

# Bank Governance Leadership Network Fact Sheet

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## Mission

The Bank Governance Leadership Network (BGLN) addresses key issues facing complex global banks. Its primary focus is the non-executive director, but it also engages senior management, regulators, and other key stakeholders committed to outstanding governance and supervision in support of the mission to build strong, enduring and trustworthy banking institutions.

## Organizers

The BGLN is organized and led by Tapestry Networks and sponsored by Ernst & Young as part of its continuing commitment to board effectiveness and good governance. Tapestry Networks, a private independent company, is a leader in corporate governance peer networks. Its mission is to foster relationships, insight, and courage to inspire and enable leaders to act. Ernst & Young is a global leader in assurance, transaction and advisory services to the banking industry.

## Program and content

The BGLN provides unique opportunities for candid dialogue among non-executive directors from leading global banks, bank executives, regulators, policy makers, and other stakeholders via a range of activities including private roundtable discussions throughout the year, the annual Bank Directors Summit, and research workstreams focused on critical issues for non-executive directors.

Based on these group discussions and research, the BGLN develops white papers that address the most important challenges facing banks. We distribute these materials broadly to participants and key stakeholders in positions to help build a strong, stable financial system. Core themes for the network include:

- Regulation and supervision of large, complex banks
- Risk governance and oversight
- The future of the banking industry
- Rebuilding trust
- Building effective boards

## Participation criteria

Participation in the BGLN is by invitation only. Criteria for participating institutions include:

- Complex, global footprint
- Large capital markets operations
- Significant interest in shaping bank and risk governance, and informing evolving regulatory and supervisory approaches

Non-executive directors participating in the Network typically play critical leadership roles on their boards, including chairmen, lead directors, and key committee chairs. Oftentimes, two or more directors from each bank participate in events throughout the year, as does their banks' chief risk officers.

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## Banks whose directors participate

- Bank of America
- Bank of China
- Barclays
- BNY Mellon
- CIBC
- Citigroup
- Credit Suisse
- Deutsche Bank
- HSBC
- ICBC
- ING
- JPMorgan Chase
- Lloyds Banking Group
- Macquarie Group
- Morgan Stanley
- RBS
- Rabobank
- Société Générale
- TD Bank
- UBS
- UniCredit
- U.S. Bancorp
- Wells Fargo
- Westpac

## Organizations that have participated

- Bank of England
- De Nederlandsche Bank, Netherlands
- European Banking Authority
- Federal Reserve System, US
- Financial Services Authority (FSA), UK
- Independent Commission on Banking (ICB), UK
- Office of the Superintendent of Financial Services (OSFI), Canada
- Office of the Comptroller of the Currency (OCC), US

## Participant value

We seek participants who enjoy learning and are positioned to lead their organizations. They gain the insights, conviction, and courage necessary for effective leadership through:

- Private peer-to-peer dialogue to develop practical insights on issues confronting bank boards of directors
- Personal and professional relationship-building with bank board leaders and other stakeholders from leading global institutions
- Access to cutting-edge insights and perspectives from constituents such as regulatory officials, risk and compensation experts, and key policy influencers
- An ability to engage key external stakeholders who significantly influence the future success of their banks and the industry at large

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## Expected commitment

Participating banks commit:

- One or more directors to participate in pre-meeting conversations with members of Tapestry Networks and Ernst & Young to shape meeting agendas and discussion topics
- One or more directors to attend a series of meetings throughout the year and the annual Bank Directors Summit
- Interviews as requested with key executives – usually the chief risk officer and chief executive officer

## Confidentiality

The Bank Governance Leadership Network uses a modified version of the Chatham House Rule whereby names of participants and their company affiliations are a matter of public record, but comments made during interviews and meetings are not attributable to individuals. Insights developed from the Bank Governance Leadership Network will be published by Tapestry Networks and may then be distributed by participants to colleagues. They will also be distributed by Ernst & Young to its partners and clients.

Disclaimers will appear on all materials stating, *“The perspectives presented in this document are the sole responsibility of Tapestry Networks and do not necessarily reflect the views of any individual bank, its directors or executives, regulators or supervisors, or Ernst & Young. Please consult your counselors for specific advice. Ernst & Young refers to all members of the global Ernst & Young organization. This material is prepared and copyrighted by Tapestry Networks with all rights reserved. It may be reproduced and redistributed, but only in its entirety, including all copyright and trademark legends. Tapestry Networks and the associated logos are trademarks of Tapestry Networks, Inc. and Ernst & Young and the associated logos are trademarks of EYGS LLP.”*

## Contact

Mark Watson, Partner, Tapestry Networks  
+1 781 250 0635  
[mwatson@tapestrynetworks.com](mailto:mwatson@tapestrynetworks.com)

Tom Woodard, Partner, Tapestry Networks  
+1 781 290 2281  
[twoodard@tapestrynetworks.com](mailto:twoodard@tapestrynetworks.com)