

# Building the Future of ICAP: Strengthening Governance and Global Leadership

**Presenter : Sajjad Hussain Gill**  
(candidate for ICAP Council 2025- North Zone A)

# **Sajjad H. Gill - ICAP Council Candidate (North)**

## **A brief introduction**

- 26+ years of post-qualification experience; qualified CA in 3 years
- 17 years in leadership roles at global firms - EY, PwC, and BDO
- Contributed significantly to governance, quality, and leadership to embed excellence and integrity
- Elected as a member of the ICAP Northern Regional Committee (2013-2017),
- Elected as Chairman NRC 2016-17.
- Member ICAP's Technical Advisory Committee (2015-2017)
- Member ICAP's Sustainability Assurance and Ethics Standards Committee (2025).

**These experiences have provided me with valuable insights and a deep commitment to serving my professional community.**

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# My Agenda - Strengthen ICAP for the next phase of global excellence



**1. Effective Governance** - Strengthening ICAP's structure through effective delegation and accountability.



**2. Transparency & Engagement** - Rebuild confidence amongst all stakeholders through promoting openness in decision-making and meaningful engagement.



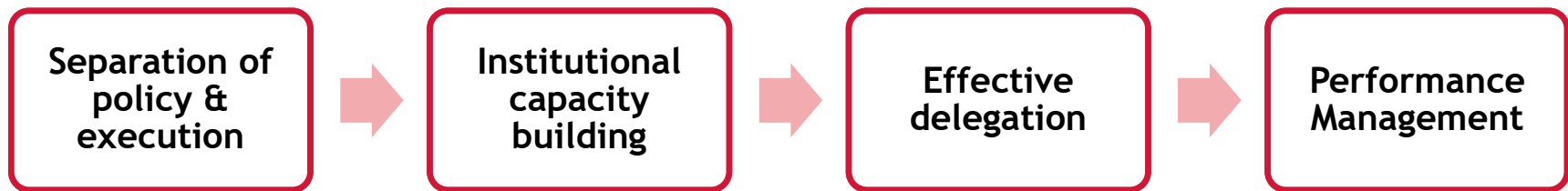
**3. Professional Excellence** - Strengthen public trust through quality oversight and compliance with professional standards



**4. Digital-first institution** - Transform member service delivery and achieve global outreach leveraging technology and innovation.

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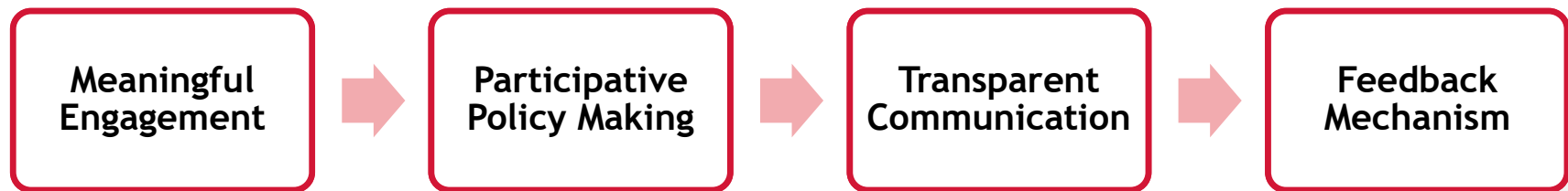
### Effective Governance



- **Focus Council's role on policy & strategy**; while empower the executive function
- Reinforce **effective delegation** of authority to the Secretariat with clear accountability
- Build **institutional capability** to effectively engage stakeholders and enable efficient member services
- **Promote transparent oversight** mechanisms to ensure delivery of executive roles

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### Transparency & Engagement



- **Proactive engagement** with members, local and overseas
- **Effectively engage regulators and international accounting bodies** to build trust and confidence with ICAP and its members
- **Participative policy making** to ensure collective wisdom
- **Transparent** communication on policy implementation and outcomes
- Encourage **open feedback channels** between ICAP leadership and stakeholders

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### Professional Excellence



- Invest in **digital enablement, capacity-building and continuous learning** for members and students
- **Enable SMPs** to upgrade local practices with leading standards
- Strengthen public trust through **quality oversight and professional standards**
- **Academic recognition** of ICAP qualification

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### Digital-First Institution



- **Digital enablement** of ICAP Secretariat, member services, council meetings, etc.
- Enable **access to affordable audit technology** to promote quality and improve documentation
- Leverage digital tools to **upskill and reskill students and members**
- Promote a **data-driven culture** to improve accessibility and efficiency

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**It is achievable - if we work together!**



**1. Effective Governance**



**2. Transparency & Engagement**



**3. Professional Excellence**



**4. Digital-first institution**

**Reach out if you have any questions, or suggestions...**  
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