



ANNUAL REPORT 2019

Central Provident Fund Board

Mission

To enable Singaporeans to have a secure retirement, through lifelong income, healthcare financing and home financing

Vision

A trusted and respected social security organisation, committed to enable Singaporeans to have a secure retirement

Public Service Values

Integrity, Service, Excellence

Content Page

Chairman’s Statement

P4

Board Members

P8

Corporate Governance

P10

Core Management

P12

Organisation Structure

P14

START NOW
Our 3-Year Ambition

P16

The ABCDs of our Cultural Attributes

P18

CPF at a Glance

P20

Building a Secure Foundation for Retirement

P22

Strengthening Retirement Income

P24

Providing Healthcare Protection for Life

P26

Enabling Home Ownership

P28

Making a Difference through Service

P30

Supporting Singaporeans Beyond CPF

P38

Achieving Excellence as One Workforce

P39

Chairman's Statement



Mr Chiang Chie Foo

Update on the Central Provident Fund and Insurance Funds

In 2019, the number of CPF members increased by 2% to 4.0 million, and total CPF balances grew by 9% to \$425.1 billion. This excludes the net amount withdrawn for housing and investments, which stood at \$251.7 billion as at end 2019. Members continued to earn an interest rate of up to 3.5% per annum on their Ordinary Account monies, and up to 5% per annum on their savings in the Special, MediSave, and Retirement Accounts. These interest rates included an extra 1% interest paid on the first \$60,000 of a member's combined balances. CPF members aged 55 and above also earned an additional 1% extra interest on the first \$30,000 of their combined balances, allowing them to earn up to 6% interest per year on their retirement balances.

As at end 2019, about 600,000 members were insured under the Home Protection Scheme (HPS), and the Home Protection Fund stood at \$1.3 billion. About 1,060 HPS claims amounting to \$95.5 million were approved in the course of the year. The MediShield Life Fund stood at \$1.9 billion as at end 2019. About 684,000 MediShield Life claims were approved in 2019, amounting to \$1.0 billion.

Major Enhancements In 2019

Helping Members to Strengthen Retirement Adequacy

The CPF Act was amended in 2019 to allow the CPF Board to launch the Contribute-As-You-Earn (CAYE) pilot from 1 January 2020 for Self Employed Persons (SEPs) who provide services directly to the Government and the public

sector. Under the pilot, the Government, as a service buyer, helps SEPs directly transmit their contributions to their MediSave Account and pays the remaining service fees to the SEPs. This will help SEPs better save for their healthcare needs through smaller and more regular MediSave contributions whenever they earn an income. To help SEPs who might also be contributing to MediSave for past year's earnings, a dollar-for-dollar matching will be provided for CAYE contributions made in 2020, capped at \$600.

Recognising members' concern that the Retirement Sum Scheme (RSS) payout duration may be too long, the CPF Board reviewed the payout rules in 2019 such that RSS payouts generally last up to between ages 85 - 90, instead of 85 - 95. With the implementation of the new payout rules from 1 January 2020, almost 80,000 members now receive higher monthly payouts.

The Lease Buyback Scheme (LBS) was extended to all HDB flat types from 1 January 2019. Prior to the change, the LBS was only available to members age 65 and above who own 4-room or smaller flat types. With the extension, those who own 5-room and larger flat types can now take up the LBS to monetise their flat.

Providing More Flexibility for Members to Meet Their Housing Needs

Since 10 May 2019, the rules on CPF usage for housing were updated to provide buyers with more flexibility when buying a home for life while safeguarding their retirement adequacy. Under the new rules, the total amount of CPF savings that members can use for property purchase will depend on the extent the remaining lease can cover the youngest buyer to age 95. The minimum lease requirement

for CPF usage was also lowered from 30 years to 20 years. These changes cater to the changing needs and higher life expectancy of Singaporeans.

The new Enhanced CPF Housing Grant (EHG) was introduced on 11 September 2019 to replace the existing Additional CPF Housing Grant (AHG) and Special CPF Housing Grant (SHG). Previously, eligible first-timer families who bought a subsidised flat from HDB could enjoy the AHG and the SHG, while those who bought resale flats could enjoy the CPF Housing Grant and the AHG. The new grant will benefit first-timer home seekers as there are no restrictions on flat buyers' choice of flat type and location, and buyers are eligible for the same amount of grant regardless of whether they choose to purchase a new or resale flat. With the EHG, first-timer families will be able to receive up to \$80,000 when they buy a flat that can cover them and their spouses to the age of 95.

Providing Better Support for Members to Meet their Healthcare Needs

From July 2019, Singapore citizens eligible for the Merdeka Generation (MG) Package started receiving annual MediSave top-ups of \$200, which will continue until 2023. MG members also received an additional subsidy of 5% for their annual MediShield Life premiums, which will increase to 10% after they reach 75 years of age.

Improving Members' Service Experience

To help members better plan for their retirement, we expanded the CPF Retirement Planning Service to members reaching their payout eligibility age (CRPS@65) from January 2019.

These personalised one-on-one sessions aim to help members understand the CPF schemes and options available to them. More than 600 members attended CRPS@65 in 2019. A majority of the members found the session useful in helping them understand what happens to their accounts at payout eligibility age and their top-up options, and would recommend their friends and family to attend.

Further Enhancements in 2020 and Beyond

Introduction of Matched Retirement Savings Scheme

The Matched Retirement Savings Scheme will be introduced from 2021 to 2025 to help Singaporeans aged 55 to 70 who have yet to meet the Basic Retirement Sum save more for retirement. Under the scheme, the Government will match every dollar of cash top-up made to the Retirement Account (RA) of eligible members, up to an annual cap of \$600. About 435,000 Singaporeans will be eligible for the scheme.

Enhancements to Existing Schemes to Better Meet Members' Needs

CareShield Life will soon be introduced to protect Singaporeans against long-term care costs. Compared to ElderShield, CareShield Life will provide better protection through lifetime payouts as long as one remains severely disabled. The starting payout of \$600 per month is also significantly higher than the fixed payout of \$300 or \$400 under ElderShield, and payouts will increase over time. CareShield Life further provides universal coverage to all Singaporeans born in 1980 or after, including those with pre-existing disabilities. Singaporeans born before

1980 will have the option to join CareShield Life if they are not severely disabled. To ensure that no Singaporean will lose coverage due to financial difficulties, premiums can be fully paid using MediSave savings, and government subsidies and additional premium support will be provided to eligible Singaporeans.

From 1 January 2021, MediSave700 will be introduced as an enhancement to the existing MediSave500 scheme. The MediSave withdrawal limit will be raised from \$500 to \$700 for patients with complex chronic conditions, to better support their medical needs. With a higher withdrawal limit for these patients, the limit will also change from the current per-account basis to a per-patient basis. The enhancements will help to defray out-of-pocket expenses for these patients, and are expected to benefit an estimated 176,000 patients.

From 1 April 2020, the eligibility criteria for the Silver Housing Bonus (SHB) has been simplified. Members can qualify for the SHB when they utilise part of the proceeds from right-sizing their HDB flat to top up their RA via the Retirement Sum Topping-Up scheme. Previously, in order to enjoy the full bonus, members might be required to make a second top-up after making a first top-up of \$60,000, depending on their remaining proceeds and RA balances. With the simplification, there is no second-tier top-up required. The requirement that members must be selling a larger flat has also been removed as long as they buy a 3-room or smaller flat. In addition, the maximum cash bonus for members was increased from \$20,000 to \$30,000. The maximum bonus for the Lease Buyback Scheme (LBS) was also increased to \$30,000 to align with the revised SHB.

Supporting Members in Retirement

From 1 January 2021, the Silver Support Scheme will be enhanced for Singaporeans aged 65 and above. The eligibility criterion on total CPF contributions will be increased from \$70,000 to \$140,000. For self-employed members, the criterion on average annual net trade income will be raised from \$22,800 to \$27,600. The household monthly income per person criterion will also be raised from \$1,100 to \$1,800. With these enhancements, we expect 100,000 more citizens to benefit from the Silver Support Scheme. In addition, eligible members whose household monthly income per person is below \$1,300 will receive a payout quantum which is 20% higher than the current payout for the same flat type.

Conclusion And Appreciation

Over the years, the CPF Board has remained steadfast in helping Singaporeans meet their retirement, housing, and healthcare needs through the CPF system. I would like to take this opportunity to convey my gratitude and appreciation to all Board members as well as CPF Board staff for their dedication and commitment to helping our members achieve a secure retirement.

I would also like to extend my appreciation and thanks to former Board members Mr Tung Siew Hoong and Mr Zahidi Bin Abdul Rahman for their valued service and contributions to the Board. Both Mr Tung and Mr Zahidi have retired from the Board at the end of their term at the end of June 2019. We welcome on-board Mr Shamir Rahim and Ms Liew Tzu Mi as Board members, and look forward to their contributions.

Board Members

1 Mr Chiang Chie Foo
Chairman



2 Mr Augustin Lee
Chief Executive Officer
Central Provident Fund Board



3 Mr Chan Heng Kee
Permanent Secretary
Ministry of Health
(Government Representative)



4 Mr Lim Zhi Jian
Director of Reserves and Investment
Ministry of Finance
(Government Representative)



5 Mr Shamir Rahim
Founder & Chief Executive Officer
VersaFleet Pte Ltd
(Employer Representative)



6 Mr Tan Hee Teck
Chairman &
Chief Executive Officer
Resorts World at Sentosa Pte Ltd
(Employer Representative)



7 Ms Mary Liew
President
National Trades Union Congress

General Secretary
Singapore Maritime Officers' Union
(Employee Representative)



8 Ms Cham Hui Fong
Assistant Secretary-General
National Trades Union Congress
(Employee Representative)



9 Ms Rachel Eng
Managing Partner
Eng and Co. LLC



10 Ms Ho Hern Shin
Assistant Managing Director
(Banking & Insurance Group)
Monetary Authority
of Singapore



11 Professor Annie Koh
Vice President
Office of Business Development

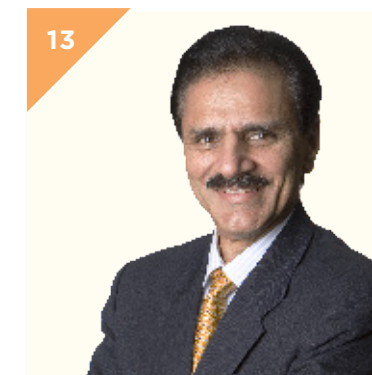
Professor of Finance (Practice)
Singapore Management University



12 Ms Liew Tzu Mi
Chief Investment Officer
Fixed Income
GIC Private Limited



13 Mr Aje Kumar Saigal
Chief Executive Officer &
Chief Investment Officer
Nuvest Capital Singapore



14 Mr Tan Teck Huat
Finance Director
QAF Limited



Corporate Governance

Board's Conduct of Affairs

The Board is the trustee of the Central Provident Fund and oversees the management of the Fund as prescribed under the Central Provident Fund Act (CPF Act). It is also responsible for reviewing and approving the annual budget and financial statements. The Board monitors organisational performance, ensures the adequacy of risk management policies and systems, and provides advice to Management to ensure that the CPF Board functions efficiently and effectively. The Board's approval is required for material transactions and decisions, including but not limited to the sale of property.

Board Composition and Membership

The CPF Act provides for the appointment of 15 Board Members, comprising the Chairman, Deputy Chairman, Chief Executive Officer, two representatives from Government, Employer and Employee groups, and up to six other individuals. The Minister for Manpower, with the President's concurrence under Article 22A(1)(b) of the Constitution of the Republic of Singapore, appoints all the Board Members. Board Members, including the Chairman and Deputy Chairman, are appointed for a term of up to two years. The Board comprised 14 members as at 31 December 2019.

All Board Members, with the exception of the Chief Executive Officer ("CEO"), are non-executive members. The Board's composition takes into account relevant expertise and experience required for effective decision making and leadership. The Board consists of members with core competencies in areas such as accounting, insurance and investment.

Board Committees

In discharging its responsibilities, the Board is supported by five Board Committees, namely the Audit Committee, Investment Committee, MediShield Life and Insurance Schemes Committee, Risk Management Committee, and Staff Committee, each commissioned with the respective Terms of Reference approved by the Board. More information is available in Annex I.

Risk Management And Internal Controls

Risk Management

The CPF Board has established a structured Boardwide risk management framework to assess the soundness of its financial reporting, and the efficiency and effectiveness of its risk management, internal controls and compliance systems.

The framework is based on the ISO 31000 standard, and entails a rigorous and systematic process for managing risks. Annual risk assessments are conducted by departments, with the significant risks monitored by Management and the Risk Management Committee.

The Board has sought assurances from Management and is satisfied that internal controls relating to the financial, operational, IT and risk management systems are adequate and effective.

Whistle-blowing Policy

The CPF Board Whistle-blowing Programme encourages the reporting of suspected wrongdoings. Both staff and vendors may disclose concerns through secured channels manned by an independent external party to preserve anonymity. Information provided are handled with the strictest confidentiality and

all cases are reported to the Audit Committee. The programme is regularly communicated to all staff.

Internal Audit

Internal Audit reports to the Audit Committee and operates independently from the other Groups of the CPF Board. The role of Internal Audit is to provide objective audit assurance to the Management and Audit Committee on the adequacy of governance, risk management and controls processes within the CPF Board. It adheres to the Code of Ethics and the International Standards for the Professional Practice of Internal Auditing set by the Institute of Internal Auditors.

External Audit

Under the Public Sector (Governance) Act 2018, the accounts of the CPF Board are required to be audited at least once annually by the Auditor-General or any other auditor appointed by the Minister in consultation with the Auditor-General.

From its audit, the appointed external auditor expresses an opinion on CPF Board financial statements, and an assessment of any risks of material misstatement, whether due to fraud or error. The external auditor report is reviewed by both the Audit Committee and the Board, before it is provided to the Auditor-General Office.

For Financial Year 2019, KPMG LLP was appointed as the CPF Board's external auditor.

Accountability

The CPF Board is a Statutory Board specified in Part I of the Fifth Schedule of the Singapore Constitution. Under Article 22B(1)(a) and (b) of the Singapore Constitution, the Board is

required to present its annual budget, including any supplementary budget, to the President for approval, together with a declaration as to whether the budget is likely to draw on past reserves. Likewise, under Article 22B(6) of the Singapore Constitution, the Board must inform the President if any other proposed transaction by the Board is likely to draw on past reserves. The Board is also required under Article 22B(1)(c) of the Singapore Constitution to present to the President, within six months after the close of each financial year, the audited financial statements and a declaration as to whether the statements show any draw on past reserves.

The budget, when approved by the President, is published in the Government Gazette. The full year financial results of the CPF Board are made available to CPF members and the general public via the CPF website.

Professional and Ethical Conduct

Staff of the CPF Board are obliged to comply with practices that reflect the highest standards of behaviour and professionalism. This includes safeguarding official information under Section 59(1) of the CPF Act, the Statutory Bodies and Government Companies (Protection of Secrecy) Act (Chapter 319) and the Official Secrets Act (Chapter 213). Staff of the CPF Board must abide by the CPF Board's Code of Conduct, which includes guidelines on receiving gifts and entertainment from vendors and members of the public with whom staff are in contact with during the course of official duties, and the avoidance of situations where a conflict of interest may arise. Under the CPF Board's whistle-blowing programme, staff and vendors are encouraged to report any suspected wrongdoing.

Core Management

As of March 2020



1 Mr Augustin Lee
Chief Executive Officer

2 Mr Lo Tak Wah
Deputy Chief Executive Officer
(Employers and Finance)
Chief Investment Officer
Chief Financial Officer

3 Mr Soh Chin Heng
Deputy Chief Executive Officer
(Services)

4 Mr Ng Hock Keong
Deputy Chief Executive
(Infocomm Technology
and Digital Services)

5 Mr Eng Soon Khai
Assistant Chief Executive
Officer (Policy and Corporate
Development)
Chief Data Officer

6 Ms Belinda Teoh
Group Director
(Employer Collections
and Enforcement)

7 Mr Chong Quey Lim
Group Director
Chief Technology Officer
(Cybersecurity & Technology)

8 Mr Desmond Chew
Group Director
(Agency & Self-Employed)

9 Mr Gregory Chia
Group Director
(Policy, Statistics
and Research)

10 Ms Irene Kang
Group Director
(Communications)



11 Ms Peh Er Yan
Group Director
(Housing)

12 Mr Low Pat Chin
Group Director
(Member Accounts
and Investment)

13 Ms Naina D. Parwani
General Counsel
(Legal Services)

14 Mrs Pauline Lim
Group Director
(Business Application Systems)

15 Mrs Tan Chui Leng
Group Director
(Retirement Income)

16 Mr Tang Lee Huat
Group Director
(Finance and Planning)
Chief Procurement Officer
Chief Records Officer

17 Mr Tan Kok Heng
Chief Human
Resource Officer

18 Ms Janice Lai
Group Director
(Customer Relations)

19 Mr Tey Chee Keong
Group Director
(Healthcare)

20 Mr Winston Yeap
Group Director
(Corporate Strategy and Risk)

21 Mr Wong Yan Jun
Group Director
(Digital Services)
Chief Information Officer

22 Mr Yeap Thiam Meng
Group Director
(Agency, Healthcare
and Corporate Systems)

Organisation Structure

As of March 2020



START NOW

Our 3-year Ambition

Committed to pushing the boundaries of excellence in service, engagement and operations, the CPF Board has embarked on a 3-year ambition, **START NOW**.



Solutions
without
boundaries



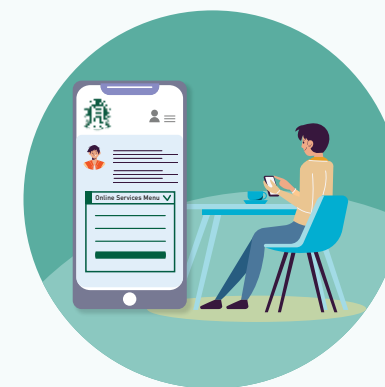
Tech
and apps at the
leading edge



Assurance
against
dynamic risks



Retirement
without worry
about basic needs



Transactions
without
hardcopies

Solutions Without Boundaries

If Whole-of-Government (WOG) is an organism, CPF Board is like the “nerve endings” – Singaporeans think about appealing to CPF Board when they experience financial pain, due to the comprehensiveness of CPF savings for retirement, housing, and healthcare. However, there are in fact many government assistance schemes available which they may not be aware of or may have issues navigating. The Board recognises that we are well-placed to play a more active role in facilitating WOG solutions even for issues that go beyond the CPF system. Hence, we have introduced the Rejected Appeals Management Protocol (RAMP). Instead of stopping at rejecting the CPF members’ appeals for usage of CPF, we would identify the relevant upstream agencies for assistance and work with them to provide the member with the help they need.

Tech and Apps at the Leading Edge

To live up to CPF members’ expectations in the digital age, CPF Board keeps abreast of technological developments at the frontier and adopt relevant technologies rapidly. Consequently, our supporting IT systems and practices must remain modern and fit-for-purpose. On this front, we are modernising our code base, exploiting cloud technologies, adopting agile software development, and hyper-personalising our online service.

Assurance Against Dynamic Risks

Providing assurance is integral to the Board’s mission as we are the trustee of CPF members’ CPF monies. It is imperative that our governance, processes and operations are resilient and robust enough to ensure secure, uninterrupted, and error-free delivery of CPF services. In 2020 and beyond, our challenge is to pro-actively monitor and track fast-evolving risks and threats, especially in the area of cyber-security. We need to leverage better sensing capabilities, faster counter measures, and technology-driven interventions to safeguard our data and operations to ensure that our members and stakeholders continue to have full trust and confidence in CPF Board.

Retirement Without Worry About Basic Needs

Building on our strengths of securing the retirement needs of active members, we will expand our focus to include CPF members who do not work consistently or earn a low salary. Also, beyond sound policies, we need to continue to provide CPF members with peace of mind by helping them appreciate how the CPF system works for them.

We will continue to implement policies well and in a timely manner. Key policies that the Board will implement in 2020 include CareShield Life and Contribute-As-You-Earn (CAYE).



Notifications
without letters



Operations
without
mundane work



Workforce
that achieves
together

Transactions Without Hardcopies

Notifications Without Letters

Operations Without Mundane Work

Digitalisation is a key pillar of CPF Board’s transformation efforts, helping us achieve the broader Smart Nation vision for Singapore. CPF Board’s ambition for Transactions Without Hardcopies, Notifications Without Letters, and Operations Without Mundane Work crystallises what ‘digitalisation’ means for the Board. We will systematically automate all transactions to free up staff to focus on value-added tasks. We will pursue interim solutions such as Robotic Process Automation (RPA) and macros, optimisation of inefficient processes, and outsourcing of non-sensitive mundane work.

Workforce That Achieves Together

For START NOW to work, CPF Board will need a workforce that is motivated, trained and which embraces the changes afoot. We plan to reshape our workforce profile to focus on higher value-added work. For example, to reduce unnecessary mundane work, we are equipping staff with skillsets such as Lean Six Sigma for process optimisation, and RPA for automation of manual tasks. Furthermore, to enable our staff to work smarter by leveraging technology and data-driven insights, we have instituted comprehensive training programmes to upskill staff to varying degrees of mastery in data and digital literacy. Given the scale and speed of our organisational transformation, CPF Board has also set up a dedicated Change Management Unit to provide change management support and train staff in change management skills.

The ABCDs of Our Cultural Attributes

To get started on START NOW, we need to embody the cultural attributes of being **Agile**, **Bold**, **Customer-Obsessed** and **Data-Smart**.

Agile



- Anticipate change
- Bias for “Good enough but fast” instead of “Perfect but slow”
- Improvise, adapt to the unexpected

Bold



- Innovate, break new ground
- Undeterred by lack of precedence
- Explore, experiment, learn in safe-fail environment

Customer-Obsessed



- Beyond customer-centric, to having deep understanding of what customers value and what motivates them
- Meet customers’ needs in advance (even unspoken ones)

Data-Smart



- Drive policy and operational decisions with data insights
- Equipped to visualise and exploit data
- Share data but with safeguards

CPF at a Glance

Figures as at 31 December 2019, unless stated otherwise

Interest Earned by CPF Members

Total interest credited to CPF members' accounts



\$15.5 billion

including **\$1.6** billion in extra interest¹

¹ To enhance the retirement savings of Singaporeans, the Government pays extra interest on the first \$ 60,000 of a member's combined balances (capped at \$20,000 for Ordinary Account (OA)). Please refer to cpf.gov.sg/CPFInterestRates for details on extra interest.

CPF Membership

4 million Total membership²



2 million Active members³

² CPF member refers to a person (including self-employed) who has a positive balance in any of his CPF accounts.

³ Active CPF member refers to a person who has at least one contribution paid for him for the current or any of the preceding three months. The figure excludes Self-Employed Persons (SEPs) who are not employees concurrently.

CPF Members' Balances

Total CPF members' balances grew by **8.7%** to

\$425.1 billion



CPF contributions collected and credited

\$39.8 billion



CPF Withdrawals

Withdrawals from CPF members' balances

\$21.4 billion



CPF Contributions and Enforcement



Mandatory CPF contributions made by **148,827** employers for their employees

\$39.8 billion

Average default rate for employers who failed to pay CPF contributions on time

1.9%



Total amount recovered for employees in owed and late CPF contributions from their employers

\$0.61 billion



Self-Employed Contributions

Total CPF Contributions from Self-Employed Persons (SEPs)

\$739.2 million



Mandatory annual MediSave contributions made by **221,483** SEPs

\$584.5 million

Mandatory MediSave contributions made by **2,253** SEPs under the pilot Contribute-As-You-Earn (CAYE)⁴ scheme (as of 31 March 2020)

\$0.6 million



⁴ The Contribute-As-You-Earn (CAYE) launched on 1 January 2020 requires Government service buyers to deduct and transmit the MediSave contribution to the SEP's MediSave account whenever they pay the SEP.

More information is available in Annexes C and J.

Building a Secure Foundation for Retirement

Figures as at 31 December 2019, unless stated otherwise

In 2019, CPF Board was recognised as Asia's top retirement system and ranked seventh out of 37 retirement systems globally in the Melbourne Mercer Global Pension Index.

The Board plays a key role in enabling members to have a secure foundation for retirement through lifelong income, healthcare protection and home ownership.

Strengthening Retirement Income

CPF Lifelong Income for the Elderly (LIFE) Scheme

More than **176,000** CPF members have joined since its launch in 2009

About **\$1.9 billion** monthly payouts received by more than **68,000** CPF members

\$5.31 billion disbursed to CPF members reaching 55, and on medical grounds



Providing Healthcare Protection for Life



\$1.09 billion in direct medical expenses paid for via MediSave

684,000 claims approved under MediShield Life, covering **\$1.03 billion** in hospital bills

Enabling Home Ownership

971,056¹ CPF members used CPF savings for housing needs amounting to **\$17.8 billion**



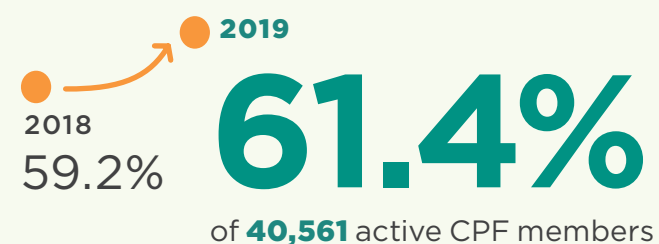
¹Based on the number of CPF members who withdrew their CPF savings to pay for their housing needs. Members who own both flats and private property will be counted more than once.



Strengthening Retirement Income

Figures as at 31 December 2019, unless stated otherwise

Saving for a Secure Retirement



who turned 55 and were able to set aside their Cohort Full Retirement Sum (CFRS) fully in cash¹, or set aside at least their Cohort Basic Retirement Sum (CBRS) while owning at least one property.

Retirement sums provide CPF members with monthly payouts under the CPF LIFE Scheme or the Retirement Sum Scheme (RSS). CPF LIFE provides payouts for life while RSS provides monthly payouts that will stop when their Retirement Account (RA) savings are depleted.

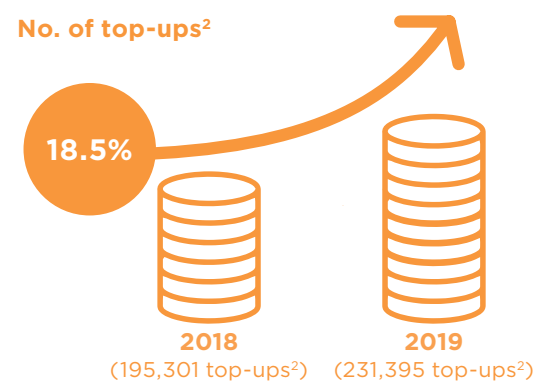
¹ For those who do not own a property.

Topping Up for More Retirement Savings

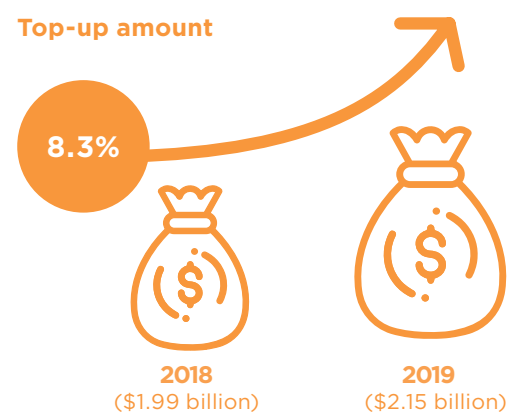
CPF members can boost their own or loved ones' retirement savings by making cash top-ups or CPF transfers to their own Special Account (SA) or RA, or that of their loved ones.

In 2019, **231,395 top-ups²** were made, amounting to

\$2.15 billion



This led to **9,000 more** CPF members attaining at least the Basic Retirement Sum.



² Comprising cash top-ups and CPF transfers.

From the first day they started working, CPF members have been saving for their retirement with CPF.

Receiving Lifelong Monthly Payouts

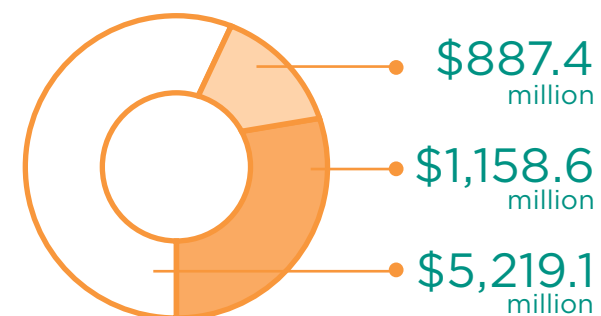
CPF LIFE provides CPF members with monthly payouts starting any time from age 65, for as long as they live. This is crucial as Singaporeans are living longer.

Number of CPF LIFE members since its launch in 2009 **More than 176,000**

Total amount paid to more than **68,000** members **About \$1.9 billion**

CPF Withdrawals

\$7,265.1 million disbursed to CPF members in 2019



Breakdown of members

- Reached the age of 55 and have set aside their CFRS in their RA³
- Withdrawn on death and medical grounds
- Left Singapore and West Malaysia permanently, and Malaysians who left Singapore to reside in West Malaysia

³ CPF members who are unable to set aside their CFRS or at least CBRS with a property⁴, can still withdraw up to \$5,000 of their savings. Those who are receiving lifelong monthly income from their own private annuities or pension may also withdraw their RA savings, without the need to set aside the retirement sum in their RA.

⁴ For those who do not own a property.

Additional Support for CPF Members

Silver Support Scheme

\$340.2 million

disbursed to more than **155,000** members aged 65 and above to supplement their retirement income.



Workfare Income Supplement Scheme (WIS)

\$646.2 million

in WIS payments made to around **402,000** Singaporean employees and Self-Employed Persons (SEPs) for working in 2018.



\$563.8 million

paid to about **349,000** Singaporean employees for working in 2019.



SEPs who worked in 2019 received their 2019 WIS payment from April 2020, upon income declaration and payment of the required MediSave contribution.

CPF Investment Scheme (CPFIS)

CPFIS is intended for members who are willing to take risk and have the knowledge and time to invest their Ordinary Account (OA) and Special Account (SA) savings in a wide range of financial instruments.

\$16,528.4 million of OA savings invested by **941,231** CPF members

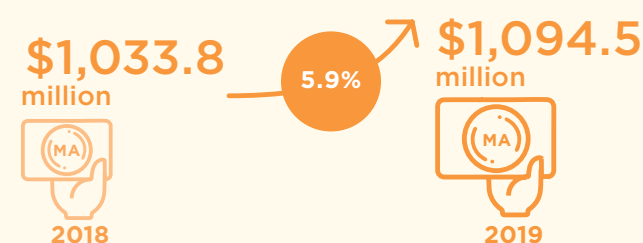
\$5,265.8 million of SA savings invested by **293,657** CPF members

Providing Healthcare Protection for Life

Figures as at 31 December 2019, unless stated otherwise

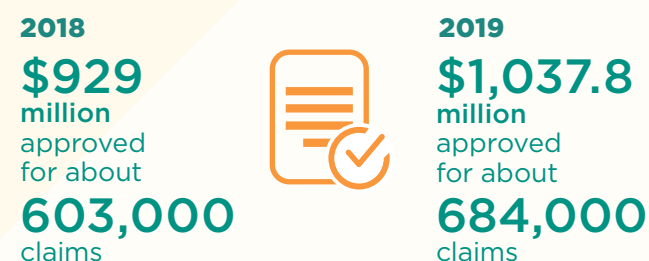
Helping Members with Healthcare Costs

More MediSave withdrawals for direct medical expenses



Figures exclude MediSave withdrawals for payment of premiums under the Private Medical Insurance Scheme, ElderShield Scheme and MediShield Life Scheme.

More have benefitted from MediShield Life coverage



Enhanced MediShield Life Benefits

Through MediShield Life, all CPF members enjoy basic health insurance protection against large hospital bills for life, regardless of age or health conditions. CPF members can also use MediSave to pay for their own or approved dependants' medical expenses, including healthcare insurance premiums.

From 1 April 2019, MediShield Life benefits were enhanced to cover:

- Inpatient treatment for serious pregnancy and delivery-related complications
- Continuation of autologous bone marrow transplant treatment for multiple myeloma in the outpatient setting

Additional Support for CPF Members

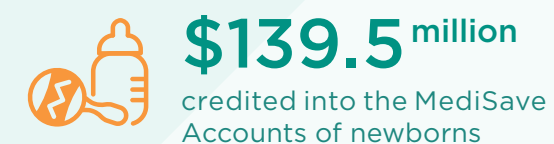
The Government also provides financial assistance or grants to boost Singaporeans' MediSave savings.

MediShield Life Premium Subsidies



This went towards subsidising majority of the cost of extending MediShield Life coverage to those with pre-existing conditions and premium subsidies for lower- to middle-income Singapore Residents.

MediSave Grant for Newborns



Parents could tap on this grant for their children's healthcare needs such as:

- MediShield Life premiums
- Recommended childhood vaccinations
- Hospitalisations and approved outpatient treatments

Beyond lifelong income, CPF Board helps members save for healthcare expenses, so they enjoy universal healthcare insurance and can afford the basic medical care they need, well into retirement.

Honouring and Supporting Our Seniors

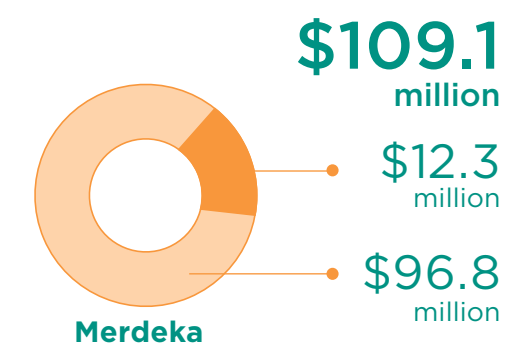
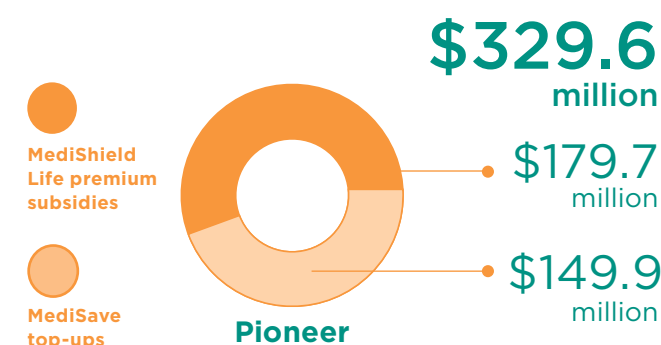
Pioneer Generation Package (PGP)

- Introduced in 2014 for our Pioneers¹
- Provides eligible Pioneers with assurance for their healthcare costs for life
- The Board administers three of the package's five components³: MediSave top-ups, MediShield Life premium subsidies and come 2021, the CareShield Life participation incentive

Merdeka Generation Package (MGP)

- Introduced in 2019 for our Merdeka Generation²
- Provides MG seniors greater assurance with healthcare costs in their silver years
- The Board administers three of the package's five components⁴: MediSave top-ups, MediShield Life premium subsidies and come 2021, the CareShield Life participation incentive

In 2019, CPF Board disbursed to each generation



¹ Pioneers are Singapore Citizens born on or before 31 December 1949 and had obtained Singapore Citizenship on or before 31 December 1986.

³ The five PGP components are (1) outpatient care subsidies, (2) annual MediSave top-ups, (3) special subsidies for MediShield Life premiums, (4) cash payments for Pioneers with moderate to severe functional disabilities under the Pioneer Generation Disability Assistance Scheme (PioneerDAS) and (5) a higher CareShield Life participation incentive of \$4,000 when the scheme opens for applications from 2021.

² Merdeka Generation seniors are Singapore Citizens born on or before 31 December 1959, had obtained Singapore citizenship on or before 31 December 1996, and did not receive the Pioneer Generation Package.

⁴ The five MGP components are (1) outpatient care subsidies, (2) annual MediSave top-ups from 2019 to 2023, (3) additional subsidies for MediShield Life premiums, (4) a one-off PAssion Silver Card top-up, and (5) a higher CareShield Life participation incentive of \$4,000 when the scheme opens for applications from 2021.

Enabling Home Ownership

Figures as at 31 December 2019, unless stated otherwise

Home Financing

In 2019, CPF members withdrew a total of

\$17,817.4 million

to pay for their home purchase.

HDB Flats



\$11,005.2 million

withdrawn by
743,560 members

Private Properties & Executive Condominiums



\$6,812.2 million

withdrawn by
227,496 members

Protecting Members and Their Homes

Our commitment to members does not end when they make their home purchase. We have put in place these two schemes to protect them and their loved ones in the event of unforeseen circumstances.

Home Protection Scheme (HPS)

HPS is a mortgage-reducing insurance scheme that protects CPF members and their families from losing their homes in the event of the insured member's death, terminal illness¹ or Total Permanent Disability (TPD)². It is compulsory for members who use CPF savings to pay for their HDB flats.



596,752 CPF members

covered for a total sum assured of

\$97,560.5 million

Claims in 2019

1,059

Death cases

627

Terminal illness & TPD cases

432

Amount of claims approved

\$95.5 million

¹ Terminal illness refers to an illness that is likely to result in the death within 12 months. A claim can be made only if the terminal illness occurred on or after 1 May 2016.

² Total Permanent Disability (TPD) refers to (i) the inability to take part in any employment permanently or (ii) the total permanent loss of physical function or both eyes, two limbs or one eye and one limb. A claim under (ii) can only be made from the total permanent loss of physical function that occurred on or after 1 May 2016.

A home is an important part of our members' retirement nest egg in their golden years. CPF has been a key pillar in supporting home ownership in Singapore.

HPS Premium Rebate

With better-than-expected investment gains and lower-than-projected claims, an HPS premium rebate exercise was carried out.

More than

760,000

CPF members

received the rebate in their OA in January 2020



About

1 in 2

received \$500 or more



Dependant's Protection Scheme (DPS)

DPS is an opt-out term insurance scheme provided by the Great Eastern Life Assurance Company Limited and NTUC INCOME Insurance Co-operative Limited that provides eligible CPF members and their families with financial help in the event of the insured member's death, terminal illness¹ or Total Permanent Disability (TPD)² before age 60.



1,898,997 CPF members

covered for a total sum assured of

\$93,008 million

Claims in 2019

2,585

Death cases

1,688

Terminal illness & TPD cases

897

Amount of claims approved

\$132.5 million

More information is available in Annex J.

Making a Difference through Service

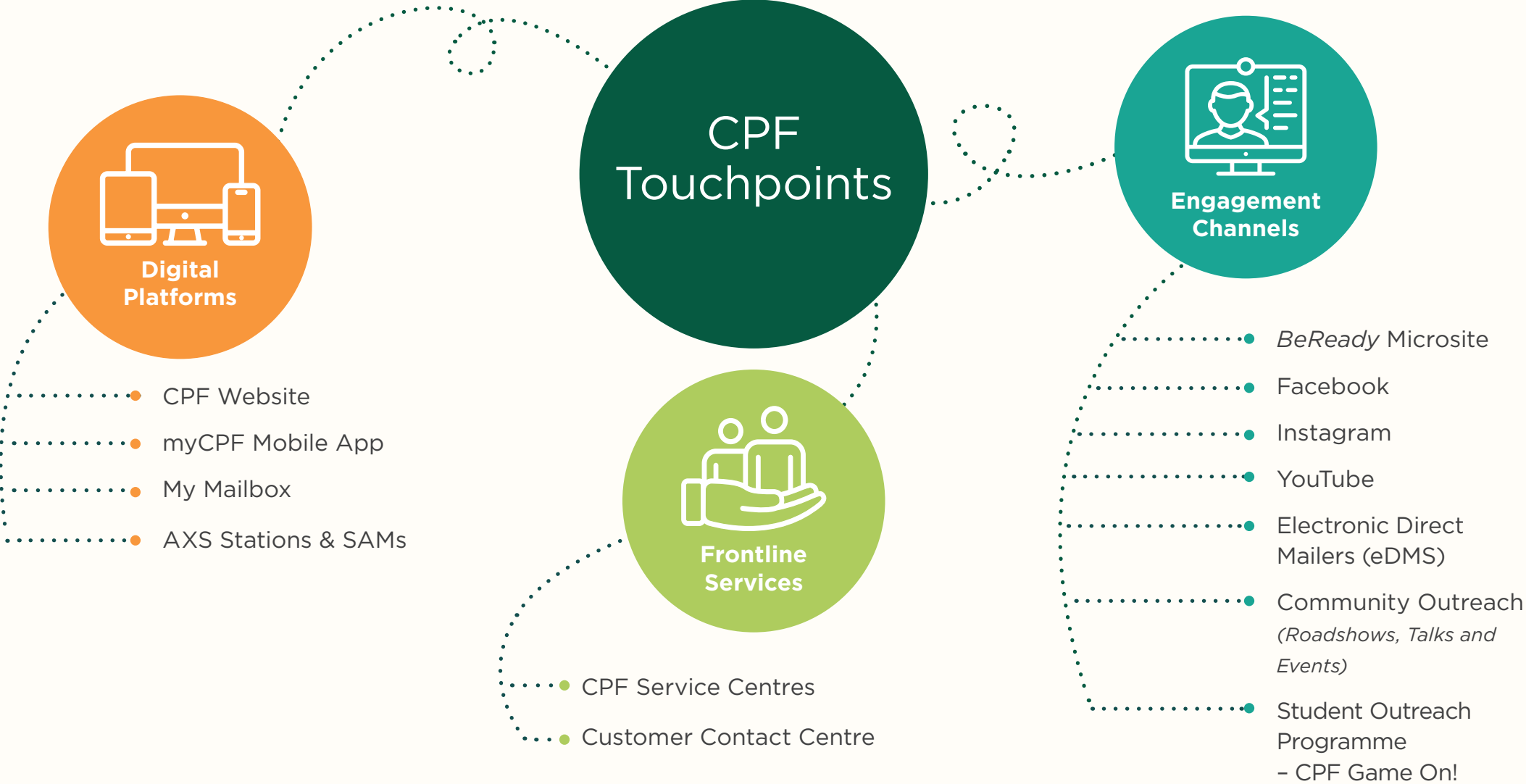
Figures as at 31 December 2019, unless stated otherwise

Members Come First


This year, the Board made strides forward in service transformation. Key pages on our website were redesigned and features on the mobile app were enhanced, to help members do more with ease while safeguarding their data. But whatever the touchpoint, members remain at the heart of all these services.

“I could feel that you are serving me and my enquiries deep from your heart.”

— Mr A. Razak,
a member in his 60s on
his experience at Tampines
CPF Service Centre



Over **62** million transactions performed on CPF website, myCPF Mobile App and island-wide kiosks



About **1** million CPF members and employers served

110,000 correspondences handled

640,000 calls answered



Over **10** million engagements¹ via digital and social media platforms

More than **270,000** CPF members engaged via community outreach



¹ Engagement refers to interactions on CPF's Facebook and Instagram pages, views on CPF Board YouTube channel, total page views on *AreYouReady* and *BeReady* microsites.

Digital Platforms

Figures as at 31 December 2019, unless stated otherwise

“I rated CPF online service the best among others. Very user friendly, information is very comprehensive, useful details & easy to understand at a glance.”

— Anonymous compliment collected from CPF website

CPF Website Services (cpf.gov.sg)

To create a better web experience, the Board invested in usability studies. With a deeper understanding of members' needs, these insights guided the redesign of the CPF website's homepages, to great effect.



Over **27** million hits on redesigned homepages

The CPF website continues to provide members a world of convenience in one place. More than 2.8 million members used it in 2019 to easily:

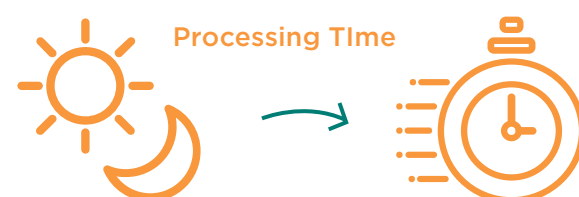


- check CPF account balances and statements
- submit applications
- check transaction status and more...

Near-instant Crediting and Payments (PayNow)

CPF members can now enjoy the benefits of PayNow when performing payment transactions via the CPF website.

With PayNow, they can top up their SA or RA and enjoy real-time crediting into their accounts.



5 working days **Near-instant**

They can also use PayNow for payments such as Housing Protection Scheme premiums and education loan repayments.

Close to **\$293** million collected through PayNow



Smart payment and collection technologies have allowed the Board to provide members with more convenient, efficient and near-instant transactions. In 2019, over 62 million e-transactions were performed through the CPF website, myCPF Mobile App and kiosk platforms.

CPF Mobile App Services



Dashboard

Members can easily view their key CPF accounts and transaction details anytime, anywhere.

Close to

530,000 users of myCPF Mobile App in 2019



New myCPF Mobile App Features



Easier Cash Refund

Members can make cash refunds online for their CPF savings used for property purchases. They no longer need to submit hardcopy applications.

“Easy to use, simple interface with clear information. Great app!”

— Ms C. Tan, a member in her mid-20s

E-Convenience for Employers

Employers can electronically submit their employees' CPF contribution details via:



Mobile phones



CPF website



AXS stations island-wide

In December 2019

90%

of all employers submitted their employees' CPF contribution details electronically

98.3%

of all employees had their CPF contributions submitted electronically

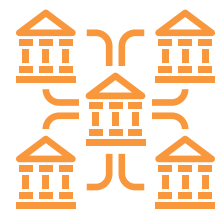
Frontline Services

Figures as at 31 December 2019, unless stated otherwise

CPF Service Centres

Close to
1 million

CPF members and employers served across



5 CPF service centres

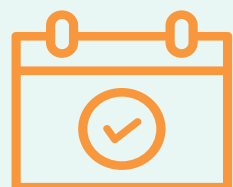
About
660,000
were served over the counters



About
340,000
used Self-Help lobbies to:

- view and print CPF statements
- submit online requests
- make payments

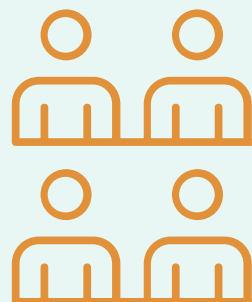
CPF Retirement Planning Service (CRPS)



Seniors aged 54 and above can book an appointment at service centres to receive personalised guidance from a team of multi-lingual Customer Service Executives on how to enhance their retirement savings and payouts.

About
2,700

CPF members attended CRPS



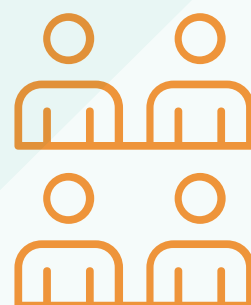
98%

would recommend CRPS to others

In 2019, CRPS was extended to CPF members reaching their Payout Eligibility Age (PEA).

About
650

CPF members attended CRPS-PEA



95%

would recommend CRPS-PEA to others

From introducing CPF services at the Integrated Public Service Centre to playing a more active role in facilitating Whole-of-Government (WOG) solutions, the Board's frontline service transformation efforts go the extra mile in providing CPF members the support they need.

Customer Contact Centre

About
640,000
calls from CPF members and employers handled



My Mailbox

This SingPass 2FA-authenticated platform was launched in 2019, so CPF members can securely:

- submit enquiries
- receive personalised responses
- view letters and notifications online
- receive SMS notifications

Around
110,000
correspondences made via **My Mailbox**



Call Authentication Service with SingPass 2FA

Safeguarding CPF members' confidential data is of paramount importance to the Board. Since 2017, this impactful service transformation enables secure verification of their identity with a Customer Service Executive without having to reveal private identifying information over the phone.

The service:

- provides an extra layer of security to protect members
- eradicates the risk of scams and identity thefts
- saves members a trip to the service centre
- frees up staff from paperwork to focus on higher-value interactions



Close to
57,000
members trusted and used Call Authentication

Collaboration with Public Agencies: Rejected Appeals Management Protocol (RAMP)

CPF members facing temporary financial difficulties often turn to the CPF Board for assistance as they see their CPF savings as a potential source of relief. Sometimes, the assistance they need lies with other agencies. But members may not know who to approach or how. Recognising this, RAMP was established in May 2019.

A collaborative, Whole-of-Government (WOG) solution driven by the CPF Board

RAMP equips officers with knowledge of assistance schemes beyond the CPF system, so they can:

1. Identify the relevant scheme
2. Proactively work with that agency
3. Offer alternative assistance to the CPF member

Since then, the Board has piloted with partners such as:

- Ministry of Social and Family Development
- Housing & Development Board
- Ministry of Health
- Public healthcare institutions

and assisted over

700 CPF members with financial difficulties



“I am really happy and grateful. Because I feel a weight has been lifted off my shoulders.”

— Mr SH Kay, a member in his mid-50s who benefitted from RAMP

Engagement Channels

Figures as at 31 December 2019, unless stated otherwise

The Board continued to engage CPF members through mass, targeted and personalised communication channels. From sharing about scheme benefits to the role of CPF in retirement planning, more members are being reached both offline and on.

Online and Social Media Engagement

Throughout the year, CPF Board reached out regularly to members on digital and social media, and collaborated with content partners to communicate CPF schemes and policies.

¹ Engagement refers to interactions on CPFB's Facebook and Instagram pages, views on our YouTube channel, total page views on *AreYouReady* and *BeReady* microsites.

Over **10** million engagements¹ via online and social media platforms



Close to **1.5** million subscribers reached via electronic Direct Mailers with an open rate of **37%**

CPF Retirement Planning Campaign

Held annually to reinforce the importance of retirement planning and the role that CPF plays, the campaign's theme for 2019 was **Be Ready with CPF**. It leveraged on salient factoids and provided tips to CPF members aged between 20 to 54, on how they can make the most of their CPF for greater peace of mind in retirement.

Over **8.6** million video views² from August to November 2019



More than **630,000** sessions on the cpf.gov.sg/beready website



² Views include those on YouTube, Toggle and Facebook platforms.

Community Outreach

CPF Board is always seeking deeper conversations with CPF members. Through CPF Retirement Planning roadshows, regular thematic talks and events targeting them at different life stages, we seek to connect with members of all ages and from all walks of life.

More than **270,000** CPF members reached



including **39,000** students reached via new outreach programme “CPF Game On!”

“CPF Game On!” aims to seed financial literacy at an early age. Targeted at secondary and tertiary students, it uses experiential learning activities and gamification techniques to bring CPF concepts to life.

Supporting Singaporeans Beyond CPF

Figures as at 31 December 2019, unless stated otherwise

CPF Board also plays a vital role for the Government and other agencies in ensuring grants and social transfers are promptly and accurately disbursed to citizens and companies.

GST Voucher Scheme



\$801.6

million

in cash received by close to **1.4 million** Singapore citizens



\$145.2

million

received by **498,000** Singapore citizens in their MediSave Accounts

CPF Top-up Scheme (one-off) under the Bicentennial Bonus



\$210.3

million

received by **269,300** Singapore citizens in their CPF accounts to commemorate Singapore's Bicentennial Year in 2019

Government-Paid Leave Schemes

\$355.4

million

reimbursed for **253,000** applications to foster a pro-family environment in Singapore

Special Employment Credit Scheme

\$432

million

disbursed to **100,000** employers to encourage the hiring of senior Singaporeans and persons with disabilities

5-Year MediSave Top-Up

\$55.6

million

received by **556,000** Singapore citizens aged 50 and above in their MediSave Accounts, to support their healthcare needs as they do not receive benefits from the Pioneer Generation Package and Merdeka Generation Package

Workfare Bicentennial Bonus

\$71

million



in payments made to around **395,000** Workfare Income Supplement recipients to help with their daily living expenses

Wage Credit Scheme

\$600

million



disbursed to **90,000** companies to encourage employers to share productivity gains with their employees, our CPF members

Achieving Excellence as One Workforce

The Board was proud to have our efforts in service delivery, customer engagement and creative communications recognised by the public sector and beyond.

Accolades

2019 Singapore Good Design Mark (SG Mark) by Design Business Chamber Singapore

- The Digital Solution Award (Smart Design Category) awarded to myCPF Mobile App
- SG Mark (Experience Design) awarded to CPF Bishan Service Centre Transformation
 - Top 9 of 81 award-winning projects to receive SG Mark with Special Mention

2019 CCAS International Contact Centre Awards

- Best Human Resource Support Specialist (Gold) awarded to Ms Chor Swee San, Senior Deputy Director of Human Resource Department
- Best In-House Section (Silver) awarded to Ms Sarah Ang, Deputy Director of the Customer Contact Centre

2019 MARKies Awards

- Most Effective Use – Social Media (Gold) awarded to CPF Retirement Planning Campaign 2018
- Most Creative – TV/Video Advertising (Bronze) awarded to CPF Retirement Planning Campaign 2018

2019 Marketing Excellence Awards

- Excellence in Content Marketing (Silver) awarded to CPF Retirement Planning Campaign 2018

2019 Marketing Events Awards

- Best Community Event (Bronze) awarded to CPF Game On! Programme

Public Service Transformation Awards

The following CPF project team and officers were among the recipients of the 70 awards given out to individuals and teams across the Public Service for excellence in service delivery, innovation and best practices:

- Service Delivery Excellence awarded to CPF PayNow Journey – CPF Smart Payments & Collections Workgroup
- Exemplary SkillsFuture @ Public Service awarded to Hans Wahyudin
- Exemplary Service Excellence awarded to Zayden Ng Yew Seng