

Meeting: IESBA
Meeting Location: New York
Meeting Date: June 8-11, 2026

Agenda Item

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IESBA SMART

Objectives of the Agenda Item

1. To update the IESBA on progress in embedding SMART in selected 2026 pilots and SMART priority initiatives, and to invite views on the June presentation and related Board-paper approach.

Activities since March 2026

2. At its March 2026 meeting, the IESBA considered the SMART Framework and two workstreams:
 - (i) Embedding SMART and
 - (ii) SMART Priority Initiatives.

The Framework is now being tested as a practical discipline for improving how projects are scoped, delivered, communicated and supported. At the same time the workplan for the 15 priority initiatives is being implemented.

3. Since March, the SMART team has focused on: 1) pilot testing the application of the SMART Framework to the Role of CFOs and Post Implementation Review pilots, coordinating with initiative leaders; 2) coordinating the work plan for the development of the priority initiatives; and 3) preparing June materials that focus on what is changing through SMART rather than on process alone.

Workstream 1 - Embedding SMART

4. The June presentation will show the early and intended effects of applying the SMART Framework. The emphasis will be on clearer scoping, more targeted engagement, stronger feedback loops and earlier consideration of adoption or implementation needs.
5. The pilots are also testing how SMART should be reflected in Board papers. The proposed approach is to include concise messages in the body of a paper where relevant and to support them with a methodology reference or annex when additional detail would be helpful as per **Agenda Item 8D** for the Role of CFOs.

Workstream 2 - SMART Priority Initiatives

6. The SMART team has connected with priority initiative leaders and has developed a revised work plan, with milestones extending through Q2 2027. The June session will provide a focused update on selected initiatives with visible outputs or Board relevance, while avoiding duplication with other agenda items.

Action Requested

7. IESBA members are asked to note the update and provide views on whether the June presentation clearly explains the early/intended effects of SMART, whether the proposed Board-

paper approach is helpful, and whether priorities, sequencing or communication should be adjusted as implementation proceeds.