ICGS

HEC MONTRÉAL

12th Annual ICGS Conference

Purposeful Governance in a Changing World

2026 October 2-4

BOARD FOUNDATION

Michael D. Penner Institute on ESG
Polytechnique Montreal
University of Montreal

HAROLD S. GENEEN Charitable Trust

Agility Executive Search

DIGITAL DIRECTORS NETWORK

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INSTITUTE OF CORPORATE DIRECTORS
THINK BEYOND THE BOARDROOM.
INSTITUT DES ADMINISTRATEURS DE SOCIÉTÉS
PENSER AU-DELÀ DE LA SALLE DU CONSEIL.

HEC MONTRÉAL

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_ Conference Program (Detailed)

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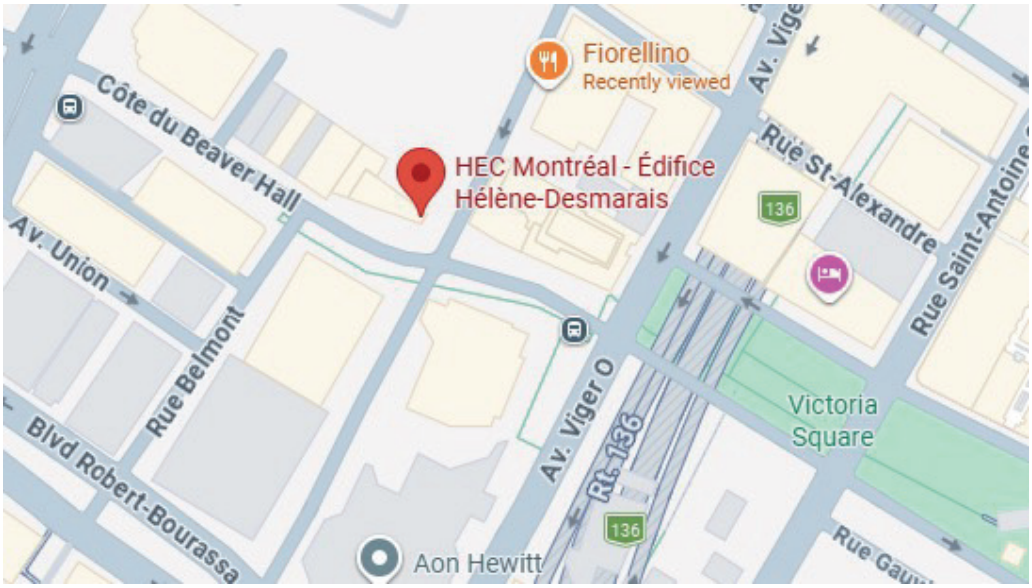
_ Hélène Desmarais Building Maps
Ground floor / Entrance
Floor **1** , Floor **3**, Floor **4**, Floor **5**

The Venue

HEC Montréal, Hélène Desmarais Building Campus



Hélène-Desmarais Building
501 De La Gauchetière Street West
Montreal, Quebec H2Z 1Z5
CANADA

_ Virtual visit of the Hélène-Desmarais building

_ Building Entrances

Carmelle and Rémi-Marcoux Entrance (main entrance)
Located on De La Gauchetière Street West
Underground Parking Entrance
located on De La Gauchetière Street West
Waechter Family Entrance
located on Beaver Hall Hill, in front of the
Square-Victoria–OACI metro station entrance
Karim Family Entrance
located at the pedestrian crossing
from René-Lévesque Boulevard West

_ Public transportation

Metro: Square-Victoria–OACI Station
Réseau express métropolitain (REM): Gare Centrale Station
Exo commuter train: Gare Centrale Station
Bus: Route 150

_ Parking

Indoor parking for 90 vehicles and charging stations for electric vehicles

/ GENERAL INFORMATION

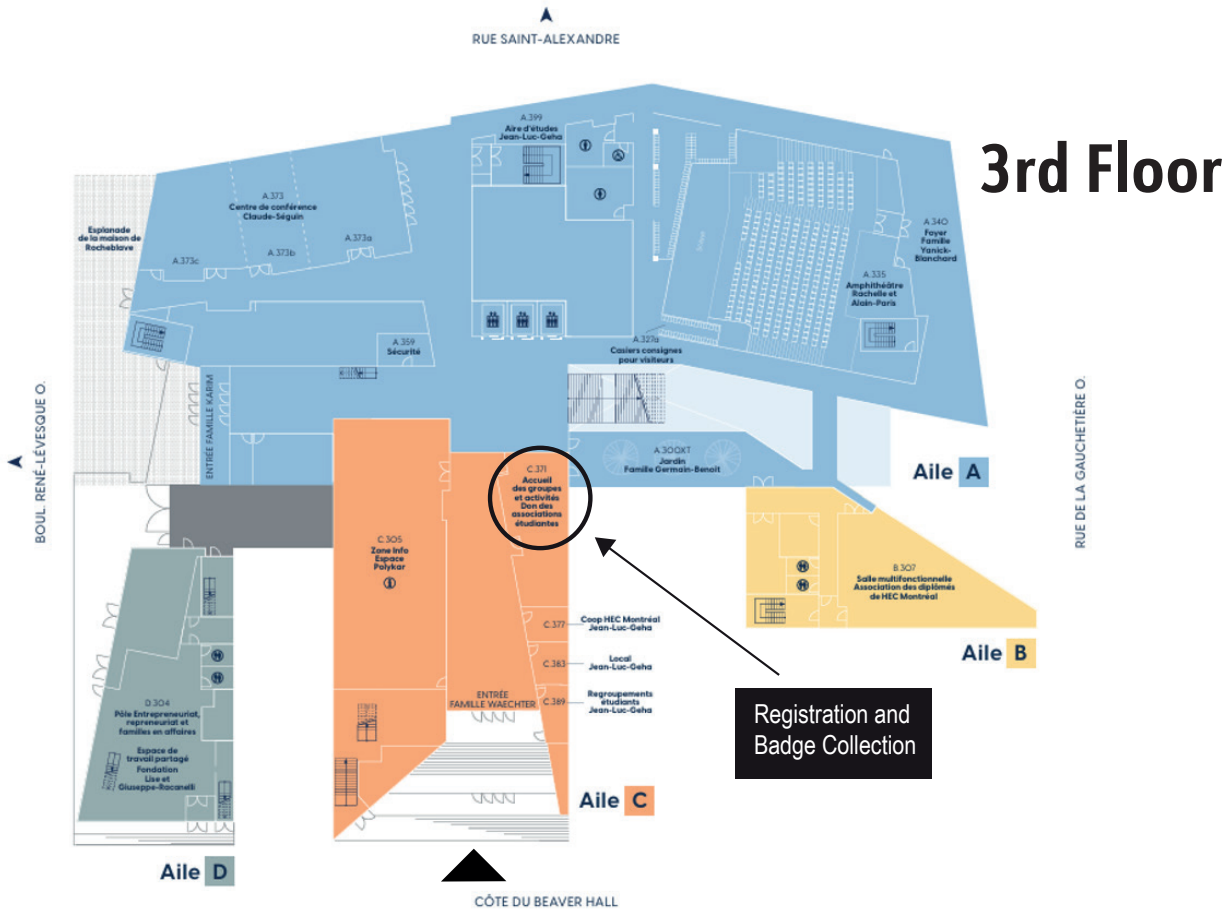
_ Registration and Badge Collection

Upon arrival, participants are kindly requested to proceed to the Welcome Desk to confirm their registration and collect their conference badge.

The Welcome Desk will be located in **Room C.371, 3rd Floor**.

Please refer to the floor plan below for the exact location.

Participants are encouraged to collect their badge upon arrival and to keep it with them throughout the conference.



WI-FI access
Network: Evenements-HEC
Password: **Sept.HEC25!**

FIRST AID

Emergency Contacts
Emergency: 911
Police: 911
Security Department:
+1 514 340-6611

Welcome to ICGS 2026!

Dear colleagues, friends, and guests,

On behalf of the Organizing Committee, it is a great pleasure to welcome you to **HEC Montréal** for the 12th ICGS Conference.

We are delighted to once again bring together scholars and practitioners from across the world, this year representing **14 countries**. This international diversity is at the heart of ICGS, providing a unique opportunity to exchange perspectives, learn from different institutional contexts, and strengthen connections within our global corporate governance community.

Our conference theme, **Purposeful Governance in a Changing World**, invites us to reflect on the role of corporate governance at a time when organizations are navigating rapid technological change, geopolitical uncertainty, and growing demands for accountability.

Over the next two days, the program offers many opportunities to explore these questions through research presentations, keynote addresses, panels, and conversations. Above all, the quality of a conference depends on the engagement of its participants. We encourage you to join the discussions, engage with presenters, ask questions, share your perspectives, and use the breaks and social events to continue conversations beyond the formal sessions.

We hope you will enjoy being together here in Montréal, reconnecting with colleagues and making new connections in a welcoming and stimulating environment.
Thank you for being part of ICGS 2026. We truly hope you leave Montréal with new insights, new connections, and new ideas for your research and practice.

The ICGS 2026 Organizing Committee

Bienvenue à ICGS 2026!

Chères et chers collègues, ami·es et invité·es,

Au nom du comité organisateur, c'est avec grand plaisir que nous vous souhaitons la bienvenue à **HEC Montréal** à l'occasion de la 12e conférence de l'ICGS.

Nous sommes ravis de réunir à nouveau des chercheurs et des praticiens venus du monde entier, représentant cette année **14 pays**. Cette diversité internationale est au cœur de l'ICGS et offre une occasion unique d'échanger des perspectives, d'apprendre de différents contextes institutionnels et de renforcer les liens au sein de notre communauté internationale de gouvernance d'entreprise.

Le thème de notre conférence, **Purposeful Governance in a Changing World**, nous invite à réfléchir au rôle de la gouvernance d'entreprise à un moment où les organisations doivent composer avec des changements technologiques rapides, l'incertitude géopolitique, l'évolution des attentes sociétales et des exigences croissantes en matière de responsabilité.

Au cours des deux prochains jours, le programme offrira de nombreuses occasions d'explorer ces questions par le biais de présentations de recherche, des conférences plénières et des échanges. Mais la qualité d'une conférence repose avant tout sur l'engagement de ses participants. Nous vous encourageons à participer aux discussions, à échanger avec les présentateurs, à poser des questions, à partager vos perspectives et à profiter des pauses et des activités sociales pour poursuivre les conversations au-delà des séances formelles.

Nous espérons que vous apprécierez ces moments, qui seront l'occasion de retrouver des collègues et de créer de nouveaux liens dans un environnement accueillant et stimulant.

Merci de faire partie d'ICGS 2026. Nous espérons que vous quitterez Montréal avec de nouvelles perspectives, de nouveaux liens et de nouvelles idées pour vos recherches et votre pratique.

Le comité organisateur d'ICGS 2026

Information for Presenters

We kindly ask all parallel session presenters to keep their presentations within the allocated 20 minutes, to allow a further 10 minutes for Q&A. Please ensure your slides are ready to be uploaded before your scheduled session. Presentations should be prepared in PowerPoint or PDF format, and technical support will be available if required.

Information for Session Chairs

We kindly ask session chairs to facilitate their assigned session, ensuring that presentations and discussions start on time and remain within the allocated time. Chairs are encouraged to provide brief verbal comments on each presentation, focusing on constructive ideas that may help authors further develop and improve their papers, while also encouraging questions and engagement from the audience. No written feedback is required. Please aim to keep each presentation to approximately 15 minutes, followed by 6–8 minutes of discussion.

Social Activities

For all social activities, please ensure your conference badge is always worn visibly. The badge serves as your entry pass and helps the organizers ensure a smooth experience for all participants.

/ Conference Programme Overview

Time		Friday, 02/Oct/2026	Room	Saturday, 03/Oct/2026	Room	Sunday, 04/Oct/2026	Room
08:00	08:15			Registration / Breakfast	A.373	Registration / Breakfast	A.373
08:15	08:30						
08:30	08:45						
08:45	09:00						
09:00	09:15			Opening Welcome			
09:15	09:30						
09:30	09:45			Keynote I	A.335	Parallel Sessions III	A.414 A.436 A.449 A.451 C.403 C.406 C.409 C.412 C.415 C.463
09:45	10:00						
10:00	10:15						
10:15	10:30						
10:30	10:45			Coffee Break I	A.373	Coffee Break III	A.373
10:45	11:00						
11:00	11:15						
11:15	11:30			Parallel Sessions I	A.436 A.449 C.403 C.406 C.412 C.415 C.505 C.515 C.521 C.463		
11:30	11:45						
11:45	12:00					Keynote II	A.335
12:00	12:15						
12:15	12:30						
12:30	12:45	BOD Meeting	A.668				
12:45	13:00			Conference Lunch	A.373	Lunch	A.373
13:00	13:15						
13:15	13:30						
13:30	13:45						
13:45	14:00						
14:00	14:15			Plenary I	A.335	Plenary III	A.335
14:15	14:30						
14:30	14:45						
14:45	15:00			Coffee Break II	A.373	Coffee Break IV	A.373
15:00	15:15						
15:15	15:30						
15:30	15:45			Parallel Sessions II	A.436 A.449 C.403 C.406 C.412 C.415 C.505 C.515 C.521 C.463	Parallel Sessions IV	A.414 A.436 A.449 A.451 C.403 C.406 C.409 C.412 C.415
15:45	16:00						
16:00	16:15						
16:15	16:30						
16:30	16:45						
16:45	17:00						
17:00	17:15						
17:15	17:30	PDW - Corporate Governance: An International Review	C.403 Louis-R. Chênert (4th floor)				
17:30	17:45					Annual General Meeting	C.463
17:45	18:00						
18:00	18:15			Plenary II	A.335		
18:15	18:30						
18:30	18:45						
18:45	19:00	Welcome Reception	A.373			Closing Reception	A.373
19:00	19:15						
19:15	19:30						
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19:45	20:00						
20:00	20:15						
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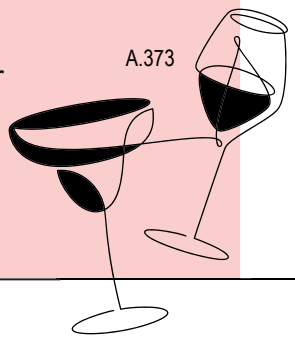
21:45	22:00						
22:00	22:15						
22:15	22:30			Cocktail / Gala Dinner	A.373		



/ Conference Programme Detailed

Date: Friday, 02/Oct/2026	
12:00pm - 1:30pm	**BOD Meeting: ICGS Board of Directors Meeting (Board Members Only)** Location: **A.668 Luc Poirier** Session Chair: **Niels Hermes**, University of Groningen, Netherlands, The Session Chair: **Margarethe Wiersema**, University of California Irvine, United States of America Attendance is limited to current ICGS Board Members.
2:00pm - 5:30pm	**PDW: Paper Development Workshop with Corporate Governance: An International Review** Location: **C.403 Louis-R. Chênert** Session Chair: **Krista Lewellyn**, Florida Southern College, United States of America Session Chair: **Omrane Guedhami**, University of South Carolina, United States of America
5:30pm - 7:00pm	**Welcome Reception** Location: **A.373 Centre de conférence Claude Séguin**
Date: Saturday, 03/Oct/2026	
8:00am - 9:00am	**Registration/Breakfast** Location: **A.373 Centre de conférence Claude Séguin**
9:00am - 9:15am	**Opening Welcome** Location: **A.335 Amphithéâtre Rachelle et Alain-Paris**
9:15am - 10:30am	**Keynote Presentation I: "Towards Strategic Corporate Governance"** Location: **A.335 Amphithéâtre Rachelle et Alain-Paris** **Presented by Dr. Maria Goranova**
10:30am - 11:00am	**Coffee Break I** Location: **A.373 Centre de conférence Claude Séguin**
11:00am - 12:30pm	**PS I.01: Corporate Purpose: Drivers and Consequences** Track A: Purposeful Governance in a Changing World Location: **A.436 Fonds Cogeco** Session Chair: **Jose Rivas**, ITAM, Mexico
	This paper has been recommended for the best paper award. **The Asking Price of Incorporation: State Leverage and the Evolution of Corporate Purpose |** Fatjon Kaja **Purpose Variation and Financial Performance |** Frederik Hovmark Pedersen, Steen Thomsen **Rethinking Ownership for Purpose in an Unstable World |** Jennifer Goodman, Carine Girard-Guerraud

/ Conference Programme Detailed

Date: Saturday, 03/Oct/2026	
11:00am - 12:30pm	**PS I.02: Board Leadership and Director Attributes** Track B: Board Dynamics and Strategic Leadership Location: **A.449 Melbourne** Session Chair: **Seppo Ikäheimo**, Aalto University, Finland
	This paper has been recommended for the best paper award. **Optimal Distinctiveness of Female Directors |** Yo-Jud Cheng, Shelby Gai, Hui Sun
	If I Were A Boy": An Explorative Analysis of Board Chairs | Sara De Masi, Agnieszka Słomka-Gołębiowska, Simona Zambelli, Andrea Paci
	Board Chair Character and its Impact on Director Behaviour Through Character Activation and Contagion | Sara Murphy, Seemantini Pathak, Dusya Vera, Trevor Hunter
11:00am - 12:30pm	**PS I.03: Ownership, Human Capital, and Corporate Behavior** Track C: Ownership Location: **C.403 Louis-R. Chênert** Session Chair: **Francesca Cuomo**, Norwich Business School, United Kingdom
	This paper has been recommended for the best paper award. **Human capital disclosure: Its association with the SEC Regulation S-K Amendment, managerial ownership, and ESG-linked compensation |** Abdullah Alkhawfi, Francesca Cuomo, Ana De Oliveira Tavares Marques, Januario Monteiro
	This paper has been recommended for the best paper award. **Employee Ownership, Productivity, and Surplus Sharing: Evidence from UK Employee Ownership Trusts |** Thomas Poulsen, Andrew Pendleton, Andrew Robinson, Graeme Nuttall
	Ownership-Linked Reputational Spillovers: Firm Responses to Public Recognition and Scrutiny under Common Ownership | Yujia Chen, Kurt Desender
11:00am - 12:30pm	**PS I.04: Information, Reporting, and Financial Outcomes** Track D: External Governance Location: **C.406 Josée-Fiset** Session Chair: **Raphael Duguay**, Yale, United States of America
	This paper has been recommended for the best paper award. **Informed Trading of Municipal Securities |** Christine Cuny, Raphael Duguay, Ken Li, Anya Nakhmurina, Edward Watts
	Inclusive Green Growth and Corporate ESG Performance: Evidence from Chinese Listed Companies | Kun Liu, Qiaoyi Cai, Ken Pan
	Misreporting and Guaranteed Loans | Daniel Dejuan-Bitria, Mircea Epure, Ozan Güler, Dmitry Khametshin
11:00am - 12:30pm	**PS I.05: Governance Structures and Corporate Social Behavior** Track E: Corporate Governance and Stakeholders Location: **C.412 Mallette** Session Chair: **Till Talaulicar**, University of Erfurt, Germany
	This paper has been recommended for the best paper award. **INTERNAL CORPORATE GOVERNANCE AND THE STRUCTURE OF AFFILIATE BOARDS IN BUSINESS GROUPS |** Bartolome Pascual, Paula Infantes, Ryan Federo, Patricia Gabaldon
	Corporate DEI Rollbacks: Market Reactions, Determinants, and the Role of Political Polarization | Haibo Jiang, Zakaria Elmotassadeq
	SOEs and Corporate Philanthropy | Szu-Yu Chen, Shan-Shiang Hu

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Date: Saturday, 03/Oct/2026	
11:00am - 12:30pm	**PS I.06: Institutions, Culture, and Corporate Governance** Track F: Comparative Corporate Governance Location: **C.415 Pierre-Fitzgibbon** Session Chair: **Jackie Di Vito**, HEC Montréal, Canada
	Heroes or Villains? Family Firms, Wage Inequality, and the Global South-North Divide | Rafel Crespi-Cladera, Ruth Aguilera, Kimberly Eddelston, Alfredo Martin-Oliver
	Democracy, Culture, and the Limits of CEO Power | Chinonyerem Matilda Omenihu
	Target Transparency, Evaluation Horizon, and Target Difficulty: International Evidence | **Vishal Baloria**
11:00am - 12:30pm	**PS I.07: CEO Leadership and Top Management Dynamics** Track B: Board Dynamics and Strategic Leadership Location: **C.505 Aimé-Quintal** Session Chair: **Taekjin Shin**, San Diego State University, United States of America
	This paper has been recommended for the best paper award. **MORE THAN JUST A SUCCESSION PLANNING FAILURE: EXTERNAL CANDIDATE CHALLENGES AND INTERIM CEO APPOINTMENTS** | Robert Langan
	Relational Imprinting: CEO MBA Education and Gender Diversity in the Top Management Team | Taekjin Shin, Jiwook Jung
	Female Leadership and Disclosure Clarity in an Era of Gender Policy Reforms | Ekaete Efretuei
11:00am - 12:30pm	**PS I.08: Shareholder Voice** Track E: Corporate Governance and Stakeholders Location: **C.515 Guilford** Session Chair: **Ankita Marwaha**, Aalto University, Finland
	Beyond connectedness: Network power and shareholder dissent | Yerzhan Tokbolat
	Shifting Attention, Unequal Consequences: Shareholder Activism and Corporate Social Irresponsibility | Debdeep Chatterjee, Saeid Bazmohammadi, Young-Chul Jeong
	Clash of Logics: Retail Investor Voice on Corporate Green Innovation Persistence | Jun Jin, Tailun Chen
	Local Religiosity and the Pricing of Dividend Signals | Mesa, Andres Mesa, Carmen Aranda, David Echeverry, Luiz Ricardo Kabbach de Castro
11:00am - 12:30pm	**PS I.09: Institutional Influences on Leadership and Governance** Track B: Board Dynamics and Strategic Leadership Location: **C.521 Helsinki** Session Chair: **Ruth Sealy**, Henley Business School, United Kingdom
	BRINGING WOMEN TO EXECUTIVE SUITE: FRICTIONS IN EXECUTIVE LABOR MARKETS | Aleksandra Gregoric, Marie Louise Mors, Elena Pöhlmann
	Board composition under polycentric governance: How macro-level institutional factors influence leadership and governance practices | Ruth Seal, Johanne Grosvold
	Managers´ newest challenge: Managing when the government is a shadow investor, director and regulator? | Cynthia Clark, Patricia Gabaldon

/ Conference Programme Detailed

Date: Saturday, 03/Oct/2026	
11:00am - 12:30pm	**PS I.10: Incentives, Oversight, and Corporate Behavior** Track D: External Governance Location: **C.463 GardaWorld** Session Chair: **Roy Shapira**, Reichman University, Israel
	Workforce Mobility and Corporate Misconduct: The Governance Effects of Noncompete Agreements | Kentaro Asai, Nhan Le, Qianru Zhang
	How Do Analysts Respond to Signals of Potential Earnings Management? Evidence from Forecast Revisions Following Disclosures of Share Repurchases. | John M. Towey
	The compensation portfolio calculus: How severance pay and option wealth jointly shape CEO strategic risk taking | Anish Purkayastha, Geoffrey P. Martin, Luis R. Gomez-Mejia
12:30pm - 1:30pm	**Conference Lunch: Conference Lunch & New Member Social** Location: **A.373 Centre de conférence Claude Séguin**
1:30pm - 2:45pm	**Plenary I: Board Leadership in a Changing World** Location: **A.335 Amphithéâtre Rachelle et Alain-Paris** **Moderator: Matthew Fortier**, Institute of Corporate Directors (ICD) of Canada **Panelists:** • **Patricia Lenkov**, Agility Executive Search (US and Canada) • **Michael Hilb**, Board Foundation (Europe) • **Bob Zukis**, CEO, Digital Directors Network (DDN) and Conference Board Governance Center Fellow (US) • **Edward J. Waitzer**, Hennick Centre for Business and Law at Osgoode Hall (
2:45pm - 3:00pm	**Coffee Break II** Location: **A.373 Centre de conférence Claude Séguin**
3:00pm - 4:30pm	**PS II.01: Governance in an Era of Geopolitical and Technological Uncertainty** Track A: Purposeful Governance in a Changing World Location: **A.436 Fonds Cogeco** Session Chair: **Niels Hermes**, University of Groningen, Netherlands, The
	This paper has been recommended for the best paper award **Measuring Firm-Level Geopolitical Exposure |** Mingjie Cao
	Pre-crisis corporate science and organizational resilience: the role of CEO governance in times of turmoil | Selma Boussetta, Diego Useche
	Uniquely Purposeful: How a Unique Corporate Purpose Influences Analyst Reactions | Lucas Geist, Michelle Weck, Jana Oehmichen
3:00pm - 4:30pm	**PS II.02: Social and Political Dynamics of Board Leadership** Track B: Board Dynamics and Strategic Leadership Location: **A.449 Melbourne** Session Chair: **Ruth Sealy**, Henley Business School, United Kingdom Parallel Session Supported by: Harold S. Geneen Charitable Trust
	This paper has been recommended for the best paper award. **STIGMATIZED BUT NOT MARKED OFF: HOW STIGMA-BASED SOCIAL EVALUATIONS AFFECT DIRECTOR SELECTION |** Ilaria Orlandi, Vilmos F. Misangyi, Pursey P.MA.R. Heugens
	This paper has been recommended for the best paper award. **Political Polarization in Strategic Leadership Systems and Strategic Paralysis |** Maximilian Weis, Michelle Weck, Maximilian Braun, Fabian Ahrens
	Self-Regulation through Flexible Gender Targets with Mandatory Reporting: Influence of CEO Gender in the Context of Government-Owned Enterprises | Ulf Papenfuß, Zino Manuel Roos, Christian Arno Schmidt

/ Conference Programme Detailed

Date: Saturday, 03/Oct/2026	
3:00pm - 4:30pm	**PS II.03: Ownership Structures and Corporate Outcomes** Track C: Ownership Location: **C.403 Louis-R. Chênert** Session Chair: **Konstantinos Stathopoulos**, Alliance Manchester Business School, United Kingdom
	Voice by proxy: How captured boards enable controlling shareholders to shape CEO activism | Marina Amado Bahia Gama, Tobias Coutinho Parente
	GOVERNANCE & REPUTATION IN THE GLOBAL SOUTH | Jose Rivas, Felix Lopez-Iturriaga
	Productivity patterns in family and non-family firms under stability and crisis Cristina Bettinelli, Clementina Bruno, Fabrizio Erbetta, Anna Menozzi
3:00pm - 4:30pm	**PS II.04: External Signals and Corporate Outcomes** Track D: External Governance Location: **C.406 Josée-Fiset** Session Chair: **Marc Goergen**, IE Business School, IE University, Spain
	This paper has been recommended for the best paper award. **Are Proxy Advisors' Recommendations Informative About Mergers and Acquisitions? |** Christoforos Andreou, Marc Goergen, Woon Sau Leung, Yun Lo, Jiaxiang Ye
	Moral Licensing at the Top: How CEO Awards Influence Corporate Pollution | Frederique Bouwman, Ivan Indriawan
	Paradigm and Mindset Shifts in Corporate Governance: An Integrated Institutional Analysis of Hong Kong's Listed Companies | Cho Wa Law, Chien-Po Liu, Chiung-Wei Lee, Chin-tarn Lee
3:00pm - 4:30pm	**PS II.05: Controversy, Credibility, and Corporate Consequences** Track E: Corporate Governance and Stakeholders Location: **C.412 Mallette** Session Chair: **Till Talaulicar**, University of Erfurt, Germany
	This paper has been recommended for the best paper award. **After The Backlash: CEO Flip-Flopping and Social Evaluations in Sustainability Controversies |** Marie-Ann Betschinger, Sebastian Hafenbrädl, Daniel Waeger, Alaric Bourgoin
	The Fish Rots from the Head Down: CEO and Non-CEO Opportunistic Insider Trading | Thomas Chemmanur, Cheng Jiang, Lukai Yang, Jingyu Zhang
	When Controversies Hurt or Help: How Event Morality and Specificity Drive Peer Market Reactions | Nahuel Depino-Besada, Ekin Ilseven, Mircea Epure
3:00pm - 4:30pm	**PS II.06: Effectiveness and Limits of Governance** Track F: Comparative Corporate Governance Location: **C.415 Pierre-Fitzgibbon** Session Chair: **Zvi Singer**, HEC Montreal, Canada
	Monitoring Costs and Agency Problems in Non-Market Economies: Evidence from Nighttime Light Data of North Korean State-Owned Enterprises | Won Yong Kim
	Corporate Governance Quality and the Valuation of Swiss Firms: Evidence from a Dynamic Governance Index | Thibault Cottet, Dusan Isakov
	Commitments without Implementation? The Strategic Alignment Gap in Corporate Climate Strategies | Rudresh Pandey

/ Conference Programme Detailed

Date: Saturday, 03/Oct/2026	
3:00pm - 4:30pm	**PS II.07: Board Monitoring: Capacity, Constraints, and Perspectives** Track B: Board Dynamics and Strategic Leadership Location: **C.505 Aimé-Quintal** Session Chair: **Vikash Sinha**, Aalto university school of business, Finland
	The Allocation of Scarce Governance Resources: Evidence From International Business Groups | Aleksandra Gregorič, Raquel Justo, Adrián L. Mérida, Bartolomé Pascual-Fuster
	Does Threat Backfire? How Activist Board Placements Constrain Firm Strategic Change | Eugene See, Albert Ahn
	Are We On The Same Page? An Exploratory Comparison of Corporate Governance's Academic and Practitioner Literatures | Steve Gove
3:00pm - 4:30pm	**PS II.08: Board Interlocks: Value, Financing, and Director Busyness** Track B: Board Dynamics and Strategic Leadership Location: **C.515 Guilford** Session Chair: **Taekjin Shin**, San Diego State University, United States of America
	Interlocking Directorate, Firm Value, and Product Market Competition | Zihan Huang
	Rethinking Board Busyness: The Role of Internal Leadership and Committee Responsibilities | Sara Elhusseiny, Noel O'Sullivan, Syed Numan Chowdhury
	State Ownership Networks in Europe: Evolution, Depth, and Control | Serhat Hasancebi, Amedeo pugliese, Marco Ghitti
3:00pm - 4:30pm	**PS II.09: Corporate Sustainability under Scrutiny** Track E: Corporate Governance and Stakeholders Location: **C.521 Helsinki** Session Chair: **Margaret Fong**, HEC Montréal, Canada
	When Green Claims Meet Scrutiny: The Disciplinary Effect of Environmental Regulation on Corporate Green Revenues | Sushil Sainani, Chris Florackis, Omrane Guedhami, Sadok El Ghoul, Huseyin Temiz
	Unfavorable Media Evaluations and CSR Misalignment | Eduardo Schiehll, Ankita Marwaha
	Sustainability Signal or Substance? The Role of Institutional Ownership on Environmental Expertise on the Supervisory Board | Mirjam Brandl, Jana Oehmichen
3:00pm - 4:30pm	**PS II.10: Activism, Voice, and Corporate Decisions** Track E: Corporate Governance and Stakeholders Location: **C.463 GardaWorld** Session Chair: **Saori Sugeno**, University of Surrey, United Kingdom
	This paper has been recommended for the best paper award. **Shareholder Activism: The Power of Submissions and Withdrawals |** Maria Ruiz-Castillo, Ruth Aguilera, J. Alberto Aragon-Correa, Nuria E. Hurtado-Torres
	Do voters inform managers' capital allocation decisions? | Vishal Baloria
	Selective Monitoring: Activist Investors,ESG Aspirations, and the Talk-Walk Partition | Anh Do, Arbab Cheemas, Ruth Sagay
4:30pm - 4:45pm	**Break**

/ Conference Programme Detailed

Date: Saturday, 03/Oct/2026

4:45pm - 6:00pm	**Plenary II: Meet the Editors: Meet the Editors** Location: **A.335 Amphithéâtre Rachelle et Alain-Paris** **Moderator: Christine Shropshire**, Arizona State University (ASU) **Panelists:** • **Joanna T. Campbell**, Carl H. Lindner College of Business, University of Cincinnati; Journal of Management • **Charlotte Cloutier**, HEC Montréal; Strategic Organization and Academy of Management Journal • **Mark DesJardine**, Dartmouth College; Management Science and Organization Science • **Marc Goergen**, IE University; British Journal of Management and British Accounting Review • **Omrane Guedhami**, University of South Carolina; Corporate Governance: An International Review and Contemporary Accounting Research • **Krista B. Lewellyn**, Florida Southern College; Corporate Governance: An International Review
6:30pm - 10:30pm	**Gala Dinner: Gala Dinner & Awards Ceremony** Location: **A.373 Centre de conférence Claude Séguin**

Date: Sunday, 04/Oct/2026

8:00am - 9:00am	**Day 2: Registraton and Breakfast** Location: **A.373 Centre de conférence Claude Séguin**
9:00am - 10:30am	**PS III.01: Corporate Purpose: Governance and Accountability** Track A: Purposeful Governance in a Changing World Location: **A.414 Adelaïde** Session Chair: **Luminita Enache**, University of Calgary, Canada
	Corporate Purpose and Governance: A Systematic Literature Review and Research Agenda | Felipe Rivera, Alvaro Lleó, Luiz Ricardo Kabbach de Castro
	From Promise to Proof: Board Governance and the Progression Toward Validated Science-Based Targets | Anne Seeh, Sarah Stachelscheid, Andreas Dutzi
	Translating Governance: How Governance Professionals Embed AI Lifecycle Oversight into Board Practice | Cho-Wa Law, Chien-Po Liu, To Shia, Chin-Tarn Lee
9:00am - 10:30am	**PS III.02: Leadership, Accountability, and Corporate Risk** Track B: Board Dynamics and Strategic Leadership Location: **A.436 Fonds Cogeco** Session Chair: **Christine Shropshire**, Arizona State University, United States of America
	Board Age and Climate Change Risk: International Evidence | Aaron Afzali, Sumon Das
	**From Green Talk to Green Walk: The Impact of Carbon Intensity on Default Risk and the Moderating Role of Female Leadership	Isabel Abinzano, Beatriz Martinez, Jannine Poletti-Hughes**
	**Asymmetric effects of strategic digital orientation on corporate fraud	Ammar R. M. Zahid, Irfan Haider Shakri, Haji Suleman Ali, Muhammad Jameel Hussain**

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Date: Sunday, 04/Oct/2026	
9:00am - 10:30am	**PS III.03: Investor Protection and Corporate Transparency** Track C: Ownership Location: **A.449 Melbourne** Session Chair: **Jackie Di Vito**, HEC Montréal, Canada
	Financial Reporting Quality Within Business Groups | Bartolome Pascual-Fuster, Laura Arranz-Aperte
	Disclosure Shifting Around Rule 10b5-1 Trading Plan Trades | Sander De Groote, Zihang Peng
	Cash Is King, but Creditors Hold the Crown: Investor Protection and the Cash Flow Sensitivity of Cash | Caio Vieira Rego, Paulo Renato Soares Terra
9:00am - 10:30am	**PS III.04: Incentives, Institutions, and External Governance** Track D: External Governance Location: **A.451 Deloitte** Session Chair: **Nicolas Sahuguet**, Hec Montreal, Canada
	How much does compensation matter? Decomposing the sources of heterogeneity in strategic risk-taking | Anish Purkayastha, Markus Fitza
	The Design and Business Models of Financial Ratings | Nicolas Sahuguet, Pierre Chaigneau
	Do Board Chairs Matter? Evidence from Hospitalization Events | Steffer Burkert, Aino Tenhiälä, Marc Goergen, Jukka Partanen
9:00am - 10:30am	**PS III.05: Oversight and Governance Capacity** Track E: Corporate Governance and Stakeholders Location: **C.403 Louis-R. Chênert** Session Chair: **Seppo Ikäheimo**, Aalto University, Finland
	Board Overload | Roy Shapira
	Group Judgment on Risk Oversight by Internal Auditors and Audit Committees: An Information Processing and Trust-based Perspective | Vikash Sinha, Seppo Ikäheimo
	With a Little Help from my Stakeholders: Incorporating Due Diligence and Stakeholder Engagement in the Cbca to Meet the Upcoming Challenges | Isabelle Martin
9:00am - 10:30am	**PS III.06: CEO Values, Traits, and Corporate Behavior** Track B: Board Dynamics and Strategic Leadership Location: **C.406 Josée-Fiset** Session Chair: **Jana Oehmichen**, University of Mainz, Germany
	The Pursuit of Strategy Uniqueness: How CEO Pay Duration Encourages Fear-prone CEOs to Be Different | Miriam Heinzl, Michelle Weck, Jana Oehmichen
	CEO Cultural Values and Environmental Performance: The Role of Heritage and Long-Term Orientation | Dennis Bams, Frederique Bouwman, Bart Frijns
	CEO Political Ideology and CEO Activism: The Role of Board Vigilance | Scarlet Lausen, Youngbin Joo

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Date: Sunday, 04/Oct/2026	
9:00am - 10:30am	**PS III.07: Governance Actors and Strategic Choices** Track B: Board Dynamics and Strategic Leadership Location: **C.409 Gilles-Labbé** Session Chair: **Krista Lewellyn**, Florida Southern College, United States of America
	Do General Counsels Make a Difference in Corporate E&S Performance?| Md Reiazul Haque, Md Lutfur Rahman, Parvez Mia
	Does It Take a Dominant Voice to Go Green? Boardroom Dominance and Sustainable Investment Decisions | Simon Tièche, Didier Cossin, Shawn Cole, Michel Bourqui
	Tone as a Window into Power: The Case of Corporate Spinoffs | Azadeh Babaghaderi, Sam Kolahgar, Harjeet Bhabra
9:00am - 10:30am	**PS III.08: Board Attributes and Governance Outcomes** Track B: Board Dynamics and Strategic Leadership Location: **C.412 Mallette** Session Chair: **Konstantinos Stathopoulos**, Alliance Manchester Business School, United Kingdom
	***This paper has been recommended for the best paper award.*gender penalty or gender bonus? The dual effects of board gender diversity on analyst recommendations |** Stephen Smulowitz, Malgorzata Smulowitz
	Character-Driven Governance in Nonprofit Boards: A Qualitative Study of Systemic Barriers | Trevor Hunter, Sara Murphy, Dusya Vera, Seemantini Pathak
	Board governance mechanisms and corporate reputation performance: The Mexican context | Guadalupe del Carmen Briano Turrent
9:00am - 10:30am	**PS III.09: Institutions, Oversight, and Stakeholder Responses** Track E: Corporate Governance and Stakeholders Location: **C.415 Pierre-Fitzgibbon** Session Chair: **Margaret Fong**, HEC Montréal, Canada
	***This paper has been recommended for the best paper award.*Once Bitten, Twice Shy: S&L Crisis Experience and Depositor Reactions to Default News |** Yang Qiu
	Capital Investment Thresholds Under Regulatory Oversight | Vishal Baloria
	Worker Co-determination and the Labour-Market Consequences of Workplace Conflict | Casper Berg Lavmand Larsen, Guido Friebel, Johannes Reese Hansen
10:30am - 11:00am	**Coffee Break III** Location: **A.373 Centre de conférence Claude Séguin**
11:00am - 12:15pm	**Keynote II: Corporate Governance for the Social Good** Location: **A.335 Amphithéâtre Rachelle et Alain-Paris** **Presented by Dr. Randall Morck**
12:15pm - 1:30pm	**Conference Luncheon** Location: **A.373 Centre de conférence Claude Séguin**

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Date: Sunday, 04/Oct/2026

HAROLD S. GENEEN
Charitable Trust

1:30pm - 2:45pm	**Plenary III: AI Governance** Location: **A.335 Amphithéâtre Rachelle et Alain-Paris** **Moderator: Eduardo Schiehll**, HEC Montréal **Panel Supported by:** Harold S. Geneen Charitable Trust **Panelists:** • **Véronique Tremblay**, Executive Director, Agence agileAI • **Pierre Larouche**, Professor of Law and Innovation, UdM et IVADO • **Catherine Beaulieu**, Senior Non-Financial Risk Advisor, Autorité des marchés financiers (AMF) Québec • **Rose Landry**, AI Governance Mila
2:45pm - 3:00pm	**Coffee Break IV** Location: **A.373 Centre de conférence Claude Séguin**
3:00pm - 4:30pm	**PS IV.01: AI Governance: Oversight, Disclosure, and Accountability** Track A: Purposeful Governance in a Changing World Location: **A.414 Adelaïde** Session Chair: **Marie-Ann Betschinger**, HEC Montréal, Canada
	How Does the Stock Market Interpret Non-tech Firms' AI-related Disclosures? | Luminita Enache, Rucsandra Moldovan, Alex Lyubimov, Johannes Impink
	**Generative AI, Board Oversight, and Strategic Decision Legitimacy	George O'Neill**
	Who Bears Responsibility for AI Harms? Reconstructing Directors' Liability in Canadian and Sri Lankan Corporate Laws | Senevirathne Mudiyanselage Anuruddika Gayathrie Senevirathne
3:00pm - 4:30pm	**PS IV.02: Power, Transparency, and Corporate Governance** Track B: Board Dynamics and Strategic Leadership Location: **A.436 Fonds Cogeco** Session Chair: **Krista Lewellyn**, Florida Southern Collegen
	Imprinted to Endure: How Discretion-Shaping Configurations At IPO Drive Durability as A Publicly Traded Firm | Krista Lewellyn, Till Talaulicar, Alessandro Zattoni
	Who Gets Blamed? Disclosure Language, Executive Role, and the Attribution of Accountability Following Accounting Restatements | Anish Purkayastha
	Do Enhanced Segment Disclosures Constrain Earnings Management? | Syeda Sonia Parvin, Ahmad Hammami, Michel Magnan
3:00pm - 4:30pm	**PS IV.03: Stakeholder Pressures and Corporate Responses** Track E: Corporate Governance and Stakeholders Location: **A.449 Melbourne** Session Chair: **Roy Shapira**, Reichman University, Israel
	Men Speak Up, Women Speak Out? The Role of Gender for CEO Activism | Scarlet Lausen, Youngbin Joo
	Line-Level Shari'ah Governance in Islamic Financial Institutions: Business Targets, Customer Pressure, and Embedded Shari'ah Controls | Khwaja Naveed, Akbar Said, Fazal Rabi, Waqar Ahmad
	Regulatory Governance and SME Decarbonisation: Evidence from UK and Welsh Net-Zero Policy Interventions | Yener Altunbas, Atiqur Khan, Yeliz Uymaz, Yurtsev Uymaz

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Date: Sunday, 04/Oct/2026	
3:00pm - 4:30pm	**PS IV.04: Incentives, Scrutiny, and Climate Governance** Track D: External Governance Location: **A.451 Deloitte** Session Chair: **Steve Gove**, University of Vermont, United States of America
	Climate-related Discourse, External Scrutiny, and On-site Toxic Emission | Hirindu Kawshala, Bonnie Buchanan, Caglar Kaya
	CEO Inside Debt and the Climate Risk of Financial Institutions | Jamshed Iqbal, Mohsin Riaz, Sami Vähämaa
	ESG Pay at Crossroads: Measuring Strategic Alignment in ESG-Linked Executive Remuneration | Nicola Cucari, Estelina Dalipi
3:00pm - 4:30pm	**PS IV.05: Institutions and Evolving Governance Systems** Track E: Corporate Governance and Stakeholders Location: **C.403 Louis-R. Chênert** Session Chair: **Jackie Di Vito**, HEC Montréal, Canada
	Toward a Comparative Theory of Decentralized Governance: Authority, Information, and Coordination Across Social and Algorithmic Systems | Arianna Bhagwansingh
	Organizational institutionalism and the construction of risks: The history of ESG into professional investment management | Andre Luis Bezerra Cavalcanti Godoi, Emmanuel Raufflet
	Unpacking ESG-driven Corporate Divestitures: A Review and Future Agenda | Azadeh Babaghaderi, Sam Kolahgar
3:00pm - 4:30pm	**PS IV.06: Spillovers Across Markets and Organizations** Track E: Corporate Governance and Stakeholders Location: **C.406 Josée-Fiset** Session Chair: **Margaret Fong**, HEC Montréal, Canada
	Whistleblowing Waves: Spillover Effects on Workplace Safety Across Regions | Yilin Liu
	Financial Market Spillovers of Consumer Data Privacy Regulation: Evidence from Insider Trading | Jingyu Zhang
	Gender Homophily and Capital Allocation to Female Fund Managers: Evidence from Retail Investors in China | Xu Chen, Meifen Qian, Juan Yao, Bin Yu
3:00pm - 4:30pm	**PS IV.07: Beliefs, Communication, and Networks** Track B: Board Dynamics and Strategic Leadership Location: **C.409 Gilles-Labbé** Session Chair: **Aleksandra Gregoric**, Copenhagen Business School, Denmark
	Fast Talk: CEO Speech Tempo as a Confidence Heuristic in Earnings Call Q&A | Joris Berns
	The Microfoundations of Directors' Governance Beliefs and Preferences for Corporate Governance Practices | Lisanne Veter, Tine Buyl
	With a little Help from Her Friends? Gendered Networks and ESG Governance | Ainara Gonzalez de San Roman, Maud Pindard-Lejarraga, Jose Lejarraga, Lucas Lee

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Date: Sunday, 04/Oct/2026	
3:00pm - 4:30pm	**PS IV.08: Auditor Capabilities and Governance** Location: **C.412 Mallette** Session Chair: **Zvi Singer**, HEC Montreal, Canada
	Industry Specialist Auditors and Client Labor Costs | Vishal Baloria
	Bloom where planted: Office-level support of non-CPA human capital and audit quality | Yimeng Ao, Emeline Deneuve, Peter Oh, Zvi Singer, Jing Zhang
	Co-opted Boards and Auditor-Assessed Internal Control Weaknesses | Yuchen Zhang
3:00pm - 4:30pm	**PS IV.09: Governance, Accountability, and Organizational Outcomes** Track D: External Governance Location: **C.415 Pierre-Fitzgibbon** Session Chair: **Konstantinos Stathopoulos**, Alliance Manchester Business School, United Kingdom
	Board Interlocks and Bank Loans: Evidence from Private Firms | Caglar Kaya, Thomas Poulsen, Niels Westergard-Nielsen, Niels Hermes
	Board Faultlines and Substantive Carbon Governance: The Mediating Role of Environmental Innovation | Lin Luo, Jannine Poletti-Hughes, Steven Xianglong Chen
	Corporate General Counsel and 10-K Report Readability | Ammar Ali Gull, Irfan Haider Shakri, Alaa Mansour Zalata, Tanveer Ahsan
4:30pm - 5:30pm	**Annual General Meeting** Location: **C.463 GardaWorld**
5:30pm - 6:30pm	**Closing Reception** Location: **A.373 Centre de conférence Claude Séguin**

List of Participants

_First name	_Surname	_Affiliation
Suhaila	Abughaush	SFAX University & Palestine Institute for National Security Research
Aaron	Afzali	Hanken School of Economics
Ruth	Aguilera	Northeastern University
Waqar	Ahmad	University of Science and Technology Peshawar Pakistan
Mario	Amore	Bocconi University
Menozzi	Anna	Università del Piemonte Orientale
Yimeng	Ao	McGill University
Azadeh	Babaghaderi	University of Windsor
Vishal	Baloria	University of Connecticut
Saeid	Bazmohammadi	Wilfrid Laurier University
Catherine	Beaulieu	Autorité des marchés financiers (AMF) Québec
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Frederique	Bouwman	Maastricht University
Mirjam	Brandl	Freie Universität Berlin
Oana	Branzei	Ivey Business School
Guadalupe	Briano Turrent	Universidad Autónoma de San Luis Potosi
Tine	Buyl	Tilburg University
Conor	Callahan	University of Illinois Chicago
Joanna	Campbell	University of Cincinnati
Mingjie	Cao	McGill University
Shreyansh	Chaurasiya	Masters' Union School of Business
Szu-Yu	Chen	National Taiwan University of Science and Technology
Tailun	Chen	Zhejiang University
Yujia	Chen	Universidad Carlos III de Madrid
Yo-Jud	Cheng	University of Virginia
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Cynthia	Clark	Bentley University
Charlotte	Cloutier	HEC Montreal
Nicole	Costigan	Regeneron
Rafel	Crespi-Cladera	Univ Illes Balears
Francesca	Cuomo	University of East Anglia
Estelina	Dalipi	Sapienza University of Rome
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Sara	De Masi	University of Florence
Emeline	Deneuve	HEC Montréal
Mark	DesJardine	Dartmouth College
Jacqueline	Di-Vito	HEC Montreal
Quỳnh Anh	Đ ỗ	Swansea University
Raphael	Duguay	Yale
Ekaete	Efretuei	Liverpool John Moores University
Sara	Elhusseiny	Loughborough University

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André	Godoi	HEC Montreal
Marc	Goergen	IE University
Jennifer	Goodman	Audencia Business School
Maria	Goranova	University of Wisconsin Milwaukee
Steve	Gove	University of Vermont
Aleksandra	Gregoric	Copenhagen Business School
Omrane	Guedhami	University of South Carolina
Ammar Ali	Gull	De Vinci Higher Education, EMLV Business School
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Serhat	Hasancebi	University of Padua
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Cornelis	Hermes	University of Groningen
Michael	Hilb	Board Foundation
Riikka	Maarit Holopainen	Jyväskylä university business school
Zihan	Huang	University of Hong Kong
Seppo	Ikäheimo	Aalto University School of Business
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Young-Chul	Jeong	Concordia University
Haibo	Jiang	ESG UQAM
Youngbin	Joo	University of Leeds
Jiwook	Jung	University of Illinois at Urbana-Champaign
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Fatjon	Kaja	LawFin, Goethe University Frankfurt
Caglar	Kaya	Aalborg University Business School
Won Yong	Kim	Augsburg University
Jennifer	Klinger	Old Dominion University
Rose	Landry	Mila
Robert	Langan	ESADE
Pierre	Larouche	Université de Montréal
Casper Berg	Lavmand	Copenhagen Business School
Cho Wa	Law	National Sun Yat-sen University
Lucas	Lee	IE Business School
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Krista	Lewellyn	Florida Southern College
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Michel	Magnan	Concordia University
Nursultan	Makhanov	Queen's University Belfast

List of Participants

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Isabelle	Martin	Université de Montréal
Beatriz	Martinez Garcia	Public University of Navarre
Ankita	Marwaha	Aalto University School of Business
Randall	Morck	Alberta School of Business
Coralie	Muylaert	Chaire de coopération Desjardins-Guy Bernier - UQAM
khwaja	naveed	University of Malakand
Mattice	Notebaert	KU Leuven
Jana	Oehmichen	Johannes Gutenberg University Mainz
Chinonyerem	Omenihu	Glasgow Caledonian University
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Ilaria	Orlandi	Copenhagen Business School
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Thomas	Poulsen	Copenhagen Business School
Anish	Purkayastha	The University of Sydney Business School
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Sasa	Qian	University of Wollongong
Yang	Qiu	Zhejiang University
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Maxime	Robin	HEC Montréal
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Chrissann	Ruehle	Florida Gulf Coast University
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Anita	Sahota	Altrata/BoardEx
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Ruth	Sealy	Henley Business School
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Anuruddika G	Senevirathne	University of Colombo
Irfan Haider	Shakri	RMIT University

List of Participants

Roy	Shapira	Reichman/BU
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Christine	Shropshire	Arizona State University
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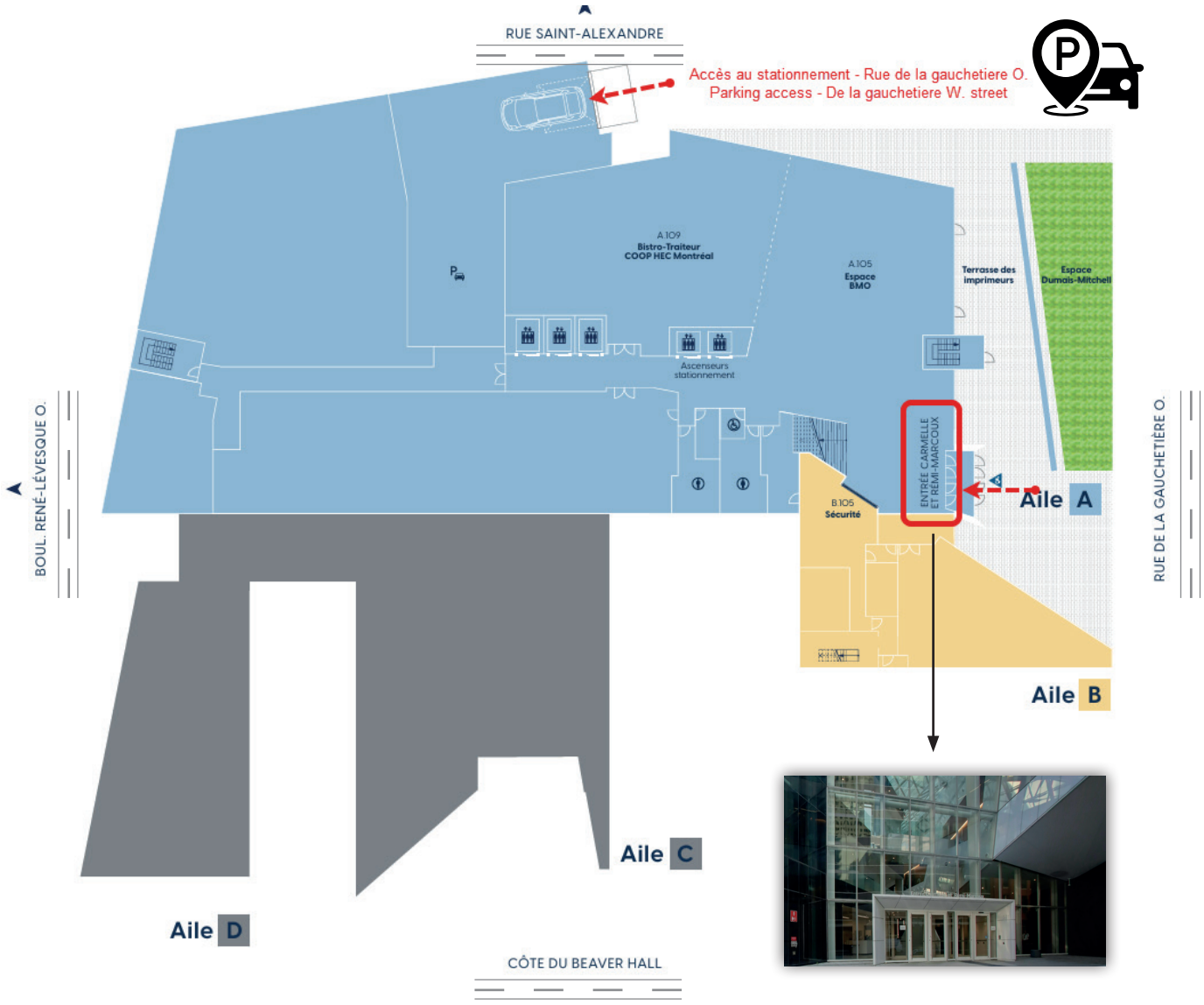
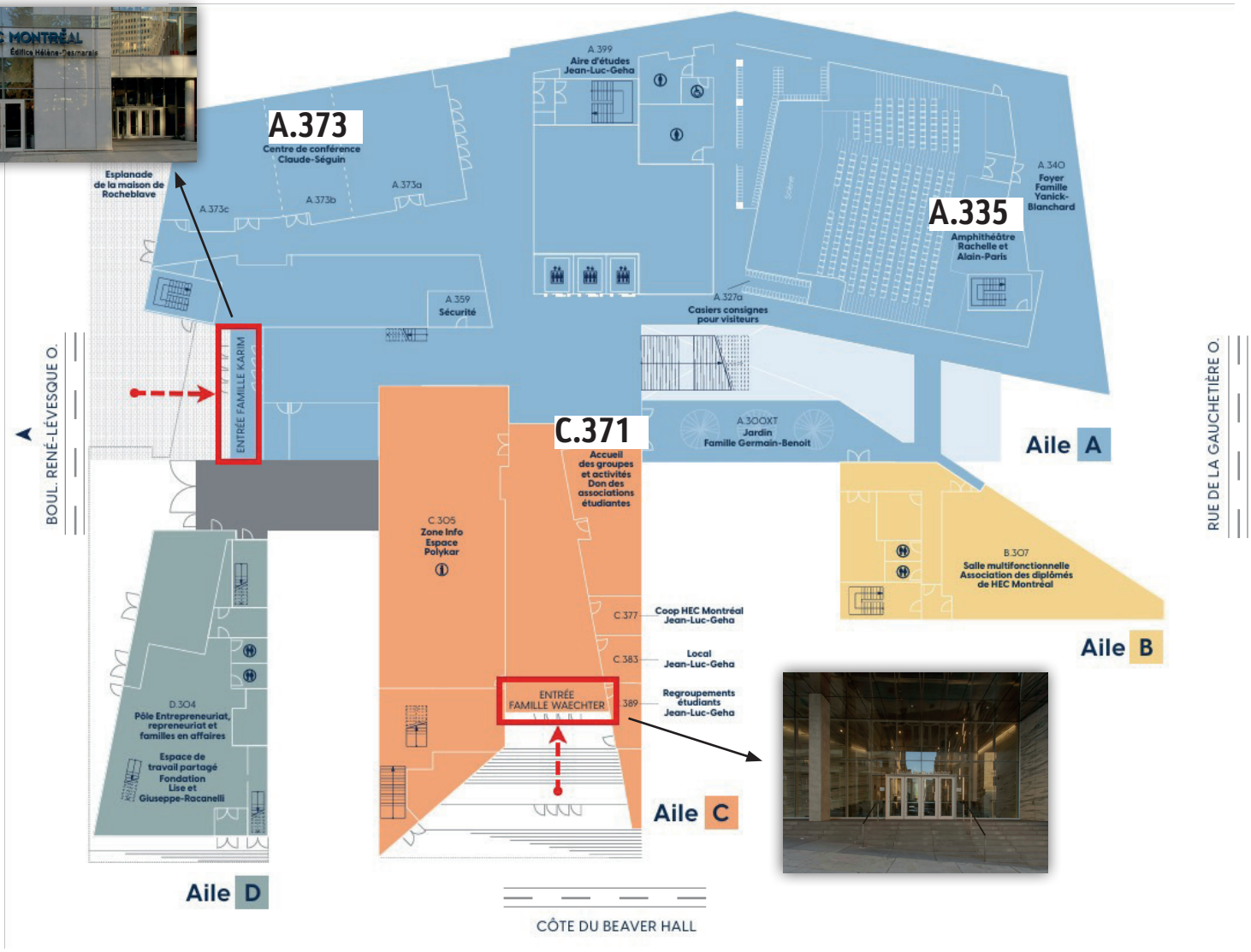
Malgorzata	Smulowitz	Wake Forest University School of Business
Stephen	Smulowitz	Wake Forest School of Business
Konstantinos	Stathopoulos	Alliance Manchester Business School
Sylvie	St-Onge	HEC Montréal
Saori	Sugeno	University of Surrey
Till	Talaulicar	University of Erfurt
Paulo	Terra	FGV-EAESP
Steen	Thomsen	Copenhagen Business School
Simon	Tièche	IMD Business School
Yerzhan	Tokbolat	Queen's University, Belfast
John	Towey	Harvard University
Véronique	Tremblay	Agence agileAI
Yurtsev	Uymaz	University of East Anglia
Dusya	Vera	Ivey Business School, Western University
Edward	Waitzer	Hennick Centre for Business and Law at Osgoode Hall
Michelle	Weck	University of Mainz
Chris	Willis	University of Mary Washington
Janet	yang	Bocconi University
Franck	Yannick Loba Ouattara	HEC Montréal
Jihae	You	University of Memphis
Simona	Zambelli	Università di Firenze
Alessandro	Zattoni	Luiss Unievrsity
Jingyu	Zhang	Queen's University
Qianru	Zhang	Australian National University
Yuchen	Zhang	Deakin University
Bob	Zukis	Digital Directors Network (DDN)

/ 1st Floor entrance



/ 3rd Floor rooms



Locaux

A.335
Amphithéâtre Rachelle et Alain-Paris
(including A.241 salon des conférenciers)

C.371
Accueil des groupes et activités

A.373
Centre de conférence Claude Séguin

A.393
Vestiaire

Rooms

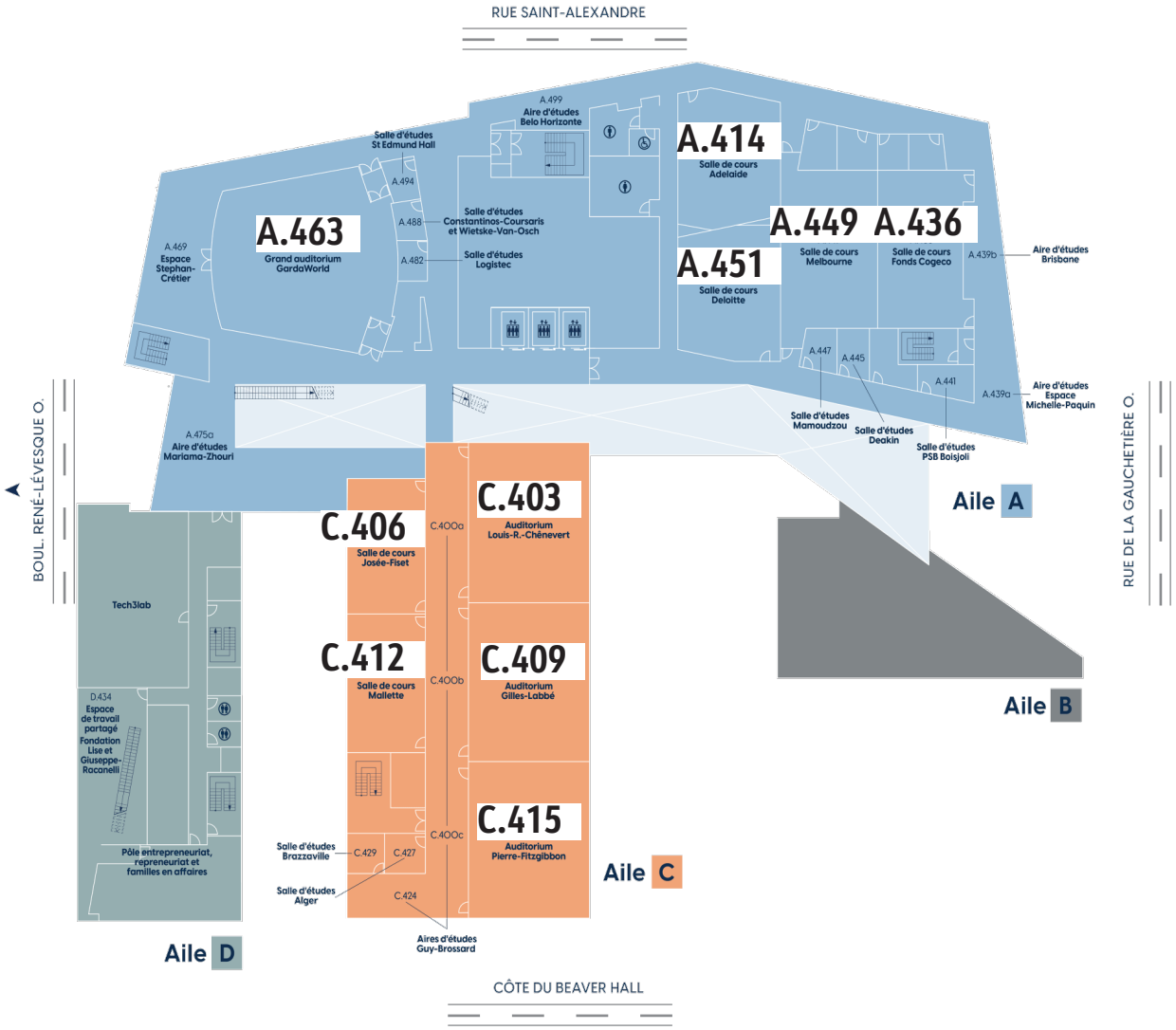
A.335
Rachelle and Alain-Paris Amphitheater
(including A.241, speakers' lounge)

C.371
Group Reception and Activities

A.373
Claude Séguin Conference Center

A.393
Coat Check

/ 4rd Floor rooms



Rooms / Locaux

C.403
Louis-R. Chênert

C.406
Josée-Fiset

C.409
Gilles-Labbé

C.412
Mallette

C.415
Pierre-Fitzgibbon

A.414
Adelaïde

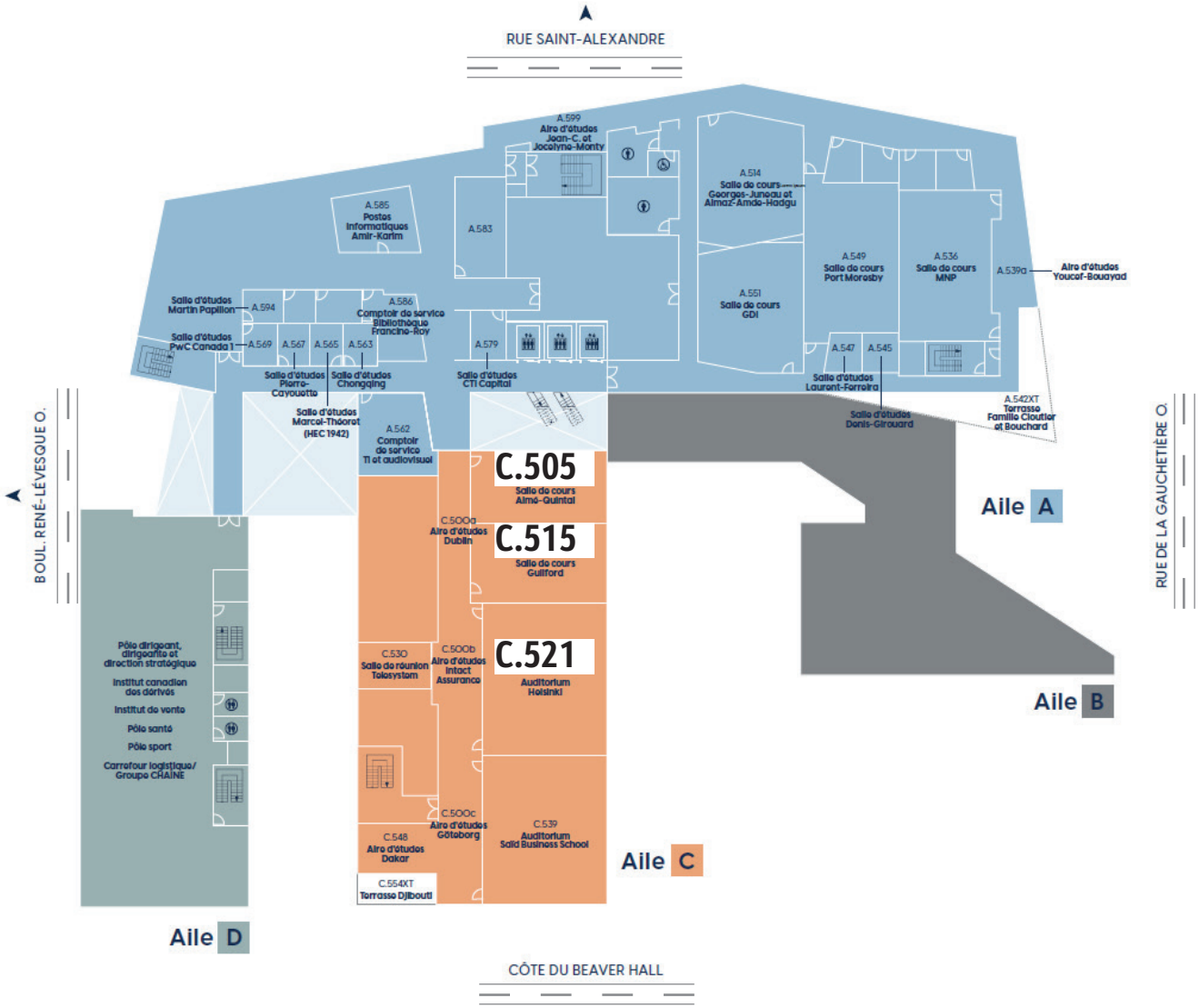
A.436
Fonds Cogeco

A.449
Melbourne

A.451
Deloitte

A.463
GardaWorld

/ 5rd Floor rooms



Rooms / Locaux

C.505
Aimé-Quintal

C.515
Guilford

C.521
Helsinki