



R O Y T R A N

Executive Kit



*Global People and Culture executive. Twenty years building people
infrastructure at scale.*



Profile

Roy Tran is a Vietnamese-Canadian Global People and Culture executive with twenty years leading People Operations at enterprise scale. His career spans listed, regulated, unionized, and multi-entity environments across a combined 100,000+ workforce in North America and Asia-Pacific.

Currently Founder and Principal at Beyond The Title, a Canadian-incorporated advisory practice focused on people strategy, leadership architecture, and organizational governance. Most recently Global Chief People Officer at Pizza 4P's, delivering Phase 1 of a five-country people-system transformation across Vietnam, Cambodia, Indonesia, Japan, and India. The mandate covered HRBP architecture, job and mobility design, HRIS and AI-enabled talent decisioning, and multi-jurisdictional labor compliance. Earlier roles include Maple Leaf Foods, the City of Toronto, Ontario Lottery and Gaming, Walmart Canada, HSBC Canada, Aviva, and Cogeco.

His practice integrates people operations, technology, and data-informed decision-making, including the responsible deployment of artificial intelligence in workforce systems. He builds people infrastructure that holds under scale, regulation, and transition.

CHRL · CHRP · PMP · Ivey Executive Leadership

City Manager's Award, City of Toronto · Board Director, HRPA York Region · AURA for Refugees · Raise the Roof

The Story

My parents left Vietnam in 1978 on a small wooden boat. I was three.

They arrived in Canada with nothing. No English. No professional networks. No system designed for them. They stepped into a country that asked them to translate themselves daily, and they did.

My father worked in a factory for most of his life. My mother started in a potato factory and eventually became a payroll administrator for the federal government.

I watched what that cost. The patience required to navigate institutions that were never built with them in mind. The discipline of holding their lives steady while the rules of arrival kept shifting around them.

They built steadiness so their son could build systems.

Every workforce architecture I have designed, every operating model I have deployed, every governance framework I have carried through a regulator, is downstream of that history. I build people infrastructure because I understand what happens when it is missing.

What I Have Built

Scale

People functions sized from 3,000 to 90,000 employees, spanning a combined 100,000+ workforce over twenty years of senior People and Human Resources accountability. The work has covered listed, regulated, unionized, and multi-entity environments, including financial services, public sector, consumer goods, telecommunications, and hospitality.

Geographies

Canada, the United States, the United Kingdom, Vietnam, Cambodia, Indonesia, Japan, and India. Direct experience with multi-jurisdictional Asia-Pacific labor frameworks. Expatriate assignments in Manila and India, building offshored people operations from the inside.

Operating Models

Multi-country HRBP architecture aligned with operational delivery across distributed, shift-based, multi-language workforces. AI-enabled talent decisioning deployed before AI became a category. Predictive workforce analytics that gave executive teams first-time visibility into pipeline health and structural risk. People governance frameworks that have passed Crown Corporation and federal regulator scrutiny.

Transitions

Reduction-in-workforce programs at financial services scale, with empathy and compliance held in equal weight. Multi-country organizational redesign and post-crisis reconstruction, including COVID-era stabilization of a 35,000-person public sector workforce and a five-country people-system transformation.

Career in Brief

Founder & Principal

Beyond The Title · Canada & Vietnam · 2026 to Present

Senior HR advisory, organizational governance, and thought leadership through Beyond The Title and The Human Code.

Global Chief People Officer

Pizza 4P's · Asia Pacific · 2025 to 2026

Phase 1 of a five-country people-system transformation across Asia-Pacific.

Director of People Experience & Transformation

Maple Leaf Foods · Canada · 2023 to 2025

Stabilized HR delivery through CHRO succession at a \$4B publicly traded consumer goods company, 13,000+ employees.

Director, People Experience and Transformation

City of Toronto · Canada · 2019 to 2022

Multi-year transformation across leadership, engagement, and organizational change in a 35,000-person public sector workforce.

Executive Director, Human Resources

Ontario Lottery and Gaming · Canada · 2015 to 2019

Enterprise HR transformation at a Crown Corporation generating \$8B in annual revenue, 17,000+ workforce, directing 60+ HR professionals.

Senior Program Manager, Organization Transformation

Walmart Canada · Canada · 2012 to 2015

25+ enterprise transformation projects across corporate and store operations at one of Canada's largest private-sector employers.

Assistant Vice President, Employee Relations

HSBC Canada · Canada · 2006 to 2011

National employee relations and earlier leadership development across financial services, reporting to the SVP of Employee Relations for North America.

Selected Outcomes

Global Chief People Officer

Pizza 4Ps · 2025 to 2026

+20% engagement and –12% voluntary turnover within six months. –30% time-to-hire through AI-enabled talent acquisition reengineering.

Director of People Experience & Transformation

Maple Leaf Foods · 2023 to 2025

15+ Director-to-VP roles placed in Year 1. Cost-per-hire reduced from \$65–95K to \$18K through in-house executive search capability. ~\$700K net savings against prior external search spend. –15% time-to-hire at Director-to-VP level versus prior-year average.

Director, People Experience and Transformation

City of Toronto · 2019 to 2022

+25% engagement and –15% workforce stress indicators during the post-pandemic transition. City Manager's Award (2021) for exemplary leadership during the COVID-19 pandemic.

Executive Director, Human Resources

Ontario Lottery and Gaming · 2015 to 2019

–30% turnover among high-potential leaders. +18% leadership effectiveness scores.

Senior Program Manager, Organization Transformation

Walmart Canada · 2012 to 2015

+12% productivity and –10% cost reduction across a 90,000-employee operation.

Assistant Vice President, Employee Relations

HSBC Canada · 2008 to 2011

90%+ customer satisfaction during significant change. –20% ER case resolution times.

Operating Models I Have Designed

Multi-Country HRBP Architecture

Designed and deployed a five-country HRBP model across Vietnam, Cambodia, Indonesia, Japan, and India. The model aligns people strategy with operational delivery in distributed, shift-based, multi-language environments.

Operationalized with the discipline required by parallel labor frameworks across each jurisdiction.

AI-Enabled Talent Systems

Deployed AI-enabled talent decisioning at Pizza 4P's, supporting evidence-based hiring and measurable employee experience improvements. At Maple Leaf Foods, led the enterprise HR technology assessment and built the business case for next-generation investment. Both deployments preceded the post-2023 enterprise AI rush and were grounded in operational outcomes, not platform hype.

People Governance Under Regulator Scrutiny

Led enterprise HR transformation at Ontario Lottery and Gaming, a Crown Corporation generating \$8B in annual revenue under Provincial regulator oversight. Earlier, transformed national employee relations at HSBC Canada under federal financial services regulation, including 30+ Reduction-in-Workforce programs through the offshoring of front-end ER services to Manila. Both engagements required governance that protected the people and the institution simultaneously.

Engagement Models

Full-Time

Chief People Officer

Chief Human Resources Officer

Head of People, global or APAC

Chief Transformation Officer when people is the critical path

Advisory and Fractional

People operating model architecture, 8 to 12 weeks

AI readiness assessments for people functions

Board-level people governance

Executive search advisory for CHRO and CPO selection

Where the Work Lands

Four conditions where the work lands. Where structure meets urgency and the people function has to carry real load.

Scale at 3,000 to 90,000

Organizations of 3,000 to 90,000 employees. Too big for founder-led HR, too distributed for a single playbook, too consequential for delegated decision-making. The architecture decisions matter at this scale.

In Transformation

Multi-country expansion, AI deployment, post-crisis rebuild, post-IPO scale-up. Conditions where the people system is being asked to evolve faster than its existing operating model can sustain.

Structure Protects, Not Controls

Governance designed to protect the people inside the system, not to control them. Frameworks that absorb institutional risk rather than transferring it to the workforce.

Willing to Rebuild, Not Just Decorate

Organizations that want the work done, not the appearance of it. Where leadership accepts that fixing the people system means touching the operating model, not just communicating better.

Contact and Engagement

Email

roy@beyondthetitle.ca

For all professional inquiries.

Geography

Toronto and GTA. Ho Chi Minh City and the broader Asia-Pacific region.

Find the Work

beyondthetitle.ca

[LinkedIn](#)

[Substack](#)

*I respond to every inbound from a hiring manager, board member,
or executive search partner within 48 hours.*



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