

ROLE PROFILE

I. GENERAL INFORMATION

Designation	Senior Manager, Group People & Organization		
Department	Group People & Organization		
Job Grade	9		
SBG / SBU / BU	TPC / Group People & Organization		
Country	Singapore		
Profile Completed By	Loh Dan Lin	Role / Work Relationship:	Senior Manager, Group People & Organization
Profile Reviewed By		Role / Work Relationship:	
Profile Approved By	Sherin Goh	Role / Work Relationship:	Chief, People & Organization

II. POSITION SCOPE & REPORTING LINES

Revenue Responsibility (<i>where applicable</i>)	:	\$
NPAT Responsibility (<i>where applicable</i>)	:	\$
Budget Responsibility (<i>where applicable</i>)	:	\$
Reporting to	:	Chief, Group People & Organization
Subordinates	:	
Working Closely With		
	<i>Internal</i>	: <i>TPC Group, P&O team, Group Corporate functions, SBU/BU leaders</i>
	<i>External</i>	: <i>Recruitment and Executive Search Agencies, AI Recruitment Technology Providers, Universities Career Offices</i>

III. PROFILE SUMMARY

[TPC \(Tsao Pao Chee\)](#) is a multinational purpose-led profit business that serves the well-being of life. Founded as a family business in the late 1800s, during the Qing Dynasty, it has evolved over four generations to become a business ecosystem that adds value to the flourishing of Life in this Well-being Era.

Today, under stewardship of the fourth-generation steward, TPC is a Singapore-headquartered investment holding company that is actively invested across a diverse portfolio of investments covering shipping, ports, resources, real estate, investment management and lifestyle industries across the globe. TPC's mission is to "*To serve well-being of life and create wealth at the same time*". Aligned with TPC's Well-Being Mandate, brand value is the ultimate capital asset of TPC's business, whereas consciousness is the ultimate capital of its leaders.

TPC's distinction is its commitment to continuous transformation to serve the era of its time—which today is directed towards building:

1. Evolutionary organization with a culture for self-cultivation and learning; and TPC's unique quantum leadership attributes of "*Awareness, Alignment, Collaboration and Co-creation*."
2. Businesses driven by purpose that adds-value to generate wealth with four distinct integrated impact pillars—*Advocacy, Investments, Businesses and Philanthropy*.
3. A portfolio of businesses aligned to the *TPC Well-being Mandate* to be a force for good (E.g. Food supply chain business in place including waste management, recycling and reduction. Construction supply chain. Industrial logistics — mine to factory; leading solution shipping expert.)
4. Asset-nimble, solution-focused, service-oriented business models that continuously evolves to enable human flourishing and contributes positively to society, nature and all life.

The businesses spanning primarily across Singapore, Thailand, Indonesia, China includes but is not limited to:

- IMC Industrial Group (include some existing ones exiting, transitioning and green businesses)
- OCTAVE (including Octave brand recognition in real estate, food and beverage etc.)
- Capital investment units focus on Impact such as Heritas Capital Management (and other investments)
- TPC non-profit units, such as No.17 Foundation, Restore Nature Foundation and OCTAVE Institute

This role leads Group-level Talent Acquisition (TA) across TPC, with a dual focus on driving key recruitment initiatives and shaping fit-for-purpose hiring practices across the organisation.

It involves close partnership with business leaders, and regional HR teams to deliver senior-level recruitment, develop early-career talent through the Singapore Management Trainee Program, and implement technology solutions to improve hiring quality and efficiency.

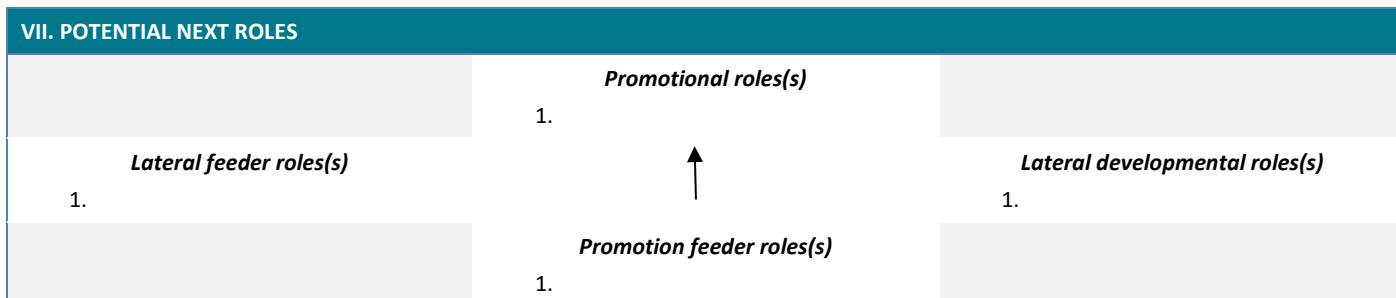
The role also supports regional alignment of TA policies and practices, ensuring consistency while adapting to local needs. Purpose-alignment, process thinking, and stakeholder credibility are essential to success in this role.

IV. KEY RESPONSIBILITIES

Key Responsibilities	Detailed Descriptions of Key Responsibilities <i>(Start with a verb in present tense and avoid describing trivial or incidental tasks)</i>	Performance Standards <i>(KPIs)</i>
Management Trainee Program (Singapore)	Drive the end-to-end recruitment and onboarding cycle for the Management Trainee Program. This includes aligning with business and HR stakeholders, designing the interview framework, coordinating assessment tools, and ensuring a consistent and values-aligned candidate experience that supports TPC's long-term leadership pipeline.	<ul style="list-style-type: none"> - Deliver an annual Management Trainee Program cycle in alignment with Group needs and stakeholder expectations - Design and sustain a values-aligned selection process, with structured evaluation and integrated stakeholder panels - Ensure the MTP experience supports long-term leadership pipeline development through purposeful candidate onboarding and early development alignment
Implement and Evolve AI Recruitment Systems	Lead the adoption and integration of AI-powered sourcing tools to improve candidate matching, streamline hiring processes, and elevate recruitment outcomes. Act as a key point of contact between system providers, internal users, and stakeholders to ensure effective rollout and ongoing system relevance.	<ul style="list-style-type: none"> - Lead adoption of AI recruitment solutions across key hiring processes, starting with Singapore and expanding to at least one additional market - Partner with internal users and vendors to ensure usability, data relevance, and hiring value - Monitor outcomes and iterate for continuous improvement aligned to Group TA strategy
Manage Strategic Senior-Level Hiring	Partner with business leaders, Chief P&O and Management Coaches to drive recruitment for senior roles across the Group. Provide consultative support throughout the search process, ensuring alignment with organizational culture, purpose, and long-term fit.	<ul style="list-style-type: none"> - Partner effectively with Group business and HR leaders to deliver purposeful, senior-level hiring outcomes - Apply structured, consultative hiring approaches using tools such as Interview Evaluation and RMRR frameworks - Ensure hiring quality aligns with TPC's culture, values, and long-term talent direction
Ensure Regional TA Governance and Policy Alignment	Operationalise and oversee compliance with Group TA policies, particularly around recruitment agency usage for Job Grade 9 and below. Act as the Group-level approver and point of coordination with countries HR teams, ensuring consistency in vendor engagement and alignment with the People & Organisation Authority Matrix.	<ul style="list-style-type: none"> - Uphold and enforce Group-level recruitment governance for JG9 and below, in line with the People & Organization Authority Matrix - Act as approver and advisor for agency usage across countries, ensuring cost control and consistency - Support policy operationalization by building clarity and alignment with country HR teams
Build and Maintain Cross-Country HR Collaboration	Work closely with HR teams across multiple countries to align TA practices, share tools and approaches, and promote consistency across Group hiring efforts while respecting local needs and context.	<ul style="list-style-type: none"> - Facilitate TA alignment across Group countries through structured sharing, collaboration, and ongoing dialogue - Identify local needs while promoting consistent practices and shared tools - Strengthen trust and synergy between Group TA and regional/country HR leads

Support TA Branding and Candidate Experience Initiatives	<p>Collaborate with Brand & Communications and other internal stakeholders to shape and sustain a strong employer brand that reflects TPC's Well-being Mandate. Ensure candidate experience across touchpoints reinforces our values and purpose-driven identity.</p>	<ul style="list-style-type: none"> - Co-develop TA branding efforts with Brand & Comms to reflect TPC's Well-being Mandate and employer identity - Review and shape candidate experience touchpoints to ensure clarity, care, and values alignment - Advocate internally for TA's role in building a conscious, purpose-led hiring experience
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VI. JOB SPECIFICATION (ROLE'S MINIMUM REQUIREMENTS)	
Knowledge / Experience	Minimum Requirements
Job Experience / Skills	<ul style="list-style-type: none"> • At least 10 - 15 years of progressive experience in Talent Acquisition, including senior-level hiring and program-based recruitment (e.g. Management Trainee, campus-to-leadership pathways). • Proven experience in regional or group-level roles, preferably across Southeast Asia or broader Asia-Pacific markets. • Prior involvement in implementing recruitment technologies, such as ATS, AI sourcing tools, or automation platforms. • Experience partnering with both business and HR leadership; able to influence decision-making and elevate TA as a strategic partner. • Exposure to purpose-led or values-driven organisations is a plus.
Languages / Soft Skills	<ul style="list-style-type: none"> • Strong stakeholder management and communication skills — able to manage diverse needs, lead discussions, and drive alignment across levels. • Structured thinking with a practical approach — capable of designing processes and tools that are scalable and grounded in real operational needs. • Comfortable with data and tech — understands how to use insights and systems to drive better hiring outcomes. • Confident operating in fluid or evolving environments, with a high level of self-direction and accountability. • Values-driven, purpose-aligned, and able to bring care and intention into hiring decisions and team interactions.
Education / Qualifications / Certifications	<ul style="list-style-type: none"> • Bachelor's degree in human resource management, Business, Psychology, or a related field. • Postgraduate qualifications (e.g. Master's in HR, Organisational Development, or Business) are advantageous but not essential. • Certifications in assessment tools, AI/HR tech platforms, or coaching would be a plus, especially if aligned with TA transformation or leadership development. • Fluency in English is required; proficiency in other Asian languages is a plus given the regional scope of the role. • Strong working knowledge of local and regional employment practices is preferred, particularly in Southeast Asia and/or Greater China



VIII. RECORD OF APPROVAL & ACKNOWLEDGEMENT

	<i>Full Name</i>	<i>Role</i>	<i>Date</i>	<i>Signature</i>
Prepared By	<i>Loh Dan Lin</i>	<i>Senior Manager, Group People & Operation</i>	_____	_____
Approved By	<i>Sherin Goh</i>	<i>Chief, People & Organization</i>	_____	_____