C-suite?

People

- Does Internal Audit include sufficiently senior and experienced individuals to apply judgment and challenge the business on a broad array of topics?
- Is Internal Audit considered a valuable resource of talent by the rest of the organisation?
- Does Internal Audit have the right balance between a culture of challenging, probing and scepticism with a culture that supports building collaborative and professional relationships?

Process

- Does Internal Audit assess risks and issues across the organisation and link common themes and trends?
- Is Internal Audit's risk assessment aligned to the company's overall enterprise risk management assessment process?
- Does Internal Audit's risk assessment take into account emerging risks and external factors including economic and peer data?
- Does Internal Audit effectively determine the magnitude/impact of findings to the business and effectively communicate the value of addressing its findings to the business?

Key questions to discuss

1

What are the **key changes** to the IIA Standards and how does the internal audit team **align with** the new standards?

2

Does the internal audit team have a **clear and documented implementation plan** for the compliance with the new standards?

3

What **resources** (people, process, technology) are required to implement the new standards and does the internal audit team have **sufficient and necessary skills** for compliance with the standards?

4

What **training programs or professional development** will be needed for the internal audit team?

5

Is the **key stakeholders** (board, audit committee, senior management) aware, fully informed, and supportive for the implementation?

Thank you





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KPMG in Thailand

48th-50th Floor, Empire Tower
1 South Sathorn Road
Bangkok 10120
T: +66 2677 2000



Twitter: @KPMG_TH

LinkedIn: linkedin.com/company/kpmg-thailand

Facebook: facebook.com/KPMGinThailand

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