

# ANNUAL REPORT

Central Provident Fund Board

# 2020



# 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

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# Chairman's Statement



**Mr Chiang Chie Foo**  
Chairman

## Update on the Central Provident Fund and Insurance Funds

The CPF Board marked its 65<sup>th</sup> anniversary in 2020. Over the decades, Singapore's CPF system has grown from strength to strength in helping our people meet their retirement, housing, and healthcare needs. In 2020, the number of CPF members increased by 1.8% to 4.1 million, and total CPF members' balances grew by 8.7% to \$462.1 billion. This excludes the net amount withdrawn for housing and investments, which stood at \$261.4 billion at the end of 2020. The Board also operates several insurance funds. At the end of 2020, the MediShield Life Fund stood at \$2.1 billion. Over 701,000 MediShield Life claims were approved, amounting to \$1.0 billion. The Home Protection Fund stood at \$0.7 billion as at end-2020, with over 580,000 members insured under the Home Protection Scheme (HPS). In the course of the year, 920 HPS claims amounting to \$83.8 million were approved.

## Supporting Members and Employers Through COVID-19

The COVID-19 pandemic last year has had an unprecedented impact. To see Singaporeans through this challenging period, the Government introduced an array of support measures, a number of which were implemented by the CPF Board. These included the Care and Support Package cash payout and Solidarity Payment for Singaporeans, the Workfare Special Payment and Self-Employed Person Income Relief Scheme for workers, as well as the Jobs Support Scheme and Foreign Worker Levy waivers for employers.

## Major CPF Enhancements in 2020

### Helping Members to Strengthen Retirement Adequacy

In 2020, we took steps to help self-employed persons (SEPs) save more regularly for their healthcare needs. Under the Contribute-As-You-Earn pilot scheme launched in early 2020, SEPs contracting with government agencies had a portion of their fees automatically credited to their MediSave accounts, with matching contributions from the Government up to a \$600 cap. In 2020, about 4,000 SEPs benefited from this scheme.

In January 2020, we also enhanced the Workfare Income Supplement scheme, which provides payouts to uplift the incomes and CPF savings of lower-wage Singaporean workers. Eligibility was extended to those earning up to \$2,300 a month, with a higher annual payout of up to \$4,000. These enhancements are expected to benefit close to 440,000 Singaporean employees and SEPs for Work Year 2020.

Housing monetisation schemes such as the Silver Housing Bonus (SHB) and the Lease Buyback Scheme (LBS) help elderly households supplement their retirement income by providing bonuses to seniors who right-size or sell their remaining flat lease respectively. In April 2020, the SHB was streamlined to allow more seniors to qualify so long as they sell their current flat and buy a 3-room or smaller flat, and top up \$60,000 of the proceeds to their CPF Retirement Account. To better support seniors in their retirement, the maximum SHB and LBS bonuses were also increased to \$30,000, up from \$20,000 previously. By the end of 2020, over 2,500 members had benefitted from these enhanced schemes.

The CPF Investment Scheme (CPFIS) is intended for members who have the knowledge and time to invest part of their CPF savings in order to seek potentially higher returns. However, investment churn can erode returns and affect members' savings. To reduce the cost of investing for CPFIS members, we removed the CPFIS sales charge of up to 1.5% for investment-linked insurance policies and unit trusts, and further lowered annual wrap fees that financial advisors can charge from 0.7% to 0.4% of assets under management in October 2020. This second round of reduction brings fees closer in line with those charged by cash market online investment platforms.

### Providing Greater Protection and Assurance for Long-Term Care Needs

To further assist seniors with their long-term care needs, we launched the new CareShield Life and MediSave Care schemes in October 2020. Unlike the current ElderShield scheme, CareShield Life will provide universal coverage for all Singapore Residents born in 1980 or later, with lifetime cash payouts starting from \$600 per month for as long as they remain severely disabled, regardless of pre-existing conditions. Payouts also increase over time, increasing annually until age 67 or when a successful claim is made, whichever is earlier. Eligible Singaporeans also enjoy means-tested subsidies and additional premium support. More than 680,000 CPF members have joined CareShield Life since its launch.

MediSave Care also allows severely disabled Singapore Residents aged 30 and above to withdraw up to \$2,400 per year in cash from their own and/or their spouse's MediSave accounts. Taken together, these measures will provide greater protection and assurance for members' long-term care needs.



## Improving Members' Service Experience

Even as we enhanced existing policies and implemented new schemes in 2020, we also made advances in service delivery. In January 2020, CPF Board launched an online service for members to nominate their beneficiaries without them or their witnesses having to be present in person or filling in hardcopy forms. The Online Nomination Service (ONS) allowed members to make nominations even when our CPF Service Centres were closed during the COVID-19 Circuit Breaker period in April and May 2020. ONS provides greater convenience to members and has been very well received; almost half of all 118,000 nominations in 2020 were carried out online.

## Further Enhancements in 2021 and Beyond

### Supporting Our Seniors

To help seniors who have not been able to meet the Basic Retirement Sum to save more for retirement, we introduced the Matched Retirement Savings Scheme (MRSS) in January 2021. Eligible Singaporeans aged 55 to 70 will have their cash top-ups matched by the Government, capped at \$600 per year from 2021 to 2025. Some 440,000 Singaporeans are eligible for MRSS in 2021.

We have also strengthened support for seniors aged 65 and above who had low incomes during their working years and now have less in retirement. In January 2021, the Silver Support Scheme was enhanced to increase quarterly cash payouts by 20% and introduce a new payout tier for seniors with monthly household income per person above \$1,300 but not exceeding \$1,800. The eligibility criteria was also broadened to cover one in three seniors aged 65 and above. In total, almost 250,000 seniors — up from 150,000 previously — will benefit from Silver Support payouts in 2021.

To strengthen seniors' retirement adequacy during their working years, CPF contribution rates will be increased gradually for workers aged above 55 to 70 over the next decade, starting from 1 January 2022. To alleviate the rise in business costs for employers, the CPF Transition Offset will absorb half of this increase for employers in the first year.

### Better Protection Against Unexpected Events

The Dependants' Protection Scheme was enhanced from 1 April 2021 to better protect insured members, and their families, during their working years. CPF members now enjoy more attractive premiums, and a higher sum assured of \$70,000, up from \$46,000 previously. The maximum age of coverage has also been increased to cover members above age 60 and up to age 65, at a lower sum assured of \$55,000. This strikes a balance between the member's need for financial protection and conserving more of their CPF for higher retirement payouts.

MediShield Life is a health insurance plan which helps to pay for large hospital bills and selected costly outpatient treatments. To ensure that it continues to provide adequate and meaningful protection to members, the scheme was enhanced in March 2021 to provide better coverage, including updated claim limits. Given this challenging pandemic period, subsidies and support will be provided to help cushion the impact of premium adjustments. These include a one-off COVID-19 premium subsidy, payment deferrals and additional premium support for eligible members. In addition, Pioneer Generation seniors will also receive higher lifetime annual MediSave top-ups of \$250 to \$900 from 2021.

To better support patients with complex chronic conditions, the annual withdrawal limit for MediSave to be used for Chronic Disease Management Programme treatments was raised

from 2021. Now known as MediSave700, the scheme is expected to benefit more than 176,000 patients who will be able to withdraw amounts more commensurate with their individual medical needs, as limits were shifted from a per-account to a per-patient limit.

## Conclusion and Appreciation

As Singapore continues to deal with the COVID-19 pandemic, the CPF Board remains committed to our mission to enable Singaporeans to have a secure retirement, through lifelong income as well as healthcare and home financing. I wish to take this opportunity to convey my appreciation to all Board members for their guidance and support. I also wish to thank CPF Board staff, whose dedication and passion made it possible for us to roll out the many COVID-19 support schemes and continue serving Singaporeans with excellence in these difficult times.

I also wish to express our appreciation to former Board members Mr Chan Heng Kee, Ms Mary Liew, Prof Annie Koh, and Mr Tan Teck Huat for their valued service to the Board. We welcome Mr Poon Hong Yuen as our new Deputy Chairman, as well as Mr Chan Yeng Kit, Mr Sanjeev Tiwari, Prof Chong Tow Chong, and Ms Tan Su Shan as Board members. I look forward to their contributions.



# Board Members



**Mr Chiang Chie Foo**  
Chairman



**Mr Poon Hong Yuen**  
Deputy Chairman  
Deputy Secretary (Workforce)  
Ministry of Manpower



**Mr Augustin Lee**  
Chief Executive Officer  
Central Provident Fund Board



**Ms Liew Tzu Mi**  
Chief Investment Officer  
Fixed Income  
GIC Pte Ltd



**Mr Chan Yeng Kit**  
Permanent Secretary  
Ministry of Health  
(Government Representative)



**Mr Lim Zhi Jian**  
Director  
(Reserves & Investment)  
Ministry of Finance  
(Government Representative)



**Mr Aje Kumar Saigal**  
Chief Executive Officer and  
Chief Investment Officer  
Nuvest Capital Singapore



**Ms Rachel Eng**  
Managing Partner  
Eng and Co. LLC



**Mr Muhd Shamir Bin Abdul Rahim**  
Founder and  
Chief Executive Officer  
VersaFleet Pte Ltd  
(Employer Representative)



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



**Ms Ho Hern Shin**  
Deputy Managing Director  
(Financial Supervision)  
Monetary Authority  
of Singapore



**Professor Chong Tow Chong**  
President  
Singapore University of  
Technology and Design



**Ms Cham Hui Fong**  
Deputy Secretary-General  
National Trades Union Congress  
(Employee Representative)



**Mr Sanjeev Kumar Tiwari**  
General Secretary  
Amalgamated Union of Public  
Employees  
(Employee Representative)



**Ms Tan Su Shan**  
Group Head of  
Institutional Banking  
DBS Bank



# Corporate Governance

## 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 organisation 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 15 members as at 31 December 2020.

All Board Members, except for the Chief Executive Officer ("CEO"), are non-executive members. The Board's composition considers 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: the Audit Committee, Investment Committee, Insurance Schemes Committee, Risk Management Committee, and Staff Committee. Each Committee is commissioned with respective Terms of Reference approved by the Board. More information is available in Annex G.

## Risk Management and Internal Controls

### Risk Management

The CPF Board has an established Board-wide risk management framework. This is based on the ISO 31000 Risk Management Standard and entails a rigorous and systematic process for managing risks. Annual risk assessments are conducted, with 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 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. To preserve anonymity, both staff and vendors may disclose concerns through secured channels manned by an independent external party. Information provided is safeguarded 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's Office.

For Financial Year 2020, 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 1 April 2021



**Mr Augustin Lee**  
Chief Executive Officer



**Mr Lo Tak Wah**  
Deputy Chief  
Executive Officer  
(Services)



**Ms Irene Kang**  
Group Director  
(Communications)



**Ms Janice Lai**  
Group Director  
(Customer Relations)



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



**Mr Eng Soon Khai**  
Deputy Chief  
Executive Officer  
(Policy and Corporate  
Development)



**Mr Low Pat Chin**  
Group Director  
(Healthcare)



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



**Mr Tang Lee Huat**  
Group Director  
(Finance and Procurement,  
Investment Management)  
Chief Financial Officer



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



**Ms Peh Er Yan**  
Group Director  
(Housing and Investment)



**Mr Tan Choon Swee**  
Group Director  
(Business Application Systems)



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



**Mr Chong Quey Lim**  
Group Director  
(Cybersecurity and Technology)  
Chief Technology Officer



**Mrs Tan Chui Leng**  
Group Director  
(Retirement Income)



**Mr Tey Chee Keong**  
Group Director  
(Human Capital Management)



**Mr Desmond Chew**  
Group Director  
(Agency and Self-Employed)



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



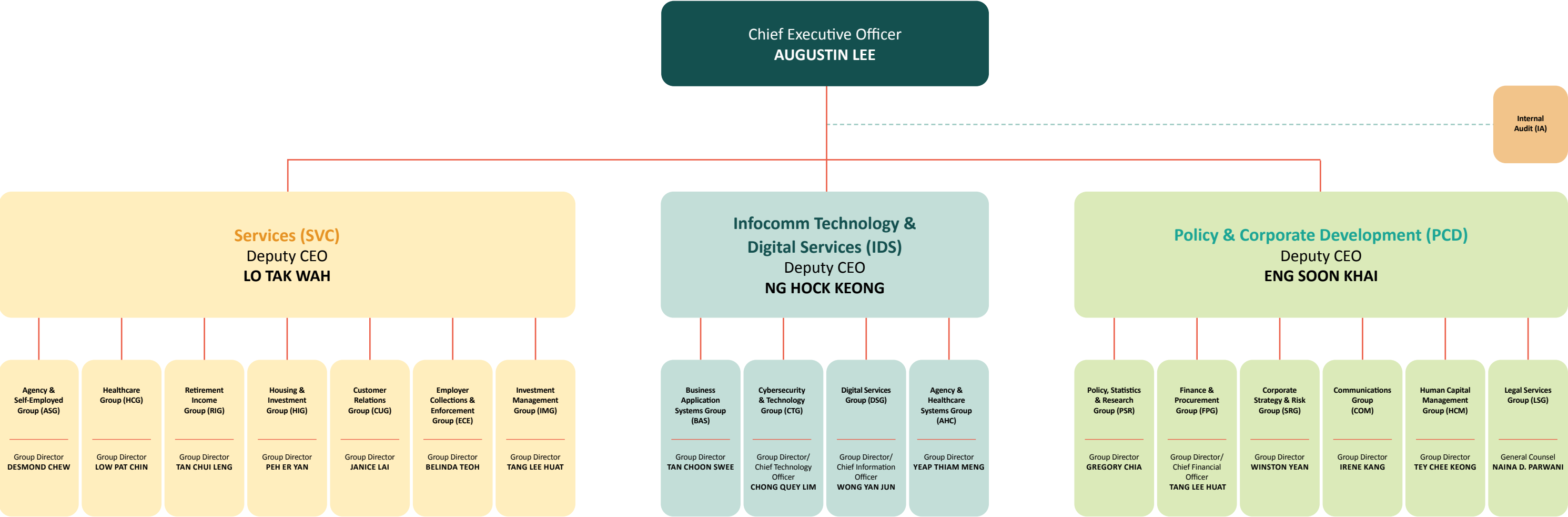
**Mr Winston Yean**  
Group Director  
(Corporate Strategy  
and Risk)



**Mr Yeap Thiam Meng**  
Group Director  
(Agency and Healthcare  
Systems)

# Organisation Structure

As of 1 April 2021





# START NOW

## Our Ambition

Committed to pushing the boundaries of excellence in service, engagement and operations, the CPF Board has embarked on a near-term ambition, START NOW. Despite the challenging circumstances brought on by COVID-19, we will continue to press on with our transformation efforts in 2021. We will consolidate the lessons learnt from the pandemic, while maintaining a long-term focus on serving members well and building capabilities to ensure the robustness and resilience of our business systems.

### Solutions without Boundaries

As a key public service and touchpoint for millions of members, the CPF Board is well connected with other Government agencies, which puts us in a good position to support Whole-of-Government solutions.

Over the last two years, we progressively rolled out the **Rejected Appeals Management Protocol (RAMP)** to proactively connect citizens in need with agencies upstream that can provide relevant assistance beyond what the Board can offer. We now have a well-established RAMP network of 32 partner agencies, spanning all major appeal categories such as daily expenses, debt, housing, healthcare and education. Our focus in 2021 is on improving the effectiveness of RAMP, to ensure that all deserving appellants receive appropriate help from the Government.

In support of the Singapore Together movement, we have also set up a dedicated Volunteers & Partners Office to launch a Community Paying it Forward Volunteer (CPFV) movement. The Office brings together like-minded individuals to create a community of members who pay it forward by sharing useful CPF information with others and helping them to make the most of their CPF.

### Tech & Apps at the Leading Edge

To excel in customer engagement, service delivery and operational efficiency, CPF Board keeps abreast of the latest technological developments, so that we can adopt relevant new technologies swiftly. The pandemic prompted many structural changes such as a transition to home-based call centres and virtual customer consultations at select service centres—along with a renewed impetus to adopt new technologies fast. We will continue to press on with our efforts to modernise our code base, exploit cloud technologies, adopt agile software development and personalise our online services.

### Assurance against Dynamic Risks

As trustees of our members' CPF monies, it is imperative that we ensure uninterrupted and error-free delivery of CPF services through resilient and robust governance, processes and operations. In 2021, we will continue to leverage better sensing capabilities, faster counter measures, and technology-driven interventions to safeguard our data and operations. This will ensure that our members and stakeholders continue to have full trust and confidence in the Board.



### Retirement without Worry

To provide members with peace of mind in retirement, we continually review policies and introduce scheme enhancements to improve members' retirement adequacy. We also make sure that our policies and schemes are well communicated and easily understood by members. Key policies that we will implement in 2021 include Phase 2 of the CareShield Life scheme and the new Matched Retirement Savings Scheme (MRSS). We will also be implementing enhancements to the CPF LIFE scheme and the Dependants' Protection Scheme.

While the pandemic may have curtailed physical engagements with members, we have expanded our digital offerings, and will continue to leverage digital platforms and collaborate with external partners such as schools and grassroots leaders to deepen community engagement and help members appreciate how the CPF system works for them.

### Transactions without Hardcopies

### Notifications without Letters

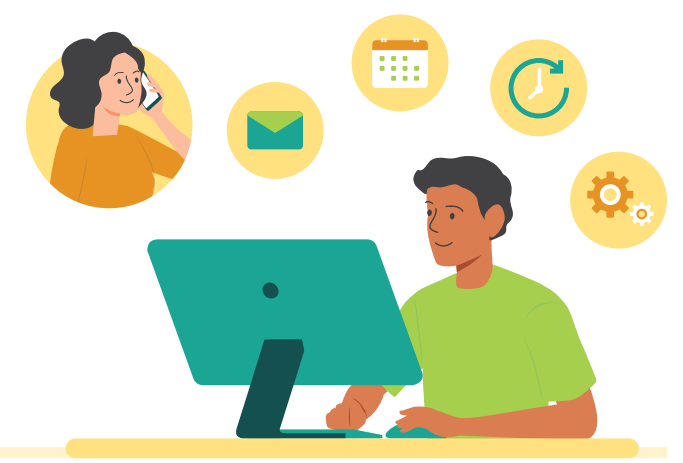
### Operations without Mundane Work

Digitalisation is a key pillar of CPF Board's transformation efforts as part of Singapore's Smart Nation drive. Our current digitalisation efforts focus on offering Transactions without Hardcopies, Notifications without Letters, and Operations without Mundane Work. Our continuing initiatives include: digitalising hardcopy letters by phasing out unnecessary letters, converting other letters to

e-mails, and auto-enrolling members onto the electronic version of the Yearly Statement of Account. We will also leverage FormSG and our Business Process Management System to systematically convert all hardcopy forms to e-forms, to facilitate straight-through processing for all transactions.

### Workforce that Achieves Together

To achieve our START NOW ambition, CPF Board will need to cultivate a skilled and motivated workforce that embraces the transformation efforts afoot. In 2021, the new Redeployment and Employability Unit will provide staff with career guidance, upskilling to improve employability and support for job rotations. We will continue to equip our staff with timely and relevant skillsets such as Lean Six Sigma for process optimisation and robotic process automation (RPA) for the automation of manual tasks. We will also transit to new ways of working that afford our staff the benefits of working from home as well as in the office and introduce new workspaces more conducive to collaborative work.



# The ABCDs of Our Board Culture

At the CPF Board, we aspire to always be Agile, Bold, Customer-Obsessed and Data-Smart.



## Agile

- Anticipate change
- Value “Good enough but fast” over “Perfect but slow”
- Improvise; adapt to the unexpected

## Bold

- Innovate; break new ground
- Be undeterred by lack of precedence
- Explore; experiment; learn in safe-fail environment



## Customer-Obsessed

- Go beyond customer-centric
- Deeply understand what customers value and what motivates them
- Meet customers’ needs [even unspoken ones] in advance

## Data-Smart

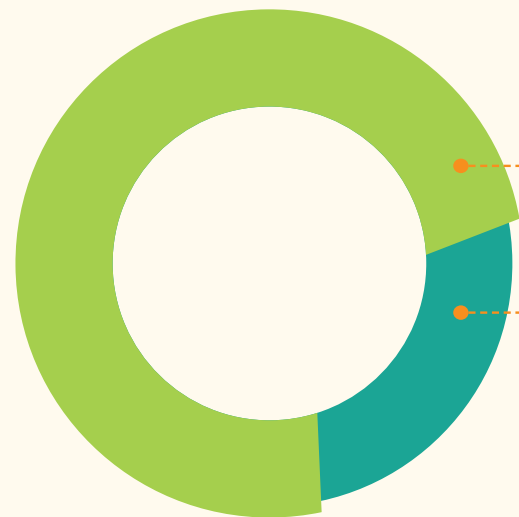
- Drive policy and operational decisions with data insights
- Visualise and exploit data
- Share data, with safeguards



# CPF at a Glance

As at 31 December 2020

## Interest Earned by CPF Members



Total interest credited to  
CPF members' accounts   
**\$16.8 billion**

including **\$1.7 billion** in extra interest<sup>1</sup>

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

## CPF Membership

 **4.1 million**  
total membership<sup>2</sup>

<sup>2</sup> A CPF member refers to a person (including the self-employed) who has a positive balance in any of their CPF accounts.

**2 million**  
active members<sup>3</sup>

<sup>3</sup> An active CPF member refers to a person who has at least one contribution paid for them for the current month or any of the preceding three months. The figure excludes Self-Employed Persons (SEPs) who are not employees concurrently.

## Self-Employed Contributions

 Total CPF Contributions from  
Self-Employed Persons (SEPs)  
**\$801.9 million**

Mandatory annual MediSave contributions made by  
more than **251,000** SEPs


**\$627.8 million**


**\$2.1 million**

Mandatory MediSave contributions made by about  
**4,000** SEPs under the pilot Contribute-As-You-Earn  
(CAYE)<sup>4</sup> scheme

<sup>4</sup> The Contribute-As-You-Earn (CAYE) scheme 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.

## CPF Members' Balances

Total CPF members'  
balances grew by **8.7%** to   
**\$462.1 billion**

CPF contributions  
collected and credited   
**\$40.9 billion**

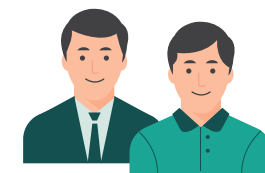
## CPF Withdrawals



Withdrawals from CPF members' balances

**\$20.7 billion**

## CPF Contributions and Enforcement



Mandatory CPF contributions  
made for employees by more  
than **154,000** employers

**1.7%**

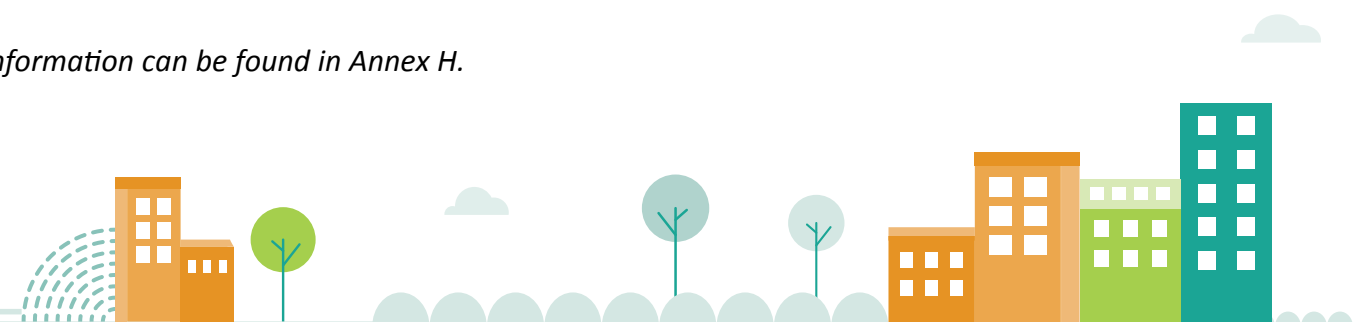
Average default rate for employers who failed to pay  
CPF contributions<sup>5</sup>

<sup>5</sup> This refers to the proportion of employers who failed to pay CPF contributions one month after the grace period.

**\$615.1 million**

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

*More information can be found in Annex H.*



# Building a Secure Foundation for Retirement

In 2020, Singapore was once again ranked as Asia’s top retirement system (and 7<sup>th</sup> overall internationally) by the annual Mercer Global Pension Index.

The Central Provident Fund (CPF) system, which the CPF Board administers, plays a vital role in helping members build a secure foundation for their retirement, healthcare, and home ownership needs. Over the years, we have continued to evolve and advance new policies and schemes to serve our members across these three key pillars.



## Bolstering Retirement Income

More than  
**178,000**  
CPF members in CPF Lifelong Income for Elderly (LIFE) Scheme since its launch in 2009




**\$2.3 billion** in monthly payouts received to date by more than  
**76,000**  
CPF members



## Providing Healthcare Protection for Life

 **\$1.01 billion**  
in direct medical expenses paid for via MediSave

**701,000** claims approved under MediShield Life covering  
 **\$1.05 billion** in hospital bills

## Enabling Home Ownership

**972,000<sup>1</sup>**  
CPF members used CPF savings for housing needs amounting to  
**\$17.3 billion**



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





# Bolstering Retirement Income

CPF helps members to accumulate savings for their future needs by setting aside part of their employment income from the moment they start working. Such savings, which earn risk-free interest, can also be enhanced through voluntary top-ups.

These funds can then be used for retirement through monthly payouts.

## Saving for a Secure Retirement



of 40,000 active CPF members who turned 55 in 2020 were able to set aside their Cohort Full Retirement Sum (CFRS), or set aside at least their Cohort Basic Retirement Sum (CBRS) while owning at least one property.

Savings in the Retirement Account (RA) provide CPF members with monthly payouts under the CPF LIFE Scheme or the Retirement Sum Scheme (RSS).

CPF LIFE provides CPF members with a monthly payout no matter how long they live, while RSS provides payouts until their RA savings are depleted.

## Topping Up for More Retirement Savings

To grow their retirement savings, CPF members can make cash top-ups or transfer their Ordinary Account (OA) savings to their Special Account (SA) or RA. They can also do so for their loved ones. CPF members can enjoy up to \$14,000 in income tax relief for the cash top-ups<sup>1</sup> for themselves and their loved ones.

In 2020, **140,000** CPF members participated in the Retirement Sum Topping-Up Scheme and **331,000 top-ups**<sup>2</sup> were made, amounting to



More than one-third of members who topped up were doing so for the first time.

No. of top-ups

**43% increase**



2019  
(231,000 top-ups)

2020  
(331,000 top-ups)

Top-up amount

**39% increase**



2019  
(\$2.15 billion)

2020  
(\$3 billion)

<sup>1</sup> Up to \$7,000 per year for cash top-ups for themselves and up to \$7,000 for their loved ones, if they meet the conditions.

<sup>2</sup> Comprising cash top-ups and CPF transfers.

## Receiving Lifelong Monthly Payouts

Singaporeans are living longer than ever before. CPF LIFE provides members with monthly payouts, starting any time from age 65 and continuing for as long as they live.

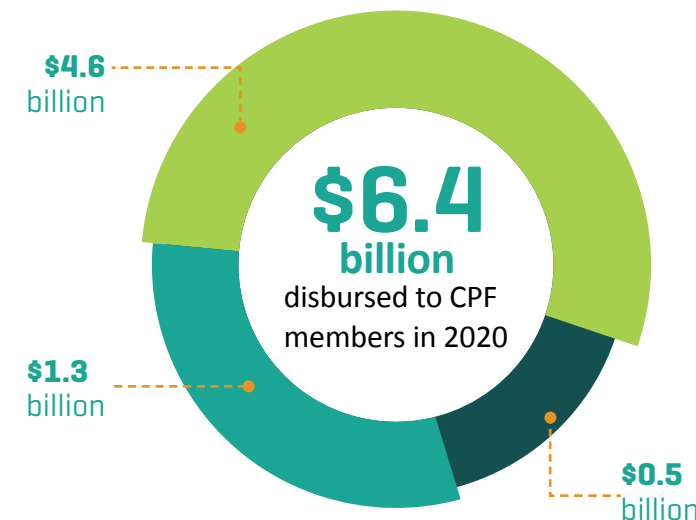
More than **178,000**

members joined CPF LIFE since its launch in 2009

**\$2.3 billion**

paid to more than **76,000** members

## CPF Withdrawals



### Breakdown of members

- Reached the age of 55 and have set aside their CFRS in their RA<sup>3</sup>
- Withdrawn on death and medical grounds
- Left Singapore and West Malaysia permanently, and Malaysians who left Singapore to reside in West Malaysia

<sup>3</sup> CPF members who are unable to set aside their CFRS<sup>4</sup> or at least CBRS with a property, 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.

<sup>4</sup> For those who do not own a property.

## Additional Support for CPF Members

### Silver Support Scheme



**\$395.8 million**

was disbursed to over **154,000** seniors in 2020

### Workfare Income Supplement Scheme (WIS)

**\$652 million**

in WIS payments made to **417,000** Singaporean employees and Self-Employed Persons (SEPs) for working in 2019

**\$753 million**

paid to **392,000** Singaporean employees for working in 2020

SEPs who worked in 2020 will receive their 2020 WIS payment from April 2021, upon income declaration and payment of the required MediSave contribution.

## CPF Investment Scheme (CPFIS)

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

**\$17 billion**

of OA savings invested by **960,000** CPF members

**\$5.5 billion**

of SA savings invested by **283,000** CPF members

# Providing Healthcare Protection for Life

Healthcare expenses can be costly and can come about suddenly. An important use of CPF savings is to help cover direct healthcare costs, as well as health insurance costs.

In recent years, these provisions and benefits have been enhanced to offer members better coverage and support.

## Helping Members with Healthcare Costs

MediSave withdrawals for direct medical expenses



Figure excludes MediSave withdrawals for payment of premiums under the Private Medical Insurance Scheme, CareShield Life Scheme, ElderShield Scheme and MediShield Life Scheme.

## Enhanced MediSave Benefits

MediSave helps CPF members save for future medical expenses. Besides hospitalisation, MediSave can also be used to pay for certain costly outpatient treatments like dialysis, chemotherapy and radiotherapy, as well as for treatment of a number of chronic diseases like diabetes and hypertension.

In 2020, the MediSave scheme was enhanced to introduce:

- ✓ Increased limits for inpatient hospice palliative care service (IHPCS) in community hospitals and inpatient hospices
- ✓ Time-limited extension of MediSave use for video-consultations of chronic conditions under the Chronic Disease Management Programme
- ✓ Increased MediSave withdrawal limits for thalassaemia, and rental of devices for long-term oxygen therapy and infant continuous positive airway pressure therapy outpatient treatments
- ✓ Usage of MediSave for acupuncture for lower back pain and neck pain at Specialist Outpatient Clinics (SOCs) in public healthcare institutions

Claims from MediShield Life coverage



## Enhanced MediShield Life Benefits

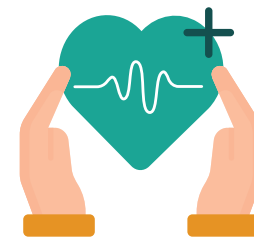
Through MediShield Life, all CPF members enjoy health insurance protection against large hospital bills for life, regardless of age or health conditions. CPF members can also use MediSave to pay for their own or approved dependants' MediShield Life premiums.

In 2020, MediShield Life benefits were enhanced with:

- ✓ Higher and more granular claim limits for surgical procedures
- ✓ Extension of coverage to the new IHPCS in community hospitals and inpatient hospices



## Providing Lifetime Protection for Long-Term Care Needs



CareShield Life and MediSave Care were launched on 1 October 2020.

## Additional Support for CPF Members

The Government also provides subsidies and grants to keep premiums affordable and boost Singaporeans' MediSave savings.

### CareShield Life Premium Subsidies

**\$57.6 million**

provided in Government subsidies from October to December 2020

Government subsidies keep CareShield Life premiums affordable. In 2020, subsidies were given to:

- Singapore Citizens born in 1980 or later, for the first 5 years from the launch of the scheme (i.e. 2020 to 2024)
- Lower- to middle-income Singapore Citizens and Permanent Residents

**CareShield Life** is a long-term care insurance scheme that provides members with financial support in the event of severe disability. More than **680,000** CPF members have joined CareShield Life since its launch.

**MediSave Care** is a long-term care scheme to allow members who are severely disabled to make monthly cash withdrawals of up to a total of \$200 a month from their own and/or their spouse's MediSave Accounts.

### MediShield Life Premium Subsidies

**\$623.4 million**

provided in Government subsidies

This includes premium subsidies for lower- to middle-income households and Additional Premium Support for those who require further financial assistance.

### MediSave Grant for Newborns

**\$138.3 million**

credited into the MediSave Accounts (MA) of newborns

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

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

## Honouring and Supporting Our Seniors



In 2020, CPF Board disbursed to each generation:

### Pioneer Generation Package (PGP)

**\$321.9 million**

**\$181.9 million**  
(MediShield Life premium subsidies)



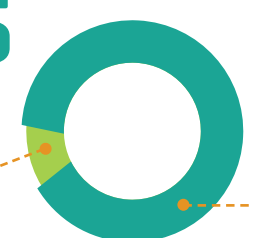
**\$140 million**  
(MediSave top-ups)

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

### Merdeka Generation Package (MGP)

**\$113.5 million**

**\$17.5 million**  
(MediShield Life premium subsidies)



**\$96 million**  
(MediSave top-ups)

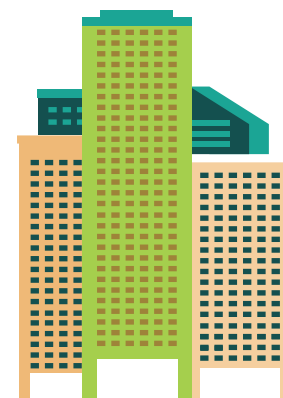
Merdeka Generation seniors are Singapore Citizens born on or before 31 December 1959, had obtained Singapore citizenship on or before 31 December 1996, and did not receive the Pioneer Generation Package.

# Enabling Home Ownership

Housing is an important need. CPF plays a vital role in supporting home ownership in Singapore, by helping members set aside savings that can be used to fund this asset.

## Home Financing

In 2020, CPF members withdrew a total of **\$17.3 billion** from their OA savings to pay for their home purchase



HDB Flats

**\$10.5 billion**  
withdrawn by **741,000** members



Private Properties and Executive Condominiums

**\$6.8 billion**  
withdrawn by **231,000** members

## Protecting Homes and Families

Our commitment to members does not end when they make their home purchase. We offer insurance schemes to help cover members and their loved ones financially, so they do not have to worry about losing their homes 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 members' death, terminal illness<sup>1</sup> or Total Permanent Disability<sup>2</sup> (TPD). It is mandatory for members who use CPF savings to pay for their HDB flats.



**580,000**  
CPF members covered for a total sum assured of **\$95.2 billion**

**920** claims in 2020  
**586** Death cases  
**334** Terminal illness & TPD cases

Amount of claims approved  
**\$83.8 million**

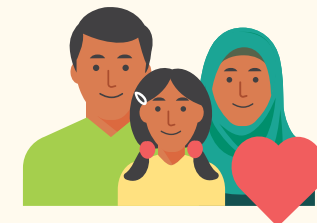
<sup>1</sup> Terminal illness refers to an illness that is likely to result in death within 12 months. A claim can be made only if the terminal illness occurred on or after 1 May 2016.

<sup>2</sup> 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 of 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.



### Dependants' Protection Scheme (DPS)

DPS is an opt-out term insurance scheme provided by the Great Eastern Life Assurance Company Limited<sup>3</sup> and NTUC INCOME Insurance Co-operative Limited. It provides eligible CPF members and their families with financial help in the event of the insured members' death, terminal illness<sup>1</sup> or TPD<sup>2</sup> before age 60<sup>4</sup>.



**1.9 million**  
CPF members covered for a total sum assured of **\$92.8 billion**

**2,381** claims in 2020  
**1,693** Death cases  
**688** Terminal illness & TPD cases

Amount of claims approved  
**\$121.7 million**

<sup>3</sup> From 1 April 2021, DPS is solely administered by Great Eastern Life. CPF members who were insured under NTUC Income will have had their DPS policy automatically transferred to Great Eastern Life.

<sup>4</sup> The maximum coverage age has been increased to cover members above age 60 and up to age 65 with effect from 1 April 2021.

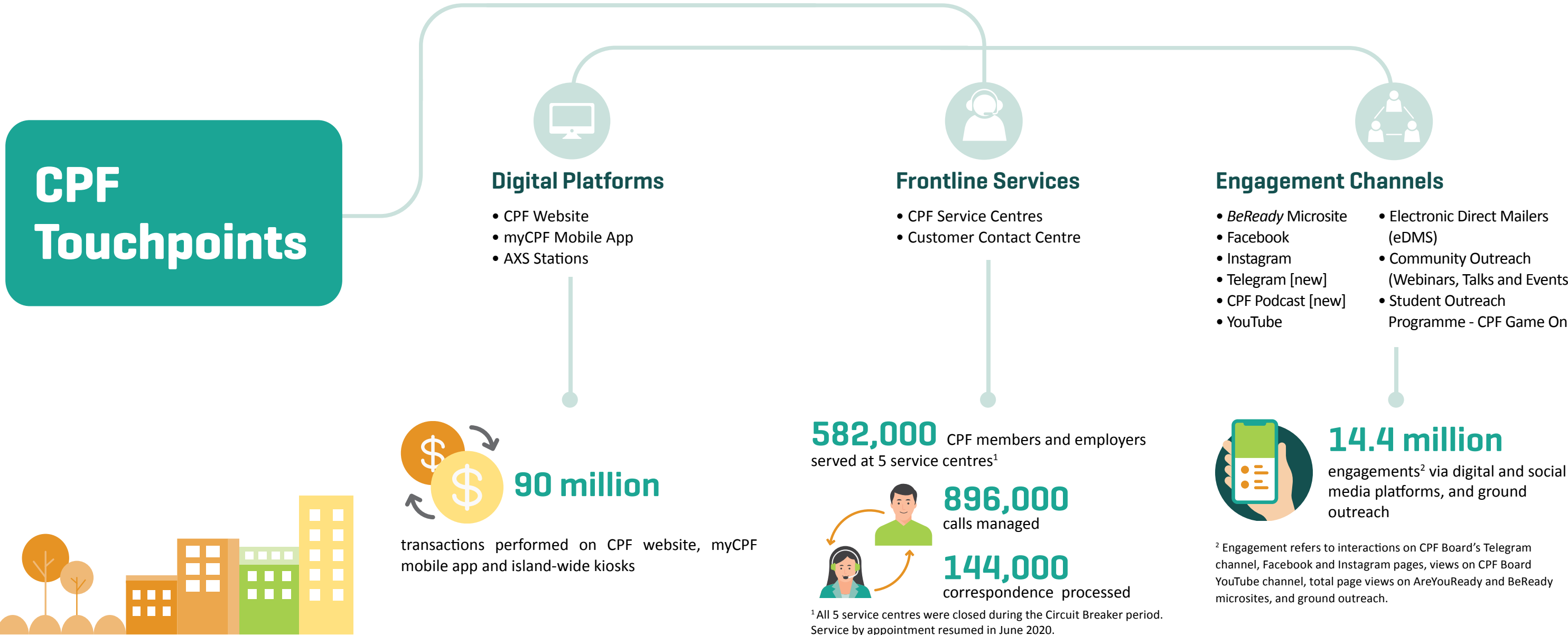


# Making a Difference Through Service

## Members Come First

The year 2020 was a challenging one for Singaporeans, with the COVID-19 pandemic bringing many changes and disruptions to our way of life. During this difficult period, we stepped up our service transformation to make it even easier for our members to access CPF services, while keeping to safe distancing guidelines.

Since we disburse the payouts of many COVID-19-related government assistance schemes, we strived to ensure that our members get the support they need, as smoothly as possible. Despite the pandemic, we also found new ways to connect with our members, who remain at the heart of all that we do.

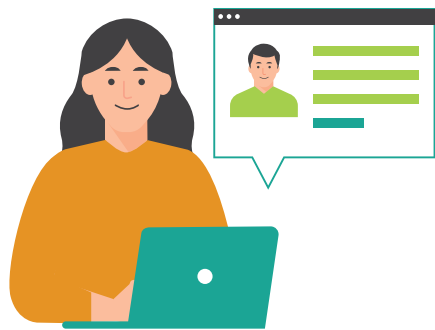




# Digital Platforms

The Board actively harnesses technology to make a difference to our members. We are continually enhancing our digital services to make it more convenient for our members to transact with us. Members can now make nominations online and enjoy more digital payment options when making CPF top-ups.

## Online Nomination Service (ONS)



In the past, members who wished to nominate beneficiaries for their CPF savings used to have to go through a more involved process that required them to sign documents in person with two witnesses.

In 2020, we streamlined this process, so members can now make nominations fully online, anytime and anywhere, with minimal hassle. We also deployed digital technology to protect members' documents and privacy more securely than ever before.

# 54,000

nominations were carried out online in 2020, saving almost 130,000 hours in commuting and waiting time. This comprises almost half of all nominations made in 2020.



### Reduced waiting time

to receive bequeathed CPF savings. If a CPF nomination has been made, the nominee can generally expect to receive the payment within 4 weeks after they have completed the application form to withdraw the deceased member's CPF savings.



### Cost savings

Digital automation has improved productivity by almost 90% (around \$600,000 in cost savings) and also saved \$100,000 in storage costs required to house hardcopy nomination forms.

## CPF Website Services (cpf.gov.sg)

The CPF website continues to serve as a one-stop portal for members to browse CPF information, check their account balances and statements, as well as submit online applications.

In 2021, members can look forward to a new CPF website with a more personalised user experience, refreshed layout and streamlined navigation.



# 90 million

digital transactions performed through the CPF website, myCPF mobile app and island-wide kiosks



# 20 million

hits on CPF homepages

## CPF Mobile App Services

In 2020, we enhanced the myCPF mobile app to offer members greater convenience in accessing CPF services. Over 700,000 members have used the myCPF mobile app.

### New myCPF Mobile App Features

#### Push Notifications

In November 2020, we introduced push notification services on the myCPF mobile app. These alert members with updates about their personal CPF matters. The service also suggests educational articles, CPF tips and related events. Within the first

two months of launch, 48,000 members enabled the service to receive these notifications.

### Digital Payment Enhancements

In September 2020, we made PayNow QR available on the myCPF mobile app. Members can now top up their Special Account (SA) or Retirement Account (RA) instantaneously with just a few taps on their mobile devices.

Over 7,600 digital payment transactions using PayNow QR were performed since this service was launched.

## E-Convenience for Employers

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



CPF website



Mobile phones



AXS stations island-wide

# 92.8%

submitted their employees' CPF contribution details electronically

# 98.7%

of all employees had their CPF contributions submitted electronically

## Enhanced 2020 Yearly Statement of Account

We have made available the Yearly Statement of Account (YSOA) earlier, so members can access them on 1 January 2021. This is three weeks earlier than before and enables members to review their finances and set their money goals for the new year.

The YSOA was also enhanced with richer content, including the breakdown of CPF contributions made by members themselves, their employers, and from the Government, as well as a new section on cash payouts from Government grants and social transfers.

“ Thank you for converting the hardcopy nomination process to a **very convenient and streamlined** online process. I was particularly impressed by the witness by SMS - **great innovation!** ”

- Mr Yap Y C, a member in his early 40s

# Frontline Services

For millions of our members, our frontline services are a touchpoint for many significant aspects of their daily lives: from employment and retirement, to housing and healthcare.

2020 has seen challenges and disruption. Even as we closed our service centres during the Circuit Breaker period, we continued to offer support to members via our other channels.

## Extension of Rejected Appeals Management Protocol (RAMP) to More Public Agencies

Many of our members faced challenges brought about by the pandemic and its fallout. Some of them may feel the need to draw on their retirement savings to meet their immediate needs.

At CPF Board, we will work with other public agencies to help members in distress solve their issues upstream, so as not to compromise their retirement adequacy in the long term.

With the introduction of RAMP in May 2019, we have established referral protocols with 32 partner agencies who can provide members the help they need. This approach has helped members with issues ranging from daily expenses to debt, housing, healthcare and education.

For RAMP to succeed, the relevant partner agencies must come on board. In 2020, we successfully enlisted all the major public healthcare institutions to RAMP. This will allow members' issues with healthcare expenses to be addressed more holistically.

Working with the Ministry of Social and Family Development (MSF), we saw the need to provide coordinated support for financially distressed members with complex circumstances, so as to alleviate the challenges faced when accessing help across various government agencies. In July 2020, we developed a process to surface cases of members in need, so they can receive coordinated and appropriate help.



CPF Board assisted  
**3,730**  
CPF members with financial difficulties through RAMP

## CPF Service Centres

More than  
**582,000**

CPF members and employers served across 5 CPF service centres



Over



**322,000**

were served over the counters via Appointment@CPF

About



**260,000**

used Self-Help lobbies to:

- View CPF statements
- Submit online requests
- Make payments

## Appointment@CPF

Our service centres were closed during Singapore's Circuit Breaker. They reopened in June 2020 to offer appointment-only service to adhere to safe distancing guidelines, with a focus on the CPF Retirement Planning Service (CRPS).

This was to provide assurance that members would be safely served in person at our service centres.

## Implementation of Singpass Facial Biometrics at Service Centres

We introduced facial biometric authentication services at the service centres. This allows safe and secure authentication without needing to remember passwords.

## CPF Retirement Planning Service (CRPS)

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



**3,295**

CPF members attended CRPS in 2020



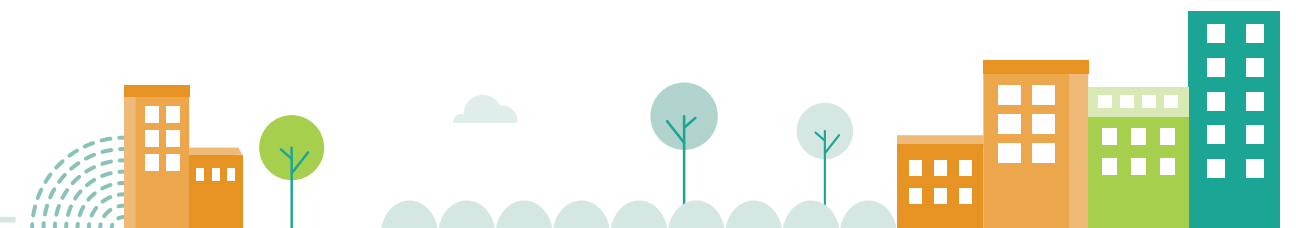
**96%**

would recommend CRPS to others

## Digitalisation of Correspondence

In 2020, **52% of our correspondence** including the Yearly Statement of Account were sent digitally via e-mail, SMS or WhatsApp. Such notifications reach members in a timely fashion and at their convenience,

while protecting the environment. We will continue to digitise all types of letters, to provide a more efficient service experience to members.



Customer Contact Centre



896,000

calls from CPF members and employers managed

Serving Members from Home

COVID-19 has obliged many of us to work from home or in smaller teams. To be able to serve members anytime, anywhere, we invested in getting ready for long-term, sustainable flexi-work arrangements.

We were one of the first in the Public Service to transit to home-based call centres, with **90% of our frontline officers** fielding calls from home by the second week of the Circuit Breaker period. Our services continued to be accessible during the Circuit Breaker period with minimal service disruption to members.

Call Authentication Service with Singpass 2FA

Safeguarding CPF members’ confidential data is of paramount importance to us. Since 2017, the use of Singpass 2FA has allowed members’ identities to be securely verified over the phone without asking members to reveal private information, preventing them from falling prey to scammers.

In June 2020, we further enhanced our Call Authentication service to automatically authenticate the caller’s identity through the Interactive Voice Response System (IVRS). With a more efficient, seamless, secure and personalised call experience, average call handling time has been **reduced by 18%**.

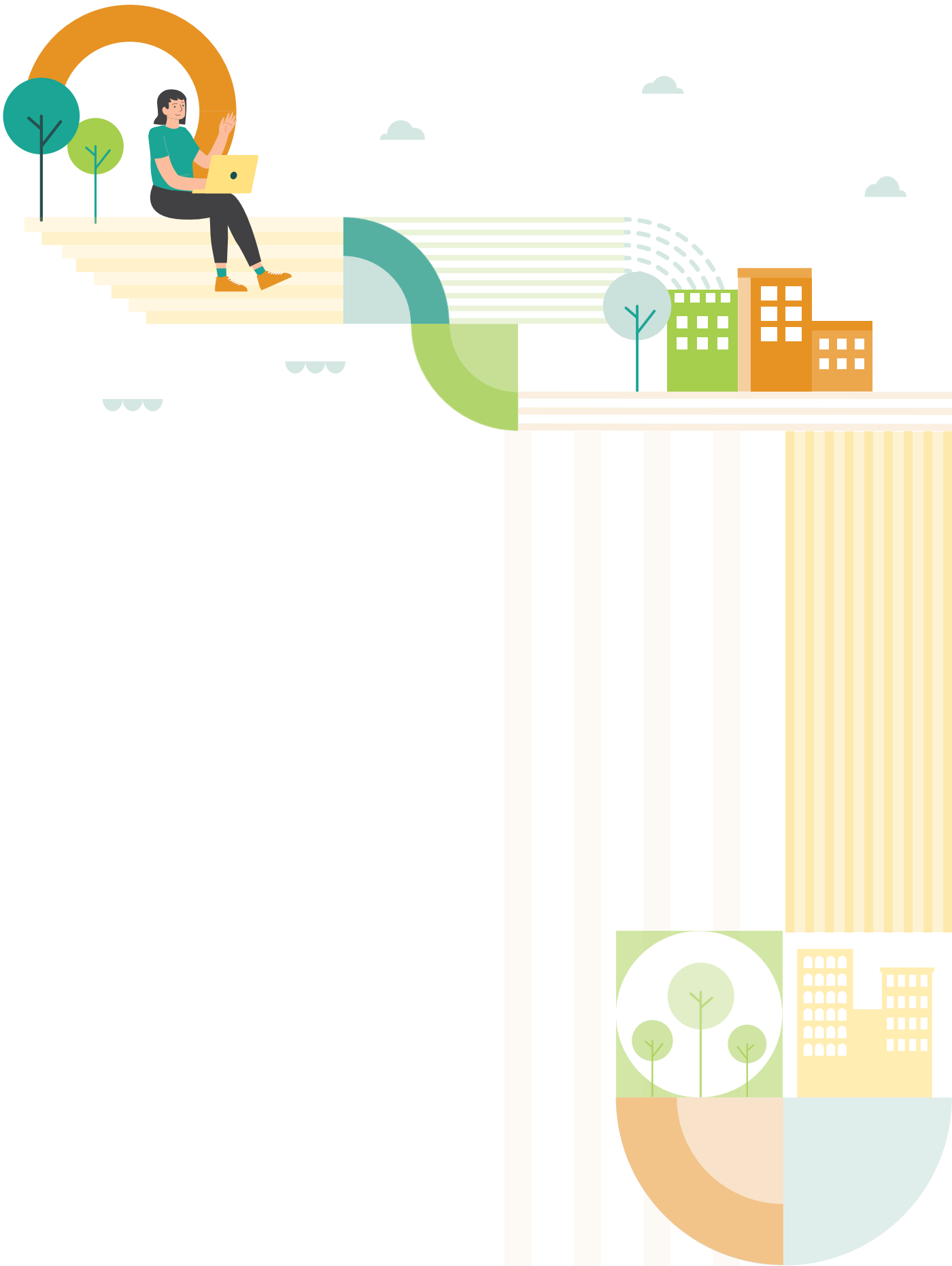
161,000

members benefitted from the Call Authentication Service in 2020 with **7 out of 10 members** performing the Automatic Call Authentication service via IVRS.

Callback @ CPF

Call demand saw a **38% increase** in 2020, due to the introduction of COVID-19-related assistance schemes such as the Solidarity Payment and Workfare Special Payment.

To manage the increased demand, we implemented a callback service to let members indicate their preferred time for a return call. Members no longer need to wait on hold to be served by phone. **99% of members** served in 2020 have expressed satisfaction with this new service.

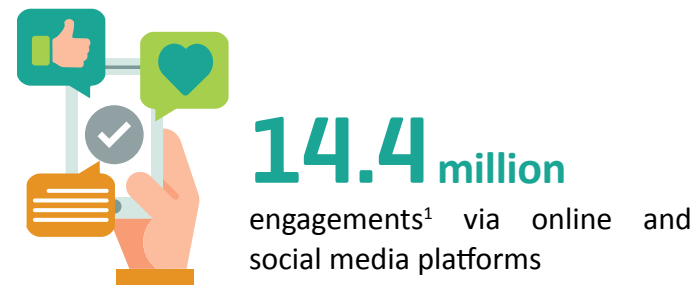


# Engagement Channels

We continued to stay in touch with our members by doubling down on our digital and social media engagement efforts. We also launched new engagement initiatives such as the CPF Telegram, podcasts, webinars and explainer videos.

## Online and Social Media Engagement

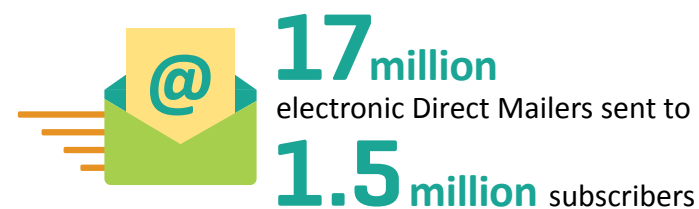
Throughout the year, we reached out regularly to members online, collaborating with content partners to communicate CPF schemes and policies.



**Podcast**

Podcasts have become a popular source of information online. In February 2020, we launched our own podcast channel *Let's Talk CPF* to engage younger CPF members who prefer to get their information on-the-go. The podcast answers common questions about CPF, provides financial tips, and interviews experts on CPF and financial planning.

In 2020, we rolled out 11 podcast episodes, which have seen more than **20,000 downloads**.



<sup>1</sup> Engagement refers to interactions on CPF Board's Telegram channel, Facebook and Instagram pages, views on CPF Board YouTube channel, total page views on AreYouReady and BeReady microsites, and ground outreach.

**Telegram**

In September 2020, we launched a Telegram channel, riding on the increasing popularity of the messaging app. Through Telegram, we reached out to a wider audience with bite-sized updates and official information about CPF that could be shared easily with friends and loved ones.

The Telegram channel has garnered more than **17,000 subscribers** in 2020.

## CPF Retirement Planning Campaign

We pressed on in 2020 with our annual campaign with the theme, *Always ready with CPF for tomorrow*, to assure members that their retirement remains secure with CPF even in uncertain times. While we could not hold our CPF Retirement Planning roadshows as before, we connected with members through an interactive online experience. Using the new *CPF Planner*, we served customised tips and information to members, motivating them to plan for

their future needs, with CPF as a foundation for their retirement.

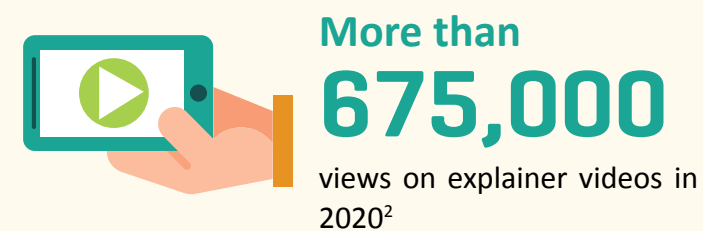


The CPF Retirement Planning campaign ran from 12 Nov 2020 to 31 Mar 2021.

## Digital and Ground Outreach

While the pandemic may have curtailed physical engagement, it has also made Singaporeans more receptive to digital activities and online learning.

We capitalised on this trend with a new series of thematic webinars and explainer videos to educate members about retirement planning.



Explainer videos for "Planning Your Retirement" and "Buying Your First Home" were created and published on YouTube to help members learn more about CPF schemes anytime, anywhere.

<sup>2</sup> The above figure is captured under Engagements via digital and social media platforms, and ground outreach.

In the past year, many Singaporeans have become accustomed to using online video conference tools when working or studying from home. Leveraging this, we launched a series of thematic webinars to engage with members at different stages of life.

We continued reaching out to students with our "CPF Game On!" programme, using a hybrid format that involves experiential learning activities and learning resources as we transit to the new normal.

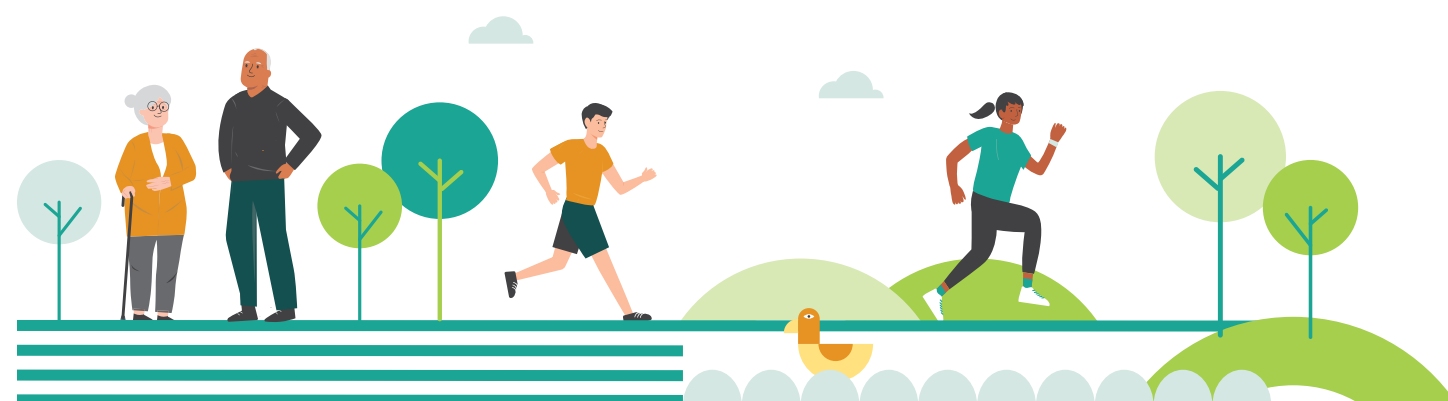
At the same time, we continued to stay involved with our grassroots and community volunteers, keeping them abreast of the latest CPF developments and schemes.



## Expanding Collaborations with Financial Institutions

As CPF is an important foundation of retirement planning for Singaporeans, we work with financial institutions to keep industry professionals up to date on the latest CPF schemes.

In 2020, we updated 271 wealth planning managers, loan specialists and in-house trainers through our Train-the-Trainers (TTT) programme. This training enables them to communicate about CPF to their clients confidently and manage their portfolios more effectively, with CPF as the foundation of their clients' retirement planning.





# Supporting Singaporeans Beyond CPF

Figures shown are for disbursements made in 2020

We play a key role in ensuring many Government grants and social transfers are promptly and accurately disbursed to citizens and companies. In 2020, we facilitated many of the Government's provisions to help Singaporeans cope with the COVID-19 crisis.



**\$1.6 billion** in cash received by **2.8 million** Singapore citizens, to help them tide through the period of heightened safe distancing measures due to COVID-19

**\$33.9 million** and **\$4.5 million** in cash received by **113,000** Permanent Residents and **15,000** Long-Term Visit Pass holders residing in Singapore respectively, to help them support their families during this challenging period



## Jobs Support Scheme

Facilitated the disbursement of **\$25 billion** to more than **150,000** employers to help them retain their local employees during this period of economic uncertainty



## Wage Credit Scheme

Facilitated the disbursement of **\$940 million** to **98,000** employers, to encourage employers to share productivity gains with their employees, our CPF members



## Special Employment Credit Scheme

**\$461.9 million** disbursed to **101,000** employers to encourage the hiring of senior Singaporeans and persons with disabilities



## Care and Support Package

**\$1.5 billion** in cash received by **2.7 million** Singapore citizens to help them cope with expenses during the period of extraordinary economic uncertainty



## GST Voucher Scheme

**\$399.7 million** in cash received by **1.3 million** Singapore citizens

**\$152.9 million** received by **525,000** Singapore citizens in their MediSave Accounts



## Government-Paid Leave Schemes

**\$341.4 million** reimbursed for **222,000** applications to foster a pro-family environment in Singapore



## 5-Year MediSave Top-Up

**\$55.5 million** received by **555,000** 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)



## Self-Employed Person Income Relief Scheme (SIRS)

**\$1.8 billion** disbursed to over **200,000** SEPs, including about 105,000 SEPs who received SIRS automatically from CPF Board



## Workfare Special Payment (WSP)

In 2020, more than **492,000** Singaporeans received WSP payouts amounting to **\$1.4 billion**



## Workfare Bicentennial Bonus

**\$73.3 million** in Workfare Bicentennial Bonus was made to **411,000** Workfare Income Supplement recipients to help with their daily living expenses



## Matched MediSave Contribution Scheme

In 2020, about **4,000** self-employed persons (SEPs) benefitted from the Contribute-As-You-Earn (CAYE) matched MediSave contributions, capped at \$600 per SEP, amounting to close to **\$1 million** in total

# Achieving Excellence as One Workforce

We are proud that our continual efforts to improve service delivery, customer engagement and creative communications have been recognised by the public sector and beyond.

## Accolades

### 2020 Marketing Excellence Awards

- Gold in “Excellence in Content Marketing” for CPF Retirement Planning Campaign 2019
- Gold in “Excellence in Influencer Marketing” for CPF Retirement Planning Campaign 2019
- Silver in “Excellence in Public Sector/Non-Profit Marketing” for CPF Retirement Planning Campaign 2019

### 2020 Public Service Transformation Awards

Of the 141 awards given out to individuals and teams across the Public Service for excellence in service delivery, innovation and best practices, two were given to CPF Board recipients.

Award	Award Recipient
Citizen Engagement Excellence Award	CPF Game On! Programme
Exemplary Service Excellence Award	Ivy Chia Fenq Ming, Assistant Customer Service Manager (Service Centre)

