

EUROPEAN 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 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
 Christine Catasta, Erste Group Bank
 Germán de la Fuente, Santander
 Laurence Debroux, Novo Nordisk, Exor and Randstad
 Ana de Pro Gonzalo, STMicroelectronics
 Bob Dennis, EG Group
 Simon Dingemans, Vodafone
 Liz Doherty, Novartis and Philips
 Petra Einarsson, SSAB
 Eric Elzvik, Ericsson and Volvo
 Renato Fassbind, Nestlé
 Bob Franchini, Intesa Sanpaolo
 Teresa García-Milá Lloveras, Repsol
 Karen Gavan, Swiss Re
 Byron Grote, IHG
 Catherine Guillouard, Air Liquide
 Margarete Haase, ING
 Marion Helmes, Heineken and Siemens Healthineers
 Liz Hewitt, Glencore
 Monika Kircher, RWE
 Dagmar Kollmann, Deutsche Telekom

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

Jennifer Li, SAP
Benoît Maes, Bouygues
John Maltby, Nordea
Hilary Maxson, Anglo American
René Médori, Vinci
David Meline, ABB and HP Inc.
Anja Morawietz, BioNTech
Tushar Morzaria, BP
Anne-Françoise Nesmes, Compass Group
Gordon Orr, Meituan
Stephen Pearce, BAE Systems
Nathalie Rachou, Euronext
Mariella Röhm-Kottmann, Zalando
Dessi Temperley, CocaCola Europacific
Darrell Thomas, British American Tobacco
François Thomazeau, Bolloré
José Miguel Andrés Torrecillas, BBVA
Raphael Vermeir, ENI
Karen Whitworth, Tesco
Frank Witter, Deutsche Bank and Traton

Recent Discussion Topics

- [Investor perspectives, ethics of AI, French politics, a dialogue with CFOs, and European competitiveness](#)
- [Artificial intelligence, courage on the board, climate and nature related reporting, Israel-Gaza, and the audit of fraud](#)
- [Artificial intelligence: opportunities and risks](#)
- [The audit committee's role in overseeing ESG reporting and mitigating reputational risk](#)
- [Audit tender process](#)
- [Directors' fiduciary duties, global tax reforms, innovation in internal audit, and evolving audit committees in a dynamic era of risk](#)

Recent Simulations

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

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

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

Hildur Eir Jónsdóttir, Assurance Managing Partner, EY Spain
HildurEir.Jonsdottir@es.ey.com

About Tapestry Networks and EY

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