

EUROPEAN DIRECTORS OF GROWTH ENTERPRISES

2026

High growth companies face distinctive challenges in today's business environment. Board oversight must be agile and, at times, intense. The European Directors of Growth Enterprises is for non-executive directors serving in high-growth companies who are keen to learn from their peers about enhancing and improving governance.

The Program

The network convenes four times a year, twice in person and twice virtually. In-person meetings typically run from mid-afternoon through dinner; most virtual meetings run for 90 minutes. Tapestry Networks provides rigorous preparation and content development. Leading experts and directors of very large, global companies join some sessions to add perspective.

Before each in-person meeting, members should expect to participate in a brief individual call to discuss the upcoming agenda and issues that are top of mind. Members will receive a *PreView* document, a curated insight into their peers' perspectives designed to enrich the dialogue at meetings, enabling thoughtful and focused discussions.

After each in-person meeting, Tapestry publishes a *Summary of Themes* highlighting key discussion points, and a *ViewPoints* document with more detail on one of the topics.

Members can expect to spend roughly two days annually preparing for and participating in network meetings.

"I'm looking to connect with other non-executive directors in a confidential environment. This network is a safe place to discuss current issues." – Network Member

Current Members

Mats Backman, Granges
 Marieke Bax, InPost
 Pierre-Ignace Bernard, Canal Plus
 Nadja Borisova, BlaBlaCar, Pomegranate Investment
 Carolyn Dittmeier, Illy Caffè
 Eric Drapé, Lonza
 Terri Duhon, Wise
 Tracy Dunley-Owen, Allica Bank
 Brenda Eprile, Olympia Trust
 Ana García Fau, Cellnex
 Corinne Fornara, OVH Groupe
 Carin Gorter, Basic-Fit
 Birgit Haderer, Epidemic Sound
 Christoph Hütten, Brockhaus Technologies
 Jürgen Ingels, Materialise, Warehouses De Pauw, Deliverect
 Hanna Jacobsson, IFS
 Sandip Kapadia, Molecular Partners, Passage Bio
 Linda McGoldrick, SmileyLife Holding
 Antonella Mei-Pochtler, Westwing Group
 Carl Mellander, Tobii
 Hanna Moisander, Lager 157
 Montse Muñoz Abellana, Comexi, Grifols, Uriach
 Nathalie Rachou, Euronext
 Barbara Richmond, Barry Callebaut, Berkeley Group
 Damian Sanders, Giacom, Victorian Plumbing Group
 Carolyn Schuetz, OakNorth Bank
 Sandra Stegmann, Bechtle
 Ulrich Wandschneider, BioNTech

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.

Recent Discussion Topics

- Board oversight of ESG strategy and reporting
- Generative AI and technology governance amidst exponential change
- Effective board and audit committee leadership
- Developments in the banking sector and general economic outlook
- Considerations for high-growth companies and boards during a potential recession
- IPO readiness and successful transition to a post-IPO company
- Talent and culture in rapidly growing companies
- Scaling and oversight of finance and audit organizations in high growth companies

Member Value

The benefits for EDGE members include:

- **Peer interaction.** Members can make connections and engage with peers, share experiences, and seek counsel from other non-executive directors on matters that are “top of mind.”
- **Networking.** Members will regularly engage with their peers, with invited guest experts, and occasionally, with audit chairs of the largest European and North American companies.
- **Discussions customized to members’ interests and needs.** Meeting agendas reflect the operating realities of the boards of fast-growth European companies, rather than theories about what boards do.
- **Enhanced confidence and competence.** Non-executive directors are under increasing scrutiny. Members can compare their practices with peers and discover ways to become more effective in their roles.
- **A trusted environment.** Non-executive directors have few opportunities, outside their boardrooms, to engage each other on critical topics. Confidential, carefully curated discussions facilitate problem solving.

Membership Criteria

Membership is by invitation only; there is no fee to participate. The criteria for belonging to this network include:

- **Companies:** Notable recent high growth, whether publicly traded or privately held. Revenue should not exceed €10 billion.
- **Directors:** Significant experience with high-growth companies, either as executives or non-executive directors. Members will currently serve as a non-executive director of a high-growth company.

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, EDGE 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."*



Tapestry Networks brings world-class leaders together to tackle complex challenges and promote positive change through the power of connected thinking.

CONTACT US

**Jason Watkins, Managing Director,
Tapestry Networks**
jwatkins@tapestrynetworks.com

**François Langlois, Partner, Global
Markets Leader, Assurance Advisory
& Forensics and Integrity Services,
EY**
francois.langlois@ch.ey.com