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## Press Release

# CPF BOARD CEO LIEW HENG SAN RETIRES

Chief Executive Officer of the Central Provident Fund (CPF) Board, Mr Liew Heng San, will retire from the Administrative Service on 1 January 2011, after 31 years of distinguished service in the public sector with the last five years at the helm of the CPF Board.

As the CEO of the CPF Board, Mr Liew, 55, was instrumental in implementing several major policy changes to improve overall retirement adequacy of CPF members. He has also overseen significant improvements to the Board's organisational capabilities and services to the public. Mr Liew was awarded the Public Administration Medal (Gold)(Bar) in this year's National Day Honours for his significant contributions to the CPF Board.

Mr Liew is also credited for his contribution to developing land transport in Singapore. As the first Chief Executive of the Land Transport Authority (LTA) from 1995 to 1998, Mr Liew integrated the rail, road, vehicle licensing and planning functions hitherto under various agencies, and provided the vision, leadership and strategic direction for the formulation of a comprehensive land transport master plan. Under his leadership, the LTA made major improvements to the public transport system, including the expansion of the Mass Rapid Transit system and the introduction of the Electronic Road Pricing system. Mr Liew was awarded the Public Administration Medal (Gold) in 1998 for his significant contributions to land transport in Singapore.

Mr Liew joined the Administrative Service in 1979 after graduating with a Bachelor of Arts (Honours) degree in Operational Research from Cambridge University. A Public Service Commission Scholarship holder, Mr Liew obtained a Masters degree in Public Administration from Harvard University in 1986.

Mr Liew has held a variety of senior appointments in the public sector during his career. He was seconded to the National Trades Union Congress (NTUC) from 1980 to 1986 where he held the appointments of Executive Director, NTUC COMFORT, NTUC Secretary for International Affairs and Executive Secretary, Singapore Industrial and Services Employees Union before his postings to the

Mr Liew was the Principal Private Secretary to then Deputy Prime Minister Lee Hsien Loong from 1991 to 1995 before he became Deputy Secretary, Ministry of Communications and concurrently Chief Executive (LTA) from 1995 to 1998. He became the Managing Director, Economic Development Board (EDB) in 1998 and helped raise EDB's profile and capabilities. This strengthened Singapore's outreach to investors, and following the Asian financial crisis, EDB attracted record level of investments in 2000.

As Permanent Secretary, Ministry of Law from 2001 to 2005, Mr Liew played a key role in collaborating with public and private sector agencies to formulate policies to optimise land resources, and introduced guidelines and legislation to strengthen Singapore's intellectual property framework. Under his leadership, the Intellectual Property Office of Singapore and the Singapore Land Authority were formed. He also helped to set up the IP Academy to build up Singapore's knowledge and capability in Intellectual Property matters.

Mr Liew became the CEO of CPF Board in September 2005. He is married with three sons.

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