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# ANNUAL REPORT

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# 2020 ANNUAL REPORT

2020 was the year of the pandemic. It took us on an unexpected rollercoaster ride of highs and lows that no one asked for. It cancelled our routines and rituals, consumed our attention and required us to alter our schedules and behaviour. We were soon overwhelmed by the relentless demands of living online. We were challenged by frustration, exhaustion and time, as the health emergency continued to rage offline.

Reliable information was in high demand, as was high quality research. ECGI quickly moved all of its activities online in the second quarter of 2020. Its first ever webinar was a global 24-hour marathon hosted in four different continents, addressing the corporate governance implications of the pandemic. ECGI then delivered a full programme of online seminars, conferences and workshops to an increasing global audience who could access ECGI events directly from their homes. The strength and depth of the ECGI network was never more important and meaningful as colleagues, co-authors and friends connected over shared experiences and supported each other through this difficult year. Not least, they organised and collaborated together on ECGI activities such as events, committees, and editorial boards. A collective energy poured into ECGI activities globally.

Research flowed unabated, on topics new and old. A record number of research papers were published in the ECGI working paper series, in both law and finance. Prizes were awarded virtually for papers on 'Nationalism' and 'Activism'. Fifty new research members and three new board members were appointed. Over 6,000 new subscribers joined the mailing list. LinkedIn and Twitter followers rolled up to new levels, as ECGI re-focused its online communications.

The appointment of Lucrezia Reichlin as Chair of ECGI in April, provided a renewed impetus to engage with policymakers. The two policy workshops which took place later in the year, on 'Sustainability Reporting' and 'Sustainable Corporate Governance' were testament to this. In November, ECGI won a grant from Norges Bank to deliver a project on the impact of the pandemic on corporations in 2021-2022.

ECGI is enormously grateful to its institutional, practitioner and academic members for joining or renewing their subscriptions in such a challenging year. The support of its patron members has been invaluable. The European Corporate Governance Research Foundation (ECGRF) provides the stability for ECGI to operate and deliver important research year after year.

In October 2020, David Devlin stepped down from the ECGI Board, having served for six years. The Board is grateful for his contribution, vision and guidance during his time as a Chair and Director, wishing him well in his retirement.

As we reflect on the achievements of 2020, our resolve is strengthened to work together as a network and to deliver high quality research on critical issues, with an increasing involvement in the many vibrant policy debates taking place around the world.

Marco Becht  
Executive Director

# 2020 EVENTS

ECGI engages with its members and partners through wide-ranging events around the world. These take the form of academic conferences, roundtables, and practitioner-academic events. The aim of these events is to encourage discussion and debate across geographic, industry and disciplinary boundaries. In some cases, ECGI organises the events and in others it collaborates with partner organisations to deliver material and insights from events around the world.

A full list of events is available at: <http://ecgi.global/content/event-list>

## Global webinar: The COVID-19 Crisis and Its Aftermath: Corporate Governance Implications and Policy Challenges



16 April 2020

A 24 Hour Global Webinar hosted throughout Australia, Japan, South Korea, Singapore, China, Israel, Germany, Sweden, United Kingdom, and USA.

This event was an initiative of the Global Corporate Governance Colloquia (GCGC) which is organised by ECGI. GCGC is an initiative that brings together the best research in law, economics, and finance relating to corporate governance at a yearly conference held at twelve leading universities in the Americas, Asia and Europe.

The twelve hosting institutions are: Columbia University, Harvard University, Imperial College London, National University of Singapore, Peking University, Seoul National University, Stanford University, Swedish House of Finance, University of Oxford, University of Tokyo, Yale University and Goethe University Frankfurt (Leibniz Institute for Financial Research SAFE and DFG LawFin Center). Japan Exchange Group (JPX) and Zurich Insurance are practitioner partners.

In 2020, the colloquium scheduled to take place in South Korea was cancelled and on short notice, a global online webinar was convened, highlighting the collegial and globally collaborative aspect of the GCGC initiative. In addition to the twelve academic partners, Monash University and IDC Herzliya (Israel) each hosted a session in the global webinar.

The webinar addressed important topics including digitalisation, takeover defences, M&A trends, bond markets, bankruptcy, environmental social and governance (ESG), impact investing, and more.



## 2020 Annual Members' Meeting



15 October 2020

The Annual Members' Meeting comprises a General Assembly of the ECGI members, the Annual Lecture and the award of the ECGI Working Paper prizes.

In 2020, the inaugural Wallenberg Lecture took place, following the renaming of the Annual Lecture with thanks to the Wallenberg Foundations.

The 2020 Wallenberg Lecture was delivered by Nobel Laureate and ECGI Fellow, **Oliver Hart** (Harvard University). The title of the lecture was: "The Relative Effectiveness of Exit and Voice Strategies", which argued that in a competitive world, exit (divestment and boycott) is less effective than voice in pushing firms to act in a socially responsible manner, and that individual incentives to join an exit strategy are not necessarily aligned with social incentives, whereas they are when well-diversified investors are allowed to express their voice.

**Anat Admati** (Stanford University) provided a discussion of Professor Hart's lecture.

Following the lecture, ECGI awarded two research prizes for the best papers in the Finance and Law Working Paper Series' from the previous year (see announcements section). The Annual Members' Meeting preceded an academic conference on 'Sustainable Finance and Corporate Governance', hosted by the Swedish House of Finance, in collaboration with ECGI.



"Divestment and boycotting can have a positive effect in pushing firms to be socially responsible, but...

at best this effect is less than proportional to the size of the funds or consumers involved; often it is zero; and individual and social incentives are not aligned".

**"Engagement should be made easier not more difficult".**

- Nobel Laureate and ECGI Fellow, Prof. Oliver Hart, Lewis P. and Linda L. Geyser University Professor at Department of Economics, Harvard University.



## ECGI Spotlight Series



13 July 2020 | 14 September 2020 | 16 November 2020

In 2020, ECGI launched a global seminar series highlighting chosen papers from the ECGI Working Paper Series. The Spotlight Team works together to identify papers that will have broad appeal to members of the ECGI network.



In 2020, the ECGI Spotlight Team consisted of **Mike Burkart**, Professor of Finance, London School of Economics and Political Science and Editor of the ECGI Working Paper Finance Series; **Amir Licht**, Professor of Law, Harry Radzyner Law School, Interdisciplinary Center Herzliya and Editor of the ECGI Working Paper Law Series; **Miriam Schwartz-Ziv**, Assistant Professor of Finance, Hebrew University of Jerusalem; and **Tom Vos**, PhD Researcher, FWO Fellow, Jan Ronse Institute for Company and Financial Law, KU Leuven Faculty of Law.

### Episode 1 | Active Short Selling by Hedge Funds



Finance Working Paper No. 609/2019 | Ian Appel and Vyacheslav Fos

The paper was presented by **Vyacheslav Fos**, Associate Professor of Finance and Hillenbrand Family Faculty Fellow, Boston College and discussed by **Stephen Fraidin**, Partner at Cadwalader Wickersham & Taft LLP.

The guest panel consisted of **Alon Brav**, Peterjohn-Richards Professor of Finance, Fuqua School of Business, Duke University; **Julian Franks**, Professor of Finance; Alexander M. Knaster Chair, London Business School; **Ronald J. Gilson**, Meyers Professor of Law and Business, Emeritus, Stanford University, and the Marc and Eva Stern Professor of Law and Business, Columbia University; **Wei Jiang**, Arthur F. Burns Professor of Free and Competitive Enterprise, Columbia Business School; **Alexander Ljungqvist**, Stefan Persson Family Chair in Entrepreneurial Finance, Stockholm School of Economics; **Nadya Malenko**, Associate Professor of Finance at the University of Michigan.

**"The prevalence of short-selling campaigns by hedge funds has increased considerably in recent years".**

## Episode 2 | For Whom is the Corporation Managed in 2020?: The Debate over Corporate Purpose



Law Working Paper No. 515/2019 | Ed Rock

The paper was presented by **Ed Rock**, Martin Lipton Professor of Law, Director, Institute for Corporate Governance & Finance, NYU Law, Fellow of American College of Governance Counsel, and ECGI Fellow.

**"Analytically and conceptually, there are four separate questions being asked".**

The guest panel consisted of **Renee Adams**, Professor of Finance at Saïd Business School, University of Oxford; **Herman Daems**, Chair of the Board of BNP Paribas Fortis; **Steven Davidoff Solomon**, Professor of Law, University of California, Berkeley School of Law; **Guido Ferrarini**, Professor of Business Law and Capital Markets Law, University of Genoa; **Leo E. Strine Jr.**, Former Chief Justice of the Delaware Supreme Court, now Of Counsel at Wachtell, Lipton, Rosen & Katz.

## Ep. 3 | Trading and Shareholder Democracy



Finance Working Paper No. 631/2019 | Doron Levit, Nadya Malenko, Ernst Maug

The paper was presented by **Nadya Malenko**, Associate Professor of Finance at the University of Michigan, Ross School of Business; Associate Editor at the Journal of Finance, Review of Financial Studies, and Journal of Corporate Finance, ECGI Research Member.

The guest panel consisted of **Amil Dasgupta**, Professor of Finance, London School of Economics (LSE); **Denis Gromb**, Antin I.P. Chair Professor of Finance at HEC Paris; **Robert Schuchna**, Partner, Cevian Capital and member of the Supervisory Board, Bilfinger SE.

**"Delegating decision-making to the board can improve shareholder value".**



## COLLABORATIONS

ECGI also provided organisational and communication support to events organised by ECGI Research Members during the year. These included the following events:

### SMEs, Families and Capital Markets



19 June 2020 | Hosted by Stockholm School of Economics in Riga

This conference was organised and hosted by **Anete Pajuste** (Stockholm School of Economics (Riga) and ECGI), with support from ECGI. The conference opened with a keynote address by the Executive Vice-President of European Commission, **Valdis Dombrovskis**. Professor **Morten Bennedsen** (The Wendel Center, INSEAD, University of Copenhagen and ECGI) began the academic sessions by exploring why we study family firms, what are the family assets and roadblocks, and whether family firms can be a force for good. Prof. Bennedsen outlined six key elements to their longevity, observing that they are persistent and ubiquitous.

The ensuing panel, comprising **Kārlis Urbāns** (KPMG Baltics), **Ivars Bergmanis** (LHV), **Vikas Mehrotra** (Alberta School of Business, University of Alberta) and **Anete Pajuste** (Stockholm School of Economics (Riga) and ECGI), considered what capital markets can offer SMEs and Family Businesses.

Professor **Janis Berzins** (BI Norwegian Business School) presented his co-authored paper on "*Shareholder illiquidity and firm behavior: Financial and real effects of the personal wealth tax in private firms*" which suggests that shocks to household finance propagate to corporate finance.

Professor **Vikas Mehrotra** (Alberta School of Business, University of Alberta), presented his co-authored paper "*Family Control without Ownership: Evidence from Publicly-traded Japanese Firms*". In a series of case studies, he showed how in each of the companies, founding families are able to exercise control despite having little ownership.

Professor **Marc Goergen** (IE Business School and ECGI) presented his co-authored paper "*Earnings Management around Founder CEO Re-appointments and Successions in Family Firms*" which studies earnings management around CEO re-appointments and CEO successions in listed family firms.

In the final session of the conference, **Tanya Panova** (European Commission) and **Jonathan Haynes** (Oxera) presented some initial factual findings from Oxera's ongoing study for the European Commission on the functioning of primary and secondary equity markets. This study provided the evidence base to inform the Commission's plan to further advance the Capital Markets Union with policies that aim to provide a better environment for listing of companies of different sizes.

A summary report from the event is available on the ECGI website: <https://ecgi.global/news/event-report-smes-families-and-capital-markets>





## Sustainable Finance and Corporate Governance



16-18 October 2020 | Hosted by the Swedish House of Finance

This conference was organised and hosted by **Bo Becker** (Swedish House of Finance at the Stockholm School of Economics, and ECGI), with support from ECGI. Delivered over three days, the format included the presentation and discussion of twelve papers and a conversation with **Peter Wallenberg Jr.** (Wallenberg Foundations).

The field of Sustainable Finance was broadly covered, with presentations about the role of the corporation, its owners and employees, at times focusing solely on the environmental aspects, and sometimes discussing ESG aspects as a whole.

A thread throughout the conference was the 50th anniversary of the Milton Friedman doctrine, with each of the papers either a tribute to the Friedman doctrine or the diagnosis of its midlife crisis.

## Rethinking Stewardship



23 October 2020 | Hosted by the Ira M. Millstein Center for Global Markets and Corporate Ownership, Columbia Law School

This conference was organised and hosted by **Jeffrey Gordon** (Columbia Law and ECGI), with support from ECGI.

The goal of the conference was to examine the conception of stewardship for its “fit” with current practices of institutional investors, the “products” that asset managers offer to beneficial owners, and the diverse patterns of ownership and economic development throughout the world.

**Lucian Bebchuk** (Harvard Law School and ECGI) argued that a particularly important class of institutional investors, index funds, significantly underinvest in stewardship, and are excessively deferential to corporate managers, relative to what would best serve the interests of the funds’ beneficial investors.

**Jeffrey Gordon** (Columbia Law School and ECGI) presented an alternative conception of stewardship, “systematic stewardship,” appropriate for maximally diversified investors, based on the distinction in Modern Portfolio Theory between idiosyncratic and systematic risk. Thus institutional investors can take up issues like climate change, which affect the level of systematic risk, consistent with a finance rationale of trying to achieve the best risk-adjusted return for their investors.

**Dionysia Katelouzou** (King’s College London) presented the findings from her empirical analysis of the rhetoric of stewardship by activist hedge funds in the UK, and **Dan Puchniak**, (National University of Singapore and ECGI) contended that the relative weakness of institutional investors and dominance of controlling shareholders in non-Anglo-American jurisdictions makes the widespread transplant of UK-style stewardship codes a “global legal misfit” - resulting in stewardship functioning in diverse and unanticipated ways around the world.

Chief Justice (ret) **Leo Strine** (Delaware Supreme Court) delivered a keynote address and the papers were discussed by panelists from globally significant asset managers, legal scholars and other researchers, and corporate governance practitioners.

## Can Purpose Deliver Better Corporate Governance?



28-30 October 2020 | Hosted by IESE Business School, Barcelona

This conference was organised and hosted by **Jordi Canals** (IESE Business School), with support from ECGI. It focused on the connection between purpose and governance and brought together leading scholars, including Nobel Laureate **Bengt Holmström**, from the fields of strategy, organisational theory, organisational economics, finance and corporate law to address these important questions with thoughtful business executives, corporate lawyers, asset managers and board directors from a variety of sectors.

Participants included: **John Almandoz** (IESE); **Marco Becht** (Solvay Brussels School, ECGI and CEPR); **Patrick Bolton** (Columbia University and ECGI); **Jordi Canals** (IESE); **Fabrizio Ferraro** (IESE); **Jill E. Fisch** (University of Pennsylvania Law School and ECGI); **Caroline Flammer** (Boston University's Questrom School of Business); **Claudine Gartenberg** (The Wharton School at the University of Pennsylvania); **Mireia Giné** (IESE and ECGI); **Jordi Gual** (CaixaBank); **Rebecca Henderson** (Harvard Business School); **Bengt Holmström** (MIT and ECGI); **Sophie L'Hélias** (LeaderXXChange and ICGN); Baroness **Denise Kingsmill** (Inditex and IAG); **Juvenio Maeztu** (CEO of IKEA); **Colin Mayer** (Saïd Business School, University of Oxford, British Academy and ECGI); **Paul Polman** (former CEO of Unilever); **Joan Enric Ricart** (IESE); **Henry Tricks** (The Economist); **José Viñals** (Chair, Standard Chartered); **Xavier Vives** (IESE Business School and ECGI); **Ernst-Ludwig von Thadden** (University of Mannheim and ECGI); **Luigi Zingales** (University of Chicago Booth School of Business and ECGI)

**"I think changing capitalism dramatically seems utterly unwarranted at this stage".**

"Nevertheless there are improvements that can be made to corporate governance on the margin that do not involve massive structural change".

*- Nobel Laureate and ECGI Fellow, Prof. Bengt Holmström, Paul A. Samuelson Professor of Economics, Emeritus, at Massachusetts Institute of Technology*

**"No long-lived company was founded to maximise shareholder value. They were started for specific purposes".**

*- Paul Polman, former CEO of Unilever, campaigner and businessman.*



## Stakeholder Capitalism: The Case For and Against



10 December 2020 | Hosted by London Business School

Continuing ECGI's series of events on the topic, this debate by two ECGI Fellows, **Alex Edmans** (LBS) and **Lucian Bebchuk** (Harvard Law School), explored in-depth views on stakeholder capitalism, providing an opportunity to gain different perspectives on this widely debated issue.

Professor Edmans presented the case for corporate leaders serving goals other than shareholder value, and Professor Bebchuk questioned this approach, arguing that stakeholderism is misguided and reflects "ill-defined purpose". They challenged each other on their positions. **Gillian Tett** (Financial Times) moderated the debate and Q&A, which prompted a frenzy of mixed reactions from the virtual attendees.

## ECGI Full Picture (Policy) Series

In 2020, ECGI launched a policy series which provides a forum for ECGI research members to organise and participate in policy workshops, facilitating informed commentary on topical issues that are being considered by global policymakers. The goal is to provide a 'full picture' of the research on these topics which will in turn allow for more measured decisions and policy evolution. ECGI Fellows and research members are invited to organise these workshops.

## Directors' Duties and Sustainable Corporate Governance



11-13 November 2020

In November 2020, ECGI organised an online policy workshop to discuss the EY report on 'Directors' Duties and Sustainable Corporate Governance' that had been commissioned by the European Commission. The report was part of an action plan devised by a "High Level Expert Group on sustainable finance (HLEG)" that had identified short-termism in capital markets as a major obstacle to achieving the sustainable development goals and the targets of the Paris climate agreement. ECGI held an online workshop on 11-13 November 2020 to discuss the report, the academic literature, and recommendations on the topics referenced in the report.

The consensus from the workshop participants was that the issue deserves a more sophisticated analysis and response. It cautioned against the unlimited and widespread directors' liability amendments which could damage European business, offering a clear recommendation to the EU Commission to disregard the study.

The broader EU Commission programme, of which the report is a feature, aims at making the EU market economy work for people, not only addressing short-termism, but also inequality and, more generally, stakeholder capitalism, enlightened shareholder value, responsible investment, responsible banking and corporate purpose. The insights from this workshop should serve as a guide towards better integrating the short-termism policy solutions into the bigger agenda.

Several ECGI research members commented on the initiative, authored opinion articles, made submissions to the European Commission and issued a 'Call for Reflection on Sustainable Corporate Governance'.

## Sustainability Reporting



4 December 2020

The online policy workshop on 'Sustainability Reporting' hosted by the European Corporate Governance Institute (ECGI) and the Impact Economy Foundation (IEF) was held on 4 December 2020, in reaction to IFRS' consultation paper. The IFRS Trustees published the consultation to explore the desirability of global sustainability standards and what the potential role of the IFRS Foundation could be. The workshop was organised by **Lucrezia Reichlin**, Professor of Economics at the London Business School, ECGI Chair and IFRS Trustee, together with **Dirk Schoenmaker**, Professor of Banking and Finance at the Rotterdam School of Management. **Erkki Liikanen**, Chair of the Trustees of the IFRS Foundation, opened the workshop.

**Christian Leuz**, Professor of International Economics, Finance and Accounting at the University of Chicago's Booth School of Business and ECGI Fellow, provided a keynote briefing containing lessons from literature which set the stage for discussion. Three key topics were raised: Should we make reporting mandatory? Should there be a global set of standards? (and, if so, which one?); And what is the goal of sustainability reporting? Regarding the last question, he presented two goals: giving the investors what they want and driving change with sustainability reporting. At first glance, the IFRS intrinsic motivation seems related to the second goal, but the consultation paper hints at the first goal. He observed that focusing on investors' needs ignores externalities unless their preferences go beyond shareholder value.

**Adrian de Groot Ruiz**, Executive Director of the Impact Institute and Board Member of the Impact Economy Foundation, gave a presentation on what corporate reporting looks like in practice and reflected on the potential impact of IFRS.

The first panel discussion included the views of **Sandy Boss**, Global Head of Investment Stewardship for BlackRock and a member of BlackRock's Global Executive Committee, and **Bob Eccles**, Visiting Professor of Management Practice, Saïd Business School, University of Oxford, Founding Chairman of the Sustainability Accounting Standards Board (SASB) and one of the founders of the International Integrated Reporting Council (IIRC), on global sustainability standards.

The second panel discussed the position of sustainability reporting in Europe and the potential role of the EU, hearing from **Alain Deckers**, Head of Unit, Corporate Reporting, Audit and Credit Rating Agencies and Vice Chair of the European Corporate Reporting Lab at the European Commission, **Rients Abma**, Executive Director of Eumedion, and **Pierre-Emmanuel Beluche**, Head of Sustainable Finance at the French Treasury.

The third panel reflected on the theme of enforcement, with panelists: **Steven Maijoor**, Chair of the European Securities and Market Authority (ESMA) and **Tajinder Singh**, Deputy Secretary-General of IOSCO.

Professor **Dirk Schoenmaker** concluded that regulators are willing to act, however they require clear, common standards. He further remarked that he had learned two new important words: dynamic materiality and dynamic convergence, both stemming from transition dynamics. The distinction between single and double materiality is more an analytical dividing line, but in practice it will be dynamic. Mr. Singh similarly stated that they are not so much isolated silos. He stressed the importance of building on existing work conducted to date by the leading sustainability reporting initiatives and keeping a holistic approach.

## ANNOUNCEMENTS



In April, ECGI announced the appointment of Professor **Lucrezia Reichlin** as the new Chair of ECGI succeeding Guy Jubb, the Interim Chair.

Professor Reichlin is Professor of Economics at the London Business School, a non-executive director of AGEAS Insurance Group as well as Chair & co-founder of Now-Casting Economics Ltd and a Trustee of the IFRS Foundation, which governs and oversees the International Accounting Standards Board.

Speaking about the appointment, Professor Marco Becht, Executive Director & Fellow of ECGI, said; "I wish to thank Professor Reichlin for accepting the role of ECGI Chair and we look forward to working with her. We would also like to extend our great appreciation for the leadership of the Interim Chair, **Guy Jubb**, during the past 18 months. His contribution to the continued operation and evolution of ECGI exemplifies his professionalism, diplomacy and friendly support".

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In June, ECGI announced the appointment of Professor **Yupana Wiwattanakantang** to the Board of Directors.

Professor Wiwattanakantang is Associate Professor of Finance at the National University of Singapore (NUS), Business School. Having studied in Thailand and Japan, she worked as a Professor at Hitotsubashi University, Tokyo, Japan (2000 - 2010) before joining NUS in 2010. She specialises in corporate governance and corporate finance research, with a focus on family firms and business groups. She has published in several journals including the Journal of Financial Economics and Review of Financial Studies.

Professor Marco Becht, said; "Yupana is a valued member of the ECGI research network, having participated in many ECGI conferences, in addition to providing valuable insight and engaging with other members. The ECGI Board and executive team very much look forward to working with her."

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In November, ECGI announced the appointment of **Herman Daems** to the Board of Directors.

Herman Daems is Chair of the Board of BNP Paribas Fortis. He is emeritus professor at the Faculty of Economics and Management of K.U. Leuven and former Chair of the Board of Governors at KU Leuven. He has chaired the Belgian Corporate Governance Committee, which sets the governance code for boards of listed companies in Belgium.

Mr. Daems was a member of the executive committee of the Belgian employers association and holds several board positions. He received the hereditary title of Baron from his Majesty the King of Belgium in April 2014.

Lucrezia Reichlin said, "Herman's combination of academic, policy and professional experience is an invaluable benefit to an organisation like ECGI which sits at the intersection of all three worlds. We warmly welcome Herman at this pivotal time for ECGI."



## 2020 WORKING PAPER PRIZES



CLEARY GOTTLIB



The 2020 Aberdeen Standard Investments Prize of EUR 5,000 was awarded to **Alon Brav** (Duke University and ECGI), **Wei Jiang** (Columbia University and ECGI), **Tao Li** (University of Florida), **James Pinnington** (Duke University) for their paper on: “Picking Friends Before Picking (Proxy) Fights: How Mutual Fund Voting Shapes Proxy Contests” (ECGI Finance Working Paper 601/2019).

The paper provides a very relevant contribution to the relative influence and voting behaviour of passive versus active funds. It finds that firm, fund, and event characteristics generate substantial heterogeneity among investors in their support for the dissident, including their reliance on proxy advisors. Notably, that active funds are significantly more pro-dissident than passive funds.

The 2020 Cleary Gottlieb Steen & Hamilton Prize for the Best Paper in the ECGI Law Working Paper Series has been awarded to **Mariana Pargendler** (FGV Law School in São Paulo and ECGI) for her paper: “The Grip of Nationalism on Corporate Law” (ECGI Law Working Paper 437/2019).

The paper argues that nationalist influence on corporate law is old, widespread, and resilient, such that corporate law has been used as a stealth mechanism for protectionism. It shows that nationalism has left an imprint on the most important features of the governance landscape, ranging from ownership structures and takeover defenses to choice of law and investor protection. Protectionist objectives, rather than the agency cost considerations that dominate the literature, are the proximate cause of corporate reforms with surprising frequency.

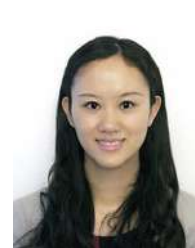
Referring to the awards, Professor Marco Becht, ECGI Executive Director said “The Working Paper prizes exemplify the high standard of research being produced by ECGI research members and fellows worldwide. They are providing evidence and theory, without bias or agenda, to otherwise unproven claims in real world situations. ECGI congratulates the 2020 winners and thanks the sponsors, Aberdeen Standard Investments and Cleary Gottlieb Steen & Hamilton for their continued support of the series.”

## ECGI RESEARCH MEMBER APPOINTMENTS

Research Members play a special role in the governance of ECGI, they are the guardians of its scientific independence and integrity. With the support of the European Corporate Governance Research Foundation (ECGRF), 50 new research members were appointed to the European Corporate Governance Institute in December 2020.

The new Research Members, who are drawn from academia in Europe, North America and Asia, were admitted on the quality of their academic work in the field of corporate governance.

Anat Admati	Stanford University
Emilios Avgouleas	University of Edinburgh
Audra Boone	Texas Christian University
Laura Bottazzi	Bologna University and IGIER-Bocconi
Christa Bouwman	Texas A&M University
Anthony Casey	The University of Chicago Law School
Sudipto Dasgupta	Chinese University of Hong Kong
Vivian Fang	University of Minnesota
Fabrizio Ferri	University of Miami
Laura Field	University of Delaware
Beatriz Garcia Osma	Universidad Carlos III de Madrid
Edith Ginglinger	Université Paris-Dauphine, PSL
Christian Gollier	Toulouse School of Economics
Takeo Hoshi	Stanford Graduate School of Business
Cally Jordan	Melbourne Law School
Kathleen Kahle	University of Arizona
Jonathan Karpoff	University of Washington
Vikramaditya Khanna	University of Michigan Law School



April Klein	New York University
Yrjo Koskinen	University of Calgary
Philipp Krueger	University of Geneva & Swiss Finance Institute
Katja Langenbacher	Goethe University, Frankfurt, Germany
Kai Li	University of British Columbia
Michelle Lowry	Drexel University
Roni Michaely	University of Geneva
John Morley	Yale Law School
Federico Mucciarelli	University of Modena & Reggio Emilia
Lalitha Naveen	Temple University
Lilian Ng	York University
Alexandra Niessen-Ruenzi	University of Mannheim
Fernando Penalva	IESE Business School, University of Navarra
Elizabeth Pollman	University of Pennsylvania Law School
Dan Puchniak	National University of Singapore, Faculty of Law
Manju Puri	Duke University
Ian Ramsay	University of Melbourne
Enrichetta Ravina	Research Department, Federal Reserve Bank of Chicago
Lucrezia Reichlin	London Business School
Lukas Roth	University of Alberta
Maribel Saez Lacave	Universidad Autónoma de Madrid
Miriam Schwartz-Ziv	Hebrew University of Jerusalem
Merih Sevilir	Indiana University Kelley School of Business
Robert Sitkoff	Harvard University
Johan Sulaeman	National University of Singapore
Eric Talley	Columbia University
Margarita Tsoutsoura	Cornell University
Umakanth Varottil	National University of Singapore
Vikrant Vig	London Business School
Susan Watson	University of Auckland
Michelle Welsh	Monash University
Xiaoyun Yu	Indiana University Kelley School of Business





# 2020 RESEARCH

In 2020, ECGI's 277 (now 327) research members published 143 ECGI Working Papers on corporate governance and stewardship related topics. One of ECGI's main roles is to disseminate this research output to a variety of audiences using different formats and tools. All working papers are available on the ECGI website.

Topics that featured in 2020 include: Sustainability, Climate, Directors' Duties, Purpose, Culture, and Common Ownership, together with familiar topics of Bankruptcy, Dual Class Shares, Related Party Transactions and more. The increase in Sustainability research was very clearly pronounced in 2020.

## Climate and ESG

### Low-carbon Mutual Funds

Marco Ceccarelli (University of Zurich and Swiss Finance Institute), Stefano Ramelli (University of Zurich), Alexander F. Wagner (University of Zurich, Swiss Finance Institute, CEPR and ECGI)  
Finance Working Paper 659/2020

### Climate Risk Disclosure and Institutional Investors

Emirhan Ilhan (Frankfurt School of Finance and Management, Philipp Krueger (University of Geneva, SFI and GFRI), Zacharias Sautner (Frankfurt School of Finance & Management and ECGI), Laura T. Starks (University of Texas at Austin and ECGI)  
Finance Working Paper 661/2020

### ESG Shareholder Engagement and Downside Risk

Andreas G.F. Hoepner (University College Dublin), Ioannis Oikonomou (University of Reading), Zacharias Sautner (Frankfurt School of Finance and Management ECGI), Laura T. Starks (University of Texas at Austin and ECGI), Xiao Y. Zhou (University of Oxford)  
Finance Working Paper 671/2020

### The UK Stewardship Code 2010-2020: From Saving the Company to Saving the Planet?

Paul Davies (Centre for Commercial Law, Harris Manchester College, University of Oxford and ECGI)  
Law Working Paper 506/2020

### Corporate Environmental Policy and Product Market Competition

Yaniv Grinstein (IDC Herzliya, Cornell University and ECGI), Yelena Larkin (York University)  
Finance Working Paper 702/2020



### **Firm-level Climate Change Exposure**

Zacharias Sautner (Frankfurt School of Finance and Management and ECGI), Laurence van Lent (Frankfurt School of Finance and Management), Grigory Vilkov (Frankfurt School of Finance and Management), Ruishen Zhang (Shanghai University of Finance and Economics)  
Finance Working Paper 686/2020

### **Do Investors Care about Carbon Risk?**

Patrick Bolton (Columbia University, CEPR, NBER and ECGI), Marcin Kacperczyk (Imperial College London and CEPR)  
Finance Working Paper 711/2020

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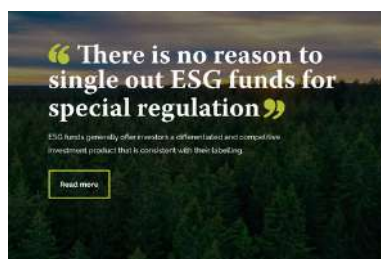
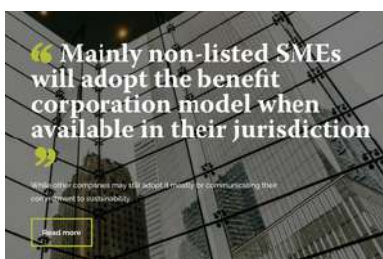
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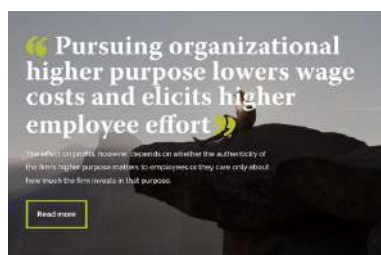
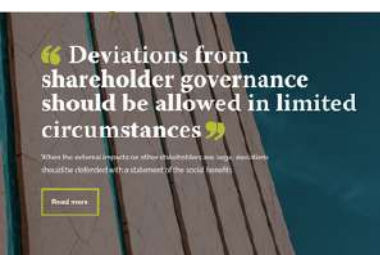
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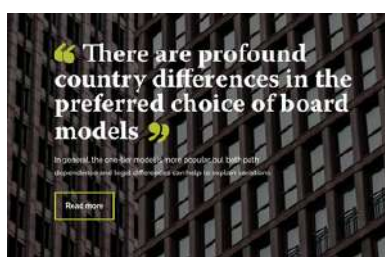
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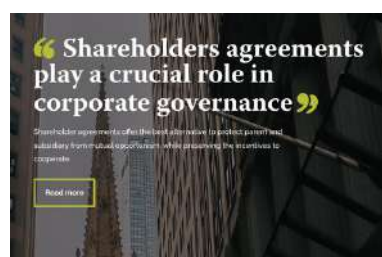
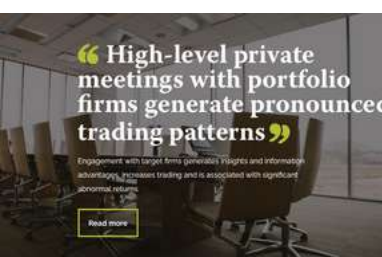
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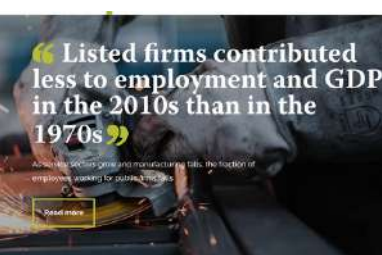
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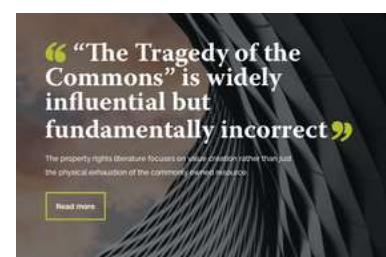
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### **Shifting Influences on Corporate Governance: Capital Market Completeness and Policy Channeling**

Ronald Gilson (Stanford Law School and ECGI), Curtis J. Milhaupt (Stanford Law School and ECGI)  
Law Working Paper 546/2020

### **The Inside Information Regime of the MAR and the Rise of the ESG Era**

Peter O. Mülbert (University of Mainz and ECGI), Alexander Sajnovits (University of Mainz)  
Law Working Paper 548/2020

### **Making the Case for a Rome V Regulation on the Law Applicable to Companies**

Carsten Gerner-Beuerle (University College London and ECGI), Federico M. Mucciarelli (University of Modena and Reggio Emilia and SOAS University of London), Edmund Schuster (London School of Economics and Political Science), Mathias Siems (European University Institute, Durham University, and ECGI)  
Law Working Paper 549/2020

### **My Creditor's Keeper: Escalation of Commitment and Custodial Fiduciary Duties in the Vicinity of Insolvency**

Amir N. Licht (Interdisciplinary Center Herzliya and ECGI)  
Law Working Paper 551/2020

### **Research Handbook on Comparative Corporate Governance: Introduction**

Afra Afsharipour (University of California, Davis), Martin Gelter (Fordham University and ECGI)  
Law Working Paper 552/2020

### **The Power of the Narrative in Corporate Lawmaking**

Mark J. Roe (Harvard University and ECGI), Roy Shapira (Interdisciplinary Center Herzliya)  
Finance Working Paper 554/2020

### **The Rise of International Corporate Law**

Mariana Pargendler (Fundação Getúlio Vargas Law School at São Paulo, New York University and ECGI)  
Law Working Paper 555 /2020

### **The Market for Stewardship and the Role of the Government**

Dionysia Katelouzou (Dickson Poon School of Law), Eva Micheler (London School of Economics)  
Law Working Paper 556/2020

### **Augmented Lawyering**

John Armour (University of Oxford and ECGI), Richard Parnham (University of Oxford), Mari Sako (University of Oxford)  
Law Working Paper 558/2020

### **The Party Structure of Mutual Funds**

Ryan Bubba (New York University and ECGI), Emiliano Catan (New York University)  
Law Working Paper 560/2020

“Takeover defenses that help to create value when firms are young become increasingly costly as firms age”

When a firm adopts takeover defenses at the time of its IPO, do managers and investors consider the defendant's long-term costs?

[Read more](#)

“The short-selling of ETFs creates “phantom” shares, trading at market prices, with no associated voting rights”

Increases in phantom shares are associated with decreases in number of proxy votes cast, and increases in broker non-votes, the voting premium, and value-reducing acquisitions.

[Read more](#)

“The perception of the quality of law is more important than its actual quality to explain post-IPO firm value”

A more sophisticated theorization of the ways in which law affects entrepreneurial finance is needed.

[Read more](#)

“The potential of company law to make companies more sustainable should not be overlooked”

The use of procedural regulatory instruments such as disclosure or consultation requirements may foster the answer.

[Read more](#)

**Managerial Trustworthiness and Buybacks**

Sterling Huang (Singapore Management University), Kaisa Snellman (INSEAD), Theo Vermaelen (INSEAD and ECGI)  
Finance Working Paper 703/2020

**Uncertainty and Contracting in Organizations**

David L. Dicks (Baylor University), Paolo Fulghieri (University of North Carolina and ECGI)  
Finance Working Paper 704/2020

**Dynastic Control Without Ownership: Evidence from Post-War Japan**

Morten Bennesen (INSEAD, University of Copenhagen and ECGI), Vikas Mehrotra (University of Alberta), Jungwook Shim (Kyoto Sangyo University), Yupana Wiwattanakantang (National University of Singapore and ECGI)  
Finance Working Paper 705/2020

**Why Have CEO Pay Levels Become Less Diverse?**

Torsten Jochem (University of Amsterdam), Gaizka Ormazabal (University of Navarra, CEPR, and ECGI), Anjana Rajamani (Erasmus University Rotterdam)  
Finance Working Paper 707/2020

**Are CEOs paid extra for riskier pay packages?**

Ana M. Albuquerque (Boston University), Rui Albuquerque (Boston College, CEPR and ECGI), Mary Ellen Carter (Boston College), Qi (Flora), Dong (Kennesaw State University)  
Finance Working Paper 697/2020

**Disaster Relief, Inc.**

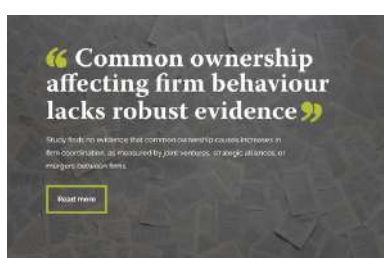
Hao Liang (Singapore Management University and ECGI), Cara Vansteenkiste (University of New South Wales)  
Finance Working Paper 709/2020

**The Big Three and Board Gender Diversity: The Effectiveness of Shareholder Voice**

Todd A. Gormley (Washington University in St. Louis and ECGI), Vishal K. Gupta (University of Alabama), David A. Matsa (Northwestern University and NBER), Sandra C. Mortal (University of Alabama), Lukai Yang (University of Alabama)  
Finance Working Paper 714/2020

**Board Diversity and Shareholder Voting**

Ian D. Gow (University of Melbourne, Melbourne Centre for Corporate Governance and Regulation), David F. Larcker (Stanford University, Rock Center for Corporate Governance and ECGI), Edward M. Watts (Yale University)  
Finance Working Paper 716/2020





**The Value of “New” and “Old” Intermediation in Online Debt Crowdfunding**

Fabio Braggion (Tilburg University, CEPR and ECGI), Alberto Manconi (Bocconi University and CEPR), Nicola Pavanini (Tilburg University and CEPR), Haikun Zhu (Erasmus University Rotterdam)  
Finance Working Paper 719/2020

**Nepotism in IPOs: consequences for issuers and investors**

Francois Degeorge (University of Lugano, Swiss Finance Institute and ECGI), Giuseppe Pratobevera (University of Bristol),  
Finance Working Paper 696/2020

**Do Short-Term Incentives Affect Long-Term Productivity?**

Heitor Almeida (University of Illinois at Urbana-Champaign and NBER), Nuri Ersahin (Michigan State University), Vyacheslav Fos (Boston College, CEPR and ECGI), Rustom M. Irani (University of Illinois at Urbana-Champaign and CEPR), Mathias Kronlund (University of Illinois at Urbana-Champaign)  
Finance Working Paper 662/2020

**Mutual Funds As Venture Capitalists? Evidence from Unicorns**

Sergey Chernenko (Purdue University), Josh Lerner (Harvard University, NBER and ECGI), Yao Zeng (University of Washington)  
Finance Working Paper 675/2020

**Private Equity Buyouts and Employee Health**

Pilar Garcia Gomez (Erasmus University Rotterdam), Ernst Maug (University of Mannheim and ECGI), Stefan Obernberger (Erasmus University Rotterdam)  
Finance Working Paper 680/2020

**A Dark Side of Industry Tournament Incentives**

Qianqian Huang (City University of Hong Kong), Feng Jiang (University at Buffalo), Fei Xie (University of Delaware and ECGI)  
Finance Working Paper 684/2020

**Bribes and Audit Fees**

María Gutiérrez Urriaga (Carlos III University of Madrid and ECGI), Stavriana Hadjigavriel (Carlos III University of Madrid), Susana Gago-Rodriguez (Comillas Universidad Pontificia)  
Finance Working Paper 683/2020

**Bribes and Corporate Performance: Evidence from a Quasi-Natural Experiment**

Jieun Im (Seoul National University), Woojin Kim (Seoul National University and ECGI)  
Finance Working Paper 699/2020

**CEO Political Ideology, Shareholder Primacy and Dividend Policy**

Ali Bayat (University of Aberdeen), Marc Goergen (IE Business School and ECGI)

# 2020 GOVERNANCE REPORT

## GOVERNANCE STRUCTURE

The governance of ECGI is delegated across a number of responsible groups.

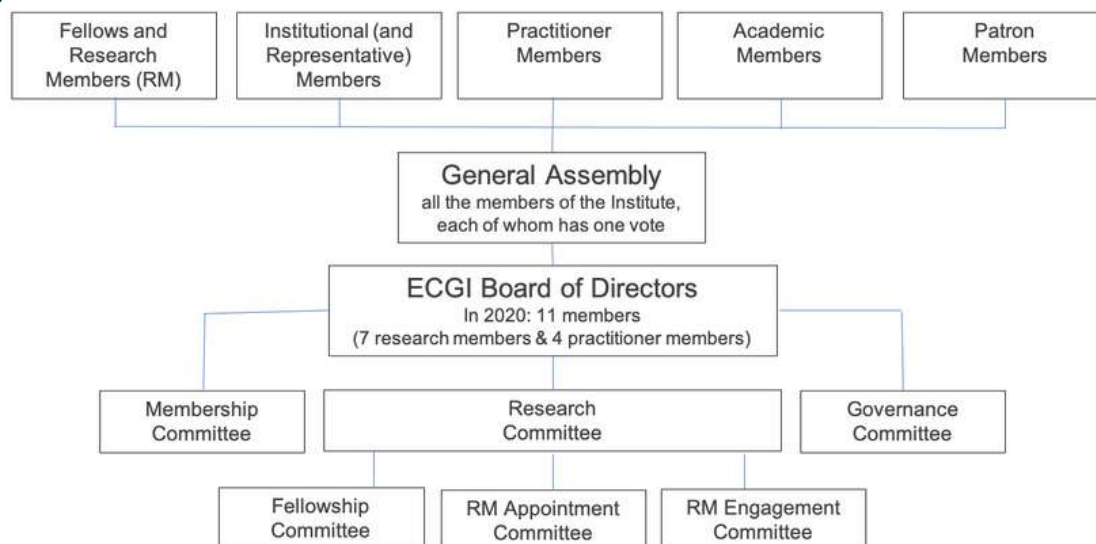
The **ECGI Board** is responsible for overseeing the financial, operational and strategic stability of the Institute (see 'Board Composition').

The **Governance Committee** is a sub-committee of the Board which is responsible for overseeing and making recommendations with respect to board balance and composition, nominations, remuneration and expense policies, conflicts of interest, and board effectiveness. In 2020, the committee was chaired by **Guy Jubb**.

The **Membership Committee** is a sub-committee of the Board with responsibility for overseeing new membership applications for non-research member categories.

The **Research (Member) Committee** as appointed by the ECGI Board, is responsible for promoting and overseeing the research activities of ECGI. This includes the appointment of research members, the election of Fellows, the approval of research projects and collaborations, overseeing the working paper series, and any other activities that the ECGI Board deems classified as research activities. The Chair of the Research Committee in 2020 was Professor **Luca Enriques**. The committee in turn delegates some of its responsibilities to additional groups comprised of ECGI research members:

- The **Working Paper Editors and Editorial Boards** are responsible for monitoring the quality of research papers and accepting papers into the working papers series' in both law and finance. In 2020, Professor **Amir Licht** was Editor of the Law Series and Professor **Mike Burkart** was Editor of the Finance Series.
- The **Fellowship Committee**, chaired in 2020 by Professor **Julian Franks**, oversees the election by the current Fellows of distinguished academics as ECGI Fellows.
- The **Research Member Appointment Committee**, chaired in 2020 by Professor **Laura Starks**, oversees and decides the appointment of new ECGI Research Members.
- The **Engagement Committee**, chaired in 2020 by Professor **Jennifer Hill**, encourages and monitors the engagement of ECGI Research Members.



## 2020 BOARD COMPOSITION

The ECGI Board ("the Board") convened five times in 2020 to discuss, review and debate pertinent matters to the financial, operational, and strategic stability of the Institute. The composition and powers of the Board are enshrined in the ECGI Statutes which are published on the ECGI website (<https://ecgi.global/content/ecgi-articles>).

In 2020 the ECGI Board consisted of ten Non-Executive Directors and an Executive Director. The Interim Chair until 24 June 2020 was **Guy Jubb**, who was succeeded by the appointment of **Lucrezia Reichlin** as Chair of the Institute. Professor Reichlin was co-opted to the Board as an Independent Director on 1 April 2020, an appointment which was ratified by the members at the General Assembly on 16 June 2020.

**Guy Jubb** continues to serve as Vice-Chair of ECGI, since 24 June 2020. He is also Chair of the ECGI Governance Committee.

**Yupana Wiwattanakantang** was co-opted to the Board on 1 April and the appointment was ratified by the members on 16 June 2020.

**Herman Daems** was appointed to the Board by the General Assembly of the ECGI members on 15 October 2020.

**David Devlin** stepped down from the Board on 15 October 2020 following six years of service and four years as ECGI Chair. Professor Reichlin paid tribute to his achievements and legacy at the October General Assembly.

# 2020 BOARD COMPOSITION



**Lucrezia Reichlin** (Chair)  
Research Member  
London Business School  
Year appointed: 2020



**Guy Jubb** (Vice Chair)  
Practitioner Member  
University of Edinburgh  
Year appointed: 2017



**Marco Becht** (Executive Director)  
Fellow, Founder  
Solvay Brussels School, Université  
libre de Bruxelles  
Year appointed: 2002



**Erik Berglöf**  
Fellow, Founder  
Asian Infrastructure  
Investment Bank (AIIB)  
Year appointed: 2005



**Herman Daems**  
Institutional Member  
BNP Paribas Fortis  
Year appointed: 2020



**Luca Enriques**  
Fellow  
University of Oxford, Faculty of Law  
Year appointed: 2018



**Jill Fisch**  
Research Member  
University of Pennsylvania  
Law School  
Year appointed: 2014



**Colin Mayer**  
Fellow, Founder  
Saïd Business School, University of  
Oxford  
Year appointed: 2002



**Lisa Rabbe**  
Practitioner Member  
Moody's  
Year appointed: 2012



**Daniela Weber-Rey**  
Practitioner Member  
HSBC Trinkaus & Burkhardt and  
Groupe FNAC DARTY  
Year appointed: 2012



**Yupana Wiwattanakantang**  
Research Member  
National University of Singapore  
Year appointed: 2020



**David Devlin**  
Practitioner Member  
Retired PwC Partner  
Year appointed: 2014  
Year of departure: 2020 (October)



## DIVERSITY, INCLUSION AND TRANSPARENCY

Much has changed since ECGI was founded in 2002 by 24 acquaintances from similar backgrounds. The organisation has evolved from a very small volunteer collective into a significantly larger and more global volunteer collective. The collegiate spirit of debate and cooperation has endured through the years, with all 327 research members now being encouraged to submit their papers to the ECGI series, to attend and participate in ECGI events, and to collaborate on projects. ECGI deliberately aims to be an inclusive and fair global forum for collaboration on corporate governance research in all it does.

In earlier years, however, less attention was placed on the diversity of ECGI's appointed members, programmes, board and committee compositions, many of which were conceived or developed quickly. As a result, the depth of programming and discussion across ECGI activities did not adequately reflect the full extent of the growing network, nor the broader academic landscape beyond it.

At the end of 2015, ECGI established an office and hired its first full-time permanent employee. Soon afterwards, it established many formal processes and a development plan. The plan prompted a discussion about the future of ECGI and a continued focus on its strategic direction and reputation. At this time, there was strong consensus that the ECGI research network was not supportive enough of underrepresented groups including female scholars and minorities.

Since then, ECGI has worked hard to correct this imbalance, by identifying previously overlooked individuals for appointment, for participation on programmes, and for recruitment to committees and boards. It now has strong female representation on all boards and committees and has established guidance points for collaboration requests e.g. a minimum of 40% female participants on conference programmes.

2020 was the first year that more female scholars (28) were appointed than male scholars (22). This was the result of a concerted effort in messaging, planning and the pro-active identification of potential candidates which was not undertaken in previous years. Although not a minority group in the global sense, female scholars still account for only 22% of the ECGI research network, so work in this area will continue until the network is fully reflective of the global academic world.

Similar initiatives are planned to analyse and rebalance the representation of minority groups across ECGI. Although progress has been hampered by recent events and resourcing challenges, many of our university partners have already made progress with meaningful initiatives. ECGI hopes to benefit from these initiatives, by learning, following and using them to identify candidates for appointment and participation in future activities.

We appreciate the understanding, cooperation and patience of our network and followers as we strive to make more noteworthy advances on diversity, inclusion and transparency.

If you wish to contribute by submitting ideas or candidate names that will help to further diversify the ECGI research network, please contact ECGI: [membership\(at\)ecgi.org](mailto:membership(at)ecgi.org)

# 2020 FINANCIAL STATEMENTS

Since its inception in 2002, ECGI has operated on a modest budget with a spirit of collaboration and innovation. It has developed a global reputation for disseminating high quality research and also for organising top-class events on important topics, with highly knowledgeable speakers. In addition to the funds it invests in research related activities with the support of the European Corporate Governance Research Foundation (ECGRF), it also relies on collaborations and contributions from various research grants and centres which help to deliver the many activities throughout the year.

## ECGI - BALANCE SHEET as at 31 December 2020

		Dec 31, 2020	Dec 31, 2019	Dec 31, 2018
		Euro	Euro	Euro
<b>ASSETS</b>				
<b>Intangible assets</b>		51,415	48,810	72,509
<b>Tangible assets</b>		1,769		
<b>Cash at bank</b>				
	Savings Accounts	12,659	32,694	34,687
	Current Accounts	417,850	362,921	314,188
Total Current/Savings		430,509	395,614	348,875
<b>Accounts Receivable</b>		49,238	170,708	64,195
<b>deferred charges</b>		15,935	6,501	6,166
<b>TOTAL ASSETS</b>		<b>548,866</b>	<b>621,633</b>	<b>491,744</b>
<b>Equity</b>				
	Retained Earnings	512,896	444,316	401,194
	Net Income	-2,267	68,580	43,122
		510,629	512,896	444,316
<b>Current liabilities</b>				
	Charges payable	33,774	102,274	39,243
<b>deferred income</b>		4,463	6,463	8,186
<b>TOTAL LIABILITIES</b>		<b>548,866</b>	<b>621,633</b>	<b>491,744</b>

The 2020 audit was conducted by Ghislain Dochen, Réviseur d'entreprises, whose offices are located in Belgium, Boulevard du Centenaire, 93, 1325 Dion-le-Val (Chaumont-Gistoux). A copy of the Audit Letter is available on request at [admin@ecgi.org](mailto:admin@ecgi.org)

## PROFIT AND LOSS ACCOUNT

	Audited	Audited	Audited
	2020 Actual	2019 Actual	2018 Actual
	Euro	Euro	Euro
<b>Income/Expense</b>			
<b>Income</b>			
Subscriptions income	126,850	161,692	117,388
ECGRF Contribution	100,000	100,000	100,000
Project Income and Reimbursements	55,743 <sup>1</sup>	68,663	36,109
GCGC Income	10,597 <sup>2</sup>	34,618	0
Sponsorship	10,000	0	0
Bank interest/exchange rate loss/gain	8	88	40
<b>Total Income</b>	<b>303,198</b>	<b>365,061</b>	<b>253,537</b>
<b>Expenditure</b>			
<b>Administration</b>			
Accounting & Fin. charges	-10,192	-15,609	-11,019
Staffing and Insurance	-158,196	-135,210	-60,157
IT & Online Services	-3,255	-7,213	-4,786
Office Rental	-5,500	-5,500	-5,500
Office expenses	-1,468	-2,695	-4,834
Travel and representation	-2,700	-9,416	-10,719
AGM	0	-4,633	-7,971
Miscellaneous	0	-397	-2,347
<b>Total Admin</b>	<b>-181,311</b>	<b>-180,673</b>	<b>-107,332</b>
<b>Research</b>			
Annual Lecture & Prizes	-10,032	-18,144	-15,998
Conferences & Workshops	-11,081	-2,193	-7,209
Research & Academic Staff	-30,000	-30,000	-16,000
Research Communication	-8,304	-1,072	-16,806
Working papers	-19,850	-17,223	-20,366
Project Expenditure	0	0	0
Responsible Capitalism Summit	-44,887 <sup>3</sup>	-47,174	-26,703
New Online Research Portal	-124,154	-115,807	-103,083
<b>Total Research</b>	<b>-249,174</b>	<b>-203,400</b>	<b>-160,265</b>
<b>Total Expenditure</b>	<b>-305,464</b>	<b>-296,481</b>	<b>-210,416</b>
<b>Net Total Income</b>	<b>-2,267</b>	<b>68,580</b>	<b>43,121</b>

1 GCGC invoiced services - Support and website (contracted fix costs)

2 GCGC overhead income - general contribution for additional costs (contracted variable cost - 15%)

3 Includes website maintenance + capital depreciation.

## MEMBERSHIP

The European Corporate Governance Institute is the home for all those who have an active interest and involvement in corporate governance. At the core of ECGI are the research members who are appointed on the basis of their significant contribution to the field of corporate governance study and are selected on the basis of strict criteria by a designated committee. ECGI distributes the work of the research members through its extensive global network which comprises of practitioner, academic and institutional members.

### ACADEMIC MEMBERSHIP

Open to individuals either employed by or engaged in full or part time study in any accredited university or educational institution. Academic members are eligible for election as an academic representative on the ECGI Board. The academic membership subscription is currently EUR 100 per annum.

### INSTITUTIONAL MEMBERSHIP

Open to companies, institutions and enterprises such as stock exchanges, regulators, investors, companies, rating agencies, stock price index producers and law firms, whether based in Europe or elsewhere. The institutional membership subscription is currently EUR 2,500 per annum.

### ACADEMIC INSTITUTIONAL MEMBERSHIP

Open to universities, business schools, or other academic bodies whether based in Europe or elsewhere. The institutional membership subscription is currently EUR 2,000 per annum.

### PRACTITIONER MEMBERSHIP

Open to private individuals or those in companies, institutions and enterprises who wish to join in their own right. Practitioner members are eligible for election as a non-academic representative on the ECGI Board. The practitioner membership subscription is currently EUR 250 per annum.

### PATRON MEMBERSHIP

Patron Members are legal entities or individuals interested in corporate governance and are Patrons of the European Corporate Governance Research Foundations (ECGRF). They are appointed in agreement with the boards of ECGI and ECGRF.

### RESEARCH MEMBERSHIP

Research Members are individuals who have been appointed by ECGI. These include ECGI Fellows. Membership, which is for the duration of their appointment, is free.

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\*\*\* ECGI is not responsible for, nor does it screen or certify the corporate governance policies or practices of its members. Membership of ECGI therefore should not be regarded or used as a sign or certification of corporate governance quality. However ECGI research members are appointed following appraisal by committee.

Prices exclude VAT (21%). Anyone who wishes to apply for membership of the Institute can do so on the ECGI website.

More information is available at: <https://ecgi.global/content/become-member>



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