



Audit Committee

Overview of the Institute of Internal Auditors' Three Lines Model

Item 7e

March 9, 2026

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Item 7e

Overview of the Three Lines Model

Subject

Overview of the Institute of Internal Auditors' Three Lines Model

Purpose

Provide an overview of the Three Lines Model, which helps organizations improve oversight, risk management, and performance.

Overview



What is the Three Lines Model?

- Risk, governance, and value
- Roles and accountability
- Collaboration

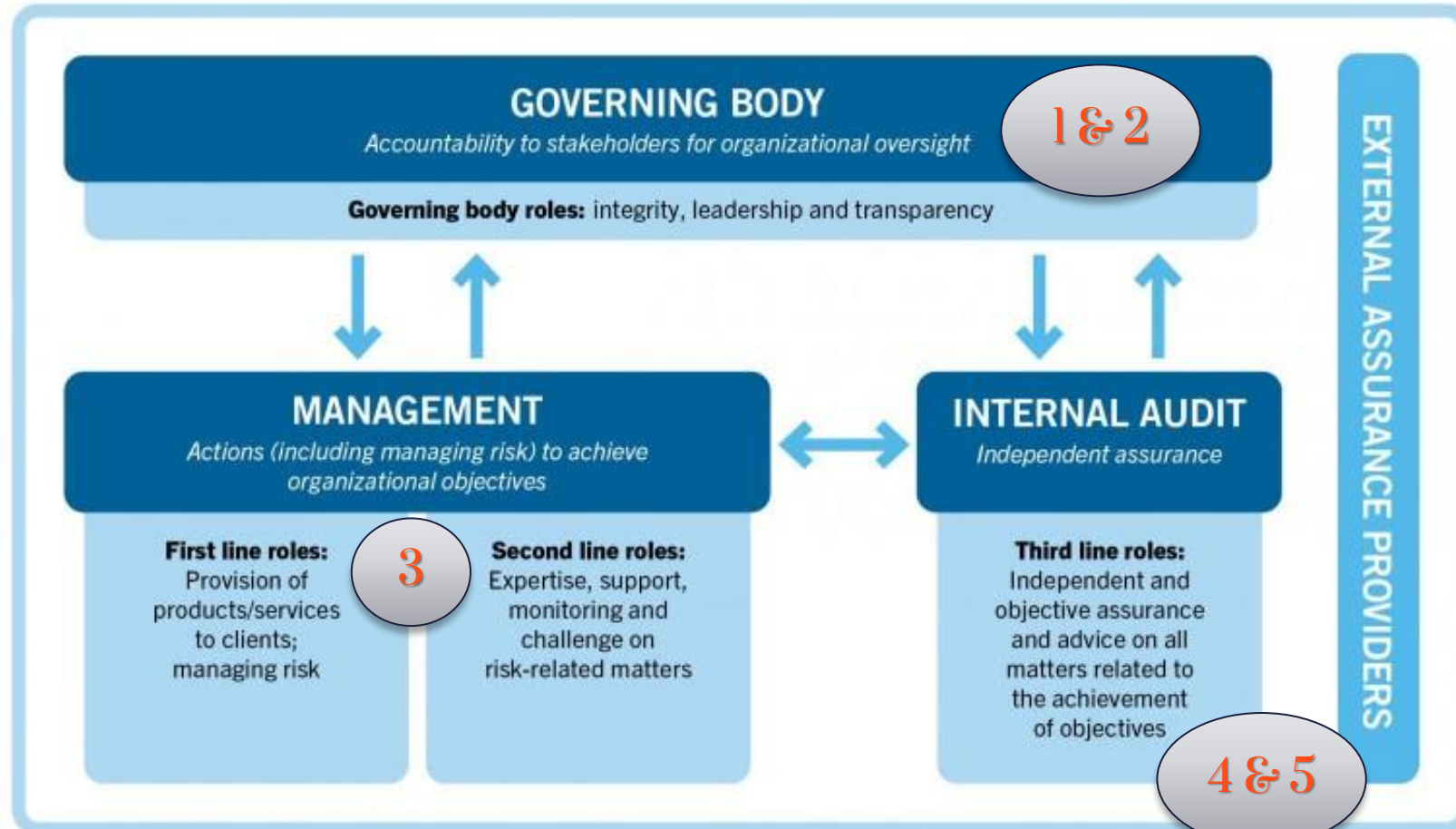
Three Lines Model

Core Principles and Key Roles



Source: The IIA's Three Lines Model

The IIA's Three Lines Model (2020)

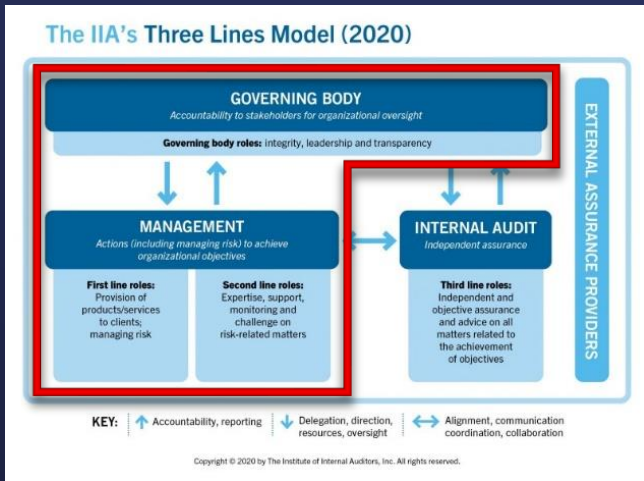


KEY: ↑ Accountability, reporting ↓ Delegation, direction, resources, oversight ↔ Alignment, communication coordination, collaboration

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Key Roles and Relationships

Three Lines Model



Source: The IIA's Three Lines Model



Direction
Responsibility & resources
Strategic planning
Communication



Organizational objectives
Outcomes & risk
Strategic planning
Communication

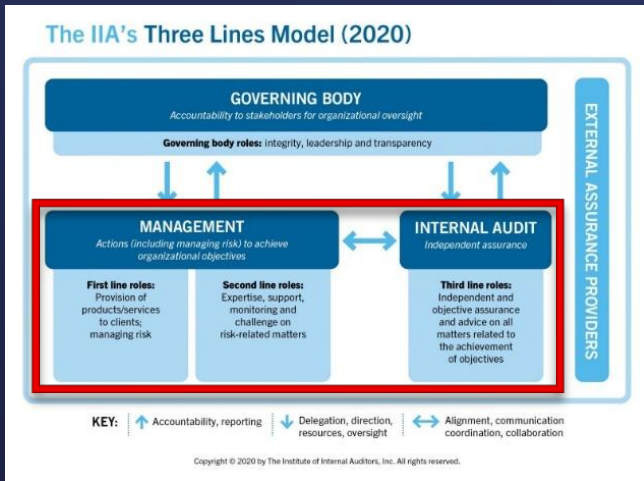


Key Roles and Relationships - Continued

Three Lines Model



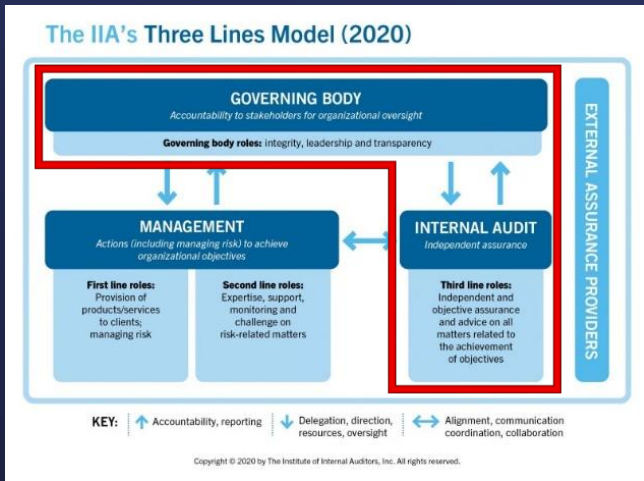
- Independent
- Interaction
- Strategic & operational
- Assurance & advice
- Collaboration & communication



Source: The IIA's Three Lines Model

Key Roles and Relationships - Continued

Three Lines Model



Source: The IIA's Three Lines Model



Oversee ↓ ↑ Accountable

Collaboration & communication



Key Roles and Relationships - Continued

Three Lines Model

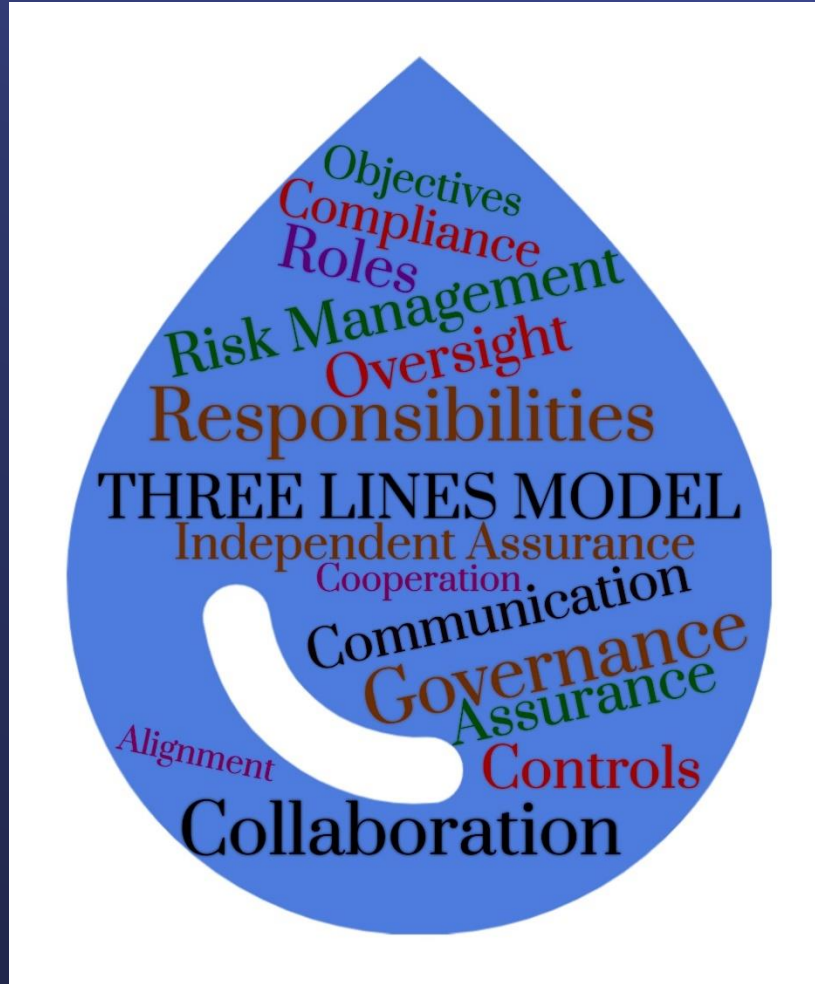
INTERNAL AUDIT
Independent assurance

THIRD LINE ROLES:
Independent and objective assurance and advice on all matters related to the achievement of objectives



Applying the Model

Three Lines Model



Three Lines Model



Conclusion

- Strengthens governance
- Improves risk management & accountability
- Supports the achievement of goals
- Creates and protects value

Three Lines Model

Questions?

