

EUROPEAN AUDIT COMMITTEE LEADERSHIP NETWORK

2025

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
 Alison Carnwath, EG Group, UK, ASDA
 Christine Catasta, Erste Group Bank
 Germán de la Fuente, Santander
 Laurence Debroux, Novo Nordisk, Exor and Randstad
 Ana de Pro Gonzalo, STMicroelectronics
 Liz Doherty, Novartis and Philips
 Petra Einarsson, SSAB
 Eric Elzvik, Ericsson and Volvo
 Renato Fassbind, Nestlé
 Teresa García-Milá Lloveras, Repsol
 Karen Gavan, Swiss Re
 Caroline Grégoire Sainte Marie, Elior
 Byron Grote, AkzoNobel
 Catherine Guillouard, Airbus and Air Liquide
 Margarete Haase, ING
 Marion Helmes, Heineken and Siemens Healthineers
 Liz Hewitt, Glencore
 Monika Kircher, RWE
 Pamela Knapp, Saint-Gobain
 Dagmar Kollmann, Deutsche Telekom
 Jennifer Li, SAP

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

Pilar López, Inditex
Benoît Maes, Bouygues
John Maltby, Nordea
Hilary Maxson, Anglo American
René Médori, Vinci
David Meline, ABB
Anja Morawietz, BioNTech
Tushar Morzaria, BP
Anne-Françoise Nesmes, Compass Group
Karyn Ovelmen, Arcelor Mittal
Stephen Pearce, BAE Systems
Nathalie Rachou, UBS
Mariella Röhm-Kottmann, Zalando
Alexandra Schaapveld, Société Générale
Carla Smits-Nusteling, Nokia
Darrell Thomas, British American Tobacco
François Thomazeau, Bolloré
José Miguel Andrés Torrecillas, BBVA
Maria van der Hoeven, TotalEnergies
Raphael Vermeir, ENI
Karen Whitworth, Tesco
Frank Witter, Deutsche Bank
Martin Wittig, Kuehne + Nagel

Recent Discussion Topics

- [Investor perspectives, ethics of AI, French politics, a dialogue with CFOs, and European competitiveness](#)
- [Artificial intelligence, courage on the board, climate and nature related reporting, Israel-Gaza, and the audit of fraud](#)
- [Artificial intelligence: opportunities and risks](#)
- [The audit committee's role in overseeing ESG reporting and mitigating reputational risk](#)
- [Audit tender process](#)
- [Directors' fiduciary duties, global tax reforms, innovation in internal audit, and evolving audit committees in a dynamic era of risk](#)

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
- **Beatriz Pessoa de Araujo**, former partner, Baker McKenzie and co-chair, Global Future Council on the Future of Responsible Investing, World Economic Forum

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

CONTACT US

Beverley Bahlmann, Executive Director, Tapestry Networks
bbahlmann@tapestrynetworks.com

Hermann Sidhu, EMEIA Assurance Leader, EY
Hermann.Sidhu2@uk.ey.com

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, EACLN 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.”*