



# EUROPEAN AUDIT COMMITTEE LEADERSHIP NETWORK

2026



**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**, 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**, Coca-Cola Europacific Partners  
**Darrell Thomas**, British American Tobacco  
**François Thomazeau**, Bolloré  
**José Miguel Andrés Torrecillas**, BBVA  
**Raphael Vermeir**, ENI  
**Karen Whitworth**, Tesco

## Recent Discussion Topics

- AI, cybersecurity, workforce dynamics, corporate regulation, and investor relations
- Audit committee effectiveness, board of the future, tax governance & strategy and dialogue with corporate secretaries
- AI in finance, responding to geopolitics, experiences with CSRD, and audit committee leadership
- Navigating a shifting geopolitical landscape
- Influencing for change, risk management oversight, cybersecurity and data privacy, and planning amid uncertainty
- AI in 2024: Insights from leading audit committee chairs

## 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
- **John Kay**, economist
- **CISOs** from BAE Systems and Novo Nordisk
- **CFOs** from SAP and AstraZeneca

## 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

## About Tapestry Networks and EY

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