

Tracey Edwards



TO REQUEST CONTACT INFORMATION FOR THIS INDIVIDUAL, PLEASE
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EXECUTIVE PROFILE

- International expertise – 30+ years of experience in the successful management and delivery of sophisticated talent intensive services in complex cross border environments.
- Governance – Extensive experience serving on the boards of both for-profit and non-profit corporations.
- Innovator – Developed and positioned businesses for success through innovative new products, services, and market-leading business delivery models.
- Global Operations – Significant P&L responsibility and delivery of mission critical global results. Led international teams to superior operational efficiency and effectiveness.
- Business transformations – Turnaround of underperforming businesses through strategy refresh, organizational redesign, and related change management. Stood up new businesses.
- Strategy – developed game-changing strategy coupled with seamless management of daily operations.

PROFESSIONAL EXPERIENCE

Deloitte

1984 – 2015

San Jose, Dallas, New York, Hong Kong, and Hyderabad

Deloitte is the largest professional services firm in the world, with over \$35 billion in revenue and more than 215,000 people in over 150 countries.

Managing Director | [Global Business Services](#) and [Global Knowledge Services](#)

June 2008 – May 2015

- Developed and executed the off-shoring strategy for the Global office and off-shoring support for the largest countries in the Deloitte network allowing for more competitive market offerings. Global office footprint is now 40% off-shore and the largest countries are now on target to hit 20%.
- As Chief Procurement Officer, led strategy and redesign of Global Procurement delivering over \$200 million of annual savings. Led negotiations of the largest and most complex contracts to ensure the best possible pricing, balanced against the requirements of independence and client relationship management.
- Transformed a fractured knowledge management organization into a single coherent business unit which is externally recognized, winning the global MAKE (Most Admired Knowledge Enterprises) award over multiple years. Transformation required refreshed strategy and new technologies, processes, policies, and related risk management. Results include increased speed of collaboration, which accelerates speed to market and improved win ratios and operating margin.
- Deloitte Global headquarters' Diversity and Inclusion leader,
- Member of the following committees: Technology Strategy and Investment, Innovation Executive, Director Selection, and Retirement Plan Investment Oversight.

Managing Principal | [U.S. India Operations \(USI\)](#) and [Field Operations](#)

August 2004 – June 2008

Management of ~ 9,000 people and over \$3 billion in spend

- Developed and implemented the off-shore strategy, creating a 6,000 person operation in India including:
 - Implemented a change management program to effectively and rapidly off-shore,
 - Constructed facilities and all related infrastructure,
 - Established effective on-campus and experienced hire recruiting, development and training programs, financial systems, security and business continuity planning,
- Developed strategy for, and leadership and management of, the U.S. real estate portfolio and U.S. Field Operations. U.S. Field Operations includes: conferences and travel, administrative support, physical security, records management, and document creative services,
- Member of the following, U.S.: Board of Directors, Executive Committee, and Operating Committee,

Tax Regional Managing Principal | Asia Pacific

November 2002 – August 2004

Responsibilities included strategy development, Partner hiring, large pursuit support and involvement, meeting quality and risk guidelines and PCAOB requirements, and development of training and development. Tenure was during the Asia financial crisis, SARS, and Bird flu.

Tax Deputy Managing Principal | Service Lines, Strategy, Innovation

April 2000 – November 2002

Responsibilities included strategy development, innovation, leadership and management of speciality areas within tax, including among others: International, Multistate, M&A, Transfer Pricing, and Global Employer Services (GES). Tenure was during the Andersen integration.

Global and U.S. Practice Leader | Global Employment Services (GES)

June 1997 – April 2000

Responsibilities included strategy development, leadership and management of the GES service offering (revenue of approximately \$200 million). Role required oversight of all major pursuits and the development and deployment of new: technology, marketing approach, global processes, and delivery model. During this time, Deloitte moved from last place to second place while recording the highest win rate among competitors.

U.S. Tax Practice Leader | Internet Taxation

June 1996 – June 1997

Responsibilities included design and launch of a new service offering and related marketing efforts; authored a technical publication, "Taxation of Cyberspace."

Tax Principal in Charge

June 1994 – June 1996

Responsibilities included leading and managing tax practices in four California offices: San Jose, Sacramento, Fresno and Monterey. During this two-year period revenues doubled and profitability dramatically improved.

OTHER DELOITTE ROLES - 1998 - 2008

- Member of the Board of Directors and served on the Global, Finance, and Risk committees
- Member of Executive Committee
- Member of Operating Committee
- Member Global and US Tax Executive Committees

EDUCATION

LL.M. in Tax, 1983 - Golden Gate University

J.D., 1981 - Golden Gate University

B.A. in Biological Sciences, 1974 - University of California at Santa Barbara

PROFESSIONAL ACCOMPLISHMENTS

- Admitted to practice Law in California (1982)
- Member, California State Bar Association
- Three-time invitee to *Fortune's* Most Powerful Women in Business Conference
- Recipient of the YWCA Tribute to Women and Industry (TWIN) Award
- Invited to attend ABA Direct Women Conference 2016

NON-PROFIT BOARDS

- Trustee, Golden Gate University (2000 to 2016)
- Board Chair, HealthRight Intl. (2015 - present)
- Board Member, Inner Explorer (2015- present)
- League of Women Voters Cupertino/Sunnyvale (2016 -present)