

# BOARD PROFILE



## TRACY TING

CHRO ■ Financial Expert ■ Audit Committee ■  
Executive Compensation ■ Board Governance ■  
Global Growth Strategist ■ ESG ■  
M&A & Integration ■ Culture Transformation ■  
2023 “50 Women to Watch for Corporate Boards”  
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### VALUE-ADDED EXPERIENCE FOR BOARDS

- **Executive Compensation:** 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 Committee Leadership:** 20+ years inside the boardroom with Compensation Committee, Nominating and Governance Committee and Corporate Board at public and private companies. Deep experience with Board and C-suite recruitment and Board and executive succession planning.
- **Sale of Public Company:** Key member of the Affymetrix executive team that led the successful turnaround, resulting in its \$1.3B acquisition by Thermo Fisher Scientific in March 2016.
- **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 footprint across 10 to 40 countries.
- **Featured Speaker:** Frequent podcast, keynote and conference speaker (e.g., [Equilar’s CHRO Quick Talks](#), [Athena’s Blueprint for Success](#)) on topics such as business transformation, diversity and inclusion, women in leadership-suite, culture, talent and innovation.

### BOARD EXPERIENCE

- **Athena** (Board Director and member of Finance Committee) — Premier women’s advocacy and 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 - present)

## 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 9 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)

## COMMUNITY AFFILIATIONS & RECOGNITION

- **Community Leadership:**
  - Executive Board of the North County San Diego chapter of Jack & Jill of America, Inc. (2020-2022), a national women-led organization dedicated to nurturing future Black leaders through leadership development, volunteer service, philanthropic giving and civic duty
  - San Diego Del Sol chapter of National Charity League, a national women-led organization that practices philanthropy as the active effort to promote human welfare
- **Advisor:** CHRO Governing Body and Co-Chair at Evanta (a Gartner company) – SoCal & NorCal
- **Awards & Recognition:**
  - “50 Women to Watch for Boards” by 50/50 Women on Boards (2023)
  - San Diego Business Journal (SDBJ) “Asian Pacific Islander Leaders of Influence” (2023) and “Top Women of Influence – 50 Over 50” (2023 & 2022); Diversity Magazine “Top 25 Outstanding Leadership and Diversity Impact Award” (2023); Diversity & Leadership, Inc. “Top 100 HR Leaders” (2023) and “California’s Most Powerful & Influential Women” (2021); National Diversity Council “Top 100 Diversity Officers” (2021) and “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