



ICAP NRC Election 2025

Shuja ul Mulk, FCA

Candidate for Northern Regional Committee

Partner, Rafaqat Babar & Co., Chartered Accountants |
20+ years in Audit, Assurance & Advisory

**"I'm not here to make promises — I'm here to share
a purpose."**



My Motivation to Serve

Lifelong Passion

Chartered Accountants can drive transformation in governance and sustainability in addition to the traditional services they offer

Clear Purpose

Make NRC a bridge between practice, policy, and professional purpose

Shared Mission

I seek to add to ICAP's movement for integrity, innovation, and lasting impact through active participation through NRC.

"Let's make ICAP not just an institute — but a movement that drives integrity, innovation, and impact."



Professional Journey & Contribution to ICAP

Career Milestones

- Partner, Rafaqat Babar & Co. since 2010
- Former Manager, EY Ford Rhodes
- 10+ years as ICAP Exam Supervisor & Invigilator

ICAP Leadership

- Member, Audit Standards & Ethics Committee for 7+ years
- Dedicated mentor to emerging professionals

"From exam halls to audit standards & ethics committees — ICAP has been my second home."

Understanding Member Needs

→ Access & Visibility

North Zone B members need better pathways to CPD, networking opportunities, and professional recognition across all zones

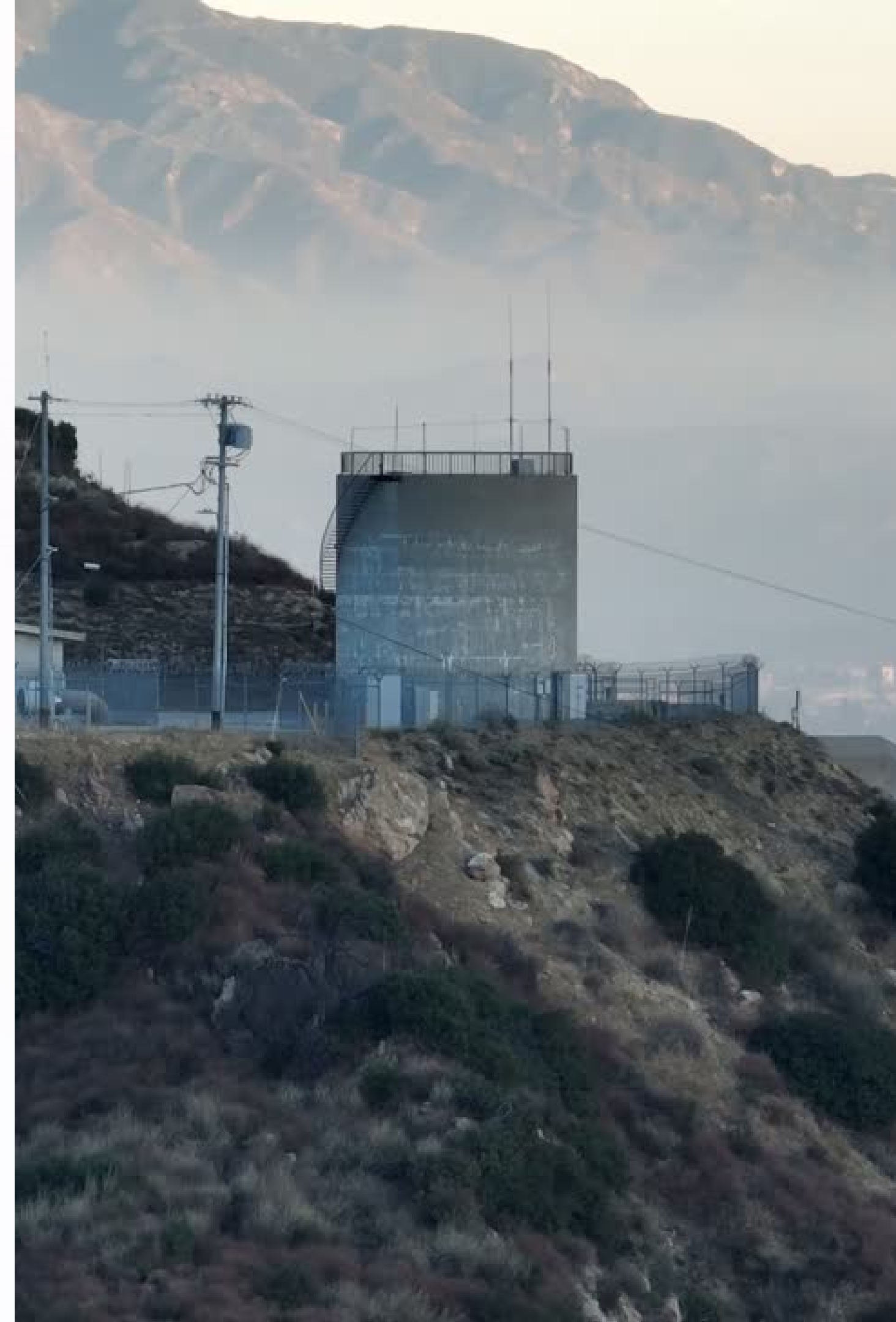
→ Strategic Linkage

Stronger connection between NRC and Council ensures our members' voices influence policy and institutional direction

→ Inclusive Growth

Professional development must reach all members—creating equitable advancement opportunities

"If Karachi is the financial hub, then the North is the heartbeat — let's make sure it's heard loud and clear."



Vision for NRC

A Connected, Empowered, and Future-Ready ICAP Community

Professional Identity

Working towards stronger recognition and positioning of CA expertise in governance, sustainability, and business leadership

Regional Access

Strengthen ICAP services availability, resources, and support systems across all available locations

Innovation & Growth

Encourage forward-thinking practice development and continuous professional education that addresses emerging challenges

"Our goal is simple — to make every member feel seen, supported, and significant."

Strategic Priorities

Enhance Member Capacity

Specialized CPDs in ESG, carbon finance, and governance to equip professionals for emerging industry demands.

Strengthen Collaboration

Exploring partnerships with academia, regulators, and development partners to expand professional influence and relevance

Empower SMPs & Young Professionals

Mentorship circles and digital tools tailored to growth challenges at every career stage

"Capacity, collaboration, and courage — three C's for a stronger ICAP."



Action Plan – Turning Vision into Reality

01

Professional Networking

Professional exchange sessions bringing members together to discuss challenges, share solutions, and build relationships

02

Mentorship Circles

Structured programs connecting senior professionals with emerging practitioners for guidance and career development

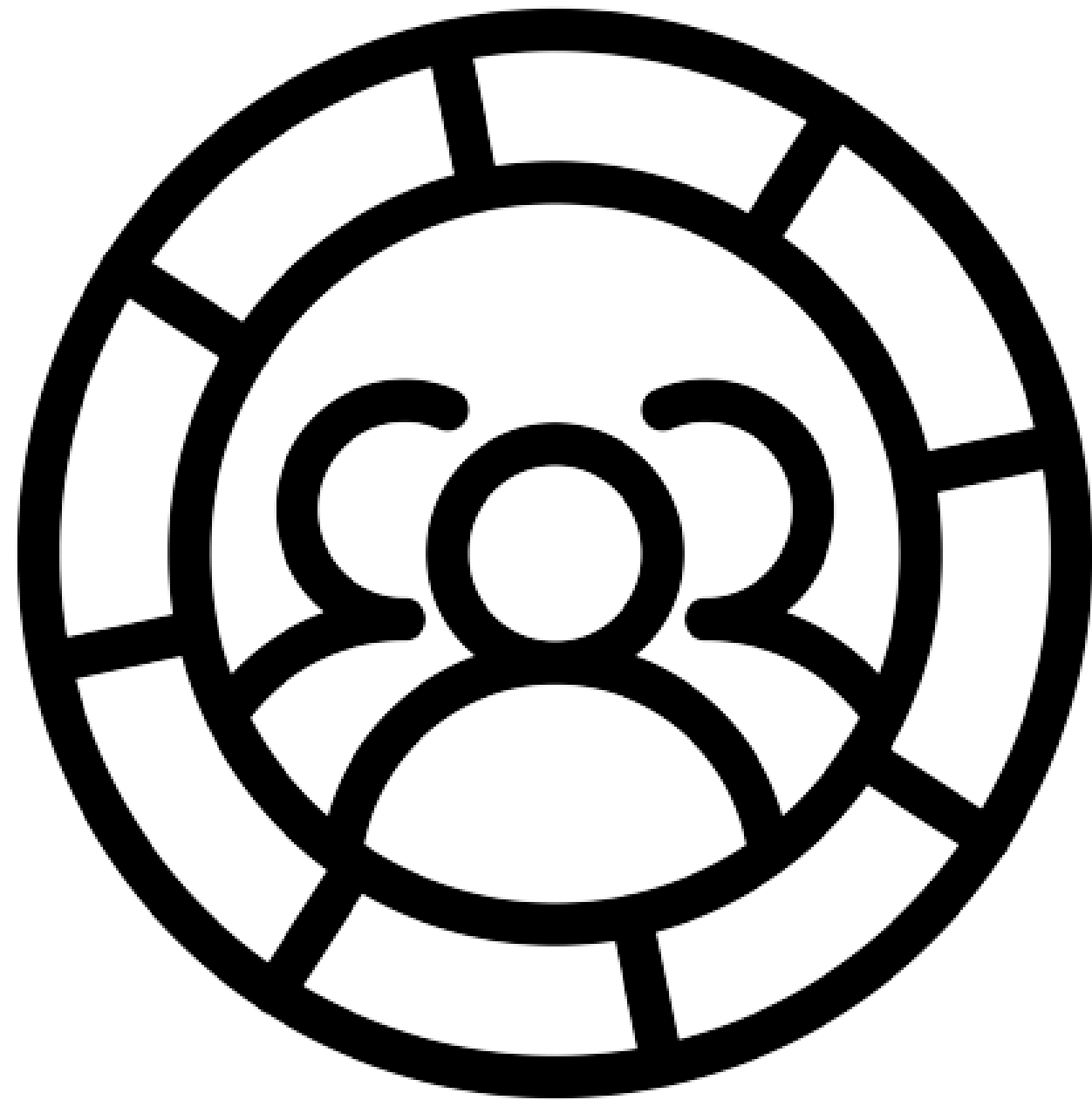
03

Digital CPDs for Remote Members

Online training programs ensuring accessibility for professionals in all zones regardless of geographic location

"If we can audit multinational systems, we can surely build one for ourselves!"





Value for Members



Enhanced Visibility

Greater professional recognition within ICAP and the broader professional community



Continuous Learning

Access to targeted training, regulatory updates, and emerging practice development opportunities



Stronger Regional Voice

Enhanced influence in institutional decisions affecting professional community



Greater Inclusivity

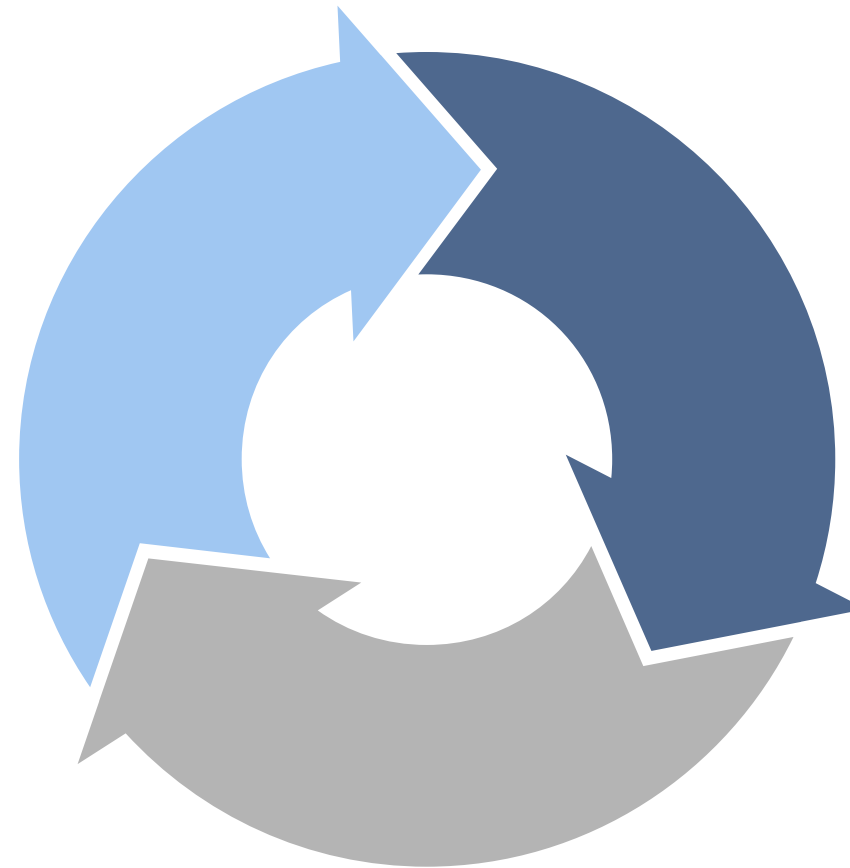
Collaborative environment where every member—regardless of firm size—finds meaningful professional engagement

"Together, we rise — because ICAP is only as strong as its members."

Leadership Approach

Transparent

Regular updates and open communication ensure members understand decisions and direction



Inclusive

Representation from all zones and all practice segments in governance and strategic planning

Accountable

Deliver measurable results on commitments, not campaign rhetoric —substance over promises

"Leadership is not about a title; it's about taking responsibility and inspiring trust."

Empowering Future CAs — Strengthening CASA & Student Engagement

The NRC's mission is clear: bridge academic excellence with professional readiness, ensuring every student finds their path in chartered accountancy with confidence, support, and opportunity.

Bridging Voices

NRC acts as a supportive bridge between ICAP and CASA, ensuring student voices shape academic, professional, and personal growth.

Real-World Exposure

Career counseling, mentorship, and industrial visits connect classroom theory with practical experience in audit, finance, and advisory.

Skill Building

Student Learning Circles guide exam preparation, soft skills, and emerging technology — transforming confidence into professional readiness.

Inclusive Opportunities

Students from smaller cities and regions gain equal access to CASA events, debates, leadership roles, and community service initiatives.

Digital Connection

A unified CASA platform enables seamless communication, real-time updates, peer feedback, and mentorship — bringing ICAP's vision of innovation to every student.

"Today's students are tomorrow's Chartered Accountants — NRC must not just lead them, but walk with them."

By investing in student development today, we strengthen the profession, build inclusive communities, and create leaders who will drive the future of chartered accountancy forward.

An aerial photograph of a city, likely Karachi, Pakistan, showing a dense urban landscape with numerous buildings and a large body of water in the foreground. Several boats, including a large ferry and several smaller sailboats, are visible on the water. The city extends to the horizon under a clear sky.

A Shared Vision

Integrity

Unwavering ethical standards in all professional and institutional conduct

Innovation

Forward-thinking approaches to emerging challenges in business, governance, and accountability

Inclusivity

Professional community where every member contributes and benefits from collective advancement

Vote for Progress

Choose purpose over position. Choose progress over politics.

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