



# EUROPEAN 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 European Audit Committee Leadership Network is for audit committee chairs of Europe's leading companies who are keen to learn from their peers and improve governance.

## The Program

The network convenes four times a year, three times in Europe and once in a joint meeting with members of the US counterpart network, ACLN. 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.

*"The sessions at Tapestry are part of my reflecting and testing whether I've thought through everything in a thorough way."* – Network Member

## Current Members

Jeremy Anderson, UBS  
 Horst Baier, Bayer  
 Werner Brandt, Siemens  
 Philip Broadley, AstraZeneca  
 Alison Carnwath, EG Group, UK, ASDA  
 Germán de la Fuente, Santander  
 Laurence Debroux, Novo Nordisk, Exor and Randstad  
 Ana de Pro Gonzalo, STMicroelectronics  
 Liz Doherty, Novartis and Philips  
 Petra Einarsson, SSAB  
 Eric Elzvik, Ericsson and Volvo  
 Renato Fassbind, Nestlé  
 Karen Gavan, Swiss Re  
 Byron Grote, Tesco and AkzoNobel  
 Catherine Guillaouard, Airbus and Air Liquide  
 Margarete Haase, ING  
 Marion Helmes, Heineken and Siemens Healthineers  
 Liz Hewitt, Glencore  
 Dagmar Kollmann, Deutsche Telekom  
 Jennifer Li, SAP

## Confidentiality

To ensure mutual trust and candor, meetings are held under a form of the Chatham House Rule that allows for quotation, but not 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 Europe, generating over USD \$20 billion in revenue.
- **Directors:** Members will currently serve as the audit committee chair of a qualifying global public company.

## Current Members

**Pilar López**, Inditex  
**Benoît Maes**, Bouygues  
**John Maltby**, Nordea  
**Hilary Maxson**, Anglo American  
**René Médori**, Vinci  
**David Meline**, ABB  
**Anja Morawietz**, BioNTech  
**Tushar Morzaria**, BP  
**Anne-Françoise Nesmes**, Compass Group  
**Karyn Ovelmen**, Arcelor Mittal  
**Stephen Pearce**, BAE Systems  
**Mariella Röhm-Kottmann**, Zalando  
**Carla Smits-Nusteling**, Nokia  
**Alan Stewart**, Diageo  
**François Thomazeau**, Bolloré  
**José Miguel Andrés Torrecillas**, BBVA  
**Maria van der Hoeven**, TotalEnergies  
**Martin Wittig**, Kuehne + Nagel

## Recent Discussion Topics

- [Audit committee oversight of ESG reporting requirements](#)
- [Audit tender process](#)
- [Directors' fiduciary duties including legal implications of ESG oversight](#)
- [ESG: Communicating performance and assessing reputational risk](#)
- [Global governance in an environment of shifting EU-China-US relations](#)
- [Global tax reforms and incentives including BEPS Pillar Two](#)
- [Innovation and evolving practices in internal audit](#)

## Recent Simulations

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

## Recent Guest Speakers

- **Sue Lloyd**, vice-chair of the International Sustainability Standards Board (ISSB)
- **Manal Corwin**, director of the OECD Centre for Tax Policy and Administration
- **Gary Gensler**, chair, US Securities and Exchange Commission
- **Larry Fink**, chairman and CEO, BlackRock
- **Christopher Wray**, US FBI Director
- **Susan Schwab**, former US trade representative and professor emerita at University of Maryland
- **Giorgio Furlani**, CEO, AC Milan, and former Portfolio Manager at Elliott Management
- **Beatriz Pessoa de Araujo**, former partner, Baker McKenzie and co-chair, Global Future Council on the Future of Responsible Investing, World Economic Forum

## Member Value

The benefits for EACLN members include:

- **Peer interaction.** Members can make connections and engage with peers, share experiences, and seek counsel from other audit committee chairs on matters of primary concern.
- **Networking.** Members will regularly engage with their peers and invited guest experts. Members of EACLN and ACLN may attend each other’s meetings, allowing for frequent cross-network collaboration.
- **Discussions customized 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.** Audit committee chairs are under increasing scrutiny. Members can compare their practices with peers and discover ways to become more effective.
- **A trusted environment.** Audit committee chairs have few opportunities, outside their boardrooms, to engage each other on critical topics. Confidential, carefully curated discussions facilitate 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

#### CONTACT US

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## About Tapestry Networks and EY

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