PrimeGlobal

Transform to 2030

READY FOR BUSINESS


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FOR
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Contents

Ready for business

A PROFESSION IN TRANSFORMATION

The accounting profession is undergoing unprecedented transformation. The pace and scale of change – driven by private equity investment, firm mergers and combinations, and rapid advancements in artificial intelligence are redefining the profession and reshaping client expectations. Artificial intelligence, automation, and predictive analytics are powering a shift from compliance work toward insight-driven advisory and assurance services.

In this environment, the strategic choices we make are critical to ensuring that our association continues to evolve, provide relevant support, and deliver lasting value to our members.

TALENT

TECHNOLOGY

> At the heart of this disruption are two critical enablers: **Talent and Technology.** How we harness these forces will determine our ability to **adapt, grow, and thrive.**

THE DUAL DRIVERS OF CHANGE: TALENT & TECHNOLOGY

Technology is transforming our profession from the inside out. These tools not only improve efficiency – they unlock new avenues of client value, risk management, and strategic decision-making. Equally critical is Talent.

As client expectations evolve, so must the skills, mindset, and leadership of our people. Accountants must upskill in areas such as data analytics, AI literacy, and digital tools, while also strengthening professional skills like critical thinking, communication, relationship building and business acumen. The ability to interpret complex data, supported by insights and projections, and translate it into strategic business advice is now as vital as technical expertise.

Supporting our member firms and professionals through this transition is a key focus of the Ready for Business Strategy – ensuring our firms are equipped, both technically and strategically, for a future where value is driven by insight, not just accuracy.

INTRODUCING THE READY FOR BUSINESS STRATEGY

In response to this shifting landscape, we are launching a refreshed strategic approach:

READY FOR BUSINESS

This Strategy is both a mindset and a framework for action – enabling firms to become future-ready while remaining grounded in professional excellence and client service.

It calls for:

Agility...

to navigate accelerating disruption and complexity by becoming more efficient and responsive. This means adapting to external change and making internal improvements – for example, streamlining processes and ensuring our member standards support agile decision making, so we can act at the pace the market demands.

Boldness...

to rethink traditional models and seize new opportunities. In a changing environment, it is no longer enough to keep doing the same things. We must make the changes required to respond to risks and opportunities – even when that feels uncomfortable. Status quo and complacence are no longer sufficient; we must challenge assumptions and step outside our comfort zones to secure a stronger future.

Our impact

TRUST, ENGAGEMENT AND COLLABORATION

Building a Strategy to 2030 is no easy task in a world of rapid change and uncertainty. But the strengths that define PrimeGlobal – trust, engagement, and collaboration – remain constant. Our member firms operate in a trusted environment where support is shared, and value is created together.

As part of this strategic process, we developed our Impact Statement in close collaboration with member firm representatives and our team. It defines our purpose and the outcomes we aim to deliver. It serves as both our compass – guiding decisions – and our anchor – keeping us grounded and true to who we are, even as we evolve.

> **This is not a tag line.** This Strategy is built on our Impact Statement. Everything we do must link back to it. When we stay focused on our purpose, we lead with confidence and deliver meaningful value to our member firms and their clients.

IMPACT STATEMENT

Our purpose is to empower a bold and collaborative global community that is at the forefront of trends and opportunities, enabling member firms to achieve sustainable growth for their firms, people, clients and local communities.

Appendix 2 unpacks the intent behind this statement with practical examples. Our members are committed to long-term success – staying modern, embracing change, and working together. For our member firms, growth isn't just about profit, it's about helping people and clients reach their full potential.

Our core firms focus on supporting SME businesses and mid-market clients and are highly engaged to bring our strategic themes to life.

CHANGING BUSINESS MODELS

PrimeGlobal recognizes that firm models will continue to evolve. While most member firms remain partner-owned, there is growing ownership diversity across our membership base. Regardless of structure or ownership, all firms are required to align with our Impact Statement.

We are launching this Strategy at a time of significant transformation in firm structures and business models. Mergers and acquisitions are increasing, often backed by private equity investment. New ownership models, such as employee-owned firms, are also emerging.

OUR COMMITMENT IS CLEAR

1 We will ensure our member firms are committed to long-term value and sustainable growth.

2 We will ensure that if a member firm's ownership changes the firm continues to uphold our purpose.

3 We will only admit member firms that clearly demonstrate alignment with our Impact Statement and commit to our member standards.

IMPACT STATEMENT – OUTCOMES AND KEY INITIATIVES

To deliver on our purpose, we must ensure PrimeGlobal remains a strong association. That means being financially robust, operationally agile, and visibly aligned with the positive values our member firms uphold.

Our member firms already contribute significantly to the strength of local economies – supporting growth, building trust in business, and creating long-term value. To build on the reputation of our firms, we will reflect those values by demonstrating leadership in sustainability and responsible governance. By being a member of PrimeGlobal our member firms will be able to demonstrate their commitment to positive impact.

We must ensure PrimeGlobal remains a strong association.

OUTCOMES

- Solid financial performance that gives member firms' confidence in our ability to invest and respond when needed.
- Adoption of technology to create efficiency and enable teams to focus on member value adding activity.
- Improved sustainability credentials – increasing the positive impact of our activities (such as community support) while reducing negative environmental impacts (e.g. tracking and reducing our carbon footprint).
- Agile governance structures that support timely, informed, and responsive decision-making.

KEY INITIATIVES

- Increasing our return on investment across all activities.
- Placing AI and technology at the heart of our association – improving efficiency, modelling best practice, and helping members harness digital tools for growth and collaboration.
- Enhancing our governance processes and systems to better support strategic delivery.
- Tracking and reporting the positive and negative impact of our activities – to stay accountable and continually improve.

Why change, why now?

INTRODUCING OUR STRATEGIC THEMES

Ready for Business is more than a strategic refresh – it is an ambitious, proactive vision for the future of our association and member firms. It is a call to action: to be responsive, innovative, and united in our impact.

The Ready for Business Strategy is delivered through three interconnected themes, which introduce key changes that challenge traditional models and focus on seizing new opportunities.

BUILD FIRM CAPACITY

This theme will focus on equipping firms with the talent, tools, and technology to modernize existing services, launch new offerings, scale with confidence, and deliver greater value – including attracting firms that offer a broader range of advisory services beyond our traditional base. We will also support the development of firm leadership capability to drive the required transformation.

Key changes will include:

- Embedding AI and technology at the core of our association – driving efficiency, modelling leading-edge practice, and tailoring value by segmenting events and Communities of Practice by firm size, service line, and maturity.
- Broadening membership to include firms in a wider range of advisory services.
- Expanding leadership development opportunities to reach a wider range of professionals, ensuring firms have the leadership capacity to drive transformation.

DRIVE BUSINESS OPPORTUNITIES

This theme will focus on helping member firms identify and capture new markets, services, and growth strategies. We will proactively identify and cultivate partnerships around client delivery, product development, and new market opportunities. We will also showcase firm capabilities to encourage greater collaboration and cross-firm working.

Key changes will include:

- Taking a more active role in fostering partnerships by identifying and incubating initiatives in areas such as capital raising, technology, and talent.
- Leveraging technology to showcase the capabilities of member firms and professionals enabling more strategic and effective collaboration.

ACTIVATE OUR COMMUNITY

This theme will focus on building stronger connections, deeper engagement, and shared momentum across our global association, with a particular focus on fostering connections and engagement among the next generation of professionals.

Key changes will include:

- Engaging emerging leaders meaningfully – through dedicated forums, both in person and tech-enabled – ensuring their voices help shape our direction.
- Building a strong, visible pipeline of future leaders for association and member firm governance roles.

Strategy engagement

ACROSS THE ASSOCIATION AND BEYOND

The Strategy development process was designed to ensure broad, meaningful engagement across the association and beyond. Every member firm was invited to help shape the Strategy, reflecting our commitment to transparency and inclusivity.

We engaged Regional Councils through three rounds of in-depth consultation (12 meetings, 24 hours of discussion), with Council members reaching out directly to firms in their subregions. We also expanded external engagement, incorporating insights from strategic and alliance partners, advisors, and the next generation of leaders.

Our staff played an important role in shaping the strategy, facilitating many of the meetings and collaborating to propose the impact statement that underpins our strategy.

These extensive consultations helped us identify the changes members wanted to see.

Engagement at a glance:

7
Board meetings

12
Regional Council consultations

78
Member firm / subregional meetings

700+
Strategy survey responses

12
EMT meetings

10
External partner meetings

Strategic themes

A DEEPER LOOK

To deliver our vision and meet the evolving needs of the profession, clients, and communities, we have defined three strategic themes that will guide our priorities and actions.

Each theme includes clear outcomes and specific initiatives designed to deliver measurable impact. While we will continue to invest across all three themes each year, key initiatives will be phased to focus resources and deliver priority impact. Each theme will also be assigned one strategic target to be achieved by 2030, providing a more streamlined approach enabling agility in changing circumstances.

> Each theme includes clear outcomes and specific initiatives designed to deliver measurable impact.

BUILD CAPABILITY

OUTCOMES

- Firms and their people develop advisory skills and offer targeted services.
- Firms enhance their business models by being AI- and technology-enabled, driving more efficient practices, scalable growth, and stronger advisory capabilities.
- PrimeGlobal attracts a wide range of high-quality, engaged member firms.

KEY INITIATIVES

- Deliver a rolling global leadership development program.
- Develop new advisory propositions – in areas such as legal, corporate finance, wealth management, sustainability, technology, and assurance – delivered and supported by technology.
- Implement targeted recruitment campaigns to attract high-quality firms offering diverse advisory services.

DRIVE OPPORTUNITIES

OUTCOMES

- Member firms are pro actively supported to collaborate on client delivery, product development, and new market opportunities.
- Our technology platforms enable firms and professionals to showcase their strengths more effectively, amplifying visibility and collaboration.
- PrimeGlobal showcases member firms' strengths externally to promote expertise.
- PrimeGlobal achieves consistent global coverage in capability and location.

KEY INITIATIVES

- Identify member partnering needs and pro actively project-manage solutions, with templates, tools, and resources.
- Enhance professional profiles on our technology platforms to facilitate smarter, more effective collaboration.
- Strengthen marketing, branding, and research content around key services and industries.
- Execute targeted recruitment and partnerships to enhance global coverage.

ACTIVATE OUR COMMUNITY

OUTCOMES

- PrimeGlobal has a broad, engaged membership – connecting in person and digitally – that actively promotes and takes pride in the brand.
- PrimeGlobal and its member firms are seen as champions of sustainable business practices.

KEY INITIATIVES

- Increase engagement of professionals – including next-generation leaders – through Council support, enhanced by AI and technology to enable smarter, more connected participation.
- Strengthen staff capabilities and roles to deliver the strategy.
- Review and update member standards and requirements to maintain quality and enable quick adaptation.
- Enable member firms to promote PrimeGlobal's brand and impact.
- Support member firms in adopting and sharing sustainable practices with clients and within their firms.

Tracking our progress

A SHARED RESPONSIBILITY

Delivering Strategy 2030 is a shared commitment between PrimeGlobal staff and our member firms. Together, we will bring each of our three strategic themes to life, embedding them in everything we do and ensuring they remain central throughout the life of the strategy.

> We will measure our success through clear, transparent metrics – tracking both strategic and operational progress – to stay firmly on course toward our 2030 outcomes.

TWO LEVELS OF TARGETS

Strategic targets...

high-level goals set for achievement by 2030, with one target aligned to each strategic theme. This streamlined, overarching approach ensures we remain agile and adaptable as circumstances evolve. It also enables us to adjust course as needed, responding to opportunities and challenges in a period of unprecedented change.

Operational targets...

annual, measurable objectives directly aligned to our strategic themes. These targets focus on key initiatives that require investment and directly contribute to our long-term outcomes. Operational targets form part of our annual roadmap, ensuring steady, tangible progress. As with Strategy 2025, we will review our roadmap each year, adapting it as necessary to reflect evolving member needs and market conditions.

Our delivery will unfold in phases:

2026 | 2027 | 2028 | 2029

2026 to 2028

We will focus on creating distinctive value propositions to attract and retain member firms, enhancing our internal capability to maximize engagement through our new digital platform, and maintaining governance that is agile and responsive. We will strengthen mechanisms for hearing – and acting on – the voice of the next generation of professionals.

2028 Strategic Review

We will reassess our priorities in light of a dynamic market, evaluating membership criteria, testing whether further action is needed to meet our objectives, and refining our approach to strategic risk.

Beyond 2028

We will place greater emphasis on developing leadership capabilities across member firms to drive long-term transformation and resilience.

STRATEGIC TARGETS

	May 2025	Mid-point Target by June 2028	Aspirational 2030 Target To be assessed in June 2028
BUILD CAPABILITY	**$917m** advisory services revenue.	**25%** increase in advisory services revenue. **$1.1bn** total revenue from advisory services.	**60%+** increase in advisory services revenue. **$1.5bn** total revenue from advisory services.
DRIVE OPPORTUNITIES	**47%** of member firms have revenue above **$5m**.	**55%+** of member firms have revenue above **$5m**.	**60%+** of member firms have revenue above **$5m**.
ACTIVATE OUR COMMUNITY	**35%** of firms classified as 'strongly engaged'.	**40%** of firms classified as 'strongly engaged'.	**50%** of firms classified as 'strongly engaged'.

Appendix 1

MEGA TRENDS

Trend	Firm impact
Compliance work being commoditized **More competition** **Increased audit regulation**	Firms increasingly focused on business advisory. Firms increasingly specializing. Firms using outsourcing as a standard way to deliver. Firms require an enhanced trusted community to support their clients over a range of service needs. Firms face competition from cloud-based providers. Firms considering audit conflict/quality issues.
Technology (AI), data analytics transforming services / opportunities	Firms increasingly launching new service lines – data analytics, cyber security, RPA – advisory model supported by the cloud. Firms 'full service' positioning challenged due to range of services that can be offered. Firms using AI to provide more opportunity for efficiency and new client services. Firms introducing new positions/roles to maximize benefits from technology. Firms working in partnership to maximize opportunities. Firms co-developing and partnering to win business. Firms enhancing digital marketing / business development skills. Firms investing in technology. Firms facing data privacy challenges. Firms developing cyber security skills.

See **Appendix 3** for more detail.

MEGA TRENDS (CONTINUED)

Trend	Firm impact
New talent capability required / Impact of next generation	Firms increasingly recruiting non-qualified accountants. Firm leadership changing to include non-qualified accountants. Next generation have different priorities. Highly skilled young professionals are increasingly drawn to career options offering greater flexibility, faster advancement and earlier reward. Firms changing approach to reward and progression. Firms investing in training. Firms learning to manage a diverse hybrid workforce. Firms focussed on developing next generation of leaders. Firms making the accounting profession more attractive for the next generation.
New firm business models emerging	Firms facing investment capital demands. Firms introducing alternative practice structures to provide more innovation and flexibility. Firms open to a range of ownership models to support investment and reward. Firm decision making becoming more corporate.
New forms of reporting and assurance emerging	Firms increasingly providing a range of assurance services. Firms developing skills to support sustainability reporting/assurance. Firms providing assurance over AI products.
Macro issues	Geopolitical conflicts/fracturing world/social instability. Climate change. Demographic shifts. Technological disruption. Increased regulatory action. Traditional sources of money decline.

Appendix 2

IMPACT STATEMENT – UNPACKED

Word	Meaning	Examples
Empower	**Giving member firms the resources, knowledge, connections, and confidence they need to succeed.**	Sharing actionable insights on trends, technology, and regulation. Enabling peer-to-peer learning and collaboration. Offering leadership development programs. Creating innovation labs for new ideas.
Bold	**Willingness to embrace change, challenge old ways of working, and take proactive steps – leading thoughtfully, beyond comfort zones without being reckless.**	Building a new business advisory service line after learning from other member firms. Developing an AI-readiness diagnostic using shared association resources.
Collaborative	**Sharing knowledge, supporting each other, solving problems jointly, celebrating each other's success and creating opportunities together that could not be achieved alone.**	Teaming up to serve cross-border clients. Meeting regularly to discuss real-world challenges. Co-developing service offerings. Co-hosting events, webinars, and peer reviews.
Community	**Embracing a professional ecosystem where firms connect, contribute, and grow together– united by a sense of belonging and a shared ambition**	Regional Councils actively praise and promote member firm achievements in meetings, newsletters, and events. Member firm spotlights at events.

IMPACT STATEMENT – UNPACKED (CONTINUED)

Word	Meaning	Examples
Forefront	**Keeping up with meaningful change, moving confidently with leaders, not trailing behind.**	Joining Communities of Practice. Participating in forums and training programs. Learning from early adopters.
Trends and opportunities	**Understanding and preparing for shifts early and identifying new opportunities that they create.**	Regular in person and virtual events to spot emerging trends. Regionally, creating small groups of members working on similar challenges to learn and co-create. Partner with firms to test a new idea.
Sustainable growth	**Growing steadily and resiliently by building strong capabilities, trusted client relationships, and durable business models – not chasing short-term wins.**	Developing new service lines. Completing relationship management training. Building leadership talent through programs and workations. Working with alliance partners and adopting new technologies. Reducing environmental impact through digital processes and hybrid working policies.

Appendix 3

STRATEGIC TARGETS – UNPACKED

	Where are we now	Ambition	Examples/Definitions
BUILD CAPABILITY	Our starting point is our disclosed combined advisory services revenue figures for the 24/25 year end. To add value, the new strategy will focus on helping our current firms develop non-traditional services, while we broaden membership to include firms in a wider range of advisory services.	We looked at historic trends and made assumptions on the uplift based on how we expect the strategy will impact existing members and how recruitment efforts will impact future figures. **Current member firms:** Our ambition is to help current firms expand beyond traditional compliance services, which are increasingly commoditized. 'Build Capability' theme focuses on equipping firms with the talent, tools and technology to modernize existing services, launch new offerings, scale with confidence and deliver value. This will lead to growth in advisory services revenue. **New member firms:** Our ambition is to attract firms that offer a broader range of advisory services beyond our traditional base. This would also lead to growth in advisory services revenue. *Our strategic target is to increase combined advisory services revenue by 25% by June 2028 and by 60%+ by June 2030.*	Advisory services go beyond the traditional compliance work of accounting firms – such as accounts and tax preparation, audit, tax compliance, financial statement preparation, and payroll processing. They are forward-looking and consultative, helping clients improve performance, manage risk, and achieve strategic goals. Examples include strategy and planning, financial management, risk consulting, technology transformation, corporate finance, wealth management, and operational improvement. At their core, advisory services apply accounting and financial expertise to provide insight, guidance, and solutions that support better decisions and long-term value.

STRATEGIC TARGETS – UNPACKED (CONTINUED)

	Where are we now	Ambition	Examples/Definitions
DRIVE OPPORTUNITIES	At the current year end 47% of our firms have revenue above $5m . This figure excludes smaller firms in lower-GDP countries that provide client coverage for our members. We need to ensure the profile of our firms is diverse, and the firms complement each other and add value. We need a good balance of firms in different stages in their life cycle, and a strong mix between moderate size, mid-size and large size firms. Such diversity enables value-sharing among peers while allowing firms to learn from those with the experience to help them develop.	**Current member firms:** Our strategic theme 'Drive Opportunities' will help our member firms grow and develop, by being supported to collaborate, partner and identify new market opportunities in a changing landscape. **New member firms:** Our ambition is to recruit more moderate size firms with advisory capability, ensuring further knowledge and experience is added to the association. Through both the growth of existing firms and the recruitment of advisory-focused firms, we will raise the proportion of firms with revenues above $5m. *Our strategic target is to increase the number of firms with revenue above $5m from 47% to 55% by June 2028, and to 60%+ by June 2030.*	We are a diverse association that aims to maintain an optimum balance of firms at different stages of development. To support this, we use revenue bands as a proxy for firm profile, ensuring a mix that adds value to all members. For these purposes, our revenue bands are: <$5m, $5–20m, $20–35m, $35–70m, and >$70m.

STRATEGIC TARGETS – UNPACKED (CONTINUED)

	Where are we now	Ambition	Examples/Definitions
ACTIVATE OUR COMMUNITY	Currently, PrimeGlobal measures members' engagement through several indicators in the AMS (CRM). According to our engagement indicators, 35% of PrimeGlobal firms are classified as strongly engaged. We will aim to increase this percentage through key initiatives for existing members, and recruitment of high quality engaged new firms.	**Current member firms:** 'Activate our Community' theme focuses on increasing engagement of our member firms and professionals, with emphasis on next-generation leaders and members who actively promote and take pride in the PrimeGlobal brand. **New member firms:** We will continue to recruit and attract a wide range of high-quality, engaged member firms. *Our ambition is to increase the percentage of strongly engaged members from 35% to 40% by strategy mid-point, and to 50% by the end of the strategy in June 2030.*	Our engagement indicators include platform logins, event attendance, participation in our online community groups, involvement in our governance, and member referrals.

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