



## **Welcoming Speech**

**Yang Mulia  
Hajah Rashidah binti Haji Sabtu  
Managing Director  
Brunei Darussalam Central Bank (BDCB)**

Global Good Governance (3G) Summit 2025

Tuesday, 15 Zulkaedah 1446 corresponding to 13 May 2025

Balai Khazanah Islam Sultan Haji Hassanal Bolkiah (BKISHHB)

Bismillahirrahmanirrahim Alhamdulillah Rabbil 'Aalameen,  
Wassalaatu Wassalaamu 'Alaa Asyrafil Ambiya E'walmursaleen,  
Sayyidina Muhammadin Wa'alaa Aalihee Wasahbihee Ajma'een

Yang Mulia

Dato Seri Setia Dr Haji Norarfan bin Haji Zainal  
Rector of Universiti Islam Sultan Sharif Ali

Yang Mulia, Dr Humayon Dar, Chairperson of Cambridge IFA

Distinguished Speakers and Respected Panellists,

Esteemed International Delegates

Ladies and Gentlemen,

Assalamualaikum warahmatullahi wabarakatuh, and a very warm welcome to Brunei Darussalam.

1. Alhamdulillah, it is with great pleasure to welcome all of you to the 2025 Global Good Governance Summit — a platform that continues to bring together some of the most committed minds and organisations shaping the future of our world through ethical, inclusive, and sustainable governance. I would also like to extend my deepest appreciation to Universiti Islam Sultan Sharif Ali (UNISSA) for giving me the honour to deliver the welcoming remarks today.
2. Hosting this year's summit here in Brunei Darussalam is deeply meaningful for us. As a nation, we place great importance on principled leadership, transparency, community well-being, and environmental responsibility — values that are echoed in the very mission of the 3G Summit.
3. This year's theme, "**Transformative Governance for Health, Environment, and Community Sustainability**," could not be timelier. The interconnected crises we face — from climate change and global health challenges to widening inequalities

— demand not only policy reform but a fundamental rethinking of how we lead and govern. It is a call for innovation, courage, and collaboration.

4. At the Brunei Darussalam Central Bank, we see every day how governance intersects with economic and financial resilience, community trust, and long-term sustainability. We believe that institutions — whether in finance, public health, or education — are at their strongest when they are responsive, inclusive, and driven by values, not just outcomes. In the financial sector, trust is the cornerstone of a well-functioning financial system. Previous financial market meltdowns have shown us that the lack of trust in financial systems can lead to damaging consequences. Thus, the Central Bank has a crucial role in maintaining monetary and financial stability in the country to sustain depositors' and investors' confidence or trust in the domestic financial sector. In Islamic finance, integrity holds an even more foundational place through upholding high standards of ethical behavior. To that end, much of the regulatory reforms that have been introduced by central banks including our own central bank over recent years, have focused on strengthening the governance of financial institutions, as part of our mandate to foster a safe and stable financial system, that can support overall economic growth.

Ladies and Gentlemen,

5. This summit brings together a remarkable group of leaders — from government, community organisations, business, and academia — all united by a shared commitment to building stronger, fairer, and more resilient societies. Your presence here today is a testament to the power of dialogue and collaboration, as well as the belief that no matter how complex our challenges are, we are stronger when we face them together.
6. I would like to take this opportunity to congratulate the organisers of the 3G Summit — Cambridge IFA, Universiti Islam Sultan Sharif Ali through the Faculty of Islamic

Economics and Finance and to all those working behind the scenes – in making this event a success. I also wish to congratulate in advance all the individuals and institutions who will be recognised at the 10th Global Good Governance Awards. Your work inspires and reminds us of all the difference and impact that integrity can make.

7. Let us use this summit not only to share our experiences and ideas, but to listen deeply, challenge assumptions, and commit ourselves to tangible and lasting change — change that places our people, planet, and purpose at the heart of governance.
8. With that, it is my great pleasure to officially open the Global Good Governance Summit 2025.

Thank you.

WABILLAHIT TAUFIQ WAL HIDAYAH  
WASSALAMUALAIKUM WARAHMATULLAHI WABARAKATUH