tapestry NETWORKS

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
Julie Brown, Diageo
Christine Catasta, Erste Group Bank
Germán de la Fuente, Santander
Laurence Debroux, 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
Stephan Engels, Novo Nordisk
Renato Fassbind, Nestlé
Carole Ferrand, Sanofi
Bob Franchini, Intesa Sanpaolo
Karen Gavan, Swiss Re
Alessandra Genco, BASF
Byron Grote, IHG
Catherine Guillouard, Air Liquide
Margarete Haase, ING
Marion Helmes, Heineken and Siemens Healthineers
Liz Hewitt, Glencore
Alan Johnson, Imperial Brands

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

Monika Kircher, RWE
Dagmar Kollmann, Deutsche Telekom
Jennifer Li, SAP
Benoît Maes, Bouygues
Richard Meddings, HSBC
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
Arja Talma, Nordea
Dessi Temperley, Coca-Cola Europacific Partners
Darrell Thomas, British American Tobacco
François Thomazeau, Bolloré
José Miguel Andrés Torrecillas, BBVA
Isabel Torremocha, Repsol
Raphael Vermeir, ENI
Karen Whitworth, Tesco

Recent Discussion Topics

- Governing in the wake of technological and geopolitical disruption
- China, European regulation, quantum, audit chair challenges, AI, and managing a nonexecutive career
- Staying ahead of the curve: lessons from leading audit committee chairs
- 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

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

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

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

About Tapestry Networks and EY

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