



Education: Bachelor of Arts, economics, Yale University; Master of Business Administration, finance and strategic management, The Wharton School of the University of Pennsylvania

Company Name: New York Life Insurance Company

Industry: Insurance, Asset Management

Company CEO: Ted Mathas

Company Headquarters Location: New York, New York

Number of Employees: 11,000

Your Location (if different from above): New York, New York

Words you live by: When connecting the dots, create a few of your own.

What book are you reading? *The Code Breaker* by Walter Isaacson

What was your first job: Writing and selling short stories to my primary school friends

Favorite charity: Brooklyn Conservatory of Music

Interests: Good food, good films, and good friends

Family: I live with my husband in NYC, and try to stay close to my parents in Malaysia and sister in the UK.



Mentors Have Been Invaluable to My Journey

One of the things that I am most grateful for is having had the opportunity to chart my own course early in life. I was educated in a public girls' school in Malaysia, where an emphasis on discipline and humility (everyone took turns cleaning the toilets) provided a good grounding for a wide array of undertakings. My parents demanded academic excellence, but did not otherwise get involved. Nor did they steer me towards certain paths over others.

It never occurred to me to have a role model, and looking back, I am certain I would have found it limiting to have had to forge a path by studying someone else's. I was preoccupied with finding a bridge to the world of possibilities. So, when I was accepted to Yale, I was

glad to have followed a seemingly unconventional path. Without a doubt, this paved the way for me to be more dynamic with my future career choices and trust my instincts.

Nevertheless, over the course of my career, I have found it invaluable to have had mentors and sponsors who helped guide my journey. They have provided me with opportunities, given me the support I needed to manage and lead across teams, and provided a practical window into the stakeholders we all seek to engage every day. Above all, they have shown a generosity of time and thought, whose dividends can only be paid forward

It is a fraught moment to show up and lead, with the events of the past year throwing into sharp relief the need for more fairness and inclusion in the workplace,

and in society. As age-old biases continue to find their way into both conscious and unconscious realms, the onus is on all of us to ensure that everyone is equally seen and heard. While Asians should be afforded greater visibility and must represent a greater share of the public discourse, the task of altering the narrative and rebalancing that share falls on all of us—Asians included.

At New York Life, our heritage of mutuality compels us to stand together with all members of our community and try to do better for the underrepresented among us. There are a few actions we can take in the near term to show solidarity, and many of us are thinking about ways to effect positive change over the longer term. But our best instincts are telling us that our shared values will point the way forward.