

Yuen *Chee Lung*

Head of Technology Risk Management | AIA Malaysia

Building confidence through technology risk,
resilience and trusted governance



WHAT I CARE ABOUT

- ✓ More than 24 years across technology, cyber, resilience and risk — with roots in architecture, operations and transformation.
- ✓ Focused on helping organisations strengthen governance, assurance and practical risk management.
- ✓ Cross-industry experience across insurance, consulting, telecom, energy and oil & gas.
- ✓ Passionate about turning complex technology risk into clear action, stronger resilience and trusted business outcomes.



24+

Years Experience

technology • architecture •
operations • cyber • risk



5

Industries

insurance • consulting •
telecom • energy • oil & gas



4

Leadership Domains

technology risk • cyber resilience •
operational resilience • data privacy



Helping protect what matters while enabling progress.





MY KEYNOTE

Ethical Data Stewardship

Protecting customer trust in the age of hyper-personalised financial services

*The question is no longer what we **can** predict.
It is what we
should do once we know.*

The debate has moved past privacy — predictive power now creates a duty of judgment.



01

The problem

Governance asks whether data MAY be used — but rarely whether a predicted insight SHOULD trigger an action.



02

The proposal

An Ethical Intervention Framework that tests intent, customer benefit, proportionality and explainability.



03

The outcome

A shift from permission-based compliance to accountable decisions that keep customer trust and agency.

Permission answers “may we?” Stewardship must also answer “should we, for whose benefit, and with what safeguards?”

■ THE STRUCTURAL SHIFT

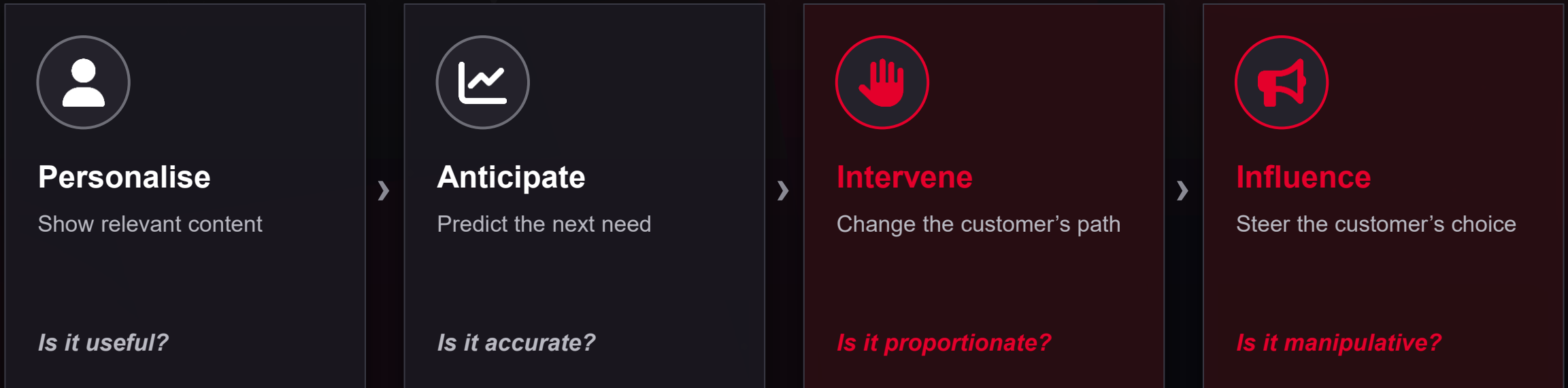
Financial services no longer just hold your money — they increasingly shape your decisions.



The ethical bar rises the moment an insight changes a customer's choices, price, access or behaviour.

■ WHERE THE BOUNDARY SHIFTS

The real jump isn't more data — it's moving from being relevant to steering behaviour.



ETHICAL RISK ACCELERATES ›

A recommendation turns ethically material when it exploits the gap: we know more, act faster, and control the choices on offer.

■ FOUR SECTORS, ONE DILEMMA

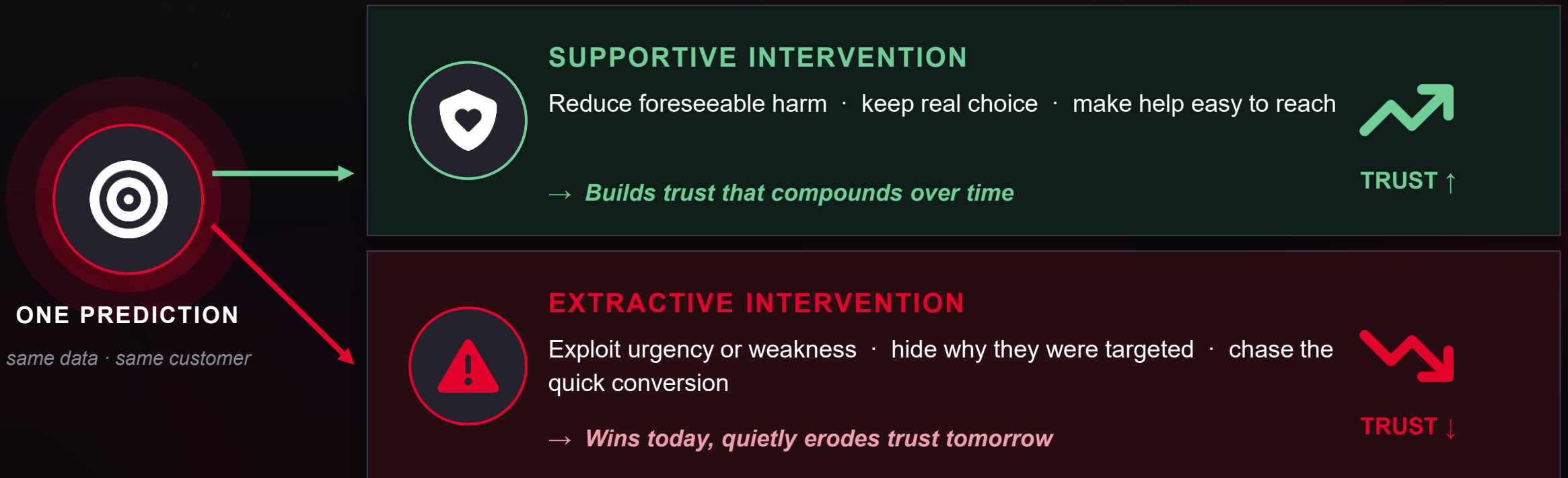
The same prediction can protect or exploit — the intervention decides, not the industry.

SECTOR	PREDICTIVE INSIGHT	✓ SUPPORTS THE CUSTOMER	✗ EXPLOITS THE CUSTOMER
 Banking	Predicted cash-flow stress	Offer restructuring early	Push costlier credit
 Insurance	Predicted health or loss risk	Offer prevention & protection	Exclude, reprice, over-target
 Payments	Detected compulsive spending	Add friction & support tools	Use urgency to lift spend
 Investing	Inferred anxiety or impulsivity	Slow down & clarify risk	Nudge frequent, unsuitable trades

■ **ETHICS LIVES IN THE INTERVENTION** the same prediction can shield or squeeze — it isn't the industry that decides.

■ THE INTERVENTION CHOICE

Every prediction is a fork in the road: support the customer, or monetise the vulnerability.



⚠ **ACCURATE + LEGAL ≠ RIGHT** the extractive path can hit every target and still destroy trust.

Customers want relevance without surveillance — trust breaks on surprise, not on personalisation.



WHAT THEY WANT

Convenience · good timing · protection · choices
that actually fit them



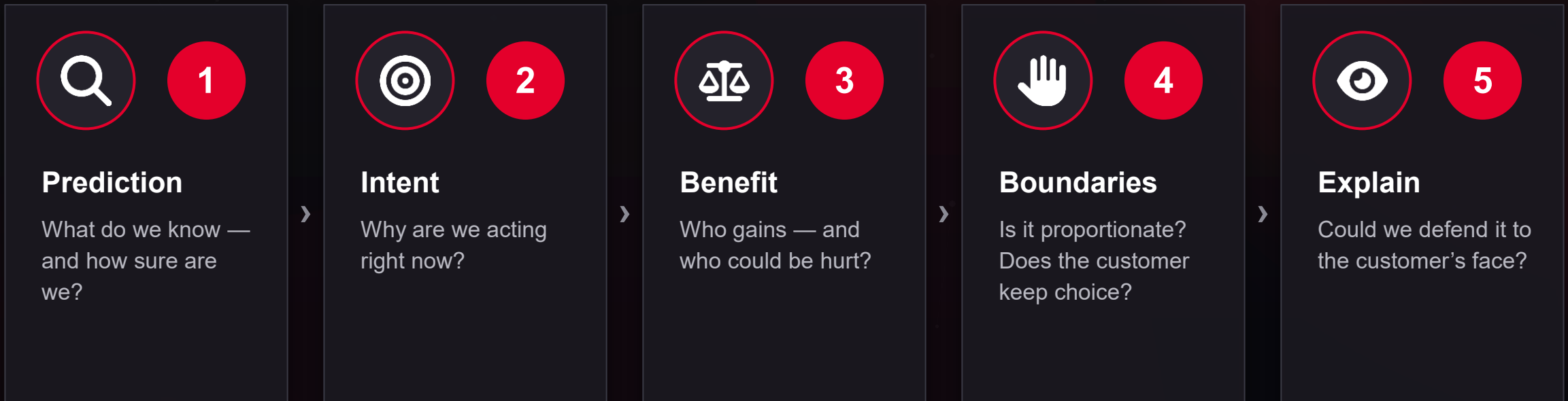
WHAT THEY GUARD

Privacy · control · fair treatment · freedom from
being manipulated

*Trust fails on **surprise**: “I didn’t know you knew that.” “I didn’t expect you to use it this way.”*

People rarely reject personalisation itself — they reject unexpected knowledge, unexpected use, and lost control.

Five plain questions turn “should we?” into a decision anyone on the team can make.



DECISION RULE Pass all five — or redesign it, add safeguards, or don't do it.

Three red lines tell you when hyper-personalisation has crossed over.



RED LINE 01

Vulnerability exploited

Would this work LESS well if the customer weren't distressed, impulsive or under pressure?



RED LINE 02

Agency reduced

Does the design hide the alternatives, add one-sided friction, or make saying no harder?



RED LINE 03

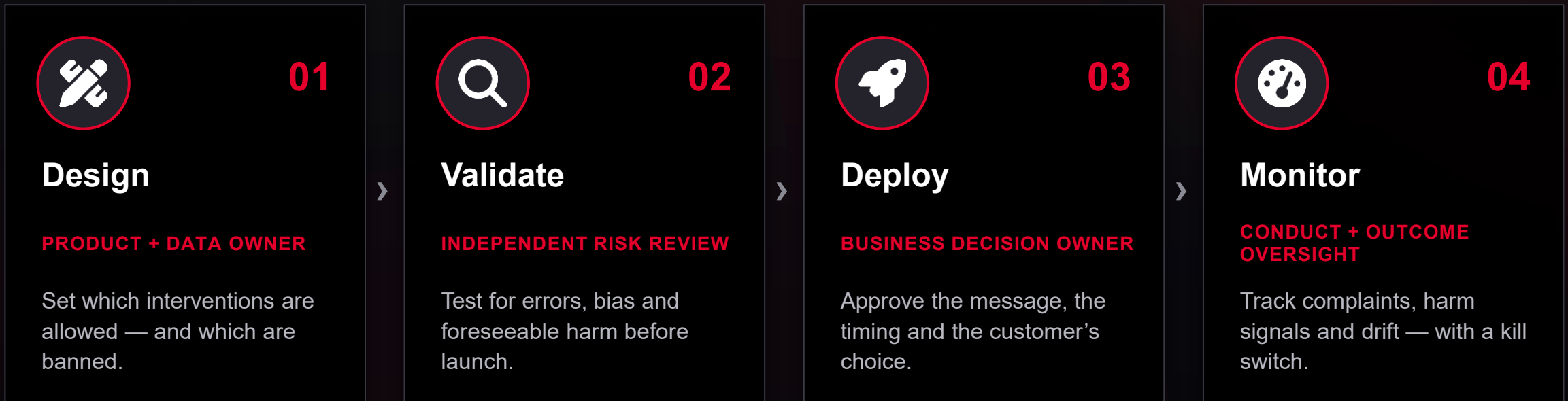
Public defence fails

Would we hesitate to tell the customer exactly what we inferred, and why we acted?



IF ANY LINE IS CROSSED escalate, redesign or stop — however accurate the model or strong the campaign.

Govern the intervention as tightly as the model — with a named owner at every step.



Govern the intervention like the model: clear ownership, approval evidence, outcome monitoring, and a kill switch.



THE TAKEAWAY

The institution with the most data
won't necessarily win.

The one that earns the right to act on what it knows
will.

*Prediction creates power. **Ethical stewardship turns that power into trust.***

Thank you

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