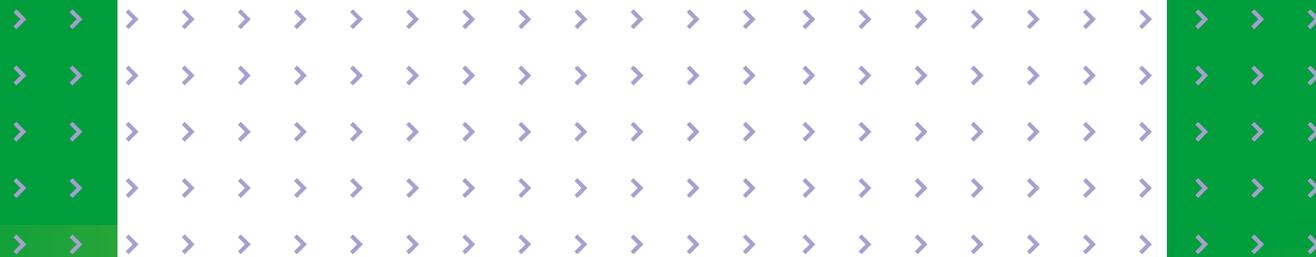


# Securing *future relevance*

—  
Strategy to 2030

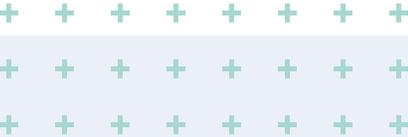


# Real world ready

The world is changing fast and with it, the role of the accountant. We can shape them both for the better.

We make it possible for more people to experience the opportunities a career in finance brings through our accessible qualifications and supportive community. We drive up standards and champion the role that our profession plays in tackling the global challenges of the future. AAT accounting professionals are empowered with the practical and technical skills that add value, create impact and deliver results in any workplace.

More than other organisations in our sector, we really understand how to help others develop practical skills. Our qualifications and career support services are rooted in vocational learning. Learning by doing.



## Our purpose

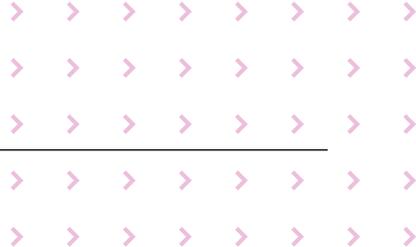
To open up access to finance careers for everyone. To inspire and develop an inclusive community of accounting professionals equipped with the real world skills needed to help business meet the challenges of our fast-changing world.

## Changing expectations

Accountants play a vital role in these times of change, supporting businesses and economies at a local, national and global level. But there is a growing expectation that they must adapt. Become more digital, data and insight-led. More focused on sustainable growth and aware of ethical considerations, helping businesses to balance profit with purpose. Businesses must be able to rely on high standards of advice and guidance from their specialist staff and advisers to reduce costs and improve productivity.

## Our role

We develop finance qualifications that ensure businesses can draw upon skilled professionals, fully equipped to meet challenges head-on. We believe everyone should have the opportunity to realise their career ambition – so we make it happen. We break down barriers, empowering more people with the real world expertise valued by organisations in all sectors. As part of the AAT community, our members belong to an inclusive association of accountancy professionals with access to a network of insights, opportunities and lifetime learning – we keep skills up-to-date, relevant and ready for business.



**We're ready to open doors**

We've been delivering status, recognition and tailored support that boosts careers, businesses and economies for over 40 years. And we remain committed to creating these opportunities in an ever-changing environment.

We're here to open doors to accountancy, finance education and training to everyone with the desire to learn – activating careers and supercharging businesses. Having a workforce that better reflects the society in which it operates is vital in underpinning economic growth.

Through partnerships, we'll continue to remove barriers and support people from different backgrounds to access a professional accountancy career and progress within it. And we help ensure talent is available and better suited to opportunities moving forward.

**We're ready to support the business community**

Of the 5.5 million businesses in the UK, approximately 85% engage the services of accountants, with the remainder employing their own in-house accountancy expertise. Over 500,000 small businesses already trust AAT licensed members to help improve their productivity and drive better decisions through effective accounting, taxation and business support.

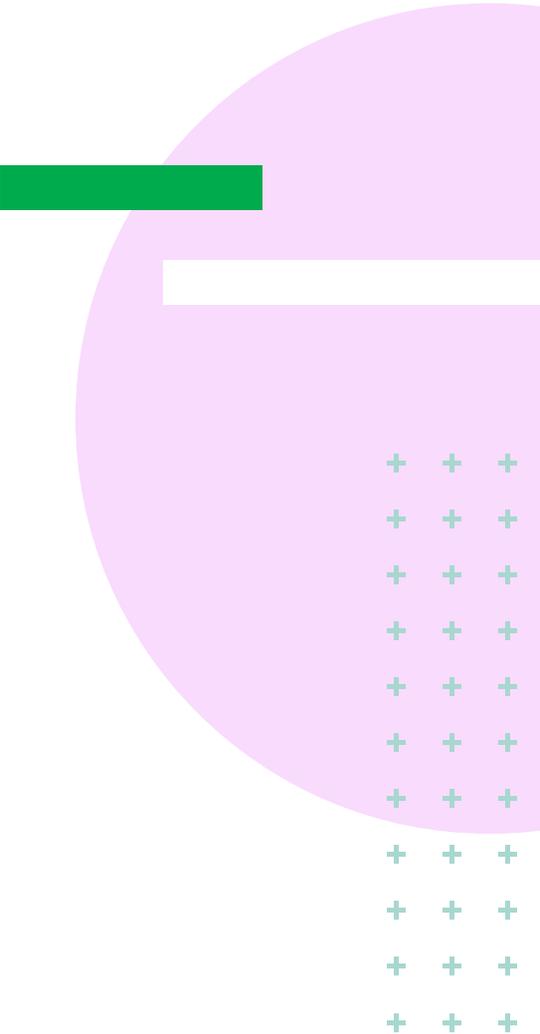
Businesses need to be able to rely on high standards of advice and guidance from their advisers to reduce costs and improve productivity. Taking the UK as an example, two-thirds of the instances of non-compliance and errors stem from the work undertaken by unregulated accountants and tax advisers. This is one of many issues we use our collective voice and influence to campaign on for positive change.

Worldwide, demand for skills associated with Accounting Technicians is rising but often not fully understood. Increasingly, businesses in the private sector are putting value on the skills that AAT members deliver. Our research shows that just under 50% of AAT members are employed by private sector or non-accountancy practice firms.

**We're ready for the future**

We recognise that the best solutions come from collaboration and we'll build on the relationships we have with key stakeholder groups. Working closely with training providers, we'll develop the channels through which people will engage in learning and develop the skills they need. And we'll work in partnership with employers to ensure that we develop our qualifications and career support resources to align with the skills they require, retaining the future relevance of our community.

This strategy sets out what we're aiming to achieve by 2030 and how we'll get there. Investment in our people and operations will enable us to thrive through transformation, including changes we intend to make and shifts in response to economic, political and societal changes around us. In a future full of opportunities, through this strategy, we will advance the recognition of Accounting Technicians around the world and their value for developing and emerging economies. As a result of this commitment, we will drive the accounting profession to evolve, adapt, and meet the challenges of tomorrow.



**At AAT, we're working to make all our *futures better.***

# Our plan

Our plan is built around three overarching themes and delivered through four core strategies. It's designed to progress our ambition for greater global relevance and recognition of Accounting Technicians.

## Our focus areas and approach

Keeping our profession relevant

Driving up professional standards

Building responsible business

### Community

We'll put our dynamic, inclusive community at the heart of every decision we make

### Partnerships

We'll develop and grow our effective partnerships with governments, professional bodies, training bodies and employers

### Digital innovation

We'll apply a digital first approach

### Evidence-based decisions

We'll consult diverse perspectives and leverage data effectively in our decision-making and share our insights with the profession

# Our *strategic* themes

## Keeping our profession relevant

### The role of accountancy professionals continues to evolve.

We have a vital role to play in advocating for our profession. Through supporting individuals joining and those already engaged to stay relevant, we'll ensure many can benefit from these changes.

Success would see those within our community in demand and thriving. By 2030, more businesses will be benefitting from the real world expertise delivered by the AAT community with greater global recognition for Accounting Technicians. There will be enhanced contributions to local, national and global economies by businesses supercharged by AAT members.

To deliver this we will:

- continue to innovate and enhance AAT's core qualifications
- deliver specialised qualifications and membership pathways recognising emerging areas of expertise
- provide lifelong learning products that address the wider skills agenda
- maximise the learning and career support we offer and make it easier to find quality work experience and job opportunities
- develop a sector-focused approach and propositions that enable borderless delivery
- strengthen our relationships with employers to support different pathways and funding opportunities to develop talent
- enhance how we engage and support our community through digital technology to extend the reach and segmentation of our offer
- develop the support and communications to our B2B partners for more effective collaboration and easier engagement with AAT
- build our insight capabilities to develop evidence-led global positions to engage governments on the role of Accounting Technicians in the profession.

## Driving up professional standards

Central to AAT's role, as both an awarding and a professional body, is a commitment to raising standards and upholding professional ethics within the accountancy profession.

The ultimate impact we are seeking is greater trust and confidence in the profession from the public. By 2030, there will be a higher percentage of individuals in the accountancy profession that hold a professional qualification and professional membership. Globally, there will be a greater drive for regulation in the profession, recognising the value that those with appropriate skills and a commitment to professionalism can deliver.

To deliver this we will:

- support the development of the Accounting Technician profession globally through partnerships with governments, professional accounting organisations and other agencies
- advocate for policy, regulatory and funding arrangements that progress our purpose
- work towards a pathway for those currently unqualified and unregulated to join our community
- continue to invest in remote assessment to improve access around the world

- strengthen the support to our licensed members and those wishing to start their own AAT practice
- develop our partnerships with educators and training providers to ensure greater access to quality, affordable, blended and digital tuition and support
- invest in our support for members in key emerging areas, such as digital skills, cyber, anti-money laundering, data and analytics
- make products and services available beyond AAT members to enable the wider profession and businesses to develop their expertise.



## Building responsible business

AAT has a clear remit to act in the public interest. As a professional membership organisation, we can enact and inspire societal change, both through our own business activity and by demonstrating leadership to our community.

Our profession has been identified as having the opportunity to play a significant role in supporting others to act more responsibly towards society and the environment. By 2030, we will have raised levels of awareness and engagement in the global sustainability agenda. And we'll continue our core commitment to social mobility with increased access to the profession for all, regardless of age, experience or background.

To deliver this we will:

- increase recognition for Accounting Technicians by promoting the relevance and value of our AAT community
- campaign for appropriate funding to enable greater access to professional qualifications with governments in relevant markets

- provide relevant products and services to help our community engage with the responsible business agenda, alongside our own commitments in how we operate
- promote pathways and opportunities for Accounting Technicians of the next generation, including hard to reach segments, to encourage improved participation
- leverage our community insight to support policymakers to develop more effective policies for wider public benefit
- support the small and medium-sized enterprises (SME) community through easy to access relevant business information and support
- embed and progress our commitments to the relevant United Nations Sustainable Development Goals.



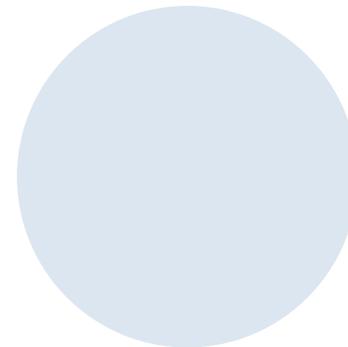
# Community-driven

Our dynamic, inclusive AAT community is at the heart of every decision we make. We're here to equip our community with the real world, practical and industry-leading expertise that's needed to activate careers, supercharge businesses and meet the global challenges of a fast-changing world.

As part of the AAT community, members belong to a vibrant association of accountancy professionals. Powered with practical and technical skills that add value, create impact and get results in any workplace, our community plays a key role as advocates for progressive change in the profession.

This means using our collective voice and influence to drive up standards, lead the next generation of talent, and champion the role that our profession plays in tackling the global challenges of the future.

We're proud of our community and the positive changes they make in society every day. Together, we lead by example to inspire and enact societal change. We are purpose driven, our aspirations focus on the impact we create for our community and the profession as a whole.



## Start

For anyone looking to kick-start their future, AAT is here for them. We'll show them how a career in accountancy can open doors to a world of possibilities.

## Grow

For those already working in finance, we will help grow their knowledge and skills to open up new opportunities to boost their career.

## Thrive

At AAT our support never stops. We'll make sure our members' technical and practical skills are always relevant, and in demand, throughout their professional life.

## Belong

It's our community of members that makes AAT so special. Giving them the support, resources and expert advice to help fulfill their career goals.

## Exceed

AAT is a charity, with a strong ethical stance on the issues that really matter.

# Supporting our community at every step



# Our results

## Our commitment for 2030 will result in:

- global recognition for Accounting Technicians, delivered through effective partnerships applying transferable and comparable standards that will increase the capacity for Accounting Technicians to make a difference across the world
- a greater breadth of talent joining the profession and an increased number of those who took that first step and achieved a level of qualification that they can build their future careers on
- increased numbers of learners progressing through the qualifications and attaining professional status
- new member categories, pathways and propositions in support of a more inclusive community and enhanced commitment to high standards of professionalism
- more employers and businesses demanding and benefiting from engaging with professional members of the AAT community
- increased engagement across all levels of AAT's community with more user-led resources and participation in special interest group activity
- enhanced activity through our stakeholder community, demonstrating real improvements in societal change and a commitment to sustainable business practices
- a greater influential position with governments and key stakeholders, stemming from AAT's impact on relevant policy areas.

“ Despite the global challenges and new demands of the profession, this is undoubtedly an exciting time, full of opportunity. It's exactly the right time for AAT to rise to the challenge, refresh our approach and commit to an ambitious programme of activity. ”

**Sarah Beale** MAAT  
AAT CEO

