



陈杰豪：推出实用指引和工具 我国不急于立法 携手业者实现 AI 治理

谈到新加坡如何治理人工智能（AI）时，陈杰豪指出，由于这个领域变化太快，当局并没有急于制定硬性法规，而是采取不同做法，与业界保持紧密合作，推出实用指引和工具。

人工智能发展速度极快，传统立法程序往往赶不上技术迭代。新加坡政府并不急于通过硬性立法，而是选择与业界紧密合作，推出实用指引和工具来实现人工智能治理。

数码发展及新闻部兼保健卫生部高级政务部长陈杰豪，星期二（6月23日）出席内部审计师协会（Institute of Internal Auditors）国际会议，与谷敬云亚太区首席信息安全官佩雷拉（Daryl Pereira）进行炉边对谈，探讨人工智能（AI）治理、创新与领导力等课题。

谈到新加坡如何治理AI时，陈杰豪指出，由于这个领域变化太快，当局并没有急于制定硬性法规，而是采取不同做法，与业界保持紧密合作，推出实用指引和工具。

“我们希望为全球AI治理对话作出贡献，因此我们公开且免费地提供不同治理框架，像AI监管模式框架。”

新加坡是较早采取行动管理AI的国家之一，我国政府早在2019年便推出AI监管模式框架，2022年出台AI治理测试框架和工具箱，今年又推出代理式AI监管框架。

实施 AI 治理政策或系统前 风险考量须置于核心位置

陈杰豪指出，随着AI技术快速演进，从生成式AI迈向智能体AI（Agentic AI），各界须不断适应新变化。当前监管机构、政策制定者，以及许多组织面临的最大挑战之一，是对鉴证（assurance）、治理和风险的思维方式转变。他强调，“风险不能被视为事后才考虑的问题”，在实施任何政策或系统之前，风险都必须置于核心位置。

被问及 AI 领域有哪些被低估的潜在风险，陈杰豪说，首先担心组织各层级是否能以一种与过去完全不同的方式思考风险。他建议，应以更实时、更动态的方式识别和管理风险，同时也必须始终为韧性做好准备。

“为了保障下一代不会出现技能退化或缺失，陈杰豪认为，要继续寻找方法进行指导，培养和传承，因为专业知识、经验、伦理考量、直觉和判断会变得更加重要，并将成为经济体、企业 and 专业领域的战略能力。”

他以网络安全为例说，组织不应假设一定能够防止所有攻击。而应假设某个时候一定会被攻破，甚至可能已经被攻破；关键在于一旦发生事故，组织如何恢复并维持运作。

从长远来看，陈杰豪也担心 AI 一方面取代一些工作，另一方面也会削弱人们的专业知识和经验，尤其是在审计、鉴证，以及医疗保健等领域。

他指出，专业技能往往是靠人们手把手传承下来。当 AI 包揽一切时，初级审计师、软件工程师和医生等如何学习？为保障下一代不会出现技能退化或缺失，他认为，要继续寻找方法进行指导、培养和传承、因为专业知识、经验、伦理考量、直觉和判断会变得更加重要，并将成为经济体、企业 and 专业领域的战略能力。



Tan Kiat How: Practical guidelines and tools introduced Singapore is not rushing into legislation, but is working with industry to achieve AI governance

Speaking about how Singapore governs artificial intelligence (AI), Tan Kiat How said that because the field is changing so rapidly, the authorities have not rushed to introduce hard regulations. Instead, they have adopted a different approach by working closely with industry and introducing practical guidelines and tools.

The pace of artificial intelligence development is extremely fast, and traditional legislative processes often struggle to keep up with technological iteration. The Singapore Government is not rushing to pass hard laws, but has instead chosen to work closely with industry to introduce practical guidelines and tools to achieve AI governance.

Senior Minister of State for Digital Development and Information and Ministry of Health, Tan Kiat How, attended the 2025 Singapore IIA International Conference on Tuesday, 23 June. He took part in a fireside chat with Daryl Pereira, Google Cloud's APAC CISO & Director 'Office of the CISO', discussing topics including AI governance, innovation and leadership.

Speaking about how Singapore governs AI, Tan Kiat How said that because the field is changing too quickly, the authorities have not rushed to formulate hard regulations. Instead, they have taken a different approach by maintaining close collaboration with industry and introducing practical guidelines and tools.

"We hope to contribute to the global conversation on AI governance. That is why we make different governance frameworks, such as the Model AI Governance Framework, openly and freely available."

Singapore was one of the earlier countries to take action in managing AI. The Government introduced the Model AI Governance Framework as early as 2019, followed by the AI governance testing framework and toolkit in 2022, and this year launched a governance framework for agentic AI.

Before implementing AI governance policies or systems Risk considerations must be placed at the core

Tan Kiat How said that as AI technology evolves rapidly from generative AI to agentic AI, all parties must continue to adapt to new changes. One of the biggest challenges currently facing regulators, policymakers and many organisations is a shift in thinking about assurance, governance and risk. He emphasised that “risk cannot be treated as an afterthought”; before any policy or system is implemented, risk must be placed at the core.

Asked what potential risks in the AI field are underestimated, Tan Kiat How said his first concern was whether organisations at all levels are able to think about risk in a way that is completely different from the past. He suggested that risks should be identified and managed in a more real-time and dynamic manner, while resilience must always be planned for.

“To prevent the next generation from experiencing skill degradation or gaps, Tan Kiat How believes society must continue to find ways to mentor, nurture and pass on knowledge, because expertise, experience, ethical considerations, intuition and judgment will become increasingly important and will become strategic capabilities for economies, businesses and professions.”

Using cybersecurity as an example, he said organisations should not assume they can prevent all attacks. Instead, they should assume that at some point they will definitely be breached, or may even already have been breached. The key question is how an organisation recovers and maintains operations once an incident occurs.

In the long term, Tan Kiat How is also concerned that AI may replace some jobs on one hand, while weakening people’s expertise and experience on the other, especially in fields such as auditing, assurance and healthcare.

He noted that professional skills are often passed down through hands-on guidance. When AI takes over everything, how will junior auditors, software engineers and doctors learn? To ensure that the next generation does not suffer from skill degradation or gaps, he believes there must be continued efforts to find ways to guide, nurture and pass on knowledge. Expertise, experience, ethical considerations, intuition and judgment will become increasingly important, and will become strategic capabilities for economies, enterprises and professions.