

BOARD PROFILE



TRACY TING

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CHRO ■ Financial Expert ■ Audit Committee ■
Compensation Committee ■ Board Succession ■
Global Growth Strategist ■ ESG ■
M&A & Integration ■ Culture Transformation ■
2023 “50 Women to Watch for Corporate Boards”

VALUE-ADDED EXPERIENCE FOR BOARDS

- **Executive Compensation (public companies):** Extensive experience working with Compensation Committees including executive compensation strategy, short- and long-term incentive plan design, CEO compensation and performance reviews, Board compensation, proxy and other SEC disclosures, ISS/Glass-Lewis, risk assessments, peer benchmarking and regulatory developments.
- **Financial Expert:** NASDAQ requirements for “financial literacy” and NYSE requirements for “financial sophistication”.
- **Board Leadership:** 20+ years inside the boardroom with Compensation Committee, Nominating and Governance Committee and Corporate Boards at public and private companies. Deep experience with Board and C-suite recruitment, Board effectiveness, Board & CEO succession, and business transformations.
- **Business Transformation & Sale of Public Company:** Key member of the Affymetrix executive team that led the successful business and culture turnaround (footprint across 20+ countries), resulting in its \$1.3B acquisition by Thermo Fisher Scientific in March 2016.
- **Executive/Leadership & Board Development:** Deep experience with CEO/executive succession planning. Advisor to Boards on enhancing board effectiveness.
- **Environmental, Social & Governance (ESG):** Chair of Encore Capital Group’s global steering committee, which created the company’s ESG strategy and multi-year roadmap including issuance of its first ESG Report in 2022.
- **Expertise in Highly-regulated Industries:** Biotech, medical device, pharmaceuticals, and financial services. Global companies ranging \$1-3B in annual revenues with employee footprint across 10 to 40 countries.
- **Thought Leader:** Frequent keynote and conference speaker (e.g., HR Management Institute, Equilar, Athena, etc.) on topics such as business transformation, culture, talent and innovation.

BOARD EXPERIENCE

- **Athena** (Board Director and member of Finance Committee) — Premier leadership development organization whose mission is to widen the bridge to advance one million women leading in STEM by 2030 (2022 - present)
- **Cabot Credit Management** (Board Director and member of Remuneration Committee) — European subsidiary of Encore Capital Group with businesses in UK, Ireland, France, Spain, Italy and Portugal and regulated entities in UK and Ireland (2021 - 2023)

BOARD TRAINING

- 50/50 Women on Boards “Get on Board Workshop” (2023)
- Equilar/NASDAQ “Women on Boards Bootcamp” (2022)
- Deloitte “Board Ready Women Program” (2020)

PROFESSIONAL CAREER CHRONOLOGY

- **Encore Capital Group** (ticker: ECPG) — Global specialty finance company with operations and investments across North America, Europe, Asia and Latin America; annual revenues \$1B+ with footprint across 8 countries (2019-present)
- **Avanir Pharmaceuticals** — Pharmaceutical company with commercial products and clinical trial pipeline for treatment of central nervous system conditions (2017-2019)
- **Affymetrix** (former ticker: AFFX) — Global cellular and genetic analysis company acquired by Thermo Fisher Scientific in 2016; annual revenues ~\$350M with footprint across 10 countries (2014-2016)
- **Varian Medical Systems** (former ticker: VAR) — Global market leader in radiation oncology, now part of Siemens Healthineers; annual revenues \$3B+ with footprint across 40+ countries (2000-2014)
- **PwC (formerly Coopers & Lybrand)** — Audit practice (1994-1999)

PROFESSIONAL ASSOCIATIONS & ACCOLADES

- **Advisor:**
 - Gartner C-level Communities (formerly Evanta) for CHROs – Co-Chair (SoCal) & Governing Body (San Francisco)
 - HR Management Institute Advisory Board
- **Awards & Recognition:**
 - “50 Women to Watch for Corporate Boards” by 50/50 Women on Boards (2023)
 - Ragan’s “Top Women in HR” award (2025); Constellation Research, Inc. “2025 Ambient Experience 100 Executives”; San Diego Business Journal “Asian Pacific Islander Leaders of Influence” (2023) and “Top Women of Influence – 50 Over 50” (2024, 2023 & 2022); Diversity & Leadership, Inc. “Top 100 HR Leaders” (2023) and “California’s Most Powerful & Influential Women” (2021); National Diversity Council “Top 50 HR Professionals” (2021); OnCon Icon Award “Top 50 HR Professionals” (2020)

EDUCATION

- **University of California, Los Angeles** – BA Communications Studies (cum laude)
- **Stanford University** – Selected for program tailored for high-tech entrepreneurs and senior leaders