

Board oversight of restart and recovery

Even though the coronavirus continues to pose a serious public health threat, governments around the world are trying to protect their economies by easing restrictions. As the crisis enters a new phase, companies are focused on restarting their businesses. Leaders are working hard on issues such as workforce deployment, company operations, and long-term strategy, and they are considering how to account for and report on the consequences of the pandemic.

From June 11 to June 26, 2020, Tapestry Networks convened a series of virtual meetings with the audit committee chairs of more than 100 large US public companies to discuss how boards and audit committees are responding to the COVID-19 crisis. EY experts and senior leaders joined the audit chairs in these meetings. *For a full list of meeting participants, please see page 11.*

This *ViewPoints* synthesizes discussions about three themes that emerged in the meetings:¹

- **Workforce well-being remains a top priority for boards**
- **Operational and strategic initiatives are under review**
- **Financial reporting challenges are likely to persist through year end**

Workforce well-being remains a top priority for boards

Although the productivity of remote workers has generally exceeded boards' expectations, many companies plan to reopen at least some physical locations in the near future. Directors expect a hybrid model to persist for some time, with some workers gradually reentering company locations while others remain remote. Corporate leaders need to ensure the safety of employees at company locations while supporting the productivity and well-being of those who continue to work from home. As the pandemic subsides, and as companies reimagine their workforces, questions are likely to linger about where employees work.

Lessons learned from remote work

Many directors have been impressed by how quickly and effectively employees shifted to remote working. However, they are concerned about the challenges and risks of continuing such arrangements over a much longer period. How much has this initial success depended on the strength of relationships or on extraordinary efforts that could succumb to fatigue? Members identified two key requirements if working-from-home arrangements are to continue:

- **Supporting employee well-being.** Many directors are keeping a keen eye out for signs of fatigue. One member said remote work makes it challenging for people to disconnect from the job: *"It feels like every day is Tuesday."* Another added, *"I'm not sure how long this can be*

sustained. We as directors need to step up our level of engagement to better understand morale and burnout.” Members shared concerns about how remote working lowers barriers between professional and personal lives. One said, *“Leadership is under stress, and while employees are handling it very well, I wonder—longer term—about mental health and ensuring we give them proper assistance. I think there is going to be major fallout from this.”* A member suggested that directors reach out directly to management to check in and offer support and encouragement: *“It’s important to let people know that they’re not alone.”*

- **Preserving company culture.** Some directors were concerned that the longer employees work remotely, the harder it will be to maintain and reinforce cultures initially built on in-person collaboration. One member said, *“Remote work has been going so well because of preexisting relationships between employees. Right now, no one is hiring anyone new, but as that shifts, how do you maintain the culture of your organization remotely? I think the pandemic will change work styles but maybe not as much as some are predicting because we require a certain amount of physical contact and familiarity.”* However, another member countered that physical presence in the office is not necessary to perpetuate culture; rather, *“You have to be more deliberate in explaining what the culture is and constantly reinforce it. When I started, there was a huge acculturation process when new people came on. We’ll just have to learn to be better managers.”*

Depending on demographics and other factors, employees’ desire to return to company locations varies dramatically. Some are eagerly awaiting office reopening; others dread a mandate to return to the office. One member said, *“When our finance team heard that no one will return to the office before October, they were extremely disappointed. A lot of employees are ready to go back under any circumstances.”* Another described a very different situation: *“We have done employee surveys globally, and a substantial subset of our employees have said they will not return until there is a vaccine. It’s not just the rank and file either—this includes executives.”* An EY expert added, *“We are seeing companies do pulse-check surveys with employees and the sentiment is changing as the situation evolves. It’s very fluid.”*

Reopening physical locations

Reopening offices and other corporate locations presents unique challenges for companies and their boards. Leaders and boards are questioning which locations to open and how to do so safely. A member explained, *“The framework we’ve applied is one that says, ‘Can we do a reopening?’ and then, ‘Should we do one?’ Sometimes they’re the same; sometimes they’re not.”*

The challenges of reopening are compounded by the lack of widespread, well-established standards. Members said that their companies feel obligated to forge ahead on their own. An EY expert explained, *“Common sense is key. Science is very important, and it’s hard work to decipher that out of the noise.”* The expert offered pointers for moving forward: *“It’s very important to come up with principles: (1) safety won’t be compromised; (2) rely on science; (3) work together; (4) establish the conditions precedent for us to begin to plan a return.”*

US companies are developing good practices for protecting employees as they return to corporate work sites, drawing on their own insights as well as on lessons from jurisdictions that are further along in reviving their economies. Network members shared some of their protocols and practices—for example, checking body temperatures upon arrival at work and minimizing the risk of a widespread outbreak by dividing staff into groups that work different blocks of time. Some companies are retaining outside experts in disciplines like epidemiology as they plan reopening.²

In recent meetings, members raised several questions:

- **How can reopening be done safely?** Members shared their struggles with the employee safety challenges posed by office openings. One EY expert described a way the firm is using technology to keep employees safe through a basic compliance exercise: *“Picture waking up on your first day back to work. You sign into this app, read through the protocols, take your temperature, and complete a symptom checker. If you are cleared on all aspects, you receive a QR code to scan into work that day. If you have a temperature or other symptoms, it will trigger a series of workflows that will most likely result in sending you a COVID test. Our hope is this will keep more sick people home and automate what could be a clumsy process without technology.”*
- **What steps can be used to manage liability risk?** The urgency of protecting employees is heightened by liability concerns. Some members were worried about the risk that their companies face as they seek to provide a safe work environment. *“I’m not sure I can add to the narrative beyond relying on what the lawyers are telling us, which seems to be all over the place,”* a member lamented. Indeed, legal experts expect a surge of litigation accusing companies of not doing enough to protect their employees, and pressure is building on governments to limit liability.³ Members were not optimistic about the prospects of government-enacted liability protections. One said, *“One of the CEOs I work with was hoping Washington won’t do anything because if they do, they will probably get it wrong.”*
- **Is the company prepared to reimplement restrictions?** Even as companies start to reopen, many are taking steps to ensure that they have an orderly plan to deal with virus surges or new hotspots. Some members discussed how boards can push management to prepare for the possibility of a second wave of the pandemic. One said, *“We all talk about things getting back to normal and returning to offices, but we also need to think about the potential for another wave in the third or fourth quarter. I keep trying to bring that up on my boards because I really think we need to prepare for it.”* An EY leader added, *“Boards should be asking management about the plan for a second wave and also about potentially fighting a two-front war. What if you have a cyberattack? In California it’s almost wildfire season. Management may need to be prepared for multiple scenarios at the same time.”*

Reimagining work

Members stressed the opportunities for companies to harness lessons from this period of remote work while making adaptations for the long term. They noted that even after the pandemic, work practices would not likely revert to the way things were before. Though some said that it was too early to start redesigning work processes, others insisted that it is important to start the conversation now while the lessons remain fresh.

In order to maintain lasting change, companies will have to be intentional about their behaviors. One member said, *“If you want change to be sticky, you have to have systems in place to make it sticky. It’s not just that you suddenly work at home; metrics are different, how people get trained, coached, evaluated is different. How work is designed has to be different.”* An EY expert added, *“Looking at the workplace and work itself—it’s changing and rethinking models and capabilities. What is work? What needs to be done and done together? We are seeing clients thinking about longer-term transformation of their operating model from the workforce, workplace, and work-experience perspective. It’s very much coming to the forefront of bringing a human-centered experience. I think we may see what the work is and where it gets done start to change.”*

Operational and strategic initiatives are under review

Restoring near-term profitability is a priority for companies in most sectors, and that requires bringing back both production and demand. This objective presents many challenges, including ensuring that supply chains are robust and finding ways to serve customers under continuing pandemic conditions.

At the same time, strategic priorities and the ability to consider longer time horizons vary dramatically by company and sector. In many cases, these conversations include taking a new look at a company’s forward-looking real estate requirements. For companies that have seen massive drops in revenue, it may not be the right time to launch new strategic initiatives. However, several members cautioned that an intense focus on managing through the crisis and resuming operations should not distract the leadership from strategic issues.

Shoring up supply chains

A successful restart depends upon the return of productive supply chains. Companies are taking steps to adapt their practices based on lessons they learned early in the pandemic from dealing with suppliers based in Southeast Asia. An EY expert noted that supply chains have historically been *“lean and efficient, which can prevent us from pivoting quickly in response to disruptions.”* The expert continued, *“So now, companies are starting with procurement and looking at the solvency of suppliers, and asking, ‘Where are the biggest elements of risk across the supply base?’”*

In the longer term, supply chains might require significant reconfiguration. One director said, *“We have to think about resiliency versus efficiency. Overemphasis on cost cutting and just-in-time inventory do not work well in this situation. We will consider sourcing within the US and even*

manufacturing in house.” Another director was more skeptical: “All this talk of supply chains moving back to America is just talk—it’s not going to happen. We are still going to be dependent on China and other parts of Asia. Something that costs \$50 to make in China will cost even more here. It does not make economic sense.”

Monitoring demand and bringing back customers

Economic recovery depends on both consumer demand and customer safety. Members noted that customers may be facing difficulties that undermine demand. Their companies are carefully tracking the metrics of customers’ and distributors’ behavior and financial health, and they are making plans to intervene as necessary.

Critical to bringing customers back is ensuring their safety and earning their trust. Experts note that companies will need to introduce practices that protect customers and then communicate to customers about these practices, especially those that may be less visible.⁴ A member from the retail sector noted the challenge: *“We can set standards, but customers don’t always adhere to them, and that poses some very challenging things for young management and for staff in our stores as the face of our business. What do they do about it? It’s very tricky.”*

Companies are also adapting to an environment where they must sell under restricted conditions or replace face-to-face selling with online sales. *“We are seeing people buy online and do contactless pickup in the store. We have increasingly gone to appointments for customers, and this seems to get a positive response,”* explained one director. Others noted the importance of maintaining customer relationships through channels like loyalty programs and other active outreach programs.

Reenvisioning real estate requirements

The success of remote working has caused companies to consider sharp reductions in office space and its associated costs. Audit chairs noted that this would have side benefits too, such as easing transportation problems and pollution in major cities. An EY expert said that most people have generally been satisfied working from home and would like to do so even after the pandemic. While audit chairs are still seeking data to compare employee productivity at home versus in a company office, many believe that employees have been more productive working remotely.

One member envisioned dramatic changes going forward: *“I’d hate to be in commercial real estate right now! The notion of having people show up five days a week in a building is from the industrial age. Now, with telemetry tools, you can measure productivity more efficiently than with visual observation.”* Though many have hypothesized that corporations will cut back on real estate, particularly in major cities, a member provided an alternative perspective based on the priority of employee safety: *“Some people are thinking of cutting back real estate, but quite honestly, we’ve seen more of the opposite where people think they might now need more space for their employees because of distancing requirements.”* Another said, *“We have put a pause on*

any future office expansion because we need to consider what will make our employees feel the most comfortable.”

Assessing company strategy

According to a recent report, “For leaders, it is now important to determine which of the developments imposed by circumstance may have generated value, financially, operationally, and for their people. Some of these could then be incorporated into future thinking about the reorganization of work and reinventing the business model.”⁵ Though many members were optimistic about the new opportunities presented, others pointed out that the ability to focus on longer-term strategy varies dramatically by sector, noting that certain segments of the economy are still in the thick of the crisis.

Rapid company and customer adoption of technology in response to the COVID-19 crisis will have a lasting impact across all sectors. One member said, *“An obvious change to come out of this is that, globally, business travel will be reduced, which will have profound impacts for companies. Zoom enables us to do much more without getting on airplanes.”* An EY expert pointed out that the time saved on business travel can be repurposed in a valuable way: *“As executives save time from not traveling, they are able to have more one-on-one conversations over Zoom. So maybe instead of spending all this time travelling, people will spend it developing deeper connections within the organization.”*

Members said that the forced push to digital has accelerated long-term strategic efforts. One member explained, *“We are seeing a huge acceleration of customers going digital because they have no choice, and we have to assume that many will continue to use that channel going forward. It’s amplifying where things are going in a really big way.”* An EY expert suggested to members, *“Given the societal shifts in customer behavior, I would ask yourself, How is your strategy aligned in the short term and long term, and what aspirational aspects are in it? Challenge management teams to see this as an opportunity.”*

Members agreed that it is incumbent upon boards to ensure that management is pursuing opportunities even if the legacy business remains troubled. *“We are pushing the accelerator. In the beginning we paused, but things have shifted. We see an opportunity to accelerate plans in place and put the pedal to the metal on key hires, digital transformation, and capitalizing on other investments,”* one said. Another stressed, *“The board needs to maintain the discipline to keep focusing down the road. Fight the fire but keep looking out two to five years on the horizon.”*

As companies look to optimize strategic actions, they are turning to the board for valuable input. *“My companies are allowing the board to weigh in more than they have in the past, taking advantage of our collective exposure to fine-tune scenarios to plan around and, based on that, decide what strategic actions we should be taking,”* a member said.

The racial-justice movement has raised new diversity questions for boards

Global antiracism protests and initiatives have elevated the priority of diversity and inclusion on board agendas. Members discussed steps they are taking to support racial justice and noted that they have already begun engaging in uncomfortable and challenging discussions.

One stressed the importance of encouraging management to take risks: *“It’s a difficult challenge to solve, so the board must support management in hiring and promoting people in different ways. It’s taking a risk, and that’s okay and even necessary.”* Another emphasized the need for allies within the board room: *“It ends up being a more powerful statement when it comes from someone who isn’t Black or Latino. What I’d hope is that all of us as board members take it on as a key priority, not just for the moment, but moving forward.”*

Metrics can be helpful ways for boards to track whether their companies are meeting diversity and inclusion goals. However, a participant cautioned companies not to rely on diversity measures without also addressing the company’s culture: *“While it is important to have metrics, the culture of the entire organization needs to incorporate justice, equity, inclusion, and diversity. We have to embrace these values and reward leaders who are building strong, inclusive environments.”* This might also require probing more deeply into issues like succession planning. One member said, *“We have begun to challenge management not only on their hiring processes for diverse candidates but also in making sure there is sufficient minority bench strength in succession plans.”*

Financial reporting issues are likely to persist through year end

Accounting and reporting oversight are core responsibilities of an audit committee and, during times of crisis, the full board as well. The pandemic and consequent lockdown presented immediate hurdles in the areas of liquidity, disclosures, internal controls, and audit. While some challenges are gradually fading, others are persisting into the restart and recovery phase.

First-quarter closings and second-quarter outlook

Multiyear efforts to digitalize the reporting and auditing process paid dividends when companies were forced to close their first-quarter books remotely. Jim Estes, EY’s US vice chair of professional practice, said, *“A helpful attribute was where we already had a foundation of getting financial data from the company. We had invested in and were using data analytics. Having that data was useful to teams for the first-quarter review.”* A member pointed to another factor that

helped companies and auditors: *“We did dress rehearsals for the close, knowing it would be remote. It paid off.”*

However, some members raised warnings about the second quarter. One said, *“Chatting with the chief accounting officer after the first-quarter close, he said, ‘We’re proud, but there’s fatigue in the organization.’ I recommend you think through resources and not take anything for granted in Q2.”* Mr. Estes also noted that challenges are likely to persist: *“There are still challenging issues to deal with, especially judgments for prospective financial information, like going concern, asset impairment, anything looking out to the future.”*

Non-GAAP disclosures

Audit chairs said that they are paying particularly close attention to efforts to use non-GAAP (generally accepted accounting principles) disclosures to describe the impact of the pandemic on company performance. Mr. Estes urged caution in this area: *“There was the desire to say, ‘Here’s what that would have looked like without COVID.’ But the SEC [Securities and Exchange Commission] staff has continued to focus on non-GAAP financial information and would have concerns about results that attempt to fully exclude COVID effects. They are highly subjective, and it’s likely not clear that’s the only thing that would have affected revenues and operating results.”*

Only certain exclusions are likely to pass muster, Mr. Estes noted: *“Things that are not objectively verifiable are problematic. Things that are directly attributable to COVID and clearly separable from normal operations, like charges or credits or insurance recovery for COVID, may be okay to exclude in a non-GAAP disclosure.”* Members were not surprised by this sentiment. One said, *“It’s so well known you’ll get a bounce back from SEC that there’s a great respect for where the line is.”*

Internal controls

Members said they are paying special attention to disruptions to internal controls, which may operate less effectively in a remote environment; in addition, internal audit may find it more difficult to monitor controls. However, Mr. Estes said, *“Most issuers indicated in public filings that the remote environment didn’t materially change internal controls. They felt they operated the same, just remote.”* He added, though, that continued vigilance is important: *“We’ve told our teams to be alert for changes to those systems through this year. When you get around to testing controls, then you know precisely how they worked.”*

Auditing challenges

Network members also raised questions about difficulties that external auditors may encounter as remote working continues. Mr. Estes described EY’s assistance to its auditing teams during their current review activities: *“To make things as smooth as possible, we built a FAQ [frequently asked questions] database for COVID-19, done by the accounting and audit methodology groups in the national office, to provide answers for challenges the teams are going through.”*

Members asked how their auditors would perform certain tasks if remote work remains necessary for year-end audits. Mr. Estes said, *“We’re proactively thinking, ‘What if the remote environment extends through the entirety of audit?’ We’re trying to think about what challenges teams could face, and putting guidance in their hands early so they can prepare for any changes and don’t cause unnecessary disruption.”* He discussed possible approaches for dealing with a lack of access: *“You may be able to use internal audit if outsiders aren’t allowed in. In addition, in some cases, we can use video technology like Facetime, Zoom, and Microsoft Teams, as well as GPS to have an environment where it is as if you were standing with plant personnel carrying out the work. We’re also reinforcing the need to use video conferencing to be face to face when you’re interacting with the company – particularly on important matters in order to maintain eye-to-eye interaction, as opposed to over-using email or text.”* A member noted that access to client locations may not guarantee in-person interactions: *“It’s an open question which client employees will be on site, not just during COVID but after. Do we want people coming in? Offices may be emptier than before.”*

Conclusion

After months of extreme measures to combat the coronavirus, companies are considering not only immediate imperatives but also the longer term. They are reviewing offices, homes, and other work locations to identify the best arrangements for ensuring both the safety and productivity of their employees. They are also reviewing their longer-term strategies to understand which should be accelerated and what fresh initiatives look promising. Audit chairs are paying close attention to the financial reporting process, both to ensure that the proper controls are in place and that the company is telling its story in a compelling and compliant way. A key challenge, directors noted, is ongoing uncertainty about how things will play out. In this environment, the ability to adapt on the fly is critical.

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Endnotes

¹ *ViewPoints* reflects the use of a modified version of the Chatham House Rule whereby names of participants and their company affiliations are a matter of public record, but comments are not attributed to individuals or corporations. Quotations in italics are drawn directly from these virtual meetings.

² Tapestry Networks, *Board and Audit Committee Oversight of COVID-19 Pandemic Response and Recovery*, ViewPoints (Waltham, MA: Tapestry Networks, May 2020), 2.

³ Jennifer Williams-Alvarez, “New Concerns About Employee Safety,” *Agenda*, May 1, 2020.

⁴ Homayoun Hatami, Sébastien Lacroix, and Jean-Christophe Mieszala, “The Restart,” McKinsey & Company, May 5, 2020.

⁵ Hatami, Lacroix, and Mieszala, “The Restart.”

Audit Committee Leadership Network – June 15, 2020

- Barbara Byrne, ViacomCBS
- Pam Craig, Merck
- Dan Dickinson, Caterpillar
- Dave Dillon, 3M and Union Pacific
- Sam Di Piazza, AT&T
- Lynn Elsenhans, Saudi Aramco
- Fritz Henderson, Marriott
- Charles Holley, Amgen
- Hugh Johnston, Microsoft
- Louise Parent, FIS
- Tom Schoewe, General Motors
- Gerald Smith, Eaton
- Jim Turley, Citigroup and Emerson Electric
- John Veihmeyer, Ford
- David Vitale, United Airlines
- Maggie Wilderotter, Hewlett Packard Enterprise

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- Jim Estes, Americas Vice Chair, Professional Practice
- Sam Johnson, Americas Vice Chair, Accounts
- John King, Americas Vice Chair, Assurance Services
- Steve Klemash, Americas Leader, Center for Board Matters
- Jay Persaud, Americas Vice Chair, Risk Management

Central Audit Committee Network – June 11, 2020

- Kapila Anand, Elanco Animal Health
- Anne Arvia, GATX
- Bruce Besanko, Diebold Nixdorf
- John Bryant, Macy's
- Howard Carver, Assurant,
- Pat Condon, Entergy
- Rick Fox, Univar
- Marla Gottschalk, Big Lots
- Ann Hailey, WW Grainger and Realogy
- Mike Hanley, BorgWarner
- Harry Harczak, Tech Data
- Lindy Harty, Parker-Hannifin and Westinghouse Air Brake
- Cara Heiden, Casey's General Stores
- Jay Henderson, J.M. Smucker
- John Holland, Cooper Tire & Rubber Company
- Frank Jaehnert, Nordson
- Laurette Koellner, Celestica, Nucor, and Papa John's International
- Rick Navarre, Covia Holdings
- Neil Novich, Hillenbrand
- Al Smith, Simon Property Group
- Ingrid Stafford, Wintrust Financial Corporation
- Pam Strobel, Illinois Tool Works
- Ray Young, International Paper

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- Julie Boland, Vice Chair and Central Region Managing Partner
- Rich Bonahoom, Partner
- Scott Mullen, Principal, Advisory Services
- Jud Snyder, Chicago Office Managing Partner

Northeast Audit Committee Network - June 24, 2020

- Virginia Addicott, CDW
- John Alchin, Ralph Lauren
- Bert Alfonso, Eastman Chemical Company
- Carl Berquist, Beacon Roofing Supply
- Bill Cary, Ally Financial
- Mary Choksi, Omnicom Group
- Bill Creekmuir, Party City
- Steve Elliott, PPL Corporation
- Lou Grabowsky, Griffon Corporation
- Mary Guilfoile, Interpublic Group
- Jan Hauser, Vonage
- Brian Hudson, Erie Indemnity
- Paul Joubert, Ares
- Christie Kelly, Park Hotels and Resorts
- Lew Kramer, L3Harris Technologies and Las Vegas Sands Corporation
- Simon Lorne, Teledyne Technologies
- Barbara Loughran, Jacobs Engineering
- Craig Owens, The J.C. Penney Company
- Bill Plummer, Waste Management and Global Payments
- JoAnn Reed, Waters Corporation, American Tower, and Mallinckrodt PLC
- Judy Schmeling, Constellation Brands
- Ron Waters, Fortune Brands Home and Security
- Tim Yates, CommScope

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- Gerry Dixon, Managing Partner of Accounts in the US-East Region
- Herb Engert, Partner, NY Office Managing Partner
- Frank Giampietro, East Region Leader, People Advisory Services

Southeast Audit Committee Network – June 16, 2020

- Eddie Adair, Rayonier Advanced Materials
- Maureen Breakiron-Evans, Cognizant
- Dallas Clement, SunTrust Banks
- John Davidson, Allergan and Legg Mason Inc.
- Denise Dickins, Watsco
- Ward Dickson, Ameren
- Glenn Eisenberg, Perspecta
- Juan Figuereo, PVH Corp.
- Jim Hunt, Brown & Brown
- Scott Kuechle, Esterline and Kaman Corporation
- Richard Macchia, FLEETCOR Technologies
- Connie McDaniel, TSYS
- Maureen Morrison, Asbury Automotive Group, ePlus, and Safeguard Scientifics Inc.
- Jason Papastavrou, United Rentals
- Terry Rappuhn, Akorn, Inc
- Steve Raymund, WESCO
- Bill Smith, Southern Company
- David Walker, Chico's FAS, CommVault Systems, and CoreLogic

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- Regenia Sanders, Supply Chain Practice Leader, US Central Region
- Dave Sewell, US-Central Audit Leader
- Bryan Yokley, Assurance Partner

Southwest Audit Committee Network – June 22, 2020

- Curt Anastasio, Par Pacific Holdings
- John Carrig, WPX Energy
- Vanessa Chang, Transocean
- Marcela Donadio, Marathon Oil
- Barbara Duganier, MRC Global
- Rodney Eads, NOW Inc.
- Paulett Eberhart, LPL Financial Holdings.
- John Gallagher, Kraton Corporation
- Bella Goren, Gap Inc.
- Sue Gove, Tailored Brands
- Bruce Hanks, CenturyLink
- Mercedes Johnson, Synopsys
- Don Kendall, SolarCity
- Teresa Madden, Peabody
- Guillermo Marmol, Foot Locker
- Royce Mitchell, Pioneer Natural Resources
- Barry Pearl, Magellan Midstream Partners
- Don Robillard, Helmerich & Payne
- Valerie Williams, DTE Energy
- Billie Williamson, Cushman & Wakefield

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- Scott Hefner, Senior Global Client Service Partner
- Sarah Le Tourneur, Partner/Principal
- Frank Mahoney, Vice Chair and Regional Managing Partner – US West

West Audit Committee Network-North – June 16, 2020

- Kimberly Alexy, FireEye and Western Digital
- Joe Bronson, Jacobs Engineering Group and Maxim Integrated Products
- Judy Bruner, Seagate Technology and Varian Medical Systems
- Raman Chitkara, Xilinx
- Earl Fry, Hawaiian Holdings
- Matt Fust, Ultragenyx Pharmaceutical
- Ken Goldman, GoPro
- Bala Iyer, Power Integrations and Skyworks Solutions
- Jack Lazar, Resideo Technologies
- Cathy Lego, Guidewire Software
- Mary Pat McCarthy, Palo Alto Networks
- Chuck Robel, GoDaddy and Model N
- Karen Rogge, KEMET
- Janice Sears, Invitation Homes and Essex Property Trust
- Mike Stein, Aimco
- Malia Wasson, Columbia Sportswear

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- Frank Mahoney, Vice Chair and Regional Managing Partner – US West
- Mike Verbeck, West Region Assurance Managing Partner

West Audit Committee Network-South – June 18, 2020

- Traci Dolan, Steel Dynamics
- Richard Goodman, Adient and Western Union
- Leslie Heisz, Edwards Lifesciences
- Leon Janks, Pricesmart
- Diana Laing, Macerich
- Tim Leyden, Itron
- Steve Orlando, Molina Healthcare
- Steve Page, AeroVironment
- Dick Poladian, Occidental Petroleum and Public Storage
- Jim Scilacci, Hawaiian Electric Industries
- Daren Shaw, Ensign Group
- Stephanie Streeter, Kohl's
- Peter Taylor, Edison International
- Wendy Webb, Wynn Resorts

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- Mike Verbeck, West Region Assurance Managing Partner