

## **Annex A: Quotes from organisations about Singapore’s approach to AI governance and the Model Framework**

**Callsign**            **Chief Executive Officer and Founder**  
**Mr Zia Hayat**

“As a business that helps our clients authenticate user identities, transparency is at the very heart of everything we do. Therefore, as our AI models grew in complexity we knew it was crucial to have the right internal governance structure and measures in place. Having already developed our own processes to meet this requirement, when we reviewed Singapore’s Model AI Framework it was clear that it would be a fantastic complement to our existing approach to model AI governance. Its detail is incredibly beneficial for validation as we navigate difficult ethical governance questions and resolve them in an appropriate timeframe. Being able to refer back to the Model Framework is an additional reassurance for customers that they are in safe hands and has helped us as we engage a diverse range of internal stakeholders, helping guide open discussion and facilitated, accountable development of our AI models.”

**CUJO AI**            **Chief Executive Officer**  
**Mr Einaras von Gravrock**

“At CUJO AI, we recognise the importance of being accountable to our stakeholders. We have implemented clear internal governance structures and measures to ensure robust oversight of our use of AI, and these are aligned with Singapore’s Model AI Framework. We believe the Framework would be helpful for organisations who are starting their journey in AI governance. The Framework is thorough and very useful in approaching difficult ethical AI governance issues, and will help other organisations better explain their products and processes while building trust with their clients.”

**DBS Bank      Group Head of Legal, Compliance and Secretariat  
Mr Lam Chee Kin**

“Singapore’s Model AI framework is a remarkable initiative that has helped DBS develop and refine its view on how to govern AI. By using the thinking contemplated in the framework, we can identify tough questions around ethics and supervision of AI, and from the answers we can build better processes. Handling data and AI well is a continuous journey, but we believe the effort is necessary to maintain customer trust and stakeholder accountability – which every business needs in order to secure its future.”

**Facebook      Vice President and Chief Privacy Officer, Public Policy  
Ms Erin Egan**

“Singapore’s Model AI Framework is a useful guide for organizations committed to AI governance and are looking to build foundational AI ethical principles into their product development and deployment processes.”

**Grab              Chief Technology Officer for Mobility and Core Technology  
Mr Mark Porter**

“As an AI everywhere organisation, Grab is leveraging the technology to elevate the quality of life for some 650 million individuals who live in Southeast Asia. We strongly believe that AI adoption and development must be supported with a sound governance framework so that it can contribute to building a future that is smarter, safer and more inclusive. Grab welcomes the introduction of new initiatives to guide organisations in Singapore to better harness AI in an efficient and responsible manner, and sees the Model Framework as a valuable starting point for companies looking to adopt AI.”

**Mastercard     Executive Vice President for AI**  
**Mr Rohit Chauhan**

“Ensuring that an individual's data is handled responsibly should be at the center of an organization's data practices. Having worked with the PDPC on the Framework, we believe that it is comprehensive and it has served as a valuable reference point in developing our own practices. Organizations of all sizes will benefit from this Framework when developing their responsible AI and data practices.”

**MSD             Executive Director of Singapore IT Hub and Global Data Science  
Lead, MSD**  
**Ms Julie Olszewski**

“MSD is tackling some of the world's biggest health challenges through medical inventions, public health programs and partnerships. We continuously push the boundaries of science with the hope that our inventions will lead to better health for generations to come, and it has been a great honour to partner with the Singapore government in advancing our mission of saving and improving lives. The AI framework is a key aspect in achieving Singapore's Smart Nation vision, aimed at improving the livelihoods of its citizens through the use of technology. We look forward to continuing our involvement, and to partner further with the government to make a positive difference for the people of Singapore.”

**Ngee     Ann     Deputy Principal and Registrar**  
**Polytechnic     Mr Mah Wee Beng**

“At Ngee Ann Polytechnic (NP), in harnessing deep-technology solutions like AI to help us automate processes and enhance experiences for our stakeholders, we are mindful that responsible deployment of AI is of paramount importance. Through the successful pilot of our Early Admissions Exercise's Virtual Assistant (EVA), we realised the benefits of

adopting PDPC's Model AI Governance Framework in making EVA a reliable and effective AI-powered application. The launch of EVA – based on the positive feedback from student applicants and our lecturers who administered the selection process – has enabled NP to enhance student engagement, improve selection and reduce administrative workload for the admissions exercise.”

**Omada**  
**Health**                    **Chief Executive Officer**  
**Mr Sean Duffy**

“At Omada, we take our clients’ data confidentiality very seriously, but also realized it was critical for us to identify and track data to flag out any anomalies or abnormalities. Singapore’s Model AI Framework was the perfect answer, as it helped us work through our products and come up with the right guidelines and responses that also fit our clients’ needs. The Framework was thorough and very useful in helping us to approach difficult ethical governance questions and resolve them in a quick and timely manner, and has helped us better explain Omada to our clients’ and build trust in our products and services.”

**pymetrics**                    **Chief Executive Officer and Co-Founder**  
**Dr Frida Polli**

"At pymetrics, we build ethically designed AI-based technologies with unbiased science to create a future we all want to live in. Our goal is to help every person entering or already in the workforce achieve their true potential. Partnering with Industry and Government is critical to achieving this goal. pymetrics' Audit AI tool, coupled with our robust governance, operational and deployment processes are aligned with Singapore's Model AI Framework. We are honored to contribute to the Framework and partner with the Singapore Government. The Framework provides guidance to help companies approach and think through ethical AI governance (and implementation) within their organisation."

**Symphony**      **Head of Centre of Excellence for Analytics**  
**AyasdiAI**        **Mr Stephen Moody**

“AI has the power to improve our lives but only if we adopt safe, fair and transparent processes around its use. At Symphony AyasdiAI we have developed methods for explainability in the domain of complex, noisy and biased data - i.e. the real world. These capabilities align well with Singapore’s Model AI Framework and such transparency will enable trust in the next generation of AI solutions. This Framework provides an excellent starting point for organisations to define their AI governance process.”

**UCARE.AI**        **Chief Technology Officer and Founder**  
**Mr Neal Liu**

“The guiding principles in the AI Model Governance Framework are aligned with UCARE.AI’s mission to advance humankind and solve real world problems through the ethical and responsible use of data. The framework has been vital in providing valuable guidance on AI governance when implementing solutions such as our award-winning Cost Predictor and developing new ML tools / platforms such as our AlgoBox. We continue to partner with IMDA and PDPC to proactively improve current practices to evolve with changing business challenges that arise as we implement our AI solutions at scale for our enterprise clients.”

**Suade Labs**     **Chief Executive Officer and Co-Founder**  
**Ms Diana Paredes**

“At Suade Labs, governance procedures for emerging technologies is a topic that we are passionate about, and therefore we were very pleased to contribute to the Framework and share some of our experience of developing AI in our organisation. We have put in place robust governance practices in all facets of our AI development and deployment processes

and are aligned with the proposed Framework. At times when the capabilities and uptake of AI is developing at such a rapid pace, the need for standards that will ensure the ethical and responsible use of AI has never been more pressing. We believe this Framework will be a useful guide for organisations who are starting their journey of AI governance and who want to remain agile and innovative in the process. The Framework is thorough and very useful in approaching difficult ethical AI governance issues, and will help other organisations better explain their products and processes while building trust with their clients/consumers.”

**Visa**

**Regional President, Asia Pacific  
Chris Clark**

“Visa believes strongly in the power of responsible AI, from real-time fraud risk assessment to consumer-centric innovations to enhance their purchase journey. We’re proud to support the Singapore Model AI Framework, which helps organisations manage governance challenges and build trust with key stakeholders as we innovate to capture the potential of AI.

Visa was an early adopter of artificial intelligence, including our 1993 launch of using neural networks to deliver real-time assessments of fraud risk at the point-of-sale. Today, Visa is investing heavily in the tools, talent and infrastructure needed to unlock the full potential of AI for our clients, partners and cardholders. For example, Visa Travel Predict solution enables banks to provide targeted offers based on cardholders’ travel behavior, underpinned by Visa’s robust data use principles, privacy rules and focus on consumer choice. Responsible, ethical innovation is at the core of every new solution we build and bring to market.”