

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
Werner Baumann, Cencora
Eva Boratto, UPS
Judy Bruner, Applied Materials
Barbara Byrne, Paramount Global
Jeff Campbell, Aon and Marathon Petroleum
Leanne Caret, RTX and John Deere
Janet Clark, Texas Instruments
Pam Craig, Merck
Ted Craver, Wells Fargo
Pam Daley, BlackRock
Ken Denman, Costco
Dave Dillon, Union Pacific
Lynne Doughtie, Boeing
Anne Drinkwater, Equinor
Tim Flynn, UnitedHealth Group and Walmart
Bella Goren, Marriott International and GE Aerospace
Bill Green, Dell Technologies
Gretchen Haggerty, Johnson Controls
Laura Hay, MetLife
Bob Herz, 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 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

Jean Hobby, Hewlett Packard Enterprise
Charles Holley, Amgen and Carrier Global
Michele Hooper, United Airlines
Maria Jelescu Dreyfus, Exxon Mobil
Hugh Johnston, Microsoft and HCA Healthcare
Akhil Johri, Cardinal Health
Kelly Kramer, Gilead
Lori Lee, Emerson Electric
Brad Martin, FedEx
Ann Mather, Netflix
Nancy McKinstry, Abbott
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, Northrop Grumman
Carolyn Slaski, Charter Communications
Gerald Smith, Eaton
Greg Smith, Intel
John Stephens, Freeport-McMoRan
Tom Sweet, 3M
Cindy Taylor, AT&T
Tracey Travis, Accenture
Jim Turley, Citigroup
John Veihmeyer, Ford
Rick Waddell, AbbVie
Kathy Waller, Delta Air Lines
Robin Washington, Salesforce
Mark Weinberger, JPMorgan Chase
Marna Whittington, Phillips 66

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

Beverley Bahlmann, Executive Director, Tapestry Networks
bbahlmann@tapestrynetworks.com

Pat Niemann, Partner, Americas Center for Board Matters, EY
patrick.niemann@ey.com

About Tapestry Networks and EY

Tapestry Networks is a privately held professional services firm dedicated to helping leaders – directors and boards in particular – do their work more effectively. EY is a global leader in assurance, tax, transaction, and advisory services. EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients.

Since its inception, ACLN has been organized by Tapestry Networks pursuant to a services agreement with EY, under which EY pays Tapestry Networks a services fee.

Tapestry Networks is a separately owned, managed, and controlled legal entity distinct from EY. No member firm of the global EY organization controls, is controlled by, or is under common control with Tapestry Networks. Due to the significance of the EY relationship to Tapestry Networks' overall revenues, EY has implemented appropriate compliance and monitoring activities with respect to Tapestry Networks for purposes of applicable auditor independence rules.

The following disclaimer appears on all network materials: *“The perspectives presented in this document are the sole responsibility of Tapestry Networks and do not necessarily reflect the views of network members or participants, their affiliated organizations, or EY. Please consult your counselors for specific advice. EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. Tapestry Networks and EY are independently owned and controlled organizations. 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 EY and the associated logos are trademarks of EYGM Ltd.”*