

Keynote Speech: The Architecture of Trust

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42nd ASEAN Social Security Association (ASSA) Meetings

Brunei Darussalam | November 2025

Your Excellencies, distinguished colleagues, ladies and gentlemen.

Good morning.

When the Philippines accepted this chairmanship, we set our course with a clear theme: **Navigating the Future of Social Security through Integration, Innovation, and Inclusion**. Throughout this past year, we focused on these three pillars. We explored how to connect our systems, how to embrace new technologies, and how to reach every single member of our societies.

But today, I want to talk about the fundamental question that lies beneath those pillars. Why do integration, innovation, and inclusion truly matter?

I want you to think about the most complex and vital structure we create. It is not a skyscraper, a bridge, or a digital network. It is the invisible architecture that allows a person to work their entire life, raise a family, and grow old with dignity, knowing they will be cared for.

This structure is social security. And its foundation is not built on policy or premiums alone. It is built on **trust**.

Social security is the ultimate expression of a society's promise to its people. When a worker contributes a portion of their hard-earned income, they are not just paying a fee; they are placing their faith in a future they cannot yet see. They trust that decades from now, in their moment of need, we will be there. That is the essence of our work.

For generations, the blueprints of this architecture were clear. But today, the ground is shifting beneath our feet. The digital economy, the climate crisis, and aging populations are forces of seismic change. They are testing the very foundations of the trust we have built.

The question for us is no longer just how we adapt our systems. It is, how do we redesign the very architecture of trust for a new era?

I have seen the beginnings of an answer across our region. I have seen the first digital platforms being built to connect informal workers to social protection: not just as users, but as valued stakeholders. I have seen mobile solutions reaching remote villages, delivering not just services, but a tangible message: you are seen, you are included, you matter.

These are the victories that reinforce trust.

Our theme for this meeting, "**Transformative reforms towards a secure future for all,**" is therefore not just a call to be bold in our policies. It is a challenge to become master architects of trust. Over the next two days, every session is a blueprint for this work. When we discuss digitalization, we are asking: how can technology build bridges of trust to the unbanked and the unconnected? When we confront aging, we are asking: how can we design pension systems that earn the trust of both the young worker and the elderly retiree? And when we tackle climate change, we are asking: how do we build systems resilient enough to be trusted in a world of uncertainty?

It has been the greatest honor of my professional life to serve as your Chairman. The trust you placed in the Philippines inspired us every single day. This past year, we proved that collective progress is not just an ideal. It is the outcome of shared commitment.

Now, we must take that spirit and apply it to our ultimate mission.

Every person across ASEAN deserves to live in a society where they can place their absolute trust in the future. The millions who depend on us need that assurance now.

Therefore, let this meeting be remembered as the moment we committed, as one, to a new purpose. Let us leave here not just as administrators or policymakers, but as the architects of a new generation of trust.

Let us begin. ###