



Work Programme

2026 – 2028

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STRATEGY ON A PAGE

STRATEGIC FRAMEWORK





CHIEF EXECUTIVE'S INTRODUCTION

I am pleased to present the Irish Auditing and Accounting Supervisory Authority's (IAASA's) work programme for 2026 to 2028. This document outlines our strategic direction for the coming years as we continue to fulfil our statutory mandate under the Companies Act 2014.

Under section 910 of the Companies Act 2014, IAASA is required to prepare this work programme, outlining how we will use our resources efficiently and effectively, and explaining the key strategies, activities and outputs that will drive our progress. This draft work programme has been developed in consultation with the IAASA Board, incorporating insights from IAASA employees and the leadership team, and feedback received through the recent public consultation.

Our vision and mission

Our vision of public trust and confidence in quality auditing and accounting, together with our mission to uphold quality corporate reporting and an accountable profession, remain at the heart of our strategy. Our values of excellence, independence, and integrity guide every aspect of our work, shaping our decisions and interactions day-to-day.

Environmental context

This strategy is shaped by a period of change and complexity for the audit and accounting sector, both in Ireland and internationally. Over the past year, IAASA has operated within an environment marked by the implementation of the Corporate Sustainability Reporting Directive (CSRD). The European

Commission's decision to revise the CSRD signals a major shift, introducing uncertainty for both regulated entities and regulators. In parallel with evolving regulation, the profession is experiencing changes in firm structures and business models, reflecting broader market developments. IAASA will continue to work closely with the Department of Enterprise, Tourism and Employment, EU peers and Irish stakeholders to navigate these changes, ensuring our regulatory approach remains robust and adaptable to the evolving needs and complexities of the sector.

Additionally, forthcoming changes to anti-money laundering legislation and the anticipated review of EU statutory audit legislation will have implications for the profession. Alongside regulatory developments, technological innovation – particularly in artificial intelligence – is rapidly emerging as a key influence on the sector. Generative AI and related technologies are already impacting corporate reporting and audit processes. While these tools offer opportunities for enhanced efficiency and insight, they also present new risks and regulatory challenges. IAASA is proactively engaging with these developments to ensure that, as new technologies emerge, we continue to uphold robust standards and maintain public trust.

Strategic focus

Building on our established approach, this work programme is structured around three key strands:

1. Deliver Effective Regulation
2. Promote High Standards
3. Enhance Organisational Capability

The third strand is new, reflecting the need for agility and forward thinking in a rapidly evolving landscape. It ensures that IAASA remains equipped to address emerging challenges and capitalise on new opportunities. Reviewing IAASA's previous work programmes and the variations on environmental analysis undertaken for each of them, what is evident is that any attempt to predict future workload and potential priorities is invariably subsumed in a radically different reality. Whether it be the obligation to issue national auditing and ethical standards, the UK's departure from the EU, COVID, and more recently the significant amendments in CSRD legislation, each has required IAASA to gain understanding of a new environment, flex work programmes, assign or reassign resources, and develop new skills. Accordingly, this work programme properly places emphasis on IAASA having the capability to react to these unknown unknowns.

Underlying these strategic strands are our enablers – the foundational resources that empower the effective implementation of our strategies. These are our people,

peers, stakeholders, financial resources, government, and technology.

Operationalisation and implementation

We operationalise this three-year work programme through annual business plans, each setting out specific, measurable, and achievable outcomes. The work programme is cross-referenced into these plans, particularly to ensure that the strategic outputs identified in this programme are properly reflected in the operational outputs of each annual plan.

Once each annual business plan is approved, individual staff members develop their own goal-setting plans aligned with organisational strategies. This ensures clear accountability and a shared sense of purpose across IAASA.

I am confident that, guided by this work programme and our shared values, IAASA will continue to deliver on its mission for the benefit of the public, the profession, and the wider economy.

Kevin Prendergast
Chief Executive
November 2025



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ABOUT IAASA



IAASA is the statutory body responsible for **supervising the accounting and auditing profession in Ireland**. It has 37 employees, organised into seven teams that carry out regulatory activities and support functions. The organisation chart is set out in Section 7.



IAASA is **funded through a combination of government grants and statutory levies** on professional bodies and audit firms. IAASA's annual programmes of expenditure must be approved by the Minister for Enterprise, Tourism and Employment. In 2024, it had a total expenditure of €5.4 million.



IAASA is **governed by a nine-member board**. Eight directors are appointed by the Minister for Enterprise, Tourism and Employment, based on nominations from key stakeholders such as accounting bodies and regulators. The board oversees the organisation, while the Chief Executive handles day-to-day management. Further details about IAASA's **board of directors**, including member biographies, are available on IAASA's website.



As an independent public body, IAASA **operates independently from government direction in its regulatory work**. It maintains accountability through formal governance structures, public governance standards, and regular public reporting.

OUR STATUTORY FUNCTIONS



STANDARDS

IAASA adopts standards on auditing, ethics, quality control, and sustainability assurance for statutory auditors.



PROFESSIONAL BODY SUPERVISION

IAASA supervises how the prescribed accountancy bodies regulate and monitor their members. IAASA also oversees how the recognised accountancy bodies oversee statutory auditors and sustainability assurance service providers.



CORPORATE REPORTING SUPERVISION

IAASA supervises certain listed entities' compliance with corporate reporting standards and EU legal requirements in their corporate reports.



ASSURANCE QUALITY SUPERVISION

IAASA inspects audit quality and sustainability assurance work performed by the auditors and sustainability assurance service providers of public interest entities.



ENFORCEMENT

IAASA conducts investigations into suspected irregularities in the conduct of audits of public interest entities, as well as enquiries into breaches of procedures by prescribed accountancy bodies.

ABOUT THOSE WE REGULATE

1,083

statutory audit firms approved to audit in Ireland.

5 prescribed accountancy

bodies, including **2** that are also recognised accountancy bodies. There are **45,896** members of prescribed accountancy bodies in Ireland.

79 issuers,

comprising **18** equity issuers, **5** closed-ended fund issuers, and **56** debt issuers.

8 public interest

entity audit firms, auditing **502** public interest entities.

Any auditor, audit firm, or prescribed accountancy body we regulate may be subject to **enforcement**, depending on inspection findings or complaints.

Further information about those we regulate is published annually in [IAASA's annual reports](#), available on [IAASA's website](#).

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OUR VISION



Public trust and confidence
in quality auditing and
accounting

OUR MISSION



Upholding quality
corporate reporting and
an accountable profession

OUR VALUES



EXCELLENCE

Striving to be the
best we can be



INDEPENDENCE

Regulating impartially
and objectively

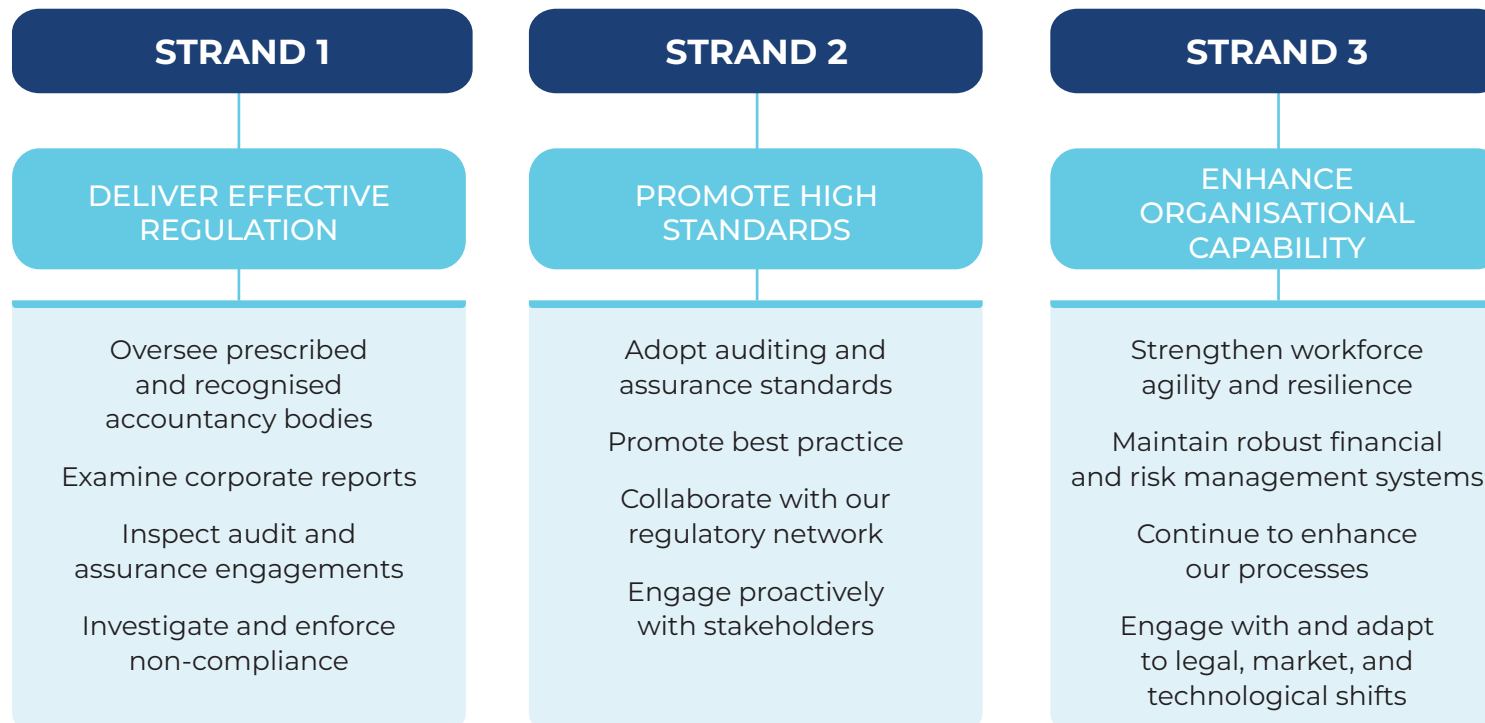


INTEGRITY

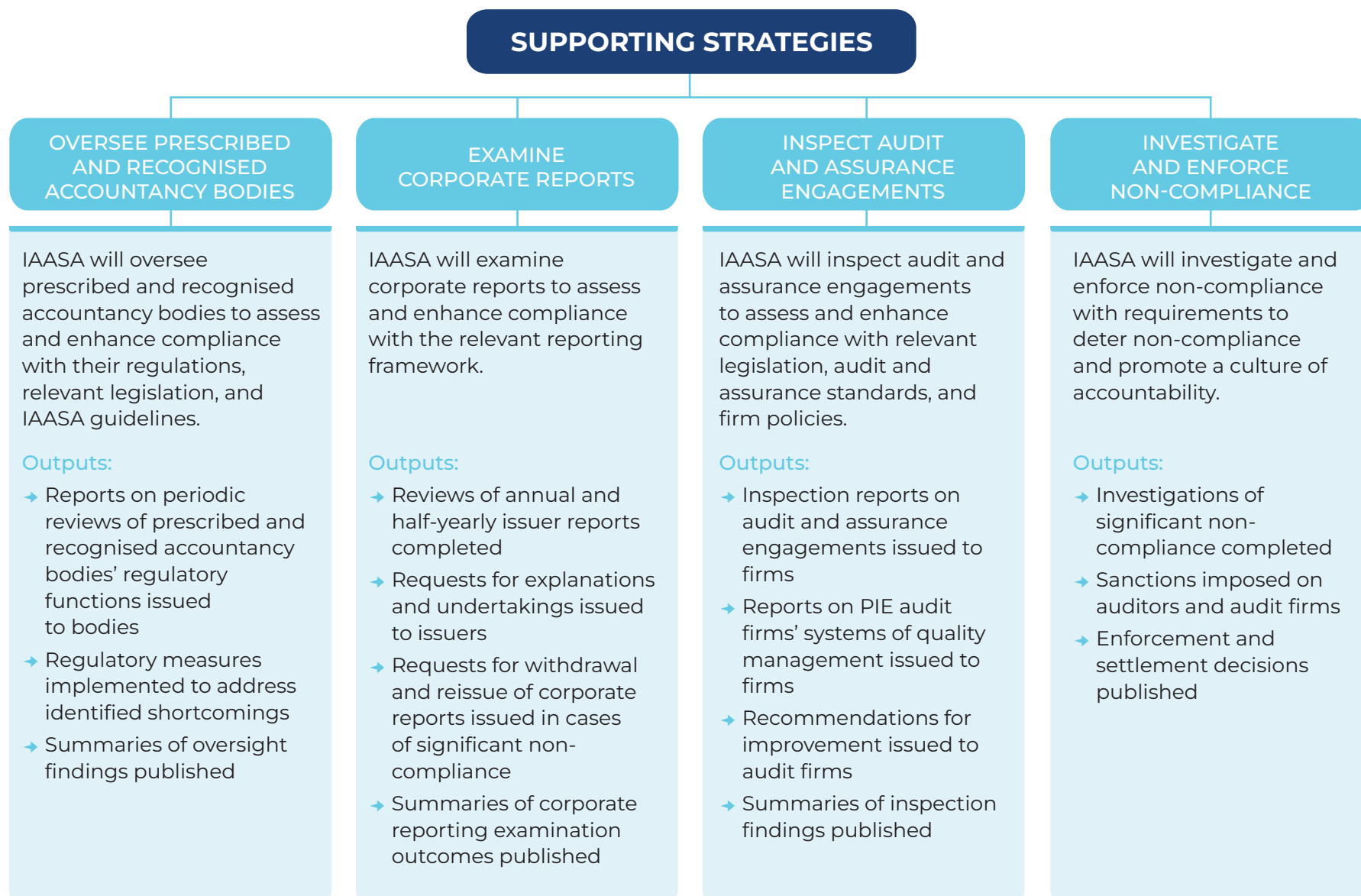
Being trustworthy
and respectful



STRANDS AND STRATEGIES



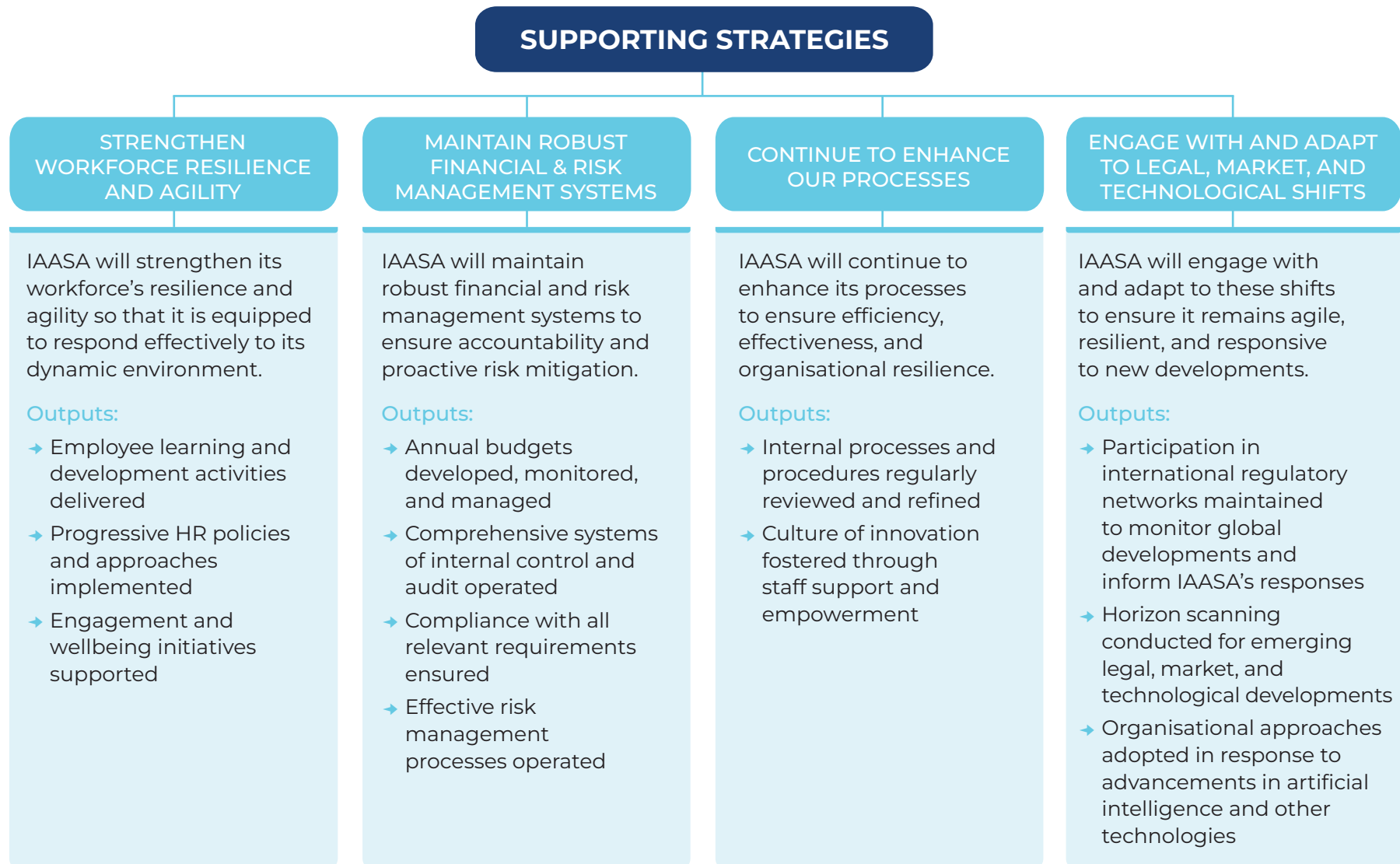
STRAND 1: DELIVER EFFECTIVE REGULATION



STRAND 2: PROMOTE HIGH STANDARDS



STRAND 3: ENHANCE ORGANISATIONAL CAPABILITY





ENABLERS

The successful delivery of our work programme depends on a robust foundation of people and resources that empower us to fulfil our mandate. These enablers – our talented workforce, sustainable resources, collaborative relationships, and modern technology – provide both the capacity and capability required to meet our responsibilities and adapt to a dynamic environment.



PEOPLE

Employees

The expertise and engagement of our workforce form the foundation of our work and drive our excellence. We invest in continuous professional education and promote development opportunities, including participation in international groups. We adopt progressive human resource policies that support connection and engagement in a blended working environment, and foster a values-based and purpose-driven culture that delivers both high performance and employee wellbeing.

Peers

International collaboration is vital to enhancing audit quality. We participate in key European forums, including CEAOB and ESMA committees. As an IFIAR board member, we contribute to global audit quality initiatives. Given the common base for accounting and auditing standards, we maintain close working relationships with the UK FRC. These collaborations strengthen our regulatory approach while supporting the broader international regulatory framework.

Stakeholders

Our diverse stakeholder community is vital to our regulatory effectiveness. It includes regulated firms, accountancy bodies, users of financial information, and the wider public. We engage meaningfully through regular meetings, public consultations on policy proposals, and transparent reporting of our activities. This engagement ensures our work remains responsive to stakeholder needs while maintaining public trust and regulatory legitimacy.

ENABLERS



RESOURCES

Financial

Sustainable funding is critical to our regulatory independence, combining Exchequer grants and industry levies. We maintain financial accountability through ministerial approval of annual expenditure programmes and rigorous financial controls. This includes the preparation of annual financial statements audited by the Comptroller and Auditor General, and recovering the costs of investigations and penalties from relevant parties.

Government

Government support is critical to our regulatory effectiveness, providing the legislative framework and institutional backing essential to our mandate. We maintain a constructive relationship with the Department of Enterprise, Tourism and Employment through a formal oversight agreement and regular engagement. This includes legislative collaboration and policy advice, while preserving our operational independence and fulfilling our accountability obligations as a statutory body.

Technology

Digital infrastructure is fundamental to our effectiveness in overseeing a constantly changing workplace and auditing landscape. We maintain robust ICT systems and retain specialised technical expertise. We ensure secure remote connectivity, assess network vulnerabilities through routine maintenance and regular third-party testing, implement comprehensive data protection and disaster recovery protocols, and continuously enhance our digital presence to deliver efficient, modern regulatory oversight. We monitor developments such as AI to ensure that we are making the best use of technology.



RESOURCES - STAFFING AND FINANCIAL

Staffing Resources

Staffing requirements — including numbers, grades and employment terms — must be approved by the Minister for Enterprise, Tourism and Employment, with the consent of the Minister for Public Expenditure, Infrastructure, Public Service Reform & Digitisation.

IAASA has a sanctioned headcount of 42.5 as set out in the table below. IAASA currently has a staff complement of 35.9, structured into teams as shown in the organisation chart on the next page. IAASA is confident that it can achieve the outputs set out in this work programme within the sanctioned headcount.

Grade	Sanctioned
Chief Executive Officer	1
Heads of Function	3
Senior Managers	6
Audit Inspectors and Project Managers	16
Executive and Administrative	16.5
Total	42.5

Financial Resources

IAASA is funded by the Exchequer and by levies on the prescribed accountancy bodies and the PIE audit firms. Each year, IAASA submits a programme of expenditure to the Minister for Enterprise, Tourism and Employment for approval. Each programme of expenditure for 2026, 2027, and 2028 will be submitted to the Minister for consideration as part of the Government's annual estimates process. Before approving the programme of expenditure, the Minister consults with the prescribed accountancy bodies and obtains the consent of the Minister for Public Expenditure, Infrastructure, Public Service Reform & Digitisation. IAASA's approved programme of expenditure for 2025 was €7.1 million. Based on the strategies and outputs set out in this work programme, IAASA anticipates a consistent level of expenditure through 2026-2028. However, given the evolving nature of the regulatory environment, this projection is indicative rather than definitive.

RESOURCES - ORGANISATION CHART





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