

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 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
Felicia Alvaro, Ingram Micro
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
Debra Dial, Dow
Lynne Doughtie, Boeing
Anne Drinkwater, Equinor
Dave Evans, Cardinal Health
Tim Flynn, UnitedHealth Group and Walmart
Bella Goren, Marriott International and GE Aerospace
Bill Green, Dell Technologies
Gretchen Haggerty, Johnson Controls

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

- [Beyond AI: new technologies on the horizon](#)
- [Geopolitics, regulatory agendas, cybersecurity, and digital currencies](#)
- [Governing in the wake of technological and geopolitical disruption](#)
- [Geopolitical disruptions, non-executive careers, emerging technologies, and other challenges](#)
- [Staying ahead of the curve: lessons from leading audit committee chairs](#)
- [Audit committee effectiveness, board of the future, tax governance & strategy and dialogue with corporate secretaries](#)
- [Navigating a shifting geopolitical landscape](#)
- [China, planning in the face of uncertainty, learning from failure, and extreme weather risks](#)
- [AI in 2024: Insights from leading audit committee chairs](#)
- [The audit committee's relationship with the finance function](#)

Current Members

Laura Hay, MetLife
Bob Herz, Morgan Stanley
Jean Hobby, Hewlett Packard Enterprise
Jane Holl Lute, Union Pacific
Charles Holley, Amgen and Carrier Global
Michele Hooper, United Airlines
Maria Jelescu Dreyfus, Exxon Mobil
Hugh Johnston, Microsoft and HCA Healthcare
Kelly Kramer, Gilead
Lori Lee, Emerson Electric
Ann Mather, Netflix
Amity Millhiser, The Coca-Cola Co.
Arjun Murti, ConocoPhillips
Albert Ng, Alibaba Group and Ping An
Indra Nooyi, Amazon
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
Greg Smith, Intel
John Stephens, Freeport-McMoRan
Bob Swan, Nike
Tom Sweet, 3M
Cindy Taylor, AT&T
Doug Terreson, Phillips 66
Tracey Travis, Accenture
Jim Turley, Citigroup
John Veihmeyer, Ford
Rick Waddell, AbbVie
Kathy Waller, Delta Air Lines
Robin Washington, Salesforce
Mark Weinberger, JPMorgan Chase
Pat Yarrington, Lockheed Martin

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

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About Tapestry Networks and EY

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