

# AUDIT COMMITTEE LEADERSHIP NETWORK

2025

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  
**Eva Boratto**, UPS  
**Judy Bruner**, Applied Materials  
**Barbara Byrne**, Paramount Global  
**Jeff Campbell**, Aon and Marathon Petroleum  
**Leanne Caret**, RTX and John Deere  
**Mary Anne Citrino**, HP Inc.  
**Janet Clark**, Texas Instruments  
**Pam Craig**, Merck  
**Ted Craver**, Wells Fargo  
**Pam Daley**, BlackRock  
**Ken Denman**, Costco  
**Dan Dickinson**, Caterpillar  
**Dave Dillon**, 3M and Union Pacific  
**Lynne Doughtie**, Boeing  
**Anne Drinkwater**, Equinor  
**Tim Flynn**, Walmart  
**Jonathan Foster**, Lear Corporation  
**Bella Goren**, Marriott International and GE Aerospace  
**Bill Green**, Dell Technologies  
**Gretchen Haggerty**, Johnson Controls  
**Laura Hay**, MetLife

## 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 Publications

- [ViewPoints: The audit committee's relationship with the finance function](#)
- [Summary of Themes: Post-election business landscape, the SEC and PCAOB agendas, audit chair top concerns, regulatory law developments, and AI applications](#) [Audit committees in a dynamic era of risk](#)
- [Summary of Themes: Investor perspectives, ethics of AI, and the audit committee-finance relationship](#)
- [ViewPoints: Cybersecurity and data privacy: a dialogue with chief information security officers and data privacy leaders](#)
- [ViewPoints: Assessing and communicating corporate culture in a postpandemic world](#)
- [Summary of Themes: Cybersecurity and data privacy, assurance in new domains, and corporate culture](#)
- [ViewPoints: Cyberattack simulation: lessons from leading European and US audit committee chairs](#)
- [Board Briefing: Boards face new scrutiny on diversity, equity, and inclusion programs](#)

## Current Members

**Bob Herz**, Morgan Stanley  
**Jean Hobby**, Hewlett Packard Enterprise  
**Charles Holley**, Amgen and Carrier Global  
**Michele Hooper**, United Airlines  
**Hugh Johnston**, Microsoft and HCA Healthcare  
**Akhil Johri**, Cardinal Health  
**Kelly Kramer**, Gilead  
**Lori Lee**, Emerson Electric  
**John Lowe**, Phillips 66  
**Brad Martin**, FedEx  
**Ann Mather**, Netflix  
**Nancy McKinstry**, Abbott  
**Bill McNabb**, UnitedHealth Group  
**Amity Millhiser**, The Coca-Cola Co.  
**Arjun Murti**, ConocoPhillips  
**Suzanne Nora Johnson**, Pfizer  
**Leeny Oberg**, Adobe  
**Peter Porrino**, AIG  
**Paula Price**, Warner Bros Discovery  
**Larry Quinlan**, Jones Lang LaSalle  
**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**, Accenture and Meta  
**Jim Turley**, Citigroup  
**John Veihmeyer**, Ford  
**Rick Waddell**, AbbVie  
**Kathy Waller**, Delta Air Lines  
**Robin Washington**, Salesforce

## Recent Guest Speakers

- **Larry Fink**, chairman and CEO, BlackRock
- **Gary Gensler**, chair, US Securities and Exchange Commission
- **Christina Ho**, board member, Public Company Accounting Oversight Board
- **Richard Jackson**, global artificial intelligence assurance leader, EY
- **Hester Peirce**, commissioner, US Securities and Exchange Commission
- **Elad Roisman**, partner, Cravath, Swaine & Moore LLP and former commissioner and acting chair, SEC
- **Jeffrey Wall**, partner, Sullivan & Cromwell, and former Acting Solicitor General of the United States
- **Christopher Wray**, director, US FBI
- Fortune 100 CFOs, chief audit executives, and chief information security officers, and other corporate executives

## 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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