

I. GENERAL INFORMATION

Designation	:	Assistant Director, Total Rewards, Group P&O		
Department	:	Group P&O		
Job Grade	:	10		
SBG / SBU / BU	:	TPC / Group Corporate Office		
Country	:	Singapore		
Profile Completed By	:	Sherin Goh	Role / Work Relationship:	Chief, People & Organization
Profile Approved By	:	Loh Niap Juan	Role / Work Relationship:	Group Chief Corporate Officer

II. POSITION SCOPE & REPORTING LINES

Revenue Responsibility (where applicable)	:	\$ NA
NPAT Responsibility (where applicable)	:	\$ NA
Budget Responsibility (where applicable)	:	\$ NA
Reporting to	:	Chief, People & Organization
Subordinates	:	Manager, Total Rewards and Technology
Working Closely With	:	
	Internal	IMC Group, P&O team, Group Corporate functions, Business leaders
	External	Service providers, business partners, vendors, practitioners, PR agencies, publishers

III. PROFILE SUMMARY

TPC (Tsao Pao Chee) manages a well-diversified portfolio in sectors such as Industrial Solutions (Asset Nimble Shipping, Logistics, Sustainable Fabrication, Recycling), Investment Management (VC & PE), Real Estate, Well-Being and new Sustainable Businesses (Food Supply Chain, Alternative Energy, Agriculture Technology). With a strong focus on innovation, sustainability, and responsible business practices, TPC Group is at the forefront of driving the Well-Being Era.

Reporting to Chief, P&O, this is a senior and key role within the People & Organization team. At the same time, this strategic role sits at the Group level and works directly with senior decision-makers in the Group.

The primary mandate for this role is to attract, motivate and retain high-performing or high-potential talents who are aligned with TPC cultures and values.

The unique nature of this role also suits an individual who is keen on the following:

- Span of work that mirrors that of an internal consultant for the Group's individual portfolio companies, creative in designing Total Rewards initiatives for varied business units across the Group
- Participation (and in some cases even lead) other P&O/M&A projects that form part of the organization's transformation journey into an investment holding company

IV. KEY RESPONSIBILITIES

The role is responsible for the following aspects:

- Design and develop Rewards, Recognition, Remuneration and Retirement (RRRR) principles, policies and processes across the Group
- Lead global compensation and benefits process
- Enable TalentVerse (or any other HRIS/AI) by embedding RRRR data and logic into the architecture
- Assist Chief, P&O in Organization Transformation & Culture Development from RRRR perspective

V. DETAILED DESCRIPTIONS OF KEY RESPONSIBILITIES

Key Responsibilities	Detailed Descriptions of Key Responsibilities (Start with a verb in present tense and avoid describing trivial or incidental tasks)	Performance Standards (KPIs)
Design and develop RRRR principles, policies and	<ul style="list-style-type: none"> Design, refine, and govern Group-wide (including portfolio companies and new acquisition) purpose, principles, policies, procedures and practices for RRRR. 	<ul style="list-style-type: none"> RRRR purpose, principles, policies, procedures and tools/practices are up-to-date, clearly communicated,

processes across the Group	<ul style="list-style-type: none"> • Ensure all RRRR purpose, principles, policies, procedures and practices align with the Group's P&O philosophy, legal requirements, and business strategy. • Communicate and embed RRRR frameworks across business units and geographies through clear documentation, training, and governance routines. • Review and ensure that authority matrix relating to RRRR are up-to-date and clearly communicated and effectively implemented. • Lead RRRR proposals (global/local) where necessary 	<p>and in use across the Group.</p> <ul style="list-style-type: none"> • Positive stakeholder feedback and audit results on clarity and alignment.
Lead Global Compensation and Benefits Process	<ul style="list-style-type: none"> • Drive annual budgeting, merit increase, and variable bonus cycles across the Group • Review salary proposals for new hires and internal movements to ensure internal equity and market competitiveness. • Lead and manage salary benchmarking exercises and maintain salary ranges • Govern implementation of job architecture, job grading, and survey benchmarking processes. • Partner with local and regional HR teams to ensure consistency, compliance, and execution fidelity 	<ul style="list-style-type: none"> • On-time and accurate delivery of compensation and benefits cycles • Internal equity and market alignment maintained • Adherence to budgets and process timelines • Accurate and well-documented salary proposals and benchmarking outputs
Enable TalentVerse (or any other HRIS/AI) by embedding RRRR data and logic into the architecture	<ul style="list-style-type: none"> • Identify, structure, and feed key data sources, logic frameworks, and decision rules from all RRRR processes (e.g., job sizing, salary benchmarking, variable pay, recognition) into the TalentVerse architecture. • Collaborate with Octave Institute and Integrum to digitalize and standardize RRRR data inputs, decision flows, and governance logic for eventual automation and AI-led decision making • Define and document RRRR taxonomies, calculation logic, and policies for machine readability and future scaling • Actively participate in the co-development, testing, and refinement of TalentVerse features to ensure relevance to Total Rewards 	<ul style="list-style-type: none"> • % of RRRR processes fully digitized and integrated into TalentVerse. • Data quality, completeness, and structure meets AI-readiness standards. • TalentVerse features for RRRR launched, adopted, and reducing manual workload.
Assist Chief, P&O in Organization Transformation & Culture Development from RRRR perspective	<ul style="list-style-type: none"> • Participate (and in some cases even lead) P&O projects that form part of the organization's transformation journey in the well-being era. This includes the use of technologies and change management communication to drive efficiency and effectiveness. • Continuously review current practices, research for market trends, and innovate best-fit practices to drive the transformation of the organization (People, Process, Structure, Technology) with reference to the RRRR framework/approach. • Effective management of consultants and service providers 	<ul style="list-style-type: none"> • Effective and efficient transformation of the organization as per direction given from management.

VI. JOB SPECIFICATION (ROLE'S MINIMUM REQUIREMENTS)

Knowledge / Experience	Minimum Requirements
Job Experience / Skills	<ul style="list-style-type: none"> • <i>Minimum 10-15 years of experience in HR with core experience gained in the C&B space.</i> • <i>Prior experience in compensation & benefits ideally in a private equity/fund management/rewards consulting firm environment preferred.</i> • <i>Proven track record of having designed, developed, or reviewed C&B frameworks.</i> • <i>Sound knowledge HR best practices and understanding of key HR processes is key.</i>
Languages / Soft Skills	<ul style="list-style-type: none"> • <i>Proficient in English and another Asian language.</i> • <i>Strong analytical thinking and problem-solving skills; open-minded, curious, and willing to explore.</i> • <i>Strong influence and stakeholder relationship management, with strong understanding and appreciation of diverse worldviews and businesses</i> • <i>Strong strategy development and project management capabilities</i> • <i>High intrinsic motivation, good time management and strong commitment to role and responsibilities, independent</i> • <i>Patient, resilient, mindful and resourceful</i> • <i>Strong organization and communication skills (verbal and written).</i> • <i>Ability to adapt to a fast-paced and fluid environment with changing circumstances, direction, and strategy (convert ambiguity into concepts). Able to drive towards clarity and unity of solutions to make things happen</i> • <i>Team player with a wide degree of latitude; self-driven; results-oriented; 'can do' attitude; hands-on approach who is able to work with virtual, global & cross-functional teams.</i>

	<ul style="list-style-type: none"> • <i>Proficient Microsoft Office user (Excel, Powerpoint, Word).</i>
Education / Qualifications / Certifications	<ul style="list-style-type: none"> • <i>Bachelor's degree or higher in Human Resources, Business Administration, Business Analytics or any related field.</i> • <i>Certifications in Rewards from accredited forums is desirable</i>

VII. POTENTIAL NEXT ROLES

	Promotional roles(s) <ol style="list-style-type: none"> 1. Chief, P&O 2. Head, P&O in portfolio company 	
Lateral feeder roles(s) <ol style="list-style-type: none"> 1. TBC 	AD, Total Rewards	Lateral developmental roles(s) <ol style="list-style-type: none"> 1. Head, P&O Operations 2. Business Partner
	Promotion feeder roles(s) <ol style="list-style-type: none"> 1. C&B from portfolio companies 	

VIII. RECORD OF APPROVAL & ACKNOWLEDGEMENT

	Full Name	Role	Date	Signature
Prepared By	Sherin Goh	Chief, P&O	_____	_____
Approved By	Loh Niap Juan	Group Chief Corporate Officer	_____	_____