

ROLE PROFILE

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

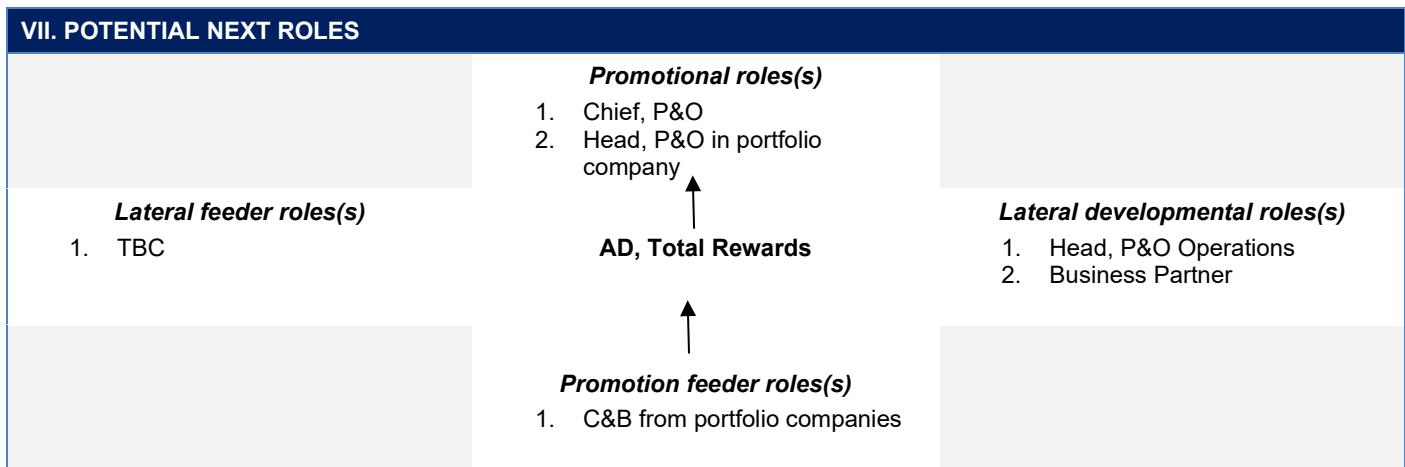
Key Responsibilities	Detailed Descriptions of Key Responsibilities (Start with a verb in present tense and avoid describing trivial or incidental tasks)	Performance Standards (KPIs)
Design and develop RRRR principles, policies and	<ul style="list-style-type: none">• Design, refine, and govern Group-wide (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 	<ul style="list-style-type: none"> and in use across the Group. 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"> • Proficient Microsoft Office user (Excel, Powerpoint, Word).
Education / Qualifications / Certifications	<ul style="list-style-type: none"> • Bachelor's degree or higher in Human Resources, Business Administration, Business Analytics or any related field. • Certifications in Rewards from accredited forums is desirable



VIII. RECORD OF APPROVAL & ACKNOWLEDGEMENT				
	<i>Full Name</i>	<i>Role</i>	<i>Date</i>	<i>Signature</i>
Prepared By	Sherin Goh	Chief, P&O	_____	_____
Approved By	Loh Niap Juan	Group Chief Corporate Officer	_____	_____