



AUDIT COMMITTEE LEADERSHIP NETWORK

2024

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
Eva Boratto, UPS
Judy Bruner, Applied Materials
Barbara Byrne, Paramount Global
Jeff Campbell, Aon
Leanne Caret, RTX and John Deere
Mary Anne Citrino, HP Inc.
Janet Clark, Texas Instruments
Pam Craig, Merck
Ted Craver, Wells Fargo
Pam Daley, BlackRock
Dan Dickinson, Caterpillar
Dave Dillon, 3M and Union Pacific
Lynne Doughtie, Boeing
Anne Drinkwater, Equinor
Tim Flynn, Walmart
Jonathan Foster, Lear Corporation
Bella Goren, Marriott International and GE Aerospace
Bill Green, Dell Technologies
Gretchen Haggerty, Johnson Controls
Bob Herz, Morgan Stanley

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 Discussion Topics

- [Assessing and communicating corporate culture in a post-pandemic world](#)
- [Audit committees in a dynamic era of risk](#)
- [Cybersecurity and data privacy: a dialogue with chief information security officers and data privacy leaders](#)
- [ESG: communicating performance and assessing reputational risk](#)
- [FBI and DOJ perspectives on cybersecurity and corporate crime](#)
- [Global governance in an environment of shifting EU-China-US relations](#)
- [Innovation and evolving practices in internal audit](#)
- [The audit committee and external auditor relationship](#)
- [The Supreme Court and the Administrative State](#)
- [What's next for AI—Is your board ready?](#)

Recent Simulations

- [Cyberattack simulation with EY and Microsoft](#)

Current Members

David Herzog, MetLife
Jean Hobby, Hewlett Packard Enterprise
Charles Holley, Amgen and Carrier Global
Michele Hooper, United Airlines
Hugh Johnston, Microsoft and HCA Healthcare
Akhil Johri, Cardinal Health
Kelly Kramer, Gilead
Lori Lee, Emerson Electric
John Lowe, Phillips 66
Brad Martin, FedEx
Ann Mather, Netflix
Bill McNabb, UnitedHealth Group
Amity Millhiser, The Coca-Cola Co.
Nancy McKinstry, Abbott
Arjun Murti, ConocoPhillips
Suzanne Nora Johnson, Pfizer
Leeny Oberg, Adobe
Peter Porrino, AIG
Paula Price, Accenture and Warner Bros Discovery
Larry Quinlan, Jones Lang LaSalle
Kimberly Ross, Cigna
Tom Schoewe, General Motors and Northrop Grumman
Gerald Smith, Eaton
Greg Smith, Intel
John Stephens, Freeport-McMoRan
Cindy Taylor, AT&T
Tracey Travis, Meta
Jim Turley, Citigroup
John Veihmeyer, Ford
Rick Waddell, AbbVie
Kathy Waller, Delta Air Lines
Robin Washington, Salesforce

Recent Guest Speakers

- **Gary Gensler**, chair, US Securities and Exchange Commission
- **Jeffrey Wall**, partner, Sullivan & Cromwell, and former Acting Solicitor General of the United States
- **Larry Fink**, chairman and CEO, BlackRock
- **Christopher Wray**, director, US FBI
- **Susan Schwab**, former US trade representative

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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