

2015

GOVERNANCE, ORGANISATIONAL  
DEVELOPMENT AND COMMUNICATIONS

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As an institution that serves in the best interest of the nation, the Bank has always placed great emphasis on strengthening its governance standards and internal capabilities. This sustained focus ensures that the Bank can effectively deliver its mandates with the highest level of professionalism, credibility and integrity. The Bank's robust internal governance starts from the strong oversight role exercised by the Board of Directors. The Board of Directors oversees the institution's general policies, administration, performance in delivering its mandates, management of risks, financial management, and reserves and currency management. The observance and practice of good corporate governance is emphasised at all levels of the Bank's operations.

In order to drive and deliver the Bank's mandates, priority is placed on having highly capable professionals in both technical and leadership roles. The Bank's code of ethics dictates the need for the Bank's staff to act with the highest level of professionalism and integrity. During the year, the Bank continued to focus on initiatives to attract and retain the right calibre talent, including investing to build their leadership, analytical and surveillance skills. Much of the work within the organisation requires teamwork and collaboration across the many job functions and departments.

The Bank also places high priority on the availability of a reliable and secured Information and Communications Technology (ICT) infrastructure to support critical functions such as payment systems, surveillance, monetary operations, data collection, and decision-making. Independent reviews and development work are regularly undertaken to ensure the resilience and continuous availability of the Bank's critical ICT infrastructure.

Given its high public accountability, the Bank communicated extensively with stakeholders including the media, economists, analysts, fund managers, parliamentarians and the public. These engagements were aimed at deepening the awareness of the Bank's stance, policies and actions, and for the Bank to understand the perspectives and views of stakeholders.

### GOVERNANCE

#### **Effective oversight by the Board of Directors**

The Board of Directors (the Board) comprises the Governor, the three Deputy Governors and the Secretary-General of the Treasury as ex-officio members, and seven independent non-executive members. The Board is supported by three Board committees, namely the Board Governance Committee, Board Audit Committee and Board Risk Committee, which comprise exclusively of non-executive directors.

During 2015, two Board members completed their terms and four new Board members were appointed. As a result, the size of the Board increased from ten to twelve members, with seven independent non-executive directors. The Board approved the appointment of two new external members to the Monetary Policy Committee (MPC), who began their two-year tenures in April 2015. This marks the first time that the MPC has included members from outside the Bank and increases the total membership of the MPC from eight to ten members. The new appointments add to the diversity and collective experience, expertise and knowledge of the Board and the MPC, further strengthening the Board's oversight of the Bank and delivery of the MPC's functions.

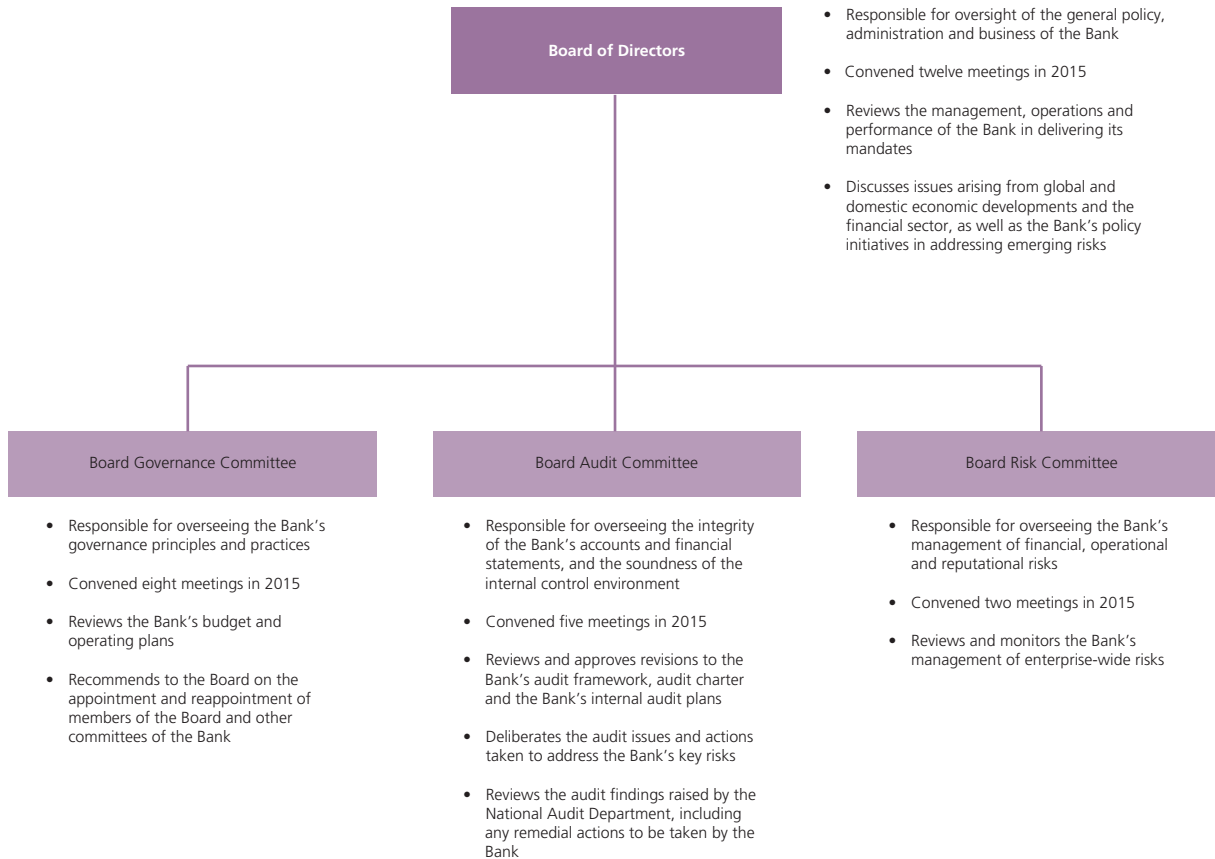
Throughout the year, the Board continued to have frequent engagements with the Bank's senior management and exercised strong oversight of the Bank's annual strategic planning, performance, risk management, finances and international reserves. The Board was also apprised on the progress of the Bank's key projects in the areas of investment and treasury operations, currency management, statistics and data management, and the Bank's ICT infrastructure.

#### **Risk management supported by robust governance**

The Bank's robust risk governance framework ensures the integrity and continuity of the Bank's operations even under very dynamic and challenging situations. In anticipation of emerging risks, risk mitigation strategies are put into place. These risks could emerge from various scenarios,

Chart 5.1

## The Board and Board Committees



Source: Bank Negara Malaysia

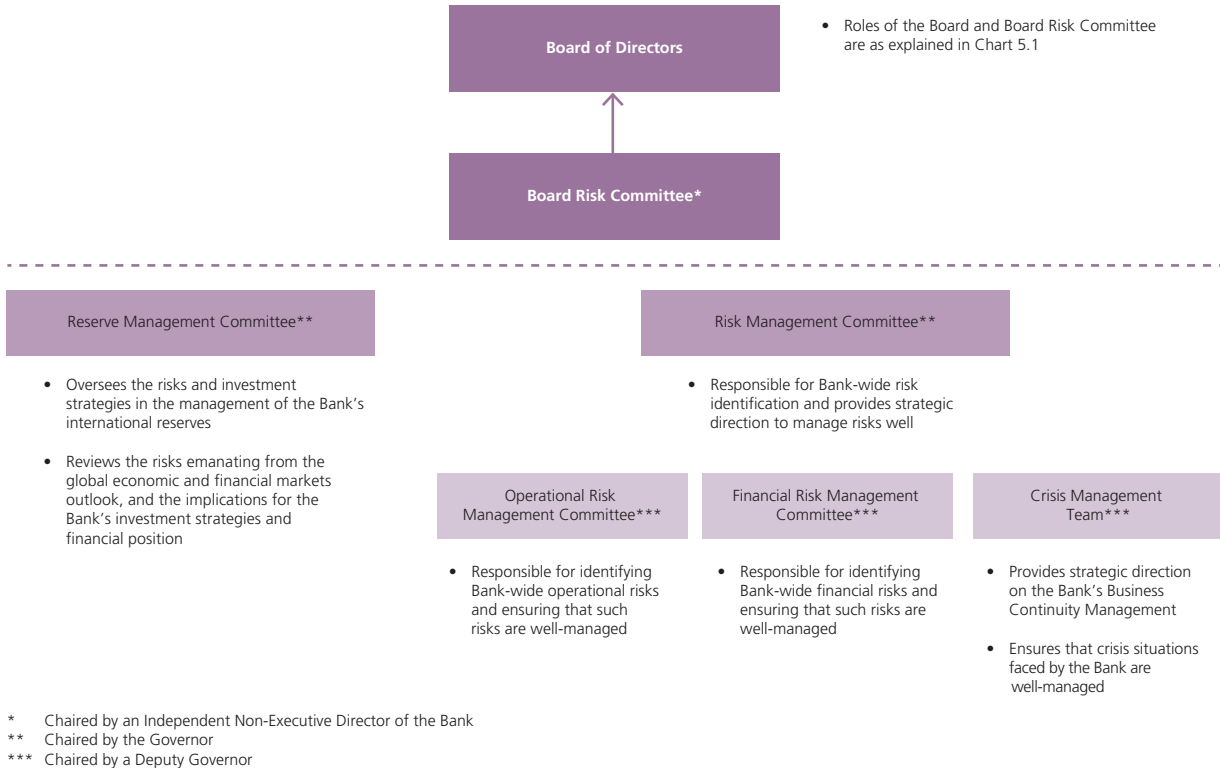
which include changes in the domestic and external environment, new global standards or contagion from crisis, or proliferation of social media.

### The Bank further developed its risk appetite and tolerance statements following the availability of more granular data

Enterprise risks are reviewed holistically at the highest level. The Board, supported by the Board Risk Committee, reviews the risk assessments as part of its oversight role. The senior management of the Bank conducts regular risk assessments through various internal risk management committees, as explained in Chart 5.2.

In 2015, the Bank refined its risk appetite and tolerance statements based on the availability of more granular risk data. These statements communicate to the Bank's staff the senior management's expectations on the level and type of risks that the Bank is willing to tolerate in implementing its strategies. This enables more informed decision making that takes into consideration the risks involved in the implementation of strategies and daily operations, and pre-emptively considers appropriate mitigating measures. Risk management is inculcated among the Bank's staff through targeted risk awareness programmes, such as workshops and knowledge sharing sessions. The integration of risk management and business planning also promotes a more mature risk management culture. This minimises the occurrence of negative outcomes, either from planned activities or due to unforeseen events.

**Risk Management Governance Structure**



Source: Bank Negara Malaysia

The monitoring of the Bank's overall risk profile is facilitated by having more comprehensive risk dashboards and reports. These include more granular information gained through departmental self-assessments and analysis of transversal risks that detect emerging threats across the Bank's activities. Examples of transversal risks include people, legal, technology and information security risks. The results from these reports and related mitigation strategies are then deliberated at the Bank's risk committees.

**Strengthening business continuity management practices**

There are sustained enhancements to the Bank's business continuity management. This is to ensure the delivery of the Bank's core business functions under any circumstance, even in situations of a crisis. Rigorous crisis simulation exercises based on multiple scenarios were conducted in 2015. These scenarios were designed to identify gaps, in particular interdependencies that require improvements in internal coordination. The Bank also engaged with financial institutions, the National Security

Council and other stakeholders to ensure that crisis management arrangements are well-integrated, both internally and externally.

The simulation exercises result in the adoption of latest practices and technologies to ensure that the Bank's crisis management arrangements remain effective. Examples include measures to deal with pandemic and natural disasters based on recommendations by the World Health Organisation, and learning from events such as the spread of the Middle East Respiratory Syndrome coronavirus, and the earthquake which occurred during the year in Sabah.

**Strong internal controls and assurance**

The Internal Audit Department (IAD) provides an independent assurance of the adequacy and effectiveness of the governance processes, risk management measures and internal controls at all levels across the Bank. The Bank's risk management function is subject to the IAD's review to provide assurance that the Bank's key risks are well-managed.

The auditor's reports, recommendations and the audited department's responses are actively deliberated at the Board Audit Committee (BAC), which meets on a quarterly basis. The BAC provides direction to the IAD on further actions that need to be taken to ensure that the audit issues are properly rectified by the management of the audited departments. In support of the IAD's effectiveness and impact, the BAC provides continuous guidance to strengthen the internal audit approach and methodology. The audit issues and rectification actions are also elevated to the senior management of the Bank for awareness and to ensure that proper follow-up actions have been taken. This in turn allows the BAC to support the Board in overseeing the effectiveness of the Bank's overall internal control environment.

The IAD also provides assurance to the Bank's related entities on the risk management and internal control systems of the entities. Audits are conducted to ensure that the activities of these entities do not pose undue risks to the Bank. The outcomes of the audits, and recommendations to improve controls and processes, are shared with the related entities' senior management and board of directors. The interventions to address the audit issues remain the primary responsibility of the respective entity.

The IAD adopts a risk-based audit approach where critical areas are subjected to more frequent review and all departments are audited at least once within a three-year audit cycle. During the year, the IAD completed the audits based on its plan, in addition to performing other ad-hoc audit assignments and investigations.

In 2015, the IAD audited the Bank's reserve management, finance operations and back-office functions, currency operations management, and the Bank's representative offices in London and New York. The audits were to ensure completeness of information and accuracy of records and financial data. Other major assessments included the areas of governance, internal controls and processes in the formulation of prudential policies, human resources management and legal advisory services. The IAD also completed ICT audits, including on the Bank's critical ICT application systems for currency management, retail payment infrastructure and operations, and credit bureau services (Central Credit Reference Information System or CCRIS).

The IAD's audit methodology and work processes were further strengthened during the year with the review of its audit charter and audit framework for the Bank's subsidiaries and related entities. Measures were also identified to improve the quality of audit assurance through the IAD's self-assessment against the International Professional Practices Framework issued by The Institute of Internal Auditors. The IAD also conducted surveys to seek feedback from its auditees and stakeholders, including the Board and senior management of the Bank, and the National Audit Department, on the quality of its audits and their expectations. The capabilities of the IAD's auditors were continually strengthened through training in areas such as treasury, accounting and ICT.

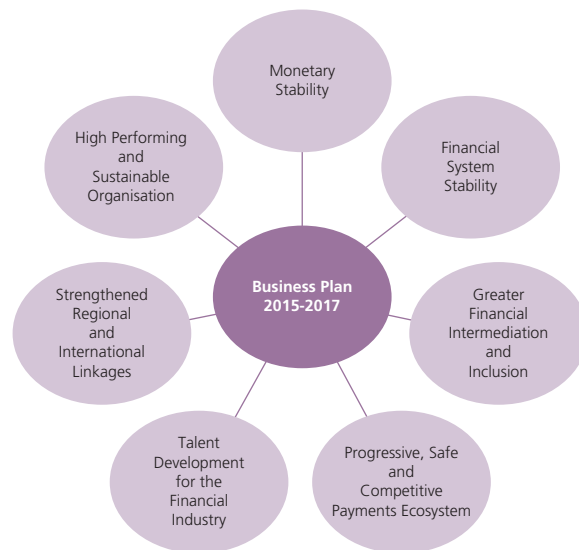
## ORGANISATIONAL DEVELOPMENT

### Focus and clarity of the Bank's outcomes

The Bank's Business Plan 2015 -17 (Business Plan) provides staff with clarity of the Bank's key outcomes and strategies over the medium-term. This includes their specific roles and the required collaboration with others across the Bank to achieve those outcomes. The Business Plan outlines seven key focus areas as shown in Chart 5.3. These include monetary and financial system stability, greater financial

Chart 5.3

### The Business Plan's Seven Focus Areas



Source: Bank Negara Malaysia

intermediation, financial inclusion and consumer empowerment. The Bank also focuses on strengthening the payments ecosystem and deepening ties with regional and international economies. Talent development for the Malaysian financial industry is also a key focus area given the need for a ready pool of highly capable talent who will also act with the highest levels of responsibility, good governance and ethics. To effectively meet all its mandates, the Business Plan makes clear the expectation that the Bank places upon itself to be a high performing and sustainable organisation. This includes the continuous investments in strengthening its internal capabilities and resources.

**Financial management and internal service excellence**

The Bank’s investments in its people, ICT and physical infrastructures were undertaken with prudent financial management and a cost conscious culture. The Bank continues to contain its operating expenditures at sustainable levels through stringent criteria and processes for the approval of budgets.

The Bank uses good project management principles for greater operational effectiveness and efficiency. The Bank’s key projects cover areas such as investment and treasury operations, currency management, statistics and data management, and upgrading the Bank’s ICT infrastructure to support the national payment and settlement systems and internal operations of the Bank. The skill sets of staff involved in project management were enhanced to improve project governance, risk management, quality standards, contract and vendor management, stakeholder engagement, and monitoring and controls.

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The Bank continues to adopt prudent financial management, improve project management discipline and capabilities, and pursue internal organisational efficiency

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The Bank’s Centralised Shared Services (CSS) continued to improve the delivery, quality and cost-effectiveness of corporate services provided

within the Bank. This was achieved through the refinement of service level agreements to provide clearer standards of delivery, better management of third party services, leveraging on the creativeness of in-house talent and enhancing the CSS service portal, as a single online interface for the provision of common services. Qualified vendors were also empanelled for more efficiency when the Bank procures goods and services.

The Bank adopts stringent procurement processes which are clearly specified in its policy and procedures for procurement management. The policy and procedures are underpinned by the principles of transparency, clear accountability and governance, process and product standardisation, open and competitive tendering processes, and risk management.

**Competent and progressive workforce**

The Bank places a high priority on continuously investing in attracting, developing and retaining its talent. The Bank’s initiatives are designed to ensure that its talent proposition remains relevant and competitive. The human capital policies and strategies in the Bank are constantly being adapted to keep pace with the changing landscape of talent management. These trends include the shifts in talent mobility, technological change and new talent management practices.

As illustrated in Chart 5.4, the Bank adopts an integrated approach in its talent management. The Bank’s talent management framework links its business strategy with talent demand, talent supply and the management of people risks. In 2015, the Bank conducted a comprehensive review of jobs and accountabilities, including the

**Chart 5.4**

**The Bank’s Talent Management Architecture**



Source: Bank Negara Malaysia

knowledge and skills required to perform those jobs. This exercise was conducted for staff holding critical roles to ensure that the jobs are aligned to the Bank's Business Plan and are consistent with the Bank's succession plan.

The Bank's talent management initiatives focus on preparing its talent base for readiness and fit to assume greater managerial and leadership responsibilities. Efforts are directed towards ensuring a healthy succession pool, particularly for critical positions that enable the Bank to continue achieving its mandates. As shown in Chart 5.5, the succession planning framework involves targeted leadership development programmes for all levels of staff across the Bank. This approach reinforces the Bank's overall talent management architecture, ensuring that the right people are in the right jobs. Coaching and mentoring help to build competencies and readiness, and instil

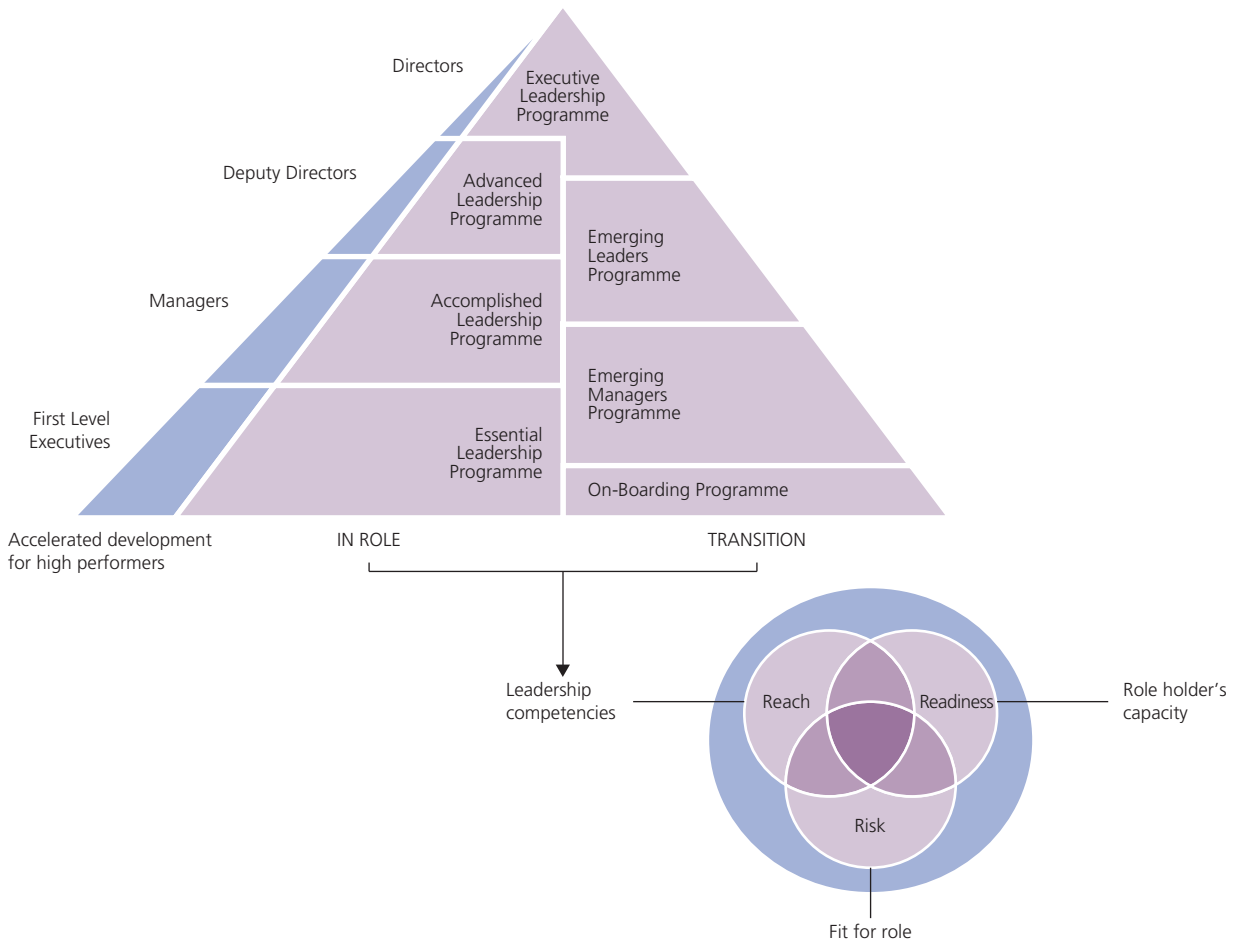
the desired corporate culture among successive generations of central bankers.

Sufficient resources are directed towards ensuring a healthy succession pool

The Bank has practised differentiated performance rewards as part of its efforts to attract, motivate and retain talent. This is accompanied by on-going initiatives to foster and reinforce the values of the Bank. The Bank's code of ethics provides clear standards of conduct to guide staff, including the obligation to act with the highest standards of integrity. Breaches of the code of ethics are swiftly dealt with by the Bank, reflecting its low tolerance for improper behaviour or conduct among staff.

Chart 5.5

The Bank's Leadership Development and Succession Planning Framework



Source: Bank Negara Malaysia

During the year, the Bank also focused on nurturing the wellness of its staff through targeted fitness programmes, sporting events, better in-house medical facilities, and the provision of counselling services for career management. These efforts reflect the Bank's continuous endeavour to create a safe and conducive working environment in line with changes in demographics, technology and lifestyle choices.

### **Developing the Bank's workforce through continuous investment in learning and knowledge management**

The Bank's staff are provided with learning opportunities to build new competencies to meet the demands of their jobs. In 2015, the Bank's staff training expenditure over total gross salary was 5.1%, including scholarships for staff to pursue post-graduate studies. To strengthen the Bank's talent pipeline, it also awarded scholarships to deserving students for pre-university and undergraduate studies. Cumulatively, the Bank's investments in staff training and scholarships amounted to 12.2% of its total gross salary.

The Bank's efforts and investments reflect the commitment to build the leadership, technical and personal competence of its people. To strengthen leadership competence, the Bank implemented a comprehensive leadership development programme across all levels (Chart 5.5). The learning opportunities included conversations with international personalities who have demonstrated exceptional leadership across such diverse fields as physical endurance, music, sports, and helping the poor and disadvantaged.

Targeted and tailored technical programmes were designed together with functional departments in the Bank to ensure sufficient availability of talent equipped with the necessary central banking skills and knowledge. Staff are actively encouraged to continuously develop personal effectiveness, including through courses to sharpen integrated thinking, communication and ICT skills. Apart from formal learning, other learning modes were also made available for staff to pursue lifelong learning in a self-directed manner. This included the provision of a wide range of physical and online resources in various areas of knowledge relevant to the Central Bank. The 'Learning Tube'

was introduced to provide a collection of on-line videos for staff to learn anytime and anywhere.

The Bank actively encourages the formation of a vibrant learning community among its staff. This happens through the regular sharing of work experiences, leadership lessons, new ideas and policy insights among the Bank's staff. Staff also build good working relationships with each other through activities within the Bank such as sporting and festive events, volunteer activities and wellness programmes.

The Bank awards scholarships to maintain a continuous talent pipeline and to contribute to nation building. In 2015, a total of 71 scholarships were granted to exceptional students to pursue pre-university, first degree and post-graduate programmes relevant to the Bank's talent needs. Upon their return, scholars are placed in various departments based on specialisation, interest and role-fit. The Bank's intellectual capital is also strengthened with opportunities for staff to pursue relevant fields of post-graduate study.

Four deserving students were awarded the prestigious Kijang Emas Scholarship in 2015. This scholarship began in 2005 to support nation building and as such, the recipients return to serve the country. Since then, 44 high potential young Malaysians have been given the opportunity to study medicine, dentistry, genetics, biochemistry, dietetics, physics, engineering, law, psychology and architecture in top global universities. To date, 21 recipients of the scholarship have completed their studies, of whom twelve have returned while nine are still pursuing further specialisations in their relevant fields.

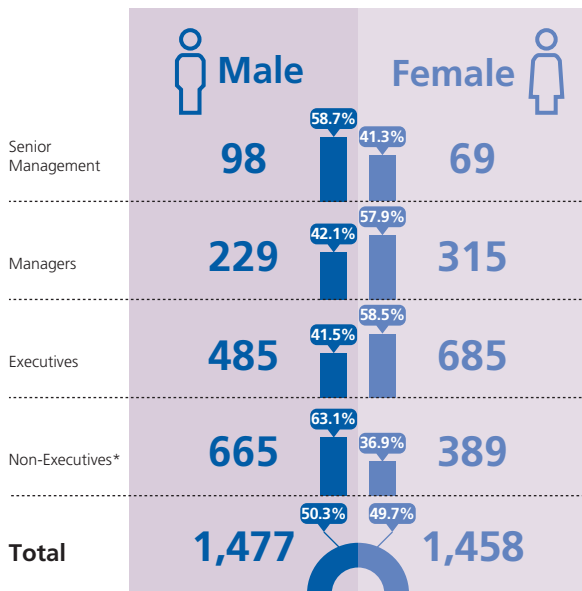
### **Staff strength**

Between 2013 and 2015, the Bank's workforce increased by approximately 4.1% or 115 staff to 2,935 staff. The Bank's scholars remain a key source of new talent for the Bank. During the same period, the Bank's overall attrition rates remained stable, at the range of 3.6% to 4.6%, out of which an average of 1.5% was due to staff retiring from work.

The Bank's gender composition is well-balanced across various levels in the Bank for executives and non-executives, with an overall ratio of male to female staff of 1:1 (Chart 5.6). For executives, the ratio tips towards females who represent 56.8% of total executives in the Bank.

Chart 5.6

## The Bank's Gender Composition



\*Includes the Bank's security force

Source: Bank Negara Malaysia

### Effective ICT infrastructure

The Bank's ICT infrastructure was secure and fully operational throughout 2015. There were no major disruptions to the Bank's critical ICT services and infrastructure, which also underpin the national payment and settlement systems.

To ensure that the Bank continues to keep pace with the growing sophistication of the ICT technologies, the Bank commenced an independent review of its ICT architecture in 2015. Based on this review, the Bank established a programme management office to oversee the implementation of specific ICT initiatives to upgrade the Bank's ICT infrastructure and to further enhance its resilience.

Decision making processes across the system development lifecycle were improved to further strengthen the Bank's ICT governance structure. The ICT architecture review also provided greater clarity of the resources required to support higher standards of system availability and the management of ICT services. As a result, the Bank strengthened its capabilities and resources in areas such as network architecture and database systems administration.

The independent review is still on-going and will include a detailed assessment of the Bank's

ICT maturity level and the design of its future ICT infrastructure.

In 2015, the Bank also undertook an information security certification exercise to ensure compliance with high standards for managing and keeping its information assets secure. As a result, the Bank was awarded with the ISO/IEC 27001:2013 Information Security Management System for its Real-time Electronic Transfer of Funds and Securities System (RENTAS) infrastructure services by CyberSecurity Malaysia. Emerging cyber threats were also managed by the Bank proactively through ethical hacking exercises, vigilant surveillance of ICT infrastructure and robust security controls.

## COMMUNICATIONS

The year 2015 proved to be challenging for the Bank's communications given the increased uncertainty in the economic domain, financial markets and other areas, both domestically and internationally. There was a marked increase in the number of press conferences, interviews and engagement sessions with key stakeholders. For instance, ad-hoc press conferences were held to address the growing public misperception of the Bank's mandates and volatility of the Ringgit. During these sessions, the Bank focused on clarifying its stance on domestic issues and providing its assessment of the stability of the financial system.

### Communications were intensified throughout 2015 to promote better understanding of developments affecting the Malaysian economy and the financial system

The Bank's monetary policy decisions were communicated through monetary policy statements after each MPC meeting. The statements cover the Bank's assessment of global and regional economic developments and their implications for the domestic economy. More importantly, the statements explain the rationale for the Bank's monetary policy decisions, which were then reinforced by the Bank's senior management in their commentaries and speeches at various official events. These efforts played a

key role in shaping market expectations through a clearer understanding of the factors driving monetary policy.

### **Elevating public awareness through outreach programmes**

Throughout 2015, the Bank continued to focus on reaching out to Malaysians through various channels such as the Bank's primary point of contact with the public, namely BNMLINK, TELELINK and the Bank's regional offices, and its website, social media and mobile applications. These outreach efforts enable the Bank to understand the needs of the public and to explain policies and measures undertaken by the Bank to assist them.

The Bank engaged with entrepreneurs and Small Medium Enterprises (SME) nationwide to create awareness of the various schemes available to meet their financing needs. This includes the Bank's provision of special funds at reasonable financing rates, namely the Funds for Small and Medium Industries (FSMI2) and New Entrepreneurs Funds 2 (NEF2).

The Bank also provided information on the availability of other avenues of financing, such as the Skim Pembiayaan Mikro to support micro-enterprises. SMEs facing business problems were advised to seek assistance in restructuring their existing financing under the Bank's Small Debt Resolution Scheme.

In 2015, the Bank engaged with individuals and businesses affected by floods in the states of Kelantan, Terengganu, Perak, Sabah and Sarawak. The Bank established a Special Relief Facility scheme to assist the rebuilding of businesses in those regions. The Bank assisted to ease the financial hardship of the local community in Ranau following the earthquake and mud-flood disaster. Financial service providers were encouraged by the Bank to offer financial relief to those in Ranau by way of loan restructuring and moratorium schemes.

To better serve the needs of the public in regions across Malaysia, the Bank's branches in Kuching, Sarawak, and Kota Kinabalu, Sabah, were converted into Regional Offices (ROs) during the year. The Bank's other ROs are in Penang and Johor Bahru, Johor. The ROs facilitate greater engagement by the Bank at the state and municipal levels in areas covering economic and

financial surveillance, financial inclusion, financial education and currency management.

The Bank also engages the public and SMEs across Malaysia to encourage greater awareness and adoption of electronic payments (e-payments). Through various road shows and campaigns in 2015, the Bank explained how migrating to e-payments lowers the cost of doing business and improves overall efficiency of the Malaysian economy. E-payments also support greater financial inclusion by extending financial services to the unbanked communities. These communication programmes help to promote public understanding of the various e-payment initiatives such as payment cards, online fund transfers, JomPay for bill payments and safe online payment practices.

The Bank also participates in dialogues with Malaysian businesses and financial institutions to explain the benefits of using the Renminbi for cross-border trade settlement and investment. To increase the use of the cross-border Renminbi settlement channels, the Bank collaborated with various government agencies, such as the Ministry of International Trade and Industry, the Ministry of Plantation, Industries and Commodities, and the Royal Customs of Malaysia. From 2009 to 2015, the amount of trade settlement in Renminbi with PR China has registered a compounded annual growth rate of 50%.

The Bank's Museum and Art Gallery (Museum) provides a unique experience for the public to learn more about the origins and variety of money, history and roles of the Bank, progress of the Malaysian economy and evolution of the global Islamic financial system. The Museum also educates young Malaysians on adopting prudent money management through its Children's Gallery, exhibition on financial literacy and various programmes for school children. In 2015, approximately 37,000 children and students from kindergartens to tertiary institutions visited the Museum (2014: 31,000).

The Museum also showcases the works of local and regional artists to highlight the cultural heritage and historical milestones achieved by Malaysia and other countries in the ASEAN region. The Museum's galleries and thematic exhibitions throughout the year attracted close to 64,000 members of the public (2014: 55,000), including approximately 2,000 foreign visitors.

### Increasing international engagements

During the year, the Bank continued to play a role in shaping central banking issues globally, on topics that have included Islamic finance, financial inclusion, prudential regulations, financial crisis, governance, monetary policy, and regional financial integration. The Bank's senior management have been called upon to share views on issues of strategic interest to the financial and economic communities as well as the academia. Platforms to share the Bank's views included the Group of 20 Presidency - International Monetary Fund Flagship Seminar on Islamic Finance, 2015 Meetings of the World Bank Group and International Monetary Fund, 2015 Meetings of the Bank for International Settlements, the Yale Financial Crisis Forum and Global Ethical Finance Forum.

The Bank's thought leadership and advocacy roles have also been recognised through the appointment of the Governor as Chair for Responsible Finance Institute's Council of Advisors, and the Bank's role as observer, one out of three emerging countries appointed, for the Basel Committee on Banking Supervision, and Chair of the BIS Central Bank Governance Group. Global recognition for the Bank's senior leadership has also included the Alliance for Financial Inclusion leadership award and Maya declaration award for global leadership in financial inclusion; "Lifetime Achievement Award for the global development of Islamic finance" awarded by His Highness Sheikh Mohammed bin Rashid Al Maktoum, Ruler of Dubai; the prestigious Wharton Dean's Medal to recognise outstanding leaders of private enterprise, public services and academia; and the "Lifetime Achievement Award" by Central Banking Publications.

The World Bank research office and the new headquarters of the Alliance for Financial Inclusion (AFI) were successfully opened in 2015 at the Bank's premises at Sasana Kijang. The presence of these international entities facilitates Malaysia's greater contribution towards meeting the global agendas of poverty eradication and financial inclusion.

The Asia School of Business (ASB), a collaboration between the Bank and the Massachusetts Institute of Technology Sloan School of Management (MIT Sloan), will operate from Sasana Kijang in its initial years. The ASB supports the growth of talent by meeting

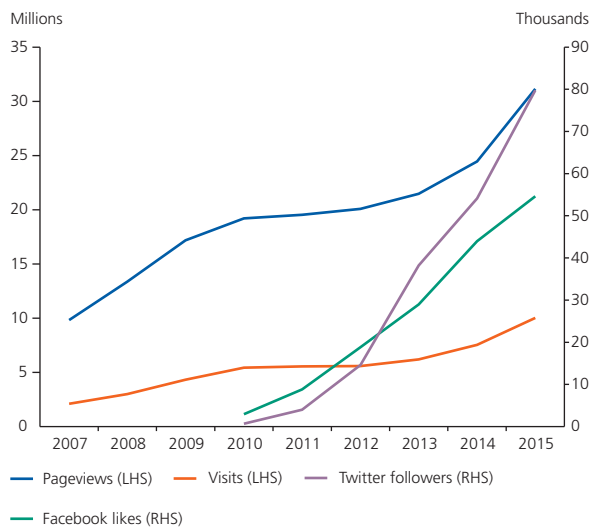
the increasing demand for leadership and management capabilities, especially given Asia's continuous transformation and growth potential. The ASB offers two key value propositions: the practical orientation of business management education, which will be based on MIT Sloan's Action Learning approach; and as a global learning centre that focuses on issues and challenges from the emerging world, especially from the Asian region. The first flagship ASB Masters in Business Administration programme, which will leverage on the core curriculum offered by MIT Sloan's main campus, is scheduled to commence in September 2016.

In 2015, the Bank continued to support international technical cooperation initiatives by facilitating structured programmes, study visits and information exchanges for policymakers from over 60 countries. Through these sessions, the Bank's staff shared their experiences in various areas, including Islamic finance as well as financial inclusion, in collaboration with AFI. The BNM-AFI courses have attracted strong interest and participation from global policymakers to improve the design and implementation of effective financial inclusion strategies.

Sasana Kijang continues to fulfil its role as an international meeting place for thought leadership and collaboration in central banking. In total, Sasana Kijang hosted 1,560 events in

Chart 5.7

#### Usage of the Bank's Website and Social Media



Source: Google Analytics, Facebook Insights and Twitter Analytics

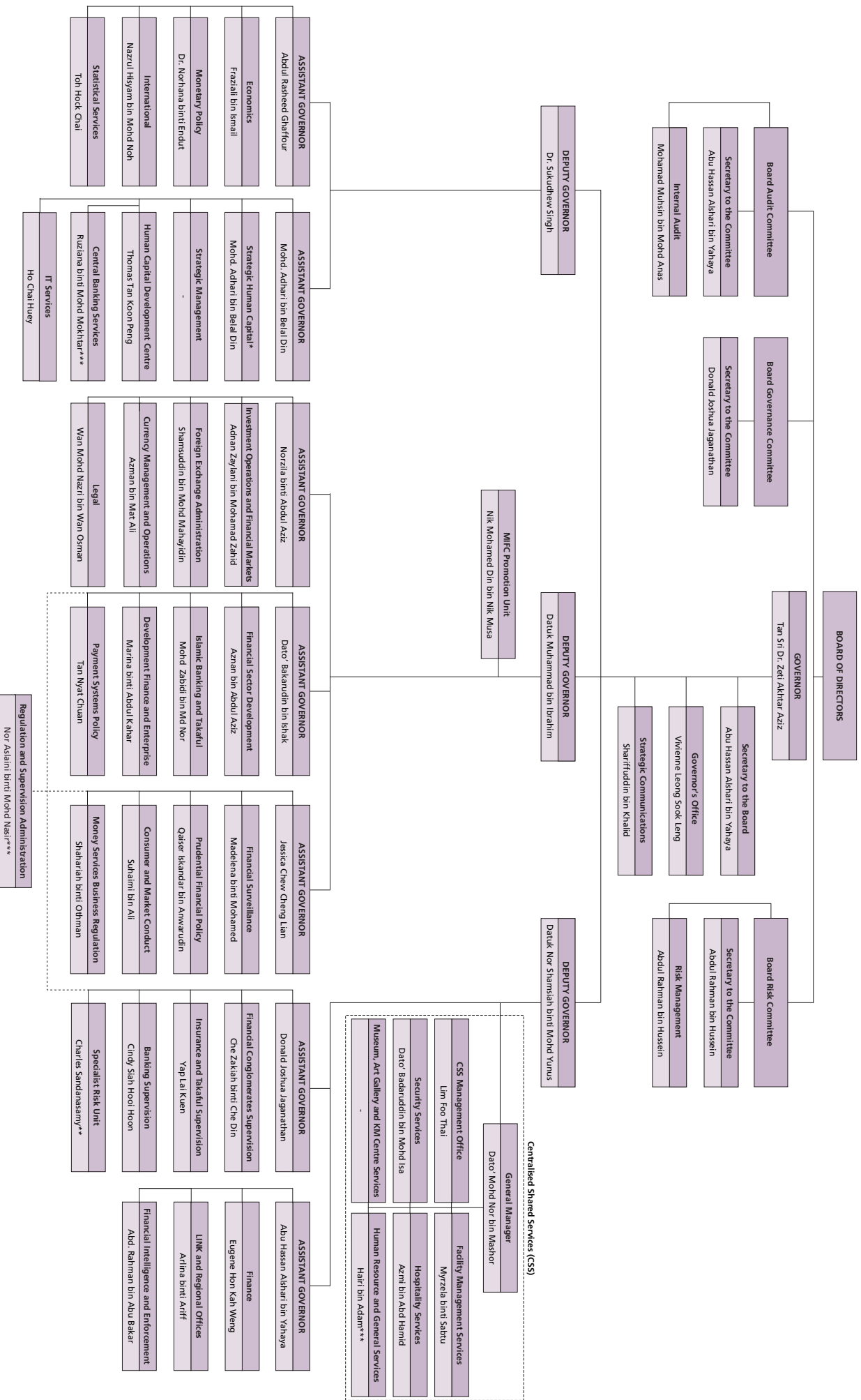
2015, of which 104 were international events, including high level meetings, programmes and global conferences.

### **Engaging stakeholders through online and mobile channels**

As shown in Chart 5.7, the Bank's website and social media platforms continue to provide the public with convenient access to relevant information updates and to provide feedback to the Bank. In line with the growing preference for mobile communications, the Bank developed four consumer-centric mobile applications in 2015, namely MyRinggit, MyBNM, MyLINK and MyTabung.

These applications give wider segments of the population easier access to the knowledge and skills to make more informed and prudent financial decisions. The applications provide important information to financial consumers, including the security features of the Ringgit, updated information on financial matters and tools to plan and manage their finances and exercise their consumer rights. The Bank also alerts financial consumers on individuals and entities that are not authorised or approved under the relevant laws and regulations administered by the Bank, including advice on how to detect illegal financial schemes.

# BANK NEGARA MALAYSIA Organisation Structure



\* Reports to Dato' Nor Shamsiah binti Mohd Yunus  
 \*\* Administrative Head  
 \*\*\* Deputy Director