



VIEWPOINTS

Staying ahead of the curve: lessons from leading audit committee chairs

January 2026



Rapid technological change, evolving regulation, and rising stakeholder expectations are expanding audit committee agendas. Without adapting, audit committees risk becoming reactive rather than strategic, which may challenge their ability to safeguard organizational integrity and trust.

Between July and December 2025, members of Tapestry's Audit Committee Networks in North America and Europe held a series of discussions on how audit committees can stay effective amid rising demands.

No two boards are alike, and we don't expect that any will adopt all the practices set out in this *ViewPoints*. But we hope it offers audit chairs useful practices to consider as they seek to stay ahead of the curve.

For a list of reflection questions for audit committees, see page 12-13. For a list of meeting participants, see Appendix 1 (pages 14-16).

This *ViewPoints*¹ covers key themes that emerged from the meetings and related conversations:

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Foundations of a high-performing audit committee

High-performing audit committees understand the importance of securing the right people, the right skills, and a clear understanding of the committee's purpose. As demands evolve, these foundations become even more critical and require ongoing assessment.

Committee composition matters

Chairs emphasized that who sits on the audit committee—and how they are supported, developed, and refreshed—shapes the quality of oversight. The following key themes emerged:

- **A well-rounded audit committee offers varied perspectives.** Strong committees draw on more than financial expertise. Broader experience—across industries, functions, and disciplines—deepens discussion and enables more robust challenge. One audit chair said, *“Mixed competencies and capabilities give you different approaches to the same issues.”* Another noted that a variety of backgrounds helps build confidence in decision-making: *“We discuss things from every angle, so when we land on a solution, we feel good about it.”*
- **Targeted expertise adds the most value when balanced with breadth.** Investors are calling for more visible expertise, especially in technology, but many audit chairs cautioned against overspecialization. *“We favor bringing in external experts as needed and keeping members with general skills,”* said one. When a specialist does join the committee, chairs stressed the importance of contributing beyond a single domain. As one put it, *“It’s not enough to be a subject-matter expert—you need to know how to apply that knowledge in the context of the company’s strategy.”*
- **Committee size should reflect the agenda’s growing complexity.** Committee size across Tapestry Networks’ audit networks varies significantly—from three members to much larger groups, especially in Europe, where employee representatives are common. Size should reflect the company’s complexity and the breadth of the committee’s agenda. One member with a three-person audit committee said, *“Each of us contributes specialist knowledge.”* Some chairs are considering adding a member to help manage the growing agenda and address emerging gaps. One explained, *“The audit committee is crucial for oversight, and its plate is getting full—AI, cyber risks, geopolitics, and more. I suggested adding another member to help keep up.”*

People processes sustain performance

Effective audit committees focus not only on expertise but also on how members are onboarded, developed, and evaluated over time. Participants highlighted the following key themes:

- **Thoughtful onboarding and succession plans are worth the investment.** Chairs emphasized that effective transitions give new members time to understand expectations, learn the business, and observe committee dynamics. One described spending a year onboarding a successor: *“She shadowed me for all premeetings, and we discussed what I*

was doing and why. I made it clear she would be in charge and free to make changes.” Another highlighted the value of structured programs: “Our auditor has a full-day transition program. It helped me think through agenda planning.”

- **Evaluations enable learning and improvement.**

Audit committees approach evaluations in different ways, but the most effective ones focus on learning, not just compliance. Members emphasized that evaluations create real value when they surface behavioral, structural, and oversight gaps. They described practices that help make this happen:

- **Use structured evaluation to stimulate discussion.** *“We do annual evaluations. It’s a checkbox process, but we discuss it extensively. It shapes our workplan, helps define training needs, and drives continuous improvement.”*
- **Incorporate peer feedback to deepen insight.** *“Everyone is encouraged to write what they think their colleagues could do more or less of, and the chair then follows up with one-on-one conversations. It works well.”*
- **Include management, including the CEO and CFO, to surface blind spots.** *“Since involving them, we’ve gained better insights and uncovered issues we were not aware of—things that have made us stop and think.”*
- **Adapt frameworks according to the committee’s needs.** *“We’ve tended to use a framework from the Center for Audit Quality,² and we customize it.”*
- **Compare and analyze results annually.** *“We had a one-to-five rating, shared results across committees and with the external auditor, and analyzed changes year to year.”*
- **Use third-party evaluators for deeper insights.** *“We do a couple of years of self-evaluations and then have a third party come in for something more rigorous.”*
- **Keep evaluations simple and actionable.** *“We do a questionnaire for each board member. It has three questions: What should I keep doing? What should I do more of? What should I stop doing?”*
- **Refresh formats regularly.** *“We have an active survey that we update every year. It gets distributed across the organization and reviewed by the audit committee.”*

The audit committee as a learning platform for new board members

Many companies use their audit committee to educate new board members more generally about the company, since the oversight responsibilities of the audit committee stretch broadly across the company. One member noted, *“When you join our board, you spend at least a year on the audit committee.”*

Clear mandates and structure prevent overload

Members noted that maintaining a focused remit and thoughtfully structuring committee responsibilities is essential to managing an expanding workload. Suggestions included the following:

- **Set boundaries to protect the committee's remit.** Being effective requires discipline—and sometimes saying no. *“We’re seen as the committee that takes on anything that comes along,”* one audit chair observed. Members stressed the importance of testing whether an issue truly fits the audit committee mandate and whether the committee has the skills and time to oversee it. One said, *“You must think about the talent you have on the board and what to do with it.”* When an item doesn’t belong, members agreed it should be redirected.
- **Clarify how responsibilities are divided between the audit and risk committees.** The split between audit and risk oversight varies widely and remains a point of debate. The right structure depends on the company’s needs, regulatory requirements, risk profile, and available expertise. Chairs agreed there is no single right model, but ambiguity creates gaps and overlaps. *“It comes down to being clear about who covers what, so you avoid gaps and mitigate overlaps.”*

What gets elevated to the full board?

Some issues are too broad or interconnected to sit neatly within a single committee. One chair described how their board approached cyber: *“We determined that cyber is a full-board topic. The audit committee monitors the process, but the work spans several committees.”*

Good practices for effective meetings

With fuller agendas and rising expectations, audit committee chairs are continually looking for ways to make meetings more effective. Meeting participants pointed to four areas that matter most: planning ahead, communicating well as a group, using executive sessions intentionally, and preparing thoroughly.

Audit committee roles and structures vary across Europe

National corporate governance frameworks, especially across Europe, create differences in how audit committees operate. For example, *“Swedish audit committees cannot formally decide anything; they must obtain technical approval from the full board,”* while *“the audit committee mandate under German law is broader than in other European countries,”* noted members. Two-tier board structures further shape how audit committees operate: the separation between management and supervisory boards adds procedural complexity to audit committee work, slowing information flows and requiring that more matters be referred to the full supervisory board.

Planning and prioritization help control overloaded agendas

“The agenda is getting fuller and fuller,” said an audit chair. *“Meetings used to be two hours, then three, now four.”* Members highlighted several challenges and responses:

- **Audit committee agendas continue to grow.** *“The audit committee has become a dumping ground—if no one else wants to handle it, it ends up with us,”* said a member.

Chairs noted the challenge of balancing core responsibilities with a rising flow of issues: cyber, AI, geopolitics, and sustainability. One member summarized the trade-offs: *“We’ve added more topics without adding time. That means less depth, and I sometimes feel like I’m cutting people off to stay on schedule—which I don’t like, but it’s necessary.”*

- **Resequencing the agenda can enhance meaningful coverage.** With more topics competing for time, it is increasingly difficult to cover everything. To manage this, leading chairs are rethinking meeting flows. Some put the most pressing topics first to guarantee they get covered. Others lead with routine items so that these aren’t always overshadowed by discussion-heavy subjects. As one explained, *“Getting through the agenda is a challenge, so I flipped it so that internal audit is top of the agenda.”* Several rotate recurring items to add variety and ensure each receives attention over the year, even when meetings run long.

Open meetings with what’s on the CFO’s mind

One chair described a practice that sets the tone for candid, high-value audit committee discussion: *“At the start of every meeting, the CFO shares what’s really on his agenda—what keeps him up at night, what makes him nervous. We listen, react, and discuss.”*

- **Optional and read-only items can help keep meetings focused.** *“We have a standard group of topics that must be covered and then we have the optional,”* said an audit chair. Others suggested shifting routine, no-discussion matters into prereads to help preserve meeting time for judgment-heavy issues, though it requires dedicated preparation from all members: *“We’ve gone heavy into read-only for topics where there is no discussion required. You should only do this with an audit committee you trust is actually reading it.”*
- **Annual planning remains central to shaping and controlling the agenda.** A clear, year-long plan helps committees map the year’s priorities and create room for substantive discussions. *“It’s important to have a plan in place for the full year and discuss it,”* said a member. *“In addition to our key topics, we decide every year on deep dives, training sessions, and education sessions.”* Chairs emphasized the value of coordinating with other committees—particularly risk and sustainability—to avoid conflicts for shared members and ensure coverage across the board. Early alignment with management and other key functions is equally important: *“The key is working with the company on the annual schedule. That’s how you control the agenda.”*
- **Flexibility is nonetheless essential.** Even the most rigorous annual plans must leave room to address unexpected risks and developments. Chairs stressed the need for intentional flexibility, whether to add topics, rebalance priorities, or schedule targeted sessions between regular meetings. One member said, *“We do the agenda a year in advance, but if some topics come up in between, we add them to the agenda or even find space for a special session only for that.”*

Strong committee communication starts with the chair

A strong agenda helps, but effective oversight ultimately depends on the quality of conversation around the table. Committees make better decisions when members speak openly, challenge constructively, and stay engaged. Members shared several practices that enable that kind of dialogue:

- **Create conditions for balanced participation.** Effective oversight requires hearing from everyone in the room, but, as one audit chair noted, *“engaging everybody is not so easy.”* Some members are naturally quieter, while others tend to speak first and often. Strong chairs make room for both. *“I asked one member not to always be the first to speak,”* one said. *“She understood. It’s not just about encouraging quieter voices—it’s about actively making space for them.”*
- **Prevent overreliance on experts in the room.** The richest discussions draw on the full range of member experience. Without the chair’s guidance, conversations can default to *“let the expert ask the questions,”* leaving others disengaged.
- **Reengage members who have become less active.** Even strong committee members can drift into a more passive role. Addressing this directly—privately and constructively—helps reset expectations. *“I had one-on-one conversations with members and asked them directly to reengage, to ask questions,”* said one chair. *“And I told them, if they don’t, I’ll ask them questions.”* Another emphasized, *“You have to engage them—ask questions, draw them in—to keep them committed.”*
- **Keep chair influence in balance.** Members outlined the problem: *“The chair can tend to lead the discussion and others may just add a few comments,”* or *“sometimes members leave it to the chair to ask all the questions.”* Another said, *“As soon as the chair takes a stance, it will tend to pull the discussion in a particular direction unless people feel passionately about something.”* Asking for views before offering their own can help chairs break these habits. One member summarized the goal: *“I want openness and transparency. I dislike having to steer the discussion.”*
- **Maintain open communication between meetings.** Strong oversight hinges on keeping members informed, especially on sensitive matters such as audit tenders. Surprises can leave members without time to reflect, reducing the quality of discussion. Members advised updating the committee between meetings on key developments and surfacing emerging issues early in conversations with management and auditors. One said, *“‘Avoid surprises’ is my motto.”*

Private sessions are a strategic tool

Members described executive sessions as some of the most valuable moments in the meeting cycle, creating space for open conversation, early issue-spotting, and alignment on priorities. They noted several ways to make them more effective:

- **Making private sessions a standing part of the meeting.** Members differed on when a

private session should occur. Most prefer it at the end of the meeting as a time to reflect and debrief; others begin with one to frame the discussion. But all agreed on the value of regular executive sessions. This can require flexibility: *“If something is happening, we might move the executive session before the board meeting.”* One chair noted that the simplest way to ensure that private sessions happen consistently is to make them the default: *“We decided to always set aside time for a private session rather than requiring people to ask.”*

- **Bring in different voices strategically.** Some chairs invite roughly the same set of presenters to every meeting; this provides continuity and shared context. Others invite different internal leaders to broaden perspective. *“We always invite the external auditor and the CFO, but I also have a list of people the committee wants to meet with,”* said a member. *“Each meeting I invite two from the list, so the committee gets different perspectives and people inside the company get exposure.”* Another stressed that rotation can reveal insights formal meetings miss: *“We have a standing rotation. These sessions have become the most valuable part of the meeting because you get a one-on-one candid chat about what’s going on.”*
- **Manage auditor participation carefully.** For many committees, the external auditor is a regular presence, even in private sessions. One member explained, *“I value openness and transparency. I want as much as possible to be discussed in the committee so that members can express their thoughts in front of managers and auditors.”* Others were more cautious: *“There are some sessions where it’s fine for the external auditor to be there, but there is a fine line.”* EY participants stressed being clear about when and why the auditor is excluded: *“It’s important to communicate the reason.”*

Preparation strengthens oversight

Effective meetings start before anyone enters the room. Chairs emphasized that preparation—by both the committee and management—is essential for surfacing issues early, sharpening materials, and ensuring discussions focus on what matters most. They shared a range of practices that help use meeting time well:

- **Engaging with key stakeholders ahead of the meeting.** Early, informal touchpoints with management, internal audit, external auditors, and other topic owners help prevent surprises. As one audit chair put it, *“I always ask the CFO and auditor to talk with me about any issues well in advance. If we do it in the audit committee meeting, it’s too late.”* Another said, *“I have a premeeting call with the CFO and other financial stakeholders. We go over the content to make sure we allocate the proper amount of time, so by the time we get to the audit committee meeting, the discussion is already informed and we’re ready to dive straight in.”*
- **Keeping premeeting materials focused on what matters.** Oversized, overly complex decks dilute attention and make it harder for the committee to zero in on key judgments. *“To mitigate the massive decks, I’ve started insisting on an executive summary that’s no more than two pages—starting with the CFO. It’s been incredibly helpful,”* said a member. Another

noted that asking for a summary of the executive summary further helps clarify the key points.

- **Using prereads to align the board early.** One member described asking other nonexecutives to flag three standout points from the board papers before each meeting to help surface themes. She said, *“I get all the other nonexecutive directors’ views. They know they’ll be asked that question, so they come prepared, and we triangulate.”*
- **Using meeting time for discussion, not recap.** *“We assume everyone can read,”* said one audit chair. *“During the meeting, I do not want to hear a recap of the materials—I want to hear a discussion.”* Another noted the efficiency benefits: *“We start with key issues and questions rather than repeating presentations. It’s the only way to stay within a three-hour meeting, given the scope we’re covering.”* One member shared a unique practice: their company sends recorded briefings ahead of meetings so that committee time can be reserved exclusively for discussion.
- **Ensuring materials arrive early enough for meaningful review.** Late delivery makes preparation difficult and undermines discussion. *“When I joined, I saw documents arriving during the board meeting. I didn’t want that with my committee,”* said a member. *“I pushed for change, and now materials come three days in advance.”* Another member said, *“We have a simple rule: if it wasn’t sent 48 hours in advance, it doesn’t get presented at the meeting.”*

Bringing strategic and authentic insight to audit committee reporting packages

In large organizations, where authors change frequently, audit committee materials can become overly templated and disconnected from current priorities. *“I encourage those preparing papers for the audit committee to have a good understanding of the level the audit committee operates at,”* a member said. This can come from ensuring clarity on the committee’s focus, reviewing past feedback, and speaking with experienced colleagues. She noted that audit committee materials often feel indistinguishable across authors and urged them to bring their own perspective: *“The audit committee is a living committee that flows with the time and reacts to different people.”*

Managing key relationships

Audit committees rely on networks of relationships that shape how issues surface, how concerns escalate, and how a committee exercises challenge and oversight.

Company-wide relationships shape oversight effectiveness

Several internal relationships are especially pivotal. Members made the following observations:

- **The audit chair–CFO relationship needs to be anchored in trust and candor.** *“You get the impression the regulators want the audit chair and CFO to be the greatest enemies,”* said a member. *“But if you behave that way, you wouldn’t have a very effective audit committee. You shouldn’t be friends and vacation together, but you should have a trustful relationship that is strong enough to be confrontational at times.”* In practice, members said,

this means trusting the CFO to surface what matters when it matters: *“I don’t need to know everything, but it must be clear what I do need to know—and I need to know it early.”* Another added, *“I need to be able to pick up the phone in the morning and hear, ‘We might not cover this later, but here’s what’s cooking.’”*

- **Internal audit provides a lens into the organization’s risks.** As the committee’s direct reporting line, internal audit provides essential visibility into emerging issues and signals from across the business. Chairs described maintaining continuous, informal communication to stay attuned to early signals. *“I do a lot of calls with internal audit; they send the deck in advance, and I ask questions. It gives them engagement and gives me perspective,”* one chair said. Investing in relationship-building across the function is key: *“Once a year, I invite the entire audit committee to have lunch with the head of internal audit and their direct reports. The engagement level of everybody rises,”* said another.
- **The corporate secretary is a strategic partner.** *“When you have a strong corporate secretary, it seems like things invisibly flow smoothly,”* one member said. Corporate secretaries often work behind the scenes, but they play a pivotal role in helping audit committees focus on what matters. As one member put it, *“The corporate secretary manages everything, from organizing the meetings, agendas, technology, and support for the board. They are integral to the performance of the board.”*
- **Building connections with other control functions helps identify risks earlier.** Teams across the second line often have early visibility into developing issues. *“In addition to the CFO and head of internal audit, I engage meaningfully with those in charge of risk management, accounting, legal, compliance, and sustainability,”* said a member. *“They provide a view of the business that is essential for timely oversight.”*

Providing feedback is part of a strong relationship

“After each meeting, the audit committee reviews with management what went well in the meeting and what we’d like to see differently in the materials,” said a member. *“Having that dialogue each quarter is welcomed by the executive team.”*

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Audit Committee Leadership Summit members discussed the audit committee’s relationship with the corporate secretary. Explore insights in the [Summary of Themes](#).

The external auditor relationship is critical

The strength of the relationship with the external auditor directly shapes a committee’s ability to challenge, anticipate issues, and maintain confidence in the audit. Members shared several reflections:

- **Building trust and setting clear expectations.** The relationship works best when both sides commit to candor. *“I see the audit committee as an ally to the external auditor,”* one chair said. *“Trust and the ability to straight talk with the audit committee are crucial.”* Clarity around communication expectations is important. *“They do not need to share every detail or*

rounding error, but I need to trust that I will hear what matters, when it matters,” noted a member. An EY participant agreed: *“It’s something we always discuss with the audit committee chair. What do you want to know, when, and how? Do you prefer to be looped in as issues arise, or once there is something more concrete to work through? It’s very personal, but one of the most important things to get right.”*

Foster relationships with the auditor before a crisis

“You need to build trust in the relationship from the beginning. Waiting until there’s a crisis is too late,” said an EY participant.

- **Setting the tone for how management and the auditor work together.** Members described the audit chair as the central node in the firm–management relationship. *“The chair must be a key point of engagement for the audit firm,”* one said. *“At the same time, the CFO and CEO must each have strong, functional relationships with the auditors.”*
- **Managing auditor transitions with care.** Transitions are inflection points that require structured oversight. Members emphasized several practices that help these changes go smoothly:
 - **Clarify the source of friction.** Many transitions stem from the engagement partner rather than the firm. One chair explained, *“We had the wrong partner; we forced a change and kept the firm.”* But in other cases, issues are systemic: *“We changed auditor because there was so much friction. We went through a couple of different partners and eventually changed firms.”*
 - **Use transitions to raise the bar.** Switching auditors can be resource intensive, but members noted upsides. *“Rotations are a big effort but bring fresh eyes,”* one member said.
 - **Be deliberate in selecting the engagement partner.** Having the right engagement partner and engagement team are instrumental to audit quality. An EY participant advised, *“Credential checking is key. Speak with multiple candidates. Having the right person orchestrating this from the audit firm is important.”*
 - **Apply rigor to the transition itself.** One chair highlighted a practice that worked well: *“During the changeover, the new auditor shadowed the outgoing firm for a full year, and we ran a disciplined partner-selection process.”*

Staying curious

Effective audit committees share a common mindset: they remain curious. Members described curiosity as core to good oversight—continually asking questions, probing uncertainties, and seeking to understand the business more deeply.

The audit committee is a powerful place to explore and learn

Members consistently described the audit committee as a uniquely rich learning ground, one that gives directors a deeper view into the business, its risks, and its culture. *“You understand*

the company better if you're in the audit committee," said one. "You learn things about the company and the culture you wouldn't otherwise." Another summarized, *"You have to always be learning and continuing to learn."* Members bring this mindset to life in several ways:

- **Adopting a growth mindset to board learning.** Governing requires continuous learning, and every nonexecutive carries responsibility for staying current. *"The idea that you stop educating yourself once you join a board is old school. The ideal nonexecutive director now needs a growth mindset,"* one member said.
- **Making continuous learning part of how the committee operates.** Strong audit committees treat education as an ongoing discipline. They build regular deep dives and training sessions into their rhythm, covering topics like cyber, AI, sustainability, regulatory and geopolitical change, and core business operations. *"We regularly do special meetings,"* one member said. *"We're currently focusing on cybersecurity and the role of AI for two to four sessions."* Chairs also emphasized staying flexible: when new risks emerge or when a topic needs more time than a standard meeting allows, committees convene ad hoc deep dives to understand issues in context and challenge management more effectively.
- **Strengthening insight through on-the-ground visits.** Many audit committees use site visits to deepen their understanding of the business. *"We meet about seven times a year plus one,"* said a member. *"The extra meeting is always a site visit. You have to understand the business model, the risks, the opportunities—you need to see it and feel it."* In some companies, the practice expands beyond the audit committee: *"Every two years the supervisory board holds an offsite without management to compare impressions, discuss strategy, and reflect on risks."*
- **Using 'what-if' thinking to stay ahead of uncertainty.** Several chairs described how structured scenario analysis can help a committee challenge assumptions and prepare for volatility. One member explained how his audit committee increasingly tests alternative futures, running thousands of scenarios each quarter and adding new stress cases as geopolitical, regulatory, or macroeconomic risks emerge. This approach, he said, forces the committee to stretch beyond familiar patterns and ask, *"What would it look like if things revert to normal—and what if they don't?"*

AI requires curiosity balanced with caution

Members described AI as both an opportunity and a source of emerging risk. Companies are at widely varying stages of deployment, and chairs are leaning into the task of understanding the technology and its implications. Some committees draw directly on in-house expertise: *"We have a board member who is a CTO. She joins whenever we talk about AI,"* said one chair. Other committees are building knowledge from the ground up.

Several key themes emerged:

- **Ongoing risk assessment enables safer experimentation.** *“I keep repeatedly asking where AI is on the risk map,”* said a member. EY participants noted that AI risks are becoming harder to evaluate. One said, *“AI risks are not easy to assess anymore; continuing to monitor the unknown risks is essential.”* Many committees are focused on ensuring governance structures evolve fast enough to support safe and informed adoption. EY experts agreed with this approach, cautioning that avoiding adoption is not a safe strategy: *“If you don’t embrace it, employees will use it anyway in a bad way,”* one said.
- **Audit chairs are experimenting with AI.** Members described early, low-risk uses, often starting with personal exploration. Several noted using tools such as ChatGPT or Claude for general inquiries. Beyond individual use, some are using AI for competitor intelligence or to track market narratives. One chair said, *“We used AI when we were reviewing the charter. We looked at peer companies and got a few ideas of things we should be thinking about.”*
- **Setting boundaries around liability exposure.** While members are open to experimenting with AI, they draw firm lines where legal or privacy risks are too high. For most, meeting minutes are a consistent no-go. *“We decided that AI doesn’t have a place in our board minutes, particularly for legal reasons,”* said one chair. Another cautioned, *“I don’t believe anything can be erased; I’ve been through investigations, and you can find anything.”*

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North American and European Audit Committee Leadership Networks
ViewPoints: AI in 2024: Insights from Leading Audit Committee Chairs

How much detail should minutes contain?

Questions around AI prompted a broader discussion around meeting minutes: *“What is the purpose of minutes? To record the topics addressed or record the discussion of various topics?”* asked an audit chair. The appropriate level of detail largely depends on industry and company. A bank chair noted, *“In financial services, they tend to be more specific because they need to be.”* However, most committees favor less detailed minutes: *“They are very nonspecific because if you include certain details and not others, you’re implying specificity where it doesn’t exist.”*

Reflection questions for audit committees

- ? Where do you believe specialist expertise adds value, and where might overspecialization limit broader challenge?
- ? How does your audit committee decide which risks and oversight areas should be within its scope?
- ? What does succession planning look like for your committee’s leadership and membership?
- ? How does your audit committee assess whether its current structure is effective?

- ? To what extent is the agenda overloaded, and what is the committee prepared to stop doing?
- ? What conversations has your audit committee had on using read-only items and optional topics to protect meeting time?
- ? How often does the audit committee assess whether premeeting materials are concise, relevant, and read by all members?
- ? To what extent is information flowing freely between management and the audit committee, especially on emerging risks?
- ? How regularly do you seek and offer feedback with key stakeholders such as management, internal audit, and the external auditor?
- ? How do you encourage fellow committee members to stay curious and explore unfamiliar topics?
- ? How does the committee stay informed about technologies like quantum computing and AI and the risks and opportunities they create?

About this document

The European Audit Committee Leadership Network (EACLN), Audit Committee Leadership Network (ACLN), and Audit Committee Networks (ACNs) are a group of audit committee chairs drawn from leading European and North American companies committed to improving the performance of audit committees and enhancing trust in financial markets. The networks are organized and led by Tapestry Networks with the support of EY as part of its continuing commitment to board effectiveness and good governance.

ViewPoints is produced by Tapestry Networks to stimulate timely, substantive board discussions about the choices confronting audit committee members, management, and their advisers as they endeavor to fulfill their respective responsibilities to the investing public. The ultimate value of *ViewPoints* lies in its power to help all constituencies develop their own informed points of view on these important issues. Those who receive *ViewPoints* are encouraged to share it with others in their own networks. The more board members, members of management, and advisers who become systematically engaged in this dialogue, the more value will be created for all.

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Appendix 1: Participants

The following members participated in all or part of the meetings, in person or virtually:

European Audit Committee Leadership Network: July 17–18, 2025

Jeremy Anderson, UBS
Werner Brandt, Siemens
Alison Carnwath, EG Group, UK and ASDA
Christine Catasta, Erste Group Bank
Liz Doherty, Novartis and Philips
Anne Drinkwater, Equinor (ACLN member)
Karen Gavan, Swiss Re
Margarete Haase, ING
Dagmar Kollmann, Deutsche Telekom
Monika Kircher, RWE
John Maltby, Nordea
Anja Morawietz, BioNTech
Anne-Françoise Nesmes, Compass Group
Gordon Orr, Meituan
Mariella Röhm-Kottmann, Zalando
Darrell Thomas, British American Tobacco
Dessi Temperley, Coca-Cola Europacific
Jim Turley, Citigroup (ACLN member)
Maria van der Hoeven, TotalEnergies
Frank Witter, Deutsche Bank and Traton

Audit Committee Leadership Summit: September 30–October 1, 2025

Werner Baumann, Cencora
Judy Bruner, Applied Materials
Jeff Campbell, Aon and Marathon Petroleum
Leanne Caret, RTX and Deere
Christine Catasta, Erste Group Bank
Pam Craig, Merck
Ted Craver, Wells Fargo
Lynne Doughtie, Boeing
Eric Elzvik, Ericsson and Volvo
Gretchen Haggerty, Johnson Controls
Laura Hay, MetLife
Bob Herz, Morgan Stanley
Liz Hewitt, Glencore

Charles Holley, Amgen and Carrier Global
Maria Jelescu Dreyfus, Exxon Mobil
Akhil Johri, Cardinal Health
Amity Millhiser, The Coca-Cola Co.
Arjun Murti, ConocoPhillips
Kimberly Ross, Cigna
Tom Schoewe, Northrop Grumman
Leslie Seidman, alumnus
Carolyn Slaski, Charter Communications
Cindy Taylor, AT&T
Darrell Thomas, British American Tobacco
Tracey Travis, Accenture
Marna Whittington, Phillips 66

West Audit Committee Network (North and South Chapters): October 8–9, 2025

Kimberly Alexy, Sandisk Corporation and Western Digital
Carol Hayles, eBay and Webster Financial Corp.
Bala Iyer, Power Integrations
Lou Miramontes, Lithia Motors
Janice Sears, Sonder Holdings
Steve Sordello, Atlassian
Ginnie Henkels, LCI Industries
Michelle Kerrick, American Homes 4 Rent
Pat Kinsella, PennyMac Financial
Kristy Pipes, AECOM and Public Storage
Les Sussman, East West Bancorp

East Audit Committee Network: October 15, 2025

Bert Alfonso, Eastman Chemical Company
Mark Besca, Markel Group and Las Vegas Sands
Mary Choksi, Omnicom Group
Mary Ann Cloyd, Fresh Del Monte Produce
Marie Gallagher, Smithfield Foods
Mary Guilfoile, Avolta and Interpublic Group

Maria Moats, Casey's General Stores
Sandra Rowland, Amentum
Michael Shaffer, GIII Apparel Group
Sandra Wijnberg, ADP and Cognizant
Gina Wilson, Charles River Labs

**Central Audit Committee Network:
October 22, 2025**

Diane Aigotti, GATX Corporation
Jeff Boromisa, Wolverine World Wide
Frank Dellaquila, Reliance
Candy Duncan, Teleflex
Lisa Flavin, Caleres
Cheryl Francis, Morningstar
Mike Hanley, BorgWarner
Sandy Helton, OptiNose
Blythe McGarvie, Sonoco
Cary McMillan, Hyatt Hotels
Niharika Ramdev, Silgan Holdings

**Southeast Audit Committee Network:
November 18, 2025**

Art Beattie, PPL Corporation
John Black, Entergy
Denise Dickins, Watsco

Ward Dickson, Avery Dennison
Juan Figuereo, Deckers Outdoor and Western
Alliance Bancorp
Tom Hough, Equifax
Rich Macchia, Corpay
Mary Winston, Chipotle
Carol Yancey, BlueLinx Holdings
Bryan Yokley, Rayonier Advanced Materials

**European Growth Audit Network:
December 5, 2025**

Nadja Borisova, BlaBlaCar and Pomegranate
Investment AB
Carolyn Dittmeier, Illy Caffè SpA
Terri Duhon, Wise plc
Tracy Dunley-Owen, Allica Bank
Carin Gorter, Basic-Fit
Christoph Hütten, Brockhaus Technologies AG
Sandip Kapadia, Molecular Partners AG and
Passage Bio Inc
Linda McGoldrick, SmileyLife Holding
Barbara Richmond, Lonza

EY was represented by the following in all or part of the meetings:

Jeanne Boillet, Global GCSP Council, Assurance Lead
Julie Boland, US Chair and Managing Partner and Americas Area Managing Partner
Kevin Brower, US-Central Region Audit Leader
Dante D'Egidio, Americas Vice Chair, Assurance
Marie-Laure Delarue, Global Vice Chair, Assurance
Hildur Eir Jónsdóttir, Assurance Managing Partner, Spain
Mary Garrett, Office Managing Partner, Orange County
Brian Gauer, Greater LA Audit Practice Leader
François Langlois, Partner, Global Markets Leader, Assurance Advisory & Forensics and Integrity
Services
Jennifer Lee, Managing Director, Americas Center for Board Matters
Pat Niemann, Partner, Americas Center for Board Matters Leader
Molly Tucker McCue, US-East Region Assurance Managing Partner

Dave Sewell, US-Central Assurance Managing Partner
Alysia Steinmann, Metro New York Office Managing Partner
Anthony Sgammato, Americas Assurance Markets Leader

The following Tapestry Networks representatives participated in all or part of the meeting:

Beverley Bahlmann, Executive Director
Kate Cady, Project and Event Manager Team Leader
Thomas Crampton, Senior Advisor
Jonathan Day, Chief Executive
Laura Koski, Project and Event Manager
Ginevra Rollo, Associate
Todd Schwartz, Executive Director
Hannah Skilton, Senior Associate
Ashley Vannoy, Project and Event Manager
Jason Watkins, Managing Director

Endnotes

¹ *ViewPoints* reflects the network's use of a modified version of the Chatham House Rule whereby names of members and their company affiliations are a matter of public record, but comments are not attributed to individuals or corporations. Italicized quotations reflect comments made in connection with the meeting by network members and other meeting participants.

² Center for Audit Quality, "[External Auditor Assessment Tool: A Tool for Audit Committees](#)," accessed December 23, 2025.