



Governance and Diversity Workshop

3rd Edition

**Thursday, July 9, 2020
Paris, France**



Call for Papers

**Submission Due Date:
April 6, 2020**

Coordinators:

Nathalie BITBOL-SABA
Associate professor
Paris School of Business
n.bitbolsaba@psbedu.paris

Héger GABTENI
Associate professor, Academic Director
Paris School of Business
h.gabteni@psbedu.paris

There has been extensive conceptual and empirical research on the diversity of corporate governance practices of developed markets. If studies mainly focus on advanced capitalist economies, non-western countries (Jiang & Kim, 2015), emerging markets (Aguilera & Haxhi, 2019) and cross-national comparative studies (Estrin & Prevezer, 2011) are arousing a growing interest, in a context of globalisation and internationalisation. Understanding what the salient national differences are, exploring international convergence trends and the transportability of best practices remain hotly debated. As corporate governance practices are shaped by the larger environment including institutional (Aguilera & Jackson, 2003; Terjesen et al., 2015) and political (Terjesen & Singh, 2008) contexts of countries, there are necessarily multiple practices leading to effective corporate governance.

Studying governance and diversity also means exploring the composition of boards of directors in different types of organisations and countries. The attention on the issues of corporate board composition and ‘refreshment’ is not new, but the focus on board diversity has never been sharper within organisations. Enhancing board diversity is a key topic in corporate governance. Board diversity is not a static concept but a relevant mix of several dimensions (e.g. gender, age, nationality, ethnicity, educational and cultural background, skills, experience and tenure) for the board, based on business goals and future developments. The links between board diversity and performance (Frijns et al., 2016; Shehata et al., 2017) are attracting increasing interest. A number of studies have found positive links between board gender diversity and strategic decision-making (Nielsen & Huse, 2010) as well as board effectiveness (Terjesen et al., 2016). Carrying out comparative studies (Bonn et al., 2004), exploring corporate governance structures not only within the western world but also in non-western countries (Husted & De Sousa-Filo, 2019) as well as in emerging markets (Hoang et al., 2018; Katmon et al., 2019) could enable us to advance our understanding of corporate board diversity across the world.

Although female board participation is increasingly recognised across the world, overall progress has been slow and women are still under-represented on corporate boards. Some European countries, including France, Spain, Germany and the Netherlands (Adam & Ferreira, 2009), have imposed specific quotas for female directors on corporate boards, while the quota approach does not have traction in many other parts of the world. The ethnicity (Singh & Point, 2006) and the age diversity (Bonn et al., 2004; Shehata et al., 2017) still remain concerns while the change in the skillsets and expertise of new directors compared to incumbent directors and the increase in non-financial skills deserve to be studied. A broader approach to board diversity could also enhance the benefits it provides and enable further improvements for organisations.

While many of the contemporary debates about the value of diversity in the board of directors approach this concept as a performance driver, board diversity is increasingly recognised as a value and an end in itself, a manifestation of the fundamental democratic values of equality and social justice. As sustainability and corporate culture become focus items for many investors and companies, we can expect this trend to continue. Recent corporate governance research focuses on the need for organisations to adopt an ethical conduct in their operations

and governance. There is an increasing awareness on issues related to governance, board diversity and CSR (Harjoto et al., 2015; Rao & Tilt, 2016). Studies have shown how the diversity of board resources and the number of women on boards affect firms' Corporate Social Responsibility (CSR) ratings, and how, in turn, CSR influences corporate reputation (Bear et al., 2010).

While some organisations choose to fully endorse diversity practices, some others simply seek to comply with the minimum requirements without truly internalising good governance practices. Surveys (PWC's 2019 annual corporate directors survey) also reveal signs of "diversity fatigue" among board directors (Loop & DeNicola, 2019) who report that diversity efforts are motivated by political correctness. In such a context, there is a great need for academics to share their perspectives on diversity in the boardroom with practitioners (companies, investors, consultants, head hunters) and to build impactful collaborations with them. This workshop aims to stimulate a dialogue between research and practice in order to create synergies, increased value-added and positive results for individuals, organisations and society as a whole.

The 3rd Edition of Governance and Diversity Workshop aims to contribute to board diversity research and calls for research papers related (but not limited) to the following topics:

- Diversity of corporate governance models
- Codes of good governance and diversity
- Corporate governance and stakeholders diversity
- Cross-National Diversity of Corporate Governance
- Corporate governance and international convergence issues
- Board diversity and firm's performance / information processing / team dynamics / decision making / risk taking / change management / innovation /value creation
- Board diversity issues in listed corporations, entrepreneurial firms, family firms
- Corporate Governance, diversity and Shareholder Communication
- Board diversity: practices, discourses, tensions and legitimisation strategies
- Governance and diversity issues in non-Western and developing countries
- Comparative research on governance and diversity
- Gender diversity in corporate board: laws and quotas
- The intersectionality of gender, race, class in corporate boards
- Going beyond gender and ethnicity on boards: exploring other less explored attributes of directors
- Board diversity and CSR
- Relationship between board diversity and firm's sustainability practices.
- Board diversity and sustainable governance
- Board diversity and ethics

To share recent advances in academic research on these themes, we invite you to participate in the Governance and Diversity 3rd Workshop to be held on July 9, 2020 at Paris School of Business, 59 rue Nationale, 75013 Paris, France.

This workshop is designed for researchers in the field of diversity and corporate governance. Due to the transversality and multidisciplinary of this theme, various perspectives can be adopted and research papers in economics, law, accounting, finance, strategy, management as well as organisational behaviour are welcome. Contributions are welcomed from a variety of theoretical, methodological and philosophical traditions related to interpretive, critical, and qualitative approaches. PhD students and early careers scholars are most welcome as presenters and participants, particularly scholars from non-Western countries and emerging regions of the world, as well as scholars interested in or working on these regions. We also welcome practitioners, and encourage scholars collaborating with practitioners to attend this workshop together.

Workshop Details

All works from PhD students, young or experienced doctors will be considered with kindness. Abstracts of 300 - 400 words (plus references) can be written in French or English. They must include scientific specialty, contact information and institution of attachment. They should be send by April 6, 2020 with the mention "Governance and Diversity Workshop - call for papers" in the title of the message to:

Nathalie BITBOL-SABA
n.bitbolsaba@psbedu.paris

Héger GABTENI
h.gabteni@psbedu.paris

Notification of acceptance will be given by May 4, 2020.

Full papers written in French or English (maximum 12,000 words) will be submitted not later than June 7, 2020.

Each paper will be devoted 45 minutes and comprise the discussant's presentation of the paper (20 minutes), the author's response (10 minutes) and audience Q&A (15 minutes).

Key dates

April 6, 2020: abstracts proposals in French or English (maximum 400 words)

May 4, 2020: answer of coordinators

June 7, 2020: submission of full papers in French or English (maximum 12,000 words)

July 9, 2020: Workshop at Paris School of Business, 59 rue Nationale, 75013 Paris, France

Registration Fees

The registration fee is €80 for the full day and covers coffee, lunch and refreshments. It is €30 euros for PhD students.

References

- Adams, R.B., Ferreira, D. (2009), Women in the Boardroom and their Impact on Governance and Performance, *Journal of Financial Economics*, 94(2), 291-309.
- Aguilera, R.V., Haxhi I., (2019), Comparative Corporate Governance in Emerging Markets, *The Oxford Handbook of Management in Emerging Markets*.
- Bear S., Rahman N., Post C. (2010), The Impact of Board Diversity and Gender Composition on Corporate Social Responsibility and Firm Reputation, *Journal of Business Ethics*, 97(2), pp. 207-221.
- Bonn, I., Yoshikawa, T., Phan, P. (2004), Effects of board structure on firm performance : A comparison between Japan and Australia. *Asian Business & Management*, 3, pp 105-125.
- Estrin S., Prevezer M.(2011), The role of informal institutions in corporate governance :Brazil, Russia, India and China compared, *Asia Pacific Journal of Management*, 28(1), pp.46-67.
- Frijns, B., Dodd, O., & Cimerova, H., (2016), The impact of cultural diversity in corporate boards on firm performance, *Journal of Corporate Finance*, 41, 521-541.
- Harjoto, M., Laksmana, I., & Lee, R. (2015), Board diversity and corporate social responsibility, *Journal of Business Ethics*, 132 (4), 641-660.
- Hoang T.C , Abeysekera I., Ma S., (2018), Board Diversity and Corporate Social Disclosure: Evidence from Vietnam, *Journal of Business Ethics*, 151(3), pp 833-852.
- Husted B.W., De Sousa Filho J.M. (2019), Board structure and environmental, social, and governance disclosure in Latin America, *Journal of Business Research*, 102, pp. 220-227.
- Jiang F., Kim K.A. (2015), Corporate governance in China : a modern perspective, *Journal of Corporate Finance*, 32, pp. 190-216.
- Katmon N.,Mohamad Z.Z., Norwani N.M., Al Farooque O., (2019), Comprehensive Board Diversity and Quality of Corporate Social Responsibility Disclosure: Evidence from an Emerging Market, *Journal of Business Ethics*, 157(2), pp 447–481.
- Loop P., DeNicola P., (2019), You've Committed to Increasing Gender Diversity on Your Board. Here's How to Make it Happen, *Harvard Business Review*, <https://hbr.org/2019/02/youve-committed-to-increasing-gender-diversity-on-your-board-heres-how-to-make-it-happen>
- Nielsen, S., & Huse, M., (2010), Women directors' contribution to board decision-making and strategic involvement: The role of equality perception, *European Management Review*, 7, 16-29.
- PWC's 2019 annual corporate directors survey <https://www.pwc.com/us/en/services/governance-insights-center/library/annual-corporate-directors-survey.html>
- Rao, K., Tilt, C., (2016), Board Composition and Corporate Social Responsibility: The Role of Diversity, Gender, Strategy and Decision Making, *Journal of Business Ethics*, 138(2), 327-347.
- Shehata, N., Salhin, A., & El-Helaly, M., (2017), Board diversity and firm performance: evidence from the UK SMEs, *Applied Economics*, 49(48), 4817-4832.

Singh V., Point S. (2006), (Re)Presentations of Gender and Ethnicity in Diversity Statements on European Company Websites, *Journal of Business Ethics*, 68(4), pp 363–379.

Terjesen S., Singh V., (2008), Female Presence on Corporate Boards: A Multi-Country Study of Environmental Context, *Journal of Business Ethics*, 83(1), pp 55–63.

Siri Terjesen S. , Aguilera R.V., Lorenz R. (2015), Legislating a Woman’s Seat on the Board: Institutional Factors Driving Gender Quotas for Boards of Directors, *Journal of Business Ethics*, 128(2), pp 233–251.

Siri Terjesen S., Couto E.B., Francisco P.M. (2016), Does the presence of independent and female directors impact firm performance? A multi-country study of board diversity, *Journal of Management & Governance*, 20(3), pp 447-483.