



# AUDIT COMMITTEE LEADERSHIP NETWORK

2024

Chairing the audit committee of a complex global company involves judgment, developed from personal experience and the insights of the audit chairs of similar companies. **The Audit Committee Leadership Network** is for audit committee chairs of North America's leading companies who are keen to learn from their peers and improve governance.

## The Program

The network convenes three times a year, twice in the US and once in a joint meeting with members of the European counterpart network, [EACLN](#). Meetings typically run from mid-afternoon and a working dinner on the first day through lunch on the second. Tapestry Networks provides rigorous preparation and content development.

Before each in-person meeting, each member participates in a brief individual call to discuss the upcoming agenda and issues that are top of mind. Members then receive a *PreView*, a pre-read that combines their peers' perspectives with expert views.

After each in-person meeting, Tapestry publishes a [Summary of Themes](#) highlighting key discussion points and a [ViewPoints](#) with more detail on one of the topics.

Members can expect to spend roughly four days annually preparing and participating in network meetings.

*"It is so much more than networking; this is about being ahead of the game on the game-changing issues we are all facing and figuring out what to do about them with each other."* – Network Member

## Current Members

**Fernando Aguirre**, CVS Health  
**Joan Amble**, Booz Allen Hamilton  
**Eva Boratto**, UPS  
**Judy Bruner**, Applied Materials  
**Barbara Byrne**, Paramount Global  
**Jeff Campbell**, Aon  
**Mary Anne Citrino**, HP Inc.  
**Janet Clark**, Texas Instruments  
**Pam Craig**, Merck  
**Ted Craver**, Wells Fargo  
**Pam Daley**, BlackRock  
**Dan Dickinson**, Caterpillar  
**Dave Dillon**, 3M and Union Pacific  
**Anne Drinkwater**, Equinor  
**Bill Easter**, Delta Air Lines  
**Lynn Elsenhans**, Saudi Aramco  
**Tim Flynn**, JP Morgan and Walmart  
**Tom Freyman**, AbbVie  
**Bella Goren**, Marriott International and General Electric  
**Alan Graf**, Nike  
**Bill Green**, Dell Technologies  
**Gretchen Haggerty**, Johnson Controls  
**Bob Herz**, Fannie Mae and Morgan Stanley

## Confidentiality

To ensure mutual trust and candor, meetings are held under a form of the Chatham House Rule that provides for quotation without attribution to an individual or company, as well as off-the-record discussion.

## Membership Criteria

Membership is by invitation only; there is no fee to participate, and members may choose to have their expenses reimbursed by Tapestry. The criteria for belonging to this network include:

- **Companies:** Complex, global public companies headquartered in North America, generating over USD \$20 billion in revenue.
- **Directors:** Members will currently serve as the audit committee chair of a qualifying global public company.

## Recent Discussion Topics

- [Audit Committees in a dynamic era of risk](#)
- [ESG: Communicating performance and assessing reputational risk](#)
- [FBI and DOJ perspectives on cybersecurity and corporate crime](#)
- [Global governance in an environment of shifting EU-China-US relations](#)
- [Innovation and evolving practices in internal audit](#)
- [The audit committee and external auditor relationship](#)
- [The Supreme Court and the Administrative State](#)
- [What's next for AI—Is your board ready?](#)

## Recent Simulations

- [Cyberattack simulation with EY and Microsoft](#)

## Current Members

**David Herzog**, MetLife  
**Jean Hobby**, Hewlett Packard Enterprise  
**Charles Holley**, Amgen and Carrier Global  
**Michele Hooper**, United Airlines  
**Hugh Johnston**, Microsoft and HCA Healthcare  
**Akhil Johri**, Boeing and Cardinal Health  
**Kelly Kramer**, Gilead  
**Lori Lee**, Emerson Electric  
**John Lowe**, Phillips 66  
**Brad Martin**, FedEx  
**Ann Mather**, Netflix  
**Nancy McKinstry**, Abbott  
**Arjun Murti**, ConocoPhillips  
**Suzanne Nora Johnson**, Pfizer  
**Leeny Oberg**, Adobe  
**Peter Porrino**, AIG  
**Paula Price**, Accenture and Warner Bros Discovery  
**Larry Quinlan**, Jones Lang LaSalle  
**Debra Reed-Klages**, Chevron  
**Kimberly Ross**, Cigna  
**Tom Schoewe**, General Motors and Northrop Grumman  
**Gerald Smith**, Eaton  
**Greg Smith**, Intel  
**John Stephens**, Freeport-McMoRan  
**Cindy Taylor**, AT&T  
**Tracey Travis**, Meta  
**Jim Turley**, Citigroup  
**John Veihmeyer**, Ford  
**Robin Washington**, Salesforce  
**David Weinberg**, The Coca-Cola Company

## Recent Guest Speakers

- **Gary Gensler**, chair, US Securities and Exchange Commission
- **Jeffrey Wall**, partner, Sullivan & Cromwell, and former Acting Solicitor General of the United States
- **Larry Fink**, chairman and CEO, BlackRock
- **Christopher Wray**, director, US FBI
- **Susan Schwab**, former US trade representative

## Member Value

The benefits for ACLN members include:

- **Peer interaction.** Members can make connections and engage with peers, share experiences, and seek counsel from other audit committee chairs on pressing matters.
- **Networking.** Members regularly engage with their peers and invited guest experts. Members of ACLN and EACLN may attend each other’s meetings, allowing for frequent cross-network collaboration.
- **Discussions tailored to members’ interests and needs.** Agendas reflect the realities facing the audit chairs of large public companies, rather than conceptual or second-hand notions of what boards do.
- **Enhanced audit committee performance.** Against a backdrop of mounting pressure on audit committees, members can compare practices with peers and discover ways to become more effective.
- **A trusted environment.** With few opportunities, outside the boardroom, to engage each other on critical topics, members enjoy confidential, curated discussions that promote problem solving.

## Alumni Network

The network continues to engage with members after they leave. Network alumni:

- Can attend a final network meeting after they have left the network
- Will continue to receive network-related content from Tapestry Networks
- Are encouraged to remain in contact with network members and other alumni
- May be invited to special events and dinners on an ad hoc basis



Tapestry Networks brings world-class leaders together to tackle complex challenges and promote positive change through the power of connected thinking

### CONTACT US

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## About Tapestry Networks and EY

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