THE INSTITUTE OF
Company Secretaries of India
भारतीय कम्पनी सचिव संस्थान
IN PURSUIT OF PROFESSIONAL EXCELLENCE
Statutory body under an Act of Parliament
(Under the jurisdiction of Ministry of Corporate Affairs)

2nd January, 2026

Inviting Suggestions on ICSI Strategic Action Plan (2026-30)

Dear Stakeholders,

Greetings from ICSI!!

We are pleased to share that the ICSI has constituted a "**Strategic Group-ICSI Ascend**" to review various activities of ICSI and recommend a five-year futuristic plan for the Institute. Accordingly, the Strategic Group has recommended a Strategic Action Plan (2026-30) comprising of key proposals to unlock the future potential of ICSI, including the following:

(i) Transforming the ICSI service delivery mechanism through digital automation
(ii) Revisiting CS Course structure, curriculum, training and assessment systems
(iii) Strengthening of three-tier system at ICSI (HQ-CCGRT-Region & Chapter Offices)
(iv) Strengthening of Subsidiaries, Review of Ethics and Governance Code/Practices
(v) Review of Professional Development Framework, Brand Equity and Global Footprints initiatives by the ICSI
(vi) Review of Human Resource Development and Digital Infrastructure

The Council of the Institute has considered the exposure draft of ICSI Strategic Action Plan (2026-30) and decided to place the said exposure draft for public comments.

Exposure draft of ICSI Strategic Action Plan (2026-30) is enclosed for ready reference of all the stakeholders.

All stakeholders are requested to provide inputs/suggestions on the "**Exposure Draft of ICSI Strategic Action Plan (2026–2030)**" by filling up the online form available at the link **https://forms.office.com/r/3PjaBdVnWK** latest by **Thursday, 8th January, 2026.**

Looking forward to your valuable inputs and active participation in this initiative of ICSI.

With regards,

CS Dhananjay Shukla
President, ICSI

EXPOSURE DRAFT

ICSI STRATEGIC ACTION PLAN (2026-2030)

[As recommended by the Strategic Group-ICSI Ascend and approved by the Council of ICSI at its meeting held on December 27, 2025]

Seeking Comments of Stakeholders

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MESSAGE

The global economic and governance landscape is undergoing rapid transformation, driven by technology, sustainability, and shifting geopolitics. Globally, organizations are rethinking strategies to stay resilient, inclusive and aligned with national priorities. India, with its strong economic base and the vision of Viksit Bharat 2047 is progressively working on strategies for innovation, business development and sound governance.

The Institute of Company Secretaries of India (ICSI), as a statutory body and thought leader in good governance, is stepping up in its role as a partner of nation's growth journey with the recommended proposals forming part of **Strategic Action Plan (2026–2030)** formulated by the "Strategic Group-ICSI Ascend". This forward-looking plan aims to align ICSI activities with emerging expectations of stakeholders by leveraging the digital technology and adopting best practices as part of organisation culture of ICSI.

The coming era belongs to technology driven professionals equipped with diverse skill sets to fulfil the needs of industry and the Company Secretaries are expected to be future ready to accept the tasks beyond traditional roles of compliance and governance, and prepare themselves for anticipating challenges, leveraging strengths and meeting stakeholder expectations. ICSI is geared up to develop those future ready Company Secretaries by leveraging technology, aligning the course structure, training & assessment methodologies, and continuous professional development activities at par with the global standards. All these aspects form part of the recommendations made in the Strategic Action Plan of ICSI.

We would like to express our sincere gratitude to all members of the "Strategic Group – ICSI Ascend" for their valuable contribution in formulating the Strategic Action Plan (2026-30) for the ICSI with all-encompassing stakeholders' consultation under the dynamic leadership of CS Ranjeet Pandey, Former President, ICSI and Chairman of the Strategic Group.

We also commend the dedicated efforts put in by the Secretariat in inviting, collating and analysing the various suggestions received from the stakeholders and placing the broader recommendations before the Strategic Group under the overall supervision of CS Asish Mohan, Secretary, ICSI.

To ensure active participation of all stakeholders in shaping the ICSI journey ahead, particularly in the next five years, we hereby place this Strategic Action Plan (2026-30) for public consultation and make a clarion call to all stakeholders of ICSI including members, students, regulators, corporates and industry leaders to provide their feedback on various proposals forming part of it.

We are sure that our collective inputs will further enhance the effectiveness of Strategic Action Plan (2026-30) and lead the ICSI on a progressive journey of governance and professional enrichment.

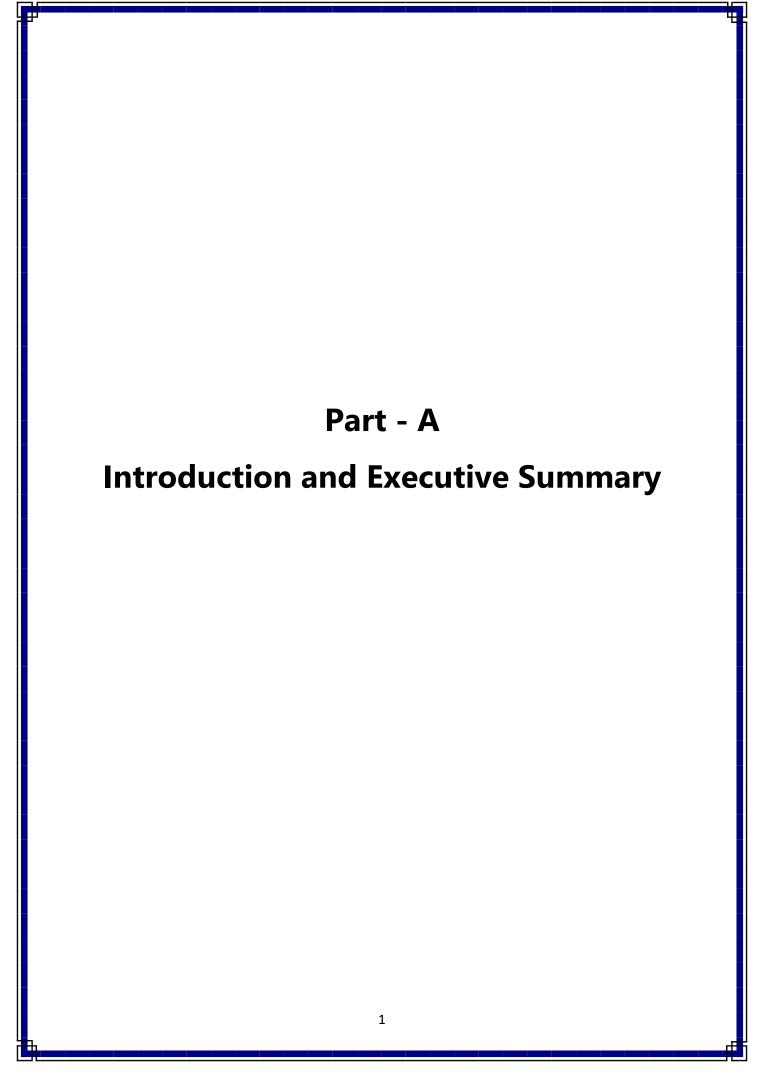**CS Dhananjay Shukla**   **CS Pawan G. Chandak**
President, ICSI   Vice-President, ICSI

Date: 2nd January, 2026

Index

Contents	Page No.
Part A: Introduction and Executive Summary	1
Part B: Proposals- Strategic Action Plan (2026-30) I. Improving Organizational Efficiency II. Ethics and Governance III. Strengthening CCGRT & Establishing Education and Skill Development Centres (ESDCs) IV. Strengthening Regional Offices and Chapters (3-Tier System) V. Course Structure of Company Secretaryship VI. Course Curriculum Upgrade and Contents of Company Secretaryship VII. Training Structure of Company Secretaryship VIII. Professional Development Framework IX. Brand Equity X. Expanding ICSI's Global Footprint XI. Digital Infrastructure	8
Part C: Implementation of Strategic Action Plan I. Proposals requiring approval of the Council and amendments in the Guidelines II. Proposals requiring approval of the Council and amendments in the Regulations (with the approval of Central Government) III. Proposals requiring amendments in the Company Secretaries Act, 1980	26

Part - A

Introduction and Executive Summary

Introduction

India's developmental journey has witnessed a deep and significant transformation in the last decade. The world economy currently is witnessing a mixed phase. Our economy has grown faster than most others and is expected to remain strong this year. At the same time, India is looking ahead with a giant vision of Viksit Bharat 2047. It focuses on creating jobs, improving education and healthcare, boosting technology, and ensuring growth that benefits everyone. From green energy and electric vehicles to AI in farming and healthcare, India is preparing for a future that is sustainable and inclusive. Challenges like climate change still exist, but these efforts offer real hope for a better tomorrow.

The Institute of Company Secretaries of India (ICSI) has always taken a forward-looking approach in aligning itself parallel with the vision of Government of India. This reflects its optimism and commitment to building the nation through its evolving vision plans charting out key strategies for the Institute consistently aligned with the changing business & economic landscape and needs of its stakeholders. As the Membership base of ICSI closes to 80,000; the Institute is expanding its physical as well digital infrastructure across the country to meet the various requirements of the stakeholders.

Understanding the notion of "Change being the only constant", ICSI is continuously working towards strengthening the profession locally and globally by bringing new measures to service delivery to stakeholders and reinforcing ICSI's commitment to excellence in good corporate governance.

Five-year Strategic Action Plan (2026-30)

The ICSI continually focuses on enhancing transparency, and building ethical business practices as core foundations of corporate governance, which directly support the vision of Viksit Bharat. By developing professionals having requisite skills in compliance, governance, sustainability and advisory functions, the ICSI is fostering the creation of a strong corporate ecosystem of India.

To unleash the future potential of ICSI and to suggest a strategic blueprint for the Institute, the ICSI has constituted a **"Strategic Group-ICSI Ascend"** to make suitable recommendation to the Council with the following composition:

Sl. No.	Name	Designation
1.	**CS Ranjeet Pandey** Former President- ICSI, Chairman-Academic Board and ESG and Sustainability Board of ICSI	Chairman
2.	**CS Manish Gupta** Former President and Council Member, ICSI	Member
3.	**CS Pawan G. Chandak** Vice-President, ICSI	Member
4.	**CS Anand Kumar Das** Company Secretary, IndusInd Bank Ltd.	Member
5.	**CS Dinesh Makani** Founder & Director, IBS Group (India & Singapore)	Member
6.	**CS N.K. Jain** Corporate Advisor and Former Secretary & CEO, ICSI	Member
7.	**CS Pradeep Ramakrishnan** Executive Director - International Financial Services Centres Authority (IFSCA)- Representative of IFSCA	Member
8.	**CS Pramod Kumar Rai** Company Secretary and Associate General Counsel, Nestlé India Ltd.	Member
9.	**CS Savithri Parekh (Ms.)** Company Secretary and Compliance Officer, Reliance Industries Ltd.	Member
10.	**CS S.C. Sharada (Ms.)** Founder- S.C. Sharada & Associates, Company Secretaries	Member
11.	**Dr. Jitendra Mohan Bhardwaj** CISO and Business Head- Cyber Security, TATA Advanced Systems Ltd	Member
12.	**Prof. Prateek Sharma** Vice Chancellor, Delhi Technological University	Member
13.	**Prof. Biju Varkkey** Faculty-HRM, IIM-Ahmedabad	Member

The Strategic Group – ICSI Ascend was constituted mainly to review various activities of the ICSI, including SWOT analysis and recommend a five-year futuristic plan for the ICSI. The Strategic Group had the privilege to draw upon the valuable inputs and suggestions given by the various stakeholders that ensured informed deliberations and futuristic recommendations.

The Strategic Group discussions were focussed on complete review of activities undertaken by the ICSI including the mode of delivery to meet changing stakeholders needs and creating a strong framework of governance and sustainability. Since such a mammoth exercise could not be completed without the inputs of stakeholders, the Strategic Group followed a consultation-based approach with different stakeholders to ascertain their feedback and make suitable recommendation to the Council. It includes consultation with the following:

Sl. No.	Stakeholder	Mode of consultation
1.	ICSI Members, Students and Employees	Anonymously- through online feedback questionnaire
2.	All Directorates and Team ICSI	In-person meeting with ICSI-HoDs & Regional Directors
3.	Members of ICSI Regional Council and Chapter Managing Committees	Meeting through Video Conferencing and invited feedback through online questionnaire
4.	Industry Bodies & Regulatory Authorities	Online Feedback Questionnaire
5.	Central Council Members	Feedback Questionnaire
6.	Former Presidents & Secretaries of ICSI	Meeting with Former Presidents and Feedback Questionnaire for former Secretaries

To ensure inclusivity and credibility, the Strategic Group took a collaborative approach. Based on the feedback received from various stakeholders of ICSI, the key areas for recommendation were identified to achieve the objectives of ICSI.

In alignment with these priorities, a comprehensive SWOT analysis was conducted. The analysis highlighted significant strengths such as statutory recognition, a large professional and student base, and opportunities for global networking. It also identified weaknesses, notably limited proficiency in advanced IT skills. Furthermore, the analysis revealed promising opportunities in emerging professional roles across diverse sectors, while acknowledging critical threats posed by rapid technological disruptions, increasing competitive pressures, and the need for continuous skill development.

Based on above, this draft Strategic Action Plan (2026-30) has been drawn for public comments.

Executive Summary

The profession of Company Secretaries has significantly evolved, like any dynamic profession, and is still marching ahead to achieve new heights in emerging domains of professional opportunities. The pace and direction of this change is being shaped by shifting stakeholder expectations, external circumstances, intrinsic strengths and limitations, and a more competitive marketplace. Therefore, it is essential to keep a careful eye on these variables in order to develop future plans and solutions that work.

The **Exposure Draft of ICSI Strategic Action Plan [SAP (2026-30)]** offers a detailed blueprint to transform ICSI into a globally recognized institution and to remain relevant, competitive, and future-ready. It ensures a strategic positioning of Company Secretaries as practitioners capable of guiding complex regulatory, supervisory, and enforcement systems and contributing toward sustainable economic growth.

The **SAP (2026-30)** has been developed in the backdrop of some very significant global and national economic trends. The consultations with members, students, employees, regulators etc. have contributed immensely to the proposals made in the Strategic Action Plan.

SAP (2026-30) mainly covered the following areas for making recommendations:

1. **Improving Organizational Efficiency:** This incorporates rationalization of structures by integrating existing functional domains, cells, and committees at headquarters with the aim of eliminating overlaps and redundancies. Centralized delegation of powers, through revised guidelines and SOPs, will enable approvals by Functional Heads within specified limits, thus allowing the leadership to focus on strategic policy. Responsibilities of members of Council will be clearly oriented towards strategic oversight, with a reduction in operational loads, coupled with increased accountability for the secretariat.
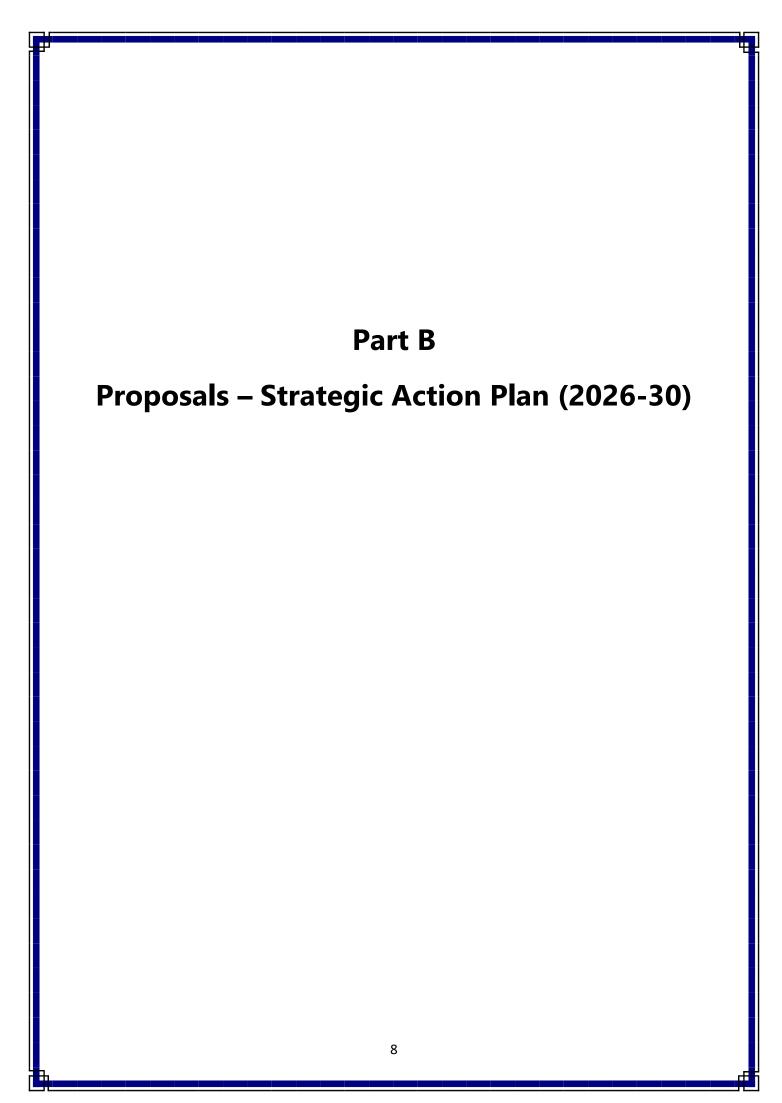
Emphasis on talent acquisition through competency-based recruitment and succession planning for key positions. Training programmes, performance appraisals, Career Progression Pathways, Succession planning, review of recruitment, promotion and transfer policies etc. are recommended.

Achieve efficiency in operations of various subsidiaries of the ICSI. In the case of ICSI- International ADR Centre, proposal it to set up a separate secretariat and the 'Board' having independent Chairman.

2. **Ethics and Governance:** Inculcating ethical codes and best practices into systems of governance; establishing mechanism for performance evaluation of the Councils, its committees, and their members through scorecards containing qualitative and quantitative parameters. Third-party assessments and publishing the results could also be considered. Similarly, performance evaluation of respective directorates of ICSI is also proposed.

3. **Strengthening CCGRT & Establishing Education and Skill Development Centres (ESDCs):** A centralized research Centre is proposed at one of the CCGRTs. Other CCGRTs can be converted into Education and Skill Development Centers (ESDCs) for educational and training needs of students, members and other stakeholders.

4. **Strengthening Regional Offices and Chapters (3-Tier System):** In developing a strong 3-tier system, this will involve decentralizing works to regional offices and chapters for better stakeholder engagement. This is to be undertaken with the provision of resources to the regional offices, increased staffing. Governance codes to be applied uniformly at ROs/Chapters.

5. **Course Structure of Company Secretaryship:** Proposing revised course structure of CS course by introducing Foundation Programme (online mode with centralized classes) followed by Executive Programme; and the Professional Programme (in physical classroom teaching mode with experiential learning). It is proposed to integrate CLDP as part of professional programme by introducing the unique concept of experiential learning with 30% weightage to practical assessment and 70% weightage to regular examination assessment.

6. **Course Curriculum of Company Secretaryship:** Modernize the syllabus to include contemporary topics like artificial intelligence, data privacy and more focus on ESG, among other emerging portfolios and opportunities for the profession of Company Secretaries.

7. **Training Structure of Company Secretaryship:** It is proposed to review existing training structure to reduce the overall course duration as well optimize the training period. At Professional Programme, integration of experiential learning is suggested to provide a blend of practical and theoretical coverage focusing on various compliance, e-filing, governance, advisory and professional skills.

8. **Professional Development:** It is recommended to consolidate national programmes organised by the Headquarters and decentralizing others events as regional events with complete autonomy to regions /chapters to organize such events. Review of CPE framework and other measures are also part of the proposal.

9. **Brand Equity:** ICSI to focus on strategy to strengthen the positioning and visibility of Brand ICSI across national and international platforms. The proposal includes increasing digital outreach, unified brand identity and communication, revamping of ICSI website to make it interactive and user-friendly.

10. **Expanding ICSI's Global Footprints**: It is proposed to leverage ICSI's overseas centers and enhanced collaborations with foreign bodies to promote global governance agenda. Initiatives such as executing MoUs/MRAs with global governance and compliance bodies to enable capacity building and recognition pathways may also be considered. Establishment of International Network of Governance Professionals (INGP) is another proposal to ponder upon. The proposal also emphasizes global advocacy for ICSI standards and representation in international bodies such as OECD and ICGN etc.

11. **Strengthening Digital Infrastructure:** The proposal highlights the need for a robust digital infrastructure to fulfil the needs of stakeholders such as smart classrooms, online services to members, students, automation of internal processes, Mobile App, Chatbot, Centralized Helpdesk/ Portal, Agenda and ATR Management, Educators' Databank, Members Community Portal, Digital Dashboard of Events, Digital Learning and Professional Development Activities.

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Part B

Proposals – Strategic Action Plan (2026-30)

SL. NO.	PROPOSAL	JUSTIFICATION
	I. IMPROVING ORGANIZATIONAL EFFICIENCY	
1.	**Consolidation and alignment of functions of Secretariat with Committees of the Council** *Objective:* (a) To consolidate related functional verticals and streamline associated committees to reduce overlaps and eliminate duplication of efforts. (b) The entire Organisational Structure will be aligned with core functional areas for delivering greater value to stakeholders.	• Optimize resource utilization • Enhance organizational efficiency • Enable better coordination • Effective pooling of resources • Focused operations • Create synergy • Improve responsiveness
2.	**Strengthening Governance in various Boards constituted by the Council** *Objective:* (a) To modify the tenure of the Boards constituted by the Council of ICSI to be *co-terminus* with the Council's term. (b) To suggest criteria for Selection, Nomination, Rotation, Diversity and Tenure of members of the Boards.	• Ensure Board Diversity • Maintain continuity on the Boards
3.	**Alignment of Guidelines with Functional Verticals of the ICSI** *Objective:* To review and consolidate ICSI Guidelines to align with respective functions.	• Avoid duplicity and overlapping of provisions under different guidelines. • Enhance overall functioning • Facilitate better clarity and interpretation
4.	**Performance Evaluation of the Council, its Committees and Functional Domains**	• Strategic alignment

	Objective: (a) To develop a Committee Scorecard with both quantitative and qualitative evaluation parameters. (b) To propose external third-party evaluation mechanism to ensure objectivity. (c) A brief of Evaluation to form part of the ICSI Annual Report for better transparency and disclosure. (d) To propose performance evaluation framework for various Functional Domains of ICSI.	• Clear identification of roles and responsibilities • Ensure accountability and transparency • Uniformity in assessment of functional domains
5.	**Building work environment fostering professional excellence and long-term engagement** *Objective:* (a) To align evolving organizational goals, stakeholders' expectations and employee aspirations. (b) To attract, nurture, and retain talent within ICSI (c) To review HR policies including recruitment, promotion, transfer, training, succession planning, career progression, and performance evaluation and lay emphasis on implementation.	• Create a motivated workforce to deliver excellence in services • Ensure transparency, fairness, and growth opportunities for all employees. • Position ICSI as an employer of choice, committed to empowering its workforce and driving organizational success through robust HR practices.

6.	**Strengthening the various subsidiaries of the ICSI**
	
	 6A. ICSI Institute of Insolvency Professionals (ICSI-IIP) and ICSI Registered Valuers Organisation (ICSI- RVO)
	 Objective:
	     (a) Streamlining of internal functioning of the Companies.
	
	 6B. ICSI – International ADR Centre
	 Objective:
	     (a) Strengthening the governance structure with clear policies and create Independent Board
		• Strengthening the Secretariat and streamlining of Operations.
		 • Focus on improving governance, operational excellence, and resource optimization
		 • Ensure delivery of high-quality services

	(b) Streamlining of internal functioning of the Company **6C. Institute of Governance Professionals of India (ICSI-IGPI)** *Objective:* (a) Redefine objective of the company and explore new avenues (b) Creating dedicated Secretariat for the Company independent from ICSI	

	II. ETHICS AND GOVERNANCE	
7.	**Fostering an ethical culture to attain the larger goal of good governance** *Objective:* To strengthen governance and accountability by reviewing and updating the *Guidelines for Good Council Practices* and the *ICSI Code of Conduct and Ethics for Council Members and Senior Management* in line with evolving ethical and governance norms	To promote best practices in governance and ethical conduct.

	III. STRENGTHENING CCGRT & ESTABLISHING EDUCATION AND SKILL DEVELOPMENT CENTRES (ESDCs)	
8.	**Centralised ICSI CCGRT and ICSI Education and Skill Development Centres (ESDC)** *Objective:* (a) To designate one ICSI-CCGRT to act as a world class Centralized Research Centre (CRC). (b) Remaining CCGRTs should be transformed as Education and Skill Development Centres (ESDCs) mainly to impart education and skill development for students perusing professional level of CS Course. (c) To establish sufficient number of Education and Skill Development Centres (ESDCs) to cater the needs of students and members.	• Facilitating research on various projects, legal and policy matters as assigned from time to time. • ESDCs to facilitate Experiential learning for Students.

	IV. STRENGTHENING REGIONAL OFFICES AND CHAPTERS (3-TIER SYSTEM)	
9.	**9A. Empowering the Regions of the Institute** *Objective:* (a) Equip Regional Offices adequately, greater accountability of Regional Directors and their respective Secretariat. (b) 2 days Induction Training for Members of the Regional Council (once every four year) focused on capacity building and grooming them. Regional Council Members in turn, to guide Members of the Managing Committees of Chapters within their respective regions, for leadership excellence. (c) **Promote active participation in Flagship Programmes**: Regional Council Members / Office bearers, to actively participate at Flagship programmes of the Institute to demonstrate commitment and leadership. (d) **Good Council Practices (GCP):** Apply the GCP currently applicable to the Central Council to the Regional Council for consistency and governance excellence. (e) Active engagement of Regional Offices as fully resourced Placement Centres offering high-quality pre-placement training and localized employer engagement. **9B. Empowering the Chapters of the Institute** *Objective:* (a) Provide for adequate staffing, Continuous Training and Grooming of Resources posted at the Chapter offices. (b) Effective Performance Monitoring of Chapters by Regional Directors and Compliance Framework to ensure adherence to Guidelines of the institute. (c) **Mentorship Scheme:** Proper induction and Training to be imported to Managing Committee Members of chapters by the Regional Council Members through mentorship scheme. (d) MIS system and performance evaluation framework with Mandatory review of chapters by	• Empower Regions and Chapters • Strengthen three-tier structure of ICSI. • Create a culture of excellence, collaboration, and proactive leadership. • Greater accountability • Leadership development • Inspire commitment • Enhance governance best practices • Regular performance reviews. • Strengthening of Chapters through skilled staffing, continuous training • Strong compliance and monitoring framework • Build synergy across all levels • Deliver exceptional value to stakeholders.

	Regional Council on a quarterly basis, substantiated by Reports. (e) Chapter Managing Committee Members / Office bearers, to actively participate at Flagship programmes of the Institute to demonstrate commitment and leadership.	• Greater Accountability.

V. COURSE STRUCTURE OF COMPANY SECRETARYSHIP

| 10. | **Altering the Course Structure of Company Secretaryship Course**

Objective:
To completely overhaul Company Secretaryship course structure for enhanced learning outcomes, practical exposure, and global competitiveness. | • Centralized online classes or physical sessions at Chapters/ESDCs, and continuous assessment to build deeper understanding of concepts
• Communicative learning to build better connect with the Institute and cultural understanding of the profession.
• Emphasis on experiential learning by incorporating practical aspects of CLDP
• Elective modules for deeper knowledge and flexibility of choice
• Revised passing criteria ensuring higher standards.
• Holistic, transparent, and student-centric programme. |

Existing	Proposed
CS Executive Entrance Test (CSEET) **CS Executive Programme** **CS Professional Programme**	**CS Foundation Programme** **CS Executive Programme** **CS Professional Programme**

10A. CS Foundation Programme (nomenclature to change in the regulation)

Alternative 1: Complete Online Mode with centralized classes by ICSI HQ and Doubt clearing session	*Alternative 2:* Physical Class Room Teaching in chapters/ESDCs

10B. CS Executive Programme

Alternative 1: Complete Online Mode with centralized classes by ICSI HQ and Doubt clearing session	*Alternative 2:* Physical Class Room Teaching in chapters/ESDCs
Your suggestion: Alternative 1/ Alternative 2	

One Alternative will be selected on the basis of collective decision of the Council and stakeholders' feedback received

10C. CS Professional Programme

(a) Completely physical through class room teaching at Regions/Chapters/ESDCs.
(b) Elective Module teaching though online mode and alternative options for working professionals.
(c) Experiential learning by including CLDP practical aspects within the course structure.

Duration of Classes (3 months for each mandatory module)

10D. Assessment Criteria:

(a) 70% (weightage be given for marks secured in regular examination assessment)

(b) 30% (weightage be given for marks secured in monthly assessment at Foundation/Executive level and Practical learning at Professional level)

10E. PASSING CRITERIA

For One Module: A candidate shall be declared to have passed in one module if he/she secures at one sitting a minimum of **50% marks** in each paper and **55%marks** in the aggregate of all papers of that module and shall be declared to have completed the executive/professional programme.	**For Both Modules:** A candidate shall be declared to have passed in Both Modules— If taken simultaneously and if he/she secures at one sitting, **a minimum of 50% marks in each of the papers** of both modules and **55% marks in aggregate** of all the papers put together;

Provided a student who has secured **60% or more marks in any paper of a module, will be exempted** from appearing in that paper subject to fulfilling other requirements and the **aggregation criteria of 55% will be applicable for remaining papers of that module.**

10F. Exemption from Physical classroom

Physical classroom learning may be exempt in certain exceptional categories such as working professional or students who are pursuing CS Course from foreign countries. For students seeking such exemption an option may be given for learning through online mode i.e., virtual labs or weekend physical classes, as may be determined, with approximately 8 hours of learning per week for 96 hours.

The assessment in such cases will be same as in physical classroom.

VI. COURSE CURRICULUM UPGRADE AND CONTENTS OF COMPANY SECRETARYSHIP

11.

Recommended Syllabus Structure

Programme	Proposed No of papers and the coverage
CS Foundation Programme	**Four papers** **Recommended areas:** Business Communication | Business and Corporate Laws (with 60% weightage for Company Law basics) | Fundamentals of Accounting | Business and Economic Environment.
CS Executive Programme	**Recommended Areas** Jurisprudence and General Laws | Company Law | Securities Laws | Business Formation and management (setting up of business/start-ups, etc.) | Taxation | Accounting and Financial management | Economic Laws & IPR | Labour Laws

- Align Company Secretaryship Course with evolving corporate landscape and global best practices.
- Foster specialization, adaptability, and global competitiveness.
- Modernizing syllabus to include emerging domains such as ESG, sustainability, digital governance, AI, and fintech.
- Future-proof the profession and equip learners with the knowledge and skills necessary to thrive in a technology-driven

| | CS Professional Programme | **Suggested Areas to be covered in the Mandatory Modules:** Governance and compliance **\|** Audit & Assurance (Secretarial, Internal, Tax audit, Labour Audit and other relevant audits) **\|** Corporate Restructuring & Transaction Advisory **\|** Insolvency Laws & Practice **\|** Fund Raising/Corporate Finance **\|** Drafting, appearances, Adjudication and Advisory

Elective Module one module to be chosen out of Five Modules) Each Elective Module will have two papers

Suggested Areas for Elective Module: Environmental and Social Governance **\|** Competition Law **\|** IFSCA **\|** BFSI **\|** Alternate Dispute Resolution **\|** Data protection, Privacy, Machine tools **\|** Advanced Direct Tax Laws **\|** IPR **\|** Strategy and Risk Management | and sustainability-focused business environment.
• Specialized electives, and bundled modules at both Executive and Professional levels. |

VII.   TRAINING STRUCTURE OF COMPANY SECRETARYSHIP

12.	**12A. Short-Term Training**					• Shorten the overall course timeline, encouraging more students to enrol. • Experiential learning through simulations, compliance labs, and real-world projects will provide hands-on exposure. • Exemptions from training for eligible candidates to further enhance flexibility of course. • Immediate distribution of the ACS certificate upon course completion to recognize
		SIP – Student Induction Programme	**TDOP – Three-Day Orientation Programme**	**EDP – Executive Development Programme**	**CLDP – Corporate Leadership Development Programme**	
	Duration	One Day	Three Days	15 Days (Physical)	Integrated with experiential learning at classroom level	
	Eligibility	Newly registered students of **CS Foundation Programme**	Newly registered students of **CS Executive Programme**	After passing **CS Executive Programme**	For **Professional Programme** students	

12B. Long-Term Training – Practical Training Under PCS / Company / other entities

Objective:
Structured training programme under PCS/CS in employment or other entities.

	Option 1	**Option 2**	**Option 3**
Duration	12 months	15 months	21 months
Eligibility	After clearing **CS Professional Programme**	After clearing **CS Professional Programme**	After clearing **CS Executive Programme**

12C. Exemption from Long term training
Exemption will be provided for working professionals and other eligible candidates as per the criteria determined by the Council.

12D. Convocation Ceremony / Distribution of Membership Certificates
Objective:
Convocation to be held at ESDCs twice in a year for awarding membership after course completion.

12E. Empowering Educators
Objective:
(a) To introduce a Programme for Empanelment, Engagement and Empowerment of Educators.
(b) To create a comprehensive and centralised Educator's data bank to maintain an organized repository of qualified educators across regions.

achievement without delay, reinforcing motivation and professional pride.
- Educators Empowerment Programme to ensure a strong pool of qualified educators, fostering excellence in teaching and learning.

	VIII. PROFESSIONAL DEVELOPMENT FRAMEWORK	
13.	**Consolidation of National Programmes** *Objective:* (a) To optimise the number of National Programmes to be organised by the Headquarters in a Council Year to the following three programmes only: - National Convention of Company Secretaries - National Conference of Practicing Company Secretaries - ICSI National Awards for Excellence in Corporate Governance (b) To encourage Regional Councils and Chapters to organise other programmes (viz. Government initiated Programmes, new legislations, Women's Conference, Sustainability Conference, Conference of Student CS, Conference on Insolvency & Valuation, Foundation Day of the Institute, Capital Markets Week, PCS Day etc.) strictly in physical mode on the themes as may be decided by the ICSI-HQs at the beginning of the year. (c) Regional Councils and Chapters be encouraged to organise the programmes in training/workshops mode for capacity building of members.	• Better planning, improved execution, and higher participation in flagship events of ICSI. • Strengthening the Institute's visibility and reputation • Encouraging ROs & Chapters to organise other thematic programmes in physical mode to promote inclusivity, address local requirements, and foster greater engagement.
14.	**Liberalisation of Regulatory Framework for PCS** *Objective:* (a) To suggest discontinuation of PCS Orientation Programme and merge it with curriculum of CS Professional Programme (b) To allow solicitation of work (c) To allow Networking of PCS Firms	• Structured orientation at Professional Level of CS Course. • Availability of wider avenues for the profession and taking growing competitions.

	(d) To liberalise advertising		• Liberalising advertising guidelines, permitting solicitation of work and allowing networking will help scale up activities of PCS/PCS Firms.
15.	**Digital empowerment with AI enabled interface** *Objective:* (a) To integrate the independent platforms of UDIN and ECSIN Portal to avoid duplication and inconsistencies. (b) To revamp and upgrade the PCS Portal with advanced features, improved navigation, and interactive tools, making it a one-stop solution for practitioners and fostering a culture of excellence and continuous learning. (c) To develop Members' Portal with AI Enabled Interface		• ICSI Service platform at one place. • Provide a platform for PCS to showcase their professional services. • Enable corporates, start-ups, LLPs, NGOs and individuals to search and engage PCS. • Simplify processes, ensure accurate data synchronization, and deliver seamless and efficient experience for members
16.	**16A. Fostering a culture of Specialisation and Skill Development** *Objective:* (a) Revamp PMQ/ Certificate Courses for updated content and relevance. (b) Physical certification courses for hands-on learning (c) Joint Certificate Courses and tie-ups for additional qualifications (d) Certified Training of Trainer Programme to build expert trainers (e) Virtual Knowledge Clinics and repository for knowledge sharing and problem-solving (f) MoUs with Universities for PhDs in specialized Programmes		• To provide enhanced capacity building and skill development avenues for members. • To provide opportunity to connect and engage with members in different domains.

	(g) Members Community Portal on ICSI website **16B. Innovative Learning Formats** *Objective:* (a) Micro-learning modules (mini certification courses of 30 mins) (b) Virtual Reality (VR)-based boardroom simulations (c) Gamified compliance training (d) AI-driven personalized learning paths (e) Mentorship and peer-learning networks	• To adopt best available technologies in imparting learning.
17.	**Revisiting the Continuous Profession Education (CPE) Framework** *Objective:* (a) To increase number of CPE Credits to be obtained by the member in a year from 20 to 24: *CPE Credits in the composition as under*: • 8 structured CPE – (for physical programmes) • 16 Unstructured CPE (for virtual mode participation at event) (b) Regular communication with members to ensure compliance of CPE requirements with heightened sensitisation during January till March, regarding the importance of CPE. (c) Continual information sharing with members about shortfall in CPE in current year and how to remain compliant with CPE requirements by registering and attending the upcoming ICSI events. (d) To restrict award of "Structured CPE Credits" for virtual mode participation at physical events organized by the ICSI. (e) Award of CPE Credits in PMQ / Certificate/ Crash Courses only at the completion of respective course.	• To foster a culture of continuous learning and professional development. • To make professional development more engaging and accessible for members. • Increased requirement for unstructured CPE credits will encourage members to participate in more online webinars and virtual programmes, leveraging the flexibility and convenience of digital learning. • Further, to maintain the integrity of structured learning, Structured CPE credits will be awarded only to members

	(f) To bring out a scheme for enrolment of future professional development programmes in the immediate next quarter to complete the shortfall of CPE instead of providing extension of 3 months after March 31. (g) To provide self-assessment module at the end of each quarter to enable members to complete CPE requirement.		attending ICSI events through physical mode, ensuring consistency and fairness. • CPE credits for ICSI Courses upon successful completion, to reinforce the value and purpose of these programmes.
18.	**Modalities for bringing out the ICSI-Publications** *Objective:* (a) All research-based publications (other than those developed by the different Boards constituted by the Council of the Institute) to be developed by ICSI-CCGRTs and placed before the Professional Research and Publication Committee of ICSI for approval. (b) Guidance Notes to be brought only by the Boards such as Auditing Standard Board (ASB), Secretarial Standard Board (SSB), etc. (c) Regions and Chapters to be restricted from bringing out publications. (d) E-catalogue of all ICSI publications (e-version) to be developed for sale through major publications portal. (e) International Standard Book Number (ISBN) to be mandatory to facilitate efficient distribution, sale and branding of ICSI publications.		• To enhance quality and impact of ICSI publications • Ensure uniformity in structure, consistency in content, and alignment with the Institute's vision • Creating research-based publications at CCGRT. • Strengthen credibility of ICSI publications and provide members and stakeholders with reliable, well-structured, and insightful knowledge materials.

	IX. BRAND EQUITY	
19.	**19A. Outreach and Engagement** *Objective:* (a) To position ICSI and CS as torch bearers of good governance and sustainability in corporate world (b) To actively partner/ associate with global, national bodies and Regulators/Government **19B. Extensive Print & Electronic Media Campaigns** *Objective:* (a) To build outreach through targeted write-ups in English & Vernacular Newspapers (b) To create extensive campaigns for different stakeholders and utilise Radio Broadcasts, TV Promos & Series on Business Channels for Brand promotion (c) To partner with Media for mega events **19C. Digital Outreach & Usage of social media** *Objective:* (a) To build connect through AV clips, Success stories, governance "bytes", Conversational Podcasts (b) To promote ICSI Mega Events and Initiatives through Reels and Video Promotion. **19D. Unified Brand Identity & Communication** *Objective:*	• Create a value-driven ecosystem to ensure branding of ICSI. • Foster ICSI international footprint. • Strategic synergy with Government, Regulators, Industry, and Media houses will enhance ICSI's position as a Premier body in Corporate Governance. • Active and passive branding to position CS as a premier governance profession. • Dynamic social media strategy to attract youth with success stories to create aspirational value for CS profession.

	(a) To create a Comprehensive Brand Document with pre-approved templates & marketing collaterals for use across all ICSI Offices. (b) To strengthen the review process for outbound communications / promotions and conduct Periodic Review of brand touchpoints. **19E. Developing user friendly interactive website** *Objective:* (a) To provide for guided navigation (b) To develop individual portals for ICSI Mega Events	
	X. EXPANDING ICSI GLOBAL FOOTPRINTS	
20.	**20A. International Positioning and promotion of ICSI and Company Secretary profession through ICSI Overseas Centres** *Objective:* (a) To establish Country Specific Facilitation Centres (b) To leverage ICSI's established Overseas Centres as strategic launchpad for ICSI's international positioning and promoting ICSI and CS Profession (c) Promoting ICSI Guiding Principles on Stewardship, ICSI Principles on Climate Change Governance and Secretarial Standards as global in Governance. (d) To explore setting up registered legal entities for remaining Overseas Centres (e) To develop a Standard Operating Procedure (SOP) /Professional Development Framework (PDF) for Overseas Centres. **20B. Seeking avenues for collaboration / MoU / MRA** *Objective:*	• Strengthen presence and enhance visibility of ICSI Overseas Centres • Enable structured operations and compliance abroad. • Establishing INGP, making governance professionals "Globally Ready", advocating for ICSI standards globally, and capacity building for foreign nationals will enhance ICSI's global standing.

(a) To collaborate with renowned global Institutions for academic research, and expand ICSI's global footprint through new MoU/MRA with international governance, accounting, and professional bodies. (b) To partner with High Commissions & Embassies to promote ICSI events (c) Advocacy for the adoption of ICSI Secretarial Standards/ Stewardship Principles etc.) by International Organisations. (d) To explore benchmarking of CS qualifications with other international agencies. (e) To position ICSI as a member of Jury, Board, Forum, Council Committees in global reputed organisations such as OECD, ICGN, CISI, CSIA. (f) To organise Capacity Building and Skill Training in the field of GRC (Governance, Risk, Compliance) for Foreign Nationals. **20C. Establishing International Network of Governance Professionals (INGP)** *Objective:* The ICSI may explore the feasibility of establishing INGP to serve as a global platform aimed at fostering knowledge exchange, collaborative research, dialogue on emerging governance trends, and collective advancement of international governance standards. **20D. To position Company Secretary professionals on a global platform** *Objective:* To enhance capabilities of CS Professionals through globally recognised certifications, and specialised training programmes.	• Ensure regulatory compliance, operational efficiency, and deeper global engagement • Boost influence • Position ICSI as a global governance leader and increase international recognition.

XI. DIGITAL INFRASTRUCTURE		
21.	**Integrating Digital Transformation and Artificial Intelligence in ICSI functioning** *Objective:* (a) To continue to strengthen digital infrastructure at ICSI by ensuring adequate classrooms for teaching and training across the country and upgrading ICSI-IT systems to deliver seamless online services to stakeholders. (b) To create a comprehensive digital dashboard for events. (c) to deploy a fully operational CS placement platform with intelligent matching algorithms to provide real time resume of available candidates for any vacancy posted in the portal.	• Robust Digital infrastructure to improve service delivery • Modernizing digital capabilities to deliver seamless online services. • Expanding digital learning platforms to ensure accessibility and continuous growth

Part III

Implementation of Strategic Action Plan

ICSI aims to emerge as a resilient, innovative institution driving governance excellence and economic trust globally. The Strategic Action Plan will not only strengthen ICSI's leadership in India but also establish its presence internationally, contributing significantly to sustainable economic growth and creating new opportunities for professionals worldwide.

Implementation of Strategic Action Plan

The Strategic Action Plan (SAP) will be implemented in three progressive phases:

- **Phase I:** Proposals requiring approval of the Council and amendments in the Guidelines

- **Phase II:** Proposals requiring approval of the Council and amendments in the Regulations (with the approval of Central Government)

- **Phase III:** Proposals requiring amendments in the Company Secretaries Act, 1980

This phased approach will ensure structured execution, adaptability to changing governance needs, and alignment with ICSI's vision of becoming a global leader in corporate governance.