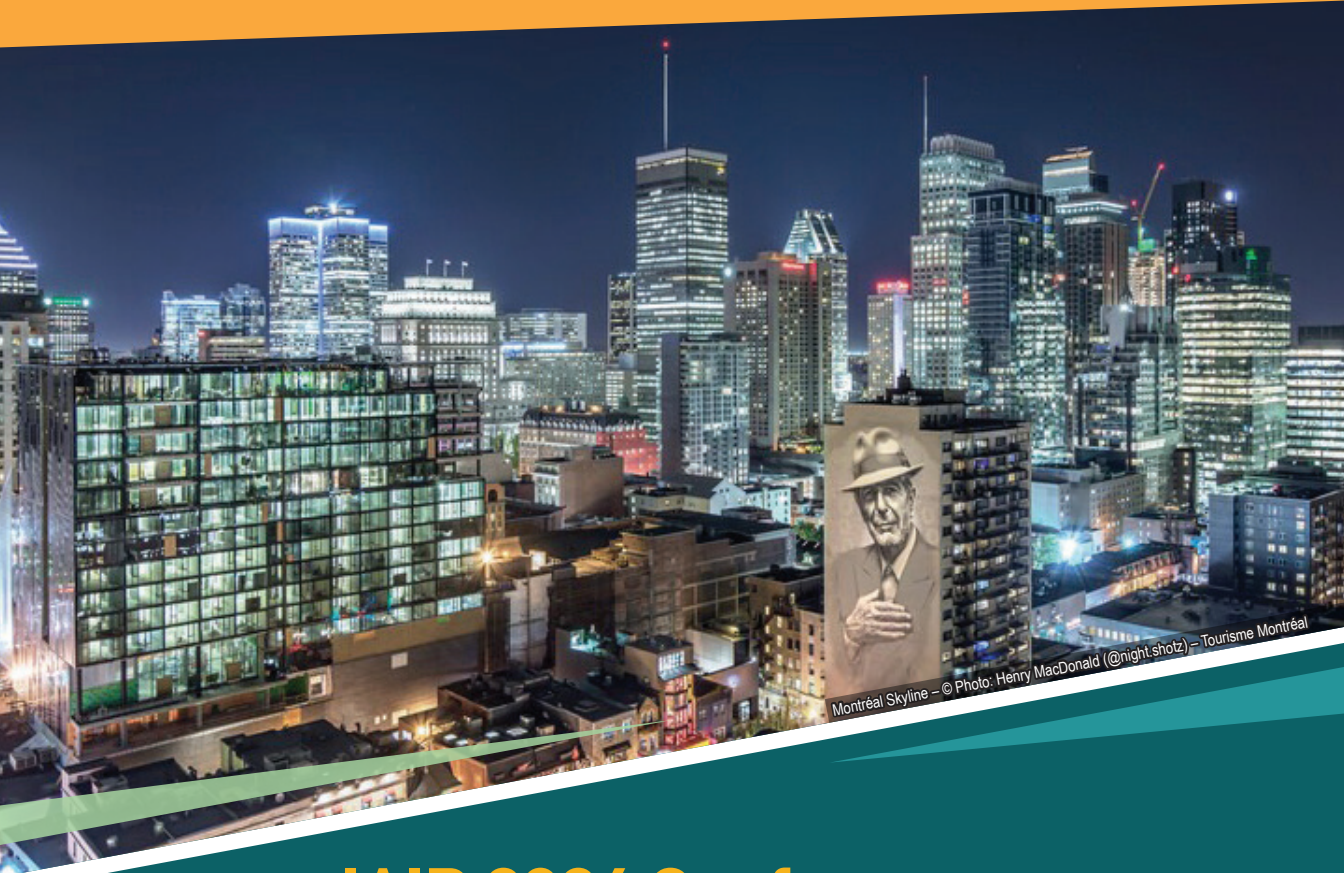




Montréal Skyline – © Photo: Henry MacDonald (@nightshotz) – Tourisme Montréal

IAIR 2026 Conference and Annual General Meeting

From Engagement to Enforcement:
Achieving Regulatory Excellence in the Age of AI

Sept 27–Oct 1, 2026
Montréal 🍁 Canada



Innovation, Science and
Economic Development Canada
Office of the Superintendent
of Bankruptcy Canada

Innovation, Sciences et
Développement économique Canada
Bureau du surintendant
des faillites Canada



Table of Contents

IAIR Annual Conference and Annual General Meeting 2026.....	3
Conference Agenda	4
Location	10
Social Events.....	11
Practical Guide for Participants of the 2026 IAIR Annual Conference and General Assembly	12
Conference Terms and Conditions	14

IAIR Annual Conference and Annual General Meeting 2026

From Engagement to Enforcement: Achieving Regulatory Excellence in the Age of AI

This year's annual conference is being organized by the Office of the Superintendent of Bankruptcy, Canada in Montréal, Quebec from September 27 to October 1, 2026.

This is a formal invitation from me, Rosemary Winter-Scott, the Executive Director of IAIR and Elisabeth Lang, Superintendent of Bankruptcy and IAIR Chair for you, to attend this year's conference in Montréal.

The theme of this year's conference is "**From Engagement to Enforcement: Achieving Regulatory Excellence in the Age of AI.**"

Our annual conferences, and in particular this year's theme, enables delegates as officials of insolvency regulators to share experiences and learning as we develop our systems to provide the best possible insolvency services for individuals and businesses. It will also provide an opportunity to learn more about current trends and recent developments in the insolvency world whilst meeting fellow regulators, sharing common challenges and networking.

The IAIR conference is a relatively small conference as it is only open to those who can meet the IAIR membership requirements i.e. they have to be involved in insolvency regulation in their country either generally as a government or court official. As such it is a "safe space" for regulators to share experiences and jointly develop solutions to challenges they face. To be able to attend the conference you need to be an IAIR member or receive an invitation like this from the host country based on their understanding that you can meet the membership requirements.

We would be delighted if you could join us this year and would look forward to welcoming you in Montréal this September.

Yours sincerely



Rosemary Winter-Scott OBE FIoD
IAIR Executive Director



Elisabeth Lang
Superintendent/IAIR Chair



Conference Agenda

Arrival Day — Sunday September 27, 2026

Time & Location	Session Topic	Details
17:00–18:00 Green Room, 6 th Floor	Executive Committee Meeting	Executive Committee members only
18:00–20:00	Refreshments	

Day 1 — Monday September 28, 2026

Time & Location	Session Topic	Details
12:00–14:00	Registration and Networking	Hotel Lobby
14:00–15:30	Guided Bus Tour of Montréal	Pre-Registered Participants meet in the Hotel Lobby – Bus boarding at 2 p.m.
15:30–17:00	Free Time	
17:00–19:00	Welcome Reception and Formal Welcome to Montréal and the IAIR 2026 Conference	Pre-Registered Participants Le Marie-Louise – Espace St-Denis (1594 rue Saint-Denis) Please meet in the hotel lobby at 16:55. Guides will be available to escort participants on the 5-minute walk to the venue.



Mount Royal: Montréal's best panoramic viewpoint – © Gofourismguides.com

Day 2 — Tuesday September 29, 2026

Time & Location	Session Topic	Details
8:30–9:00	Registration and Morning Coffee/Tea	Violet Foyer, 6 th Floor
9:00–9:40 Violet Room, 6 th Floor	Plenary Keynote Speech Engagement with Insolvency Practitioners	Guyline Houle, BCL, FCIRP, Licensed Insolvency Trustee
9:40–10:50 Violet Room, 6 th Floor	Plenary Member Updates	All members provide a 2-minute update on achievements, challenges and issues in their jurisdiction.
10:50–11:20	Official Photograph and Morning Break	Photograph – Mezzanine Level Break – Yellow Foyer, 4 th Floor
11:20–12:15 Yellow Room A, 4 th Floor	Workshops 1A: Engagement with Debtors	Fiona Coyle, Accountant in Bankruptcy, Scotland and Miranda Killam, Office of the Superintendent of Bankruptcy Canada
Yellow Room B, 4 th Floor	1B: The Parameters and Practicalities of Using AI in Corporate Insolvency Enforcement	Cathy Shivanan, Corporate Enforcement Authority Ireland
12:20–13:05 Violet Room, 6 th Floor	Plenary UK Civil Enforcement Regime Reforms	Angela Crossley, The Insolvency Service UK
13:05–14:05	Lunch Break – Restaurant, Mezzanine Level	



Cobblestone Streets of Old Montréal – © R.M. Nunes stock.adobe.com

Day 2 — Tuesday September 29, 2026 *(Continued)*

Time & Location	Session Topic	Details
14:05–14:50 Violet Room, 6 th Floor	Plenary Advantages and Risks of Digitalizing Insolvency Proceedings	Kamila Sawicka, Ministry of Justice Poland
14:50–15:35 Violet Room, 6 th Floor	Plenary Panel Applying International Best Practices to Insolvency Legislation: Global Standards, Local Realities	Paul Morrison, Innovation, Science and Economic Development, Canada and Christian Perreault, Office of the Superintendent of Bankruptcy Canada
15:35–15:55	Afternoon Break – Violet Foyer, 6 th Floor	
15:55–16:40 Violet Room, 6 th Floor	Plenary World Bank and IMF Updates	Will Paterson, World Bank and Amira Rasekh, International Monetary Fund
16:40–16:45	Summary of the day and logistics for the formal dinner	
16:45–18:00	Free Time	
18:00	Meet in the Hyatt lobby to travel to the formal dinner venue	Pre-Registered Participants
18:15–21:00	Formal Dinner – L'Auberge Saint-Gabriel (426 rue Saint-Gabriel)	



Day 3 — Wednesday September 30, 2026

Time & Location	Session Topic	Details
8:30–9:00	Morning Coffee/Tea – Violet Foyer, 6 th Floor	
9:00–9:05 Violet Room, 6 th Floor	Welcome and Recognition of Canada’s National Day for Truth and Reconciliation	
9:05–9:50 Violet Room, 6 th Floor	Plenary IAIR Diversity Scholarship Presentation	Diversity Scholarship Award Recipient
9:50–10:35 Violet Room, 6 th Floor	Plenary Overview of the Directive of the European Parliament and of the Council Harmonising Certain Aspects of Insolvency Law	Signe Viimsalu, Bankruptcy Ombudsman of Estonia
10:35–10:55	Morning Break – Yellow Foyer, 4 th Floor	
10:55–12:00 Yellow Room A, 4 th Floor	Workshops 2A: How Regulators Can Leverage AI	Jithesh John, India Insolvency and Bankruptcy Board India and Elisabeth Lang, Office of the Superintendent of Bankruptcy Canada
Yellow Room B, 4 th Floor	2B: Managing Customer and Stakeholder Expectations in Regulation Making	Rosemary Winter-Scott, IAIR and Kwang Ian Leong, Insolvency and Public Trustee’s Office Singapore
12:00–13:00	Lunch – Restaurant, Mezzanine Level	
13:00–13:45 Violet Room, 6 th Floor	Plenary The Regulator’s Role in an AI-Enabled Insolvency System	Tim Beresford, Australian Financial Security Authority
13:45–14:30 Violet Room, 6 th Floor	Plenary Debtor Engagement in a Digital World	Michael McNaughton, Insolvency Service Ireland
14:30–14:40	Summary of the day and logistics for the informal dinner	
14:40–15:00	Afternoon Break – Yellow Foyer, 4 th Floor	



Day 3 — Wednesday September 30, 2026 *(Continued)*

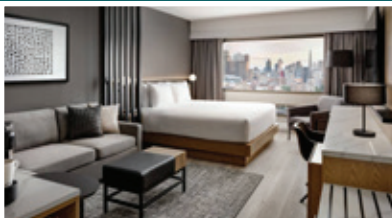
Time & Location	Session Topic	Details
15:00–16:00	Workshops	
Yellow Room A, 4 th Floor	3A: Guidance for Developing Insolvency Systems – Pre-requisites for an Effective Regime	Amira Rasekh, International Monetary Fund and Will Paterson, World Bank
Yellow Room B, 4 th Floor	3B: Insolvency Options for Small and Medium Enterprises	Richard Dennis, Accountant in Bankruptcy, Scotland and Russell Fildes, Insolvency and Trustee Service, New Zealand
16:05–16:40 Violet Room, 6 th Floor	Annual General Meeting	IAIR Members Only
16:40–18:00	Free Time	
18:00	Meet in the Hyatt lobby to walk to the informal dinner venue	Pre-Registered Participants Please meet in the hotel lobby. Guides will be available to escort participants on the 5-minute walk to the venue.
18:15–22:00	Informal Dinner – Siboire Saint-Denis (1567 rue Saint-Denis)	



Day 4 — Thursday October 1, 2026

Time & Location	Session Topic	Details
8:30–9:00	Morning Coffee/Tea – Yellow Foyer, 4 th Floor	
9:00–10:00	Workshops	
Yellow Room A, 4 th Floor	4A: Performance Measurement and Results Reporting for Insolvency Regulators	Elisabeth Lang, Office of the Superintendent of Bankruptcy Canada and Angela Crossley, The Insolvency Service, UK
Yellow Room B, 4 th Floor	4B: How to Effectively Train and License IPs	Trevor Noonan, Ireland Insolvency Service and Jelena Todic, Serbia Bankruptcy Supervision Agency
10:00–10:20	Morning Break – Violet Foyer, 6 th Floor	
10:20–11:35 Violet Room, 6 th Floor	Plenary – Presentations from New Members	TBA
11:35–11:50 Violet Room, 6 th Floor	Handover to new IAIR Co-Chairs - Presentation by the host of IAIR 2027 - Formal handing over of the IAIR Flag from Canada to Ireland	
11:50–12:00	Formal Closing of the Conference	
12:00–13:00	Lunch – Restaurant, Mezzanine Level	
13:00	Meet in lobby to travel by bus to the Office of the Superintendent of Bankruptcy Canada Montréal Division Office	Pre-Registered Participants Only
13:30–15:30	Presentation on OSB’s Operations	800 René-Lévesque Boulevard West, Suite 500
16:00	Bus returns to Hotel Lobby	

END OF PROGRAM



Location

Hyatt Place Montréal — Downtown

1415, rue Saint-Hubert, Montréal, QC H2L 3Y9, Canada

How to Book

To reserve your hotel room: [Group Booking](#) | [Hyatt Events](#).

IAIR Rates

\$229 CA per night

Rooms at the conference rate are guaranteed to be available for September 28, 29, 30 until August 14, 2026 . The conference rate may also be available up to 2 days before and 2 days after, subject to availability. You can click the *Edit Stay Details* in the top right corner of the booking page to change your dates and check availability within the reduced rate booking date range. You may need to contact the hotel directly to enquire about additional dates.



Social Events

Monday 28 September | 14:00–19:00 hrs.

Afternoon City Tour and Welcome Reception Cocktail at Le Marie Louise, Espace St Denis

Join us for a curated two-hour exploration of Montréal's most iconic sites. This guided tour offers a glimpse into the city's rich history, vibrant culture, and celebrated neighbourhoods, showcasing the unique character that has long made Montréal a hub of creativity, gastronomy, and architectural beauty.

Following the tour, we invite you to unwind at a welcome cocktail reception at Le Marie Louise, located within Espace St Denis. Just a short five-minute walk from the hotel, this elegant terrace overlooks bustling Saint Denis Street and the heart of Montréal's Quartier Latin. With its warm ambiance and sweeping urban views, Le Marie Louise provides the perfect setting to connect with fellow participants and celebrate the beginning of our time together in Montréal.

Tuesday 29 September | Formal Dinner

L'Auberge Saint Gabriel

Join us for an unforgettable formal dinner at L'Auberge Saint Gabriel, an exceptional venue where centuries of history meet contemporary Québec gastronomy. Nestled in the heart of Old Montréal, this remarkable establishment was originally built in 1698 and holds the distinction of being the first inn in North America to receive a liquor licence, granted on March 4, 1754. Over the years, the building transformed from an inn to a private mansion and, in 1914, once again became known as L'Auberge Saint-Gabriel.

Today, L'Auberge Saint Gabriel has become one of Montréal's most celebrated dining destinations. Its inviting ambiance blends heritage stonework with modern elegance, offering a culinary experience rooted in comforting, locally inspired cuisine. Every corner of the Auberge tells a story—such as the Truteau Room, once home to the Beauchemin printing works that produced *Le Patriote*, or the Velvet space below, which sits atop the site of an original fur trading post.

Rich in character and renowned for its warm hospitality, L'Auberge Saint Gabriel provides a refined and memorable setting for our Formal Dinner—an ideal place to connect, celebrate, and enjoy an evening steeped in Québec's cultural legacy.

Wednesday 30 September | Informal Dinner

Siboire Saint-Denis (formerly Brasseurs du Monde)

Join us for a relaxed, informal dinner at Siboire Saint-Denis, conveniently located just a six-minute walk from the hotel. This welcoming neighbourhood spot is known for its friendly atmosphere and its celebration of Québec culinary traditions.

Enjoy a casual menu featuring local favourites—most notably Québec's iconic poutine. With its comfortable setting and emphasis on regional flavours, this evening provides the perfect opportunity to unwind and connect with colleagues in a laid-back Montréal ambiance.



Practical Guide for Participants of the 2026 IAIR Annual Conference and General Assembly



Language

Montréal is a proudly bilingual city where **French and English are both widely spoken**. While French is the predominant language, visitors will find that English is commonly understood in hotels, restaurants, shops, and tourist areas.



Location and Surroundings

The Conference will take place at the **Hyatt Place Montréal — Downtown**, located at **1415 Rue Saint Hubert**, in the lively **Quartier Latin** district. This area is known for cafés, entertainment venues, and its proximity to many of Montréal's cultural attractions. The hotel is also directly connected to **Berri UQAM**, the city's **largest metro station**, providing excellent access to the entire city.

Nearby services and attractions include:

- **Quartier Latin:** theatres, restaurants, bars, entertainment.
- **Quartier des Spectacles:** arts venues, museums, and festivals.
- **Old Montréal & Old Port:** historic architecture, waterfront walks, boutiques.
- **Mount Royal Park:** panoramic city views and nature trails.
- **Grocery store adjacent to the hotel** for quick purchases.



Transportation and Mobility

Montréal Metro

The **Berri UQAM Metro Station**—connected to the hotel—is Montréal's central hub, served by the **Green, Orange, and Yellow Lines**. This makes it easy to access major districts, museums, parks, and the Old Port.

Operating highlights: [stm.info](https://www.stm.info)

- Early morning to late-night service every day.
- Frequent departures, especially during peak hours.

A fare card ("**OPUS**" or single-use tickets) is required to travel on the metro and bus system.

Taxis and Ride Share

- Use licensed taxis or app-based services such as **Uber** or **Eva**, widely available throughout Montréal.
- Montréal-Trudeau International Airport (YUL) is approximately **20 km from downtown**.



Jean Talon Market: one of North America's largest public markets - © Eva Blue - Tourisme Montréal



Electricity and Connectivity

- Voltage: **120V / 60Hz** (North American standard).
- Plugs: **Type A and B**.
- The hotel provides **free Wi-Fi** throughout the property.



Safety Recommendations

Montréal is considered a safe city; however, standard precautions are recommended:

- Keep personal items secure in crowded areas.
- Avoid displaying valuables in busy public spaces.
- Use official transportation services (licensed taxis, ride share apps, STM public transit).



Currency and Financial Services

The local currency is the **Canadian Dollar (CAD)**.

- ATMs are widely available.
- Credit and debit cards are commonly accepted.
- Tipping norms: **15–20%** in restaurants, **10–15%** for taxis and services.



Drinking Water and Health

- Tap water in Montréal is **safe to drink**.
- Pharmacies are widespread, and walk in medical clinics are available throughout the downtown area.



What to Visit in Montréal

Here are some recommended places and experiences to enjoy during your stay:

City Highlights

- **Old Montréal:** cobblestone streets, historic architecture, boutiques.
- **Notre Dame Basilica:** renowned for its breathtaking interior and multimedia show "Aura".
- **Mount Royal:** Montréal's best panoramic viewpoint.
- **Jean Talon Market:** one of North America's largest public markets.
- **Montréal's food scene:** try poutine, Montréal-style bagels, smoked meat sandwiches.



Conference Terms and Conditions

Conference Attendance

Non-members may attend the IAIR conference only by invitation and agreement of the IAIR Executive Committee.

We welcome delegates who would be eligible to be members to come along to and attend our conference as a non-member to help them to learn more about our association before joining. This is an ideal opportunity for non-members to learn more about IAIR and what benefits membership can bring. However, to be eligible to be an IAIR member you must be a government employed national insolvency representative from a Government Department, Ministry, Agency or Public Authority that has responsibility in their country for one or more of:

- Insolvency Policy and Legislation
- Insolvency Practice and Administration
- Insolvency Regulation

When an invitation is offered to a non-member, it is on the basis that the non-member will:

- Only be able to bring a maximum of 4 delegates per potential member organization.
- Provide the full list of all delegates they intend to send, ideally at the same stage as requesting permission to attend, and no later than the date of receipt of the first request for registration.
- Accept one invoice generated to cover their organization's delegates and make the payment to the IAIR bank account as one payment.

Members will generally only be able to bring a maximum of 5 delegates to the conference. There may be exceptions to this in the case of the host country who may have more staff involved in the event, or if the Executive Committee agrees that there are exceptional circumstances.

The conference registration/delegate fee covers three days' attendance at the conference, conference refreshments and lunches, the tour on Monday, the welcome reception, the formal dinner and the informal dinner and the possible visit to the Office of the Superintendent of Bankruptcy Canada Montréal Division Office. Please note it does not include your accommodation, which you must book directly yourself and arrange payment directly with the hotel.

The closing date for registration will be 6 weeks before the date of the conference, at a date as determined by the host and their contracts with the conference venues. This closing date for registration will be clearly included on the conference registration forms.

The basis of the conference is that delegates learn from each other and hence delegates are expected to generally attend all sessions and be willing to participate in the workshops and group discussions.

2026 Delegate /Registration Fees:

- | | |
|--------------------------------|--------|
| • IAIR Member Registration Fee | £700 |
| • Non-Member Registration Fee | £1,050 |
| • Accompanying Person Fee | £400 |

Only IAIR members may attend and participate in the Annual General Meeting.

IAIR member delegate fees must be paid and received by IAIR in its bank account two weeks before the conference commences to enable IAIR to pay the venues.

Non-members delegate fees and accompanying person fees must be paid and received by IAIR in its bank account before the closing date for registration, as at that date IAIR is committed to the number of delegates and accompanying persons at the venues.



Accompanying Person

The accompanying person registration fee covers attendance on the tour, the welcome reception, the formal dinner and the informal dinner. Registered accompanying persons attending the social functions must be aged 21 or over and are defined as a participant's spouse or other personal relation who does not have a business interest in the conference. An accompanying person does not have access to the conference or the tour of the Office of the Superintendent of Bankruptcy Canada. Please note the fee does not include your accommodation, which you must book directly yourself and arrange payment directly with the hotel.

Dietary or Mobility or other Requirements

The registration form asks you to provide details of any special dietary or mobility requirements/access that you need for the event. We try to accommodate all such requests, but we do need advanced warning to make arrangements with the venues. Failure to record any such requests on the registration form may mean that we are unable to meet your needs adequately. The organizing team will be in contact with you if we anticipate a problem in meeting any of your needs.

Some of the social functions are up to 15 minutes' walk from the conference hotel. Bus transport is not being provided automatically for all delegates — and so those for whom such a walk would be problematic should record this on their registration form and transport will be provided.

Conference Language

The IAIR conference is in English, and there are no translation facilities provided. Whilst those who are not fluent in English may wish to bring a colleague to help with some translation, this colleague will also be counted as a delegate and will need to be registered accordingly. Whilst this person can help with translation in some situations,

delegates need to recognize that having somebody constantly translating for a colleague can be disruptive to those seated nearby and hence is not workable.

A lot of the work of the conference is undertaken in workshops and if you struggle with English you may find these sessions more challenging.

Payments & Refunds

Please note that your conference registration will only be confirmed in writing when full payment has been received and processed.

Where a delegate cancels, individual circumstances are always considered. Normally the following refund and cancellation policy applies:

- Cancel prior to the closing date for registration for the conference — 75% refund
- Cancel after the closing date for registration of the conference — no refund issued as the host country will have committed to your place with the conference venues.

The appropriate refunds will be made after the conference has taken place. Delegate substitutions within organizations are permitted. Substitutions may be made at no charge up until 10 days before the conference. However, substitutions after the closing date for registration may have to accept menu choices etc. as chosen by the previous delegate if such details have already been provided to the venues.

Delegate Information

IAIR takes your privacy seriously. We will retain and use your personal data to provide you with information on our services. Your name, job title, organization name, country and email address will only be distributed to fellow conference delegates.



Conference Papers and Discussions

To do our part to save the earth we will provide the conference papers:

- in advance of the conference on the member's area of the IAIR website
- in an on-line cloud storage where delegates will be given a link to access.

The conference papers are not available as a paper copy.

After the conference, IAIR members are welcome to share the conference papers and discussions with their colleagues in their own organizations. However, sharing discussions and any papers from the conference with a wider audience is not permitted without the explicit approval of IAIR and all of the authors of the papers. A key feature of the conference is that IAIR provides a "safe space" for regulators to share experiences and test developing ideas, strategies and legislation that is not always designed for a wider audience. This is one of the main reasons why IAIR restricts attendance at the IAIR conference to those eligible for IAIR membership or key partners.

Also as part of that "safe space" delegates are not permitted to video any parts of the conference without the formal approval of the host team. In some circumstances the host team may agree to a delegates colleagues videoing them giving a presentation — but that can not include any of the follow-on questions and answers with other delegates.

Travel and Health Insurance

Delegates and accompanying persons are reminded that it is their responsibility to arrange travel and health insurance for the duration of their visit to the conference. IAIR shall not be responsible for, and shall be exempt from, all liability in respect of any loss, damage, injury, accident, delay or inconvenience to any person during the conference.

Delegates are advised to check the travel requirements of all countries they will depart from and enter during their journey to and from Canada.

IAIR will be undertaking every precaution to ensure the health and safety of delegates during the conference. The Executive Committee requests that all delegates comply with any special precautionary measures that may need to be implemented to ensure the health and wellbeing of all delegates. Full details of any such requirements will be provided to delegates in advance of the conference.

Visa Requirements

As is normally the situation for our conference, many delegates may require a VISA to enter Canada.

Delegates are strongly advised to apply for any necessary VISAs prior to registering for the conference and to recognize that the process of VISA application can take several months.

Information on VISAs is available at — [Business visitors attending meetings, events and conferences in Canada — Canada.ca](https://www.canada.ca/en/immigration-refugees-citizenship/services/visas-immigration/business-visitors-attending-meetings-events-and-conferences-in-canada.html)

The conference has been registered with Immigration, Refugees and Citizenship Canada (IRCC) which provides us with a code that participants can enter on their visa application to help with visa processing.

IAIR can also provide personalised letters of invitation for delegates to help with VISA applications and internal permissions to attend — which are available on request from secretariat@insolvencyreg.org.

Social Events

As with previous years, the conference organizers have arranged an afternoon tour, a drinks reception, a formal dinner and an informal dinner for conference delegates. It is expected that delegates will attend all these events as they provide ideal opportunities for delegates to network and exchange views and ideas with fellow regulators. If you are unable to attend any of the evening events, then please ensure the conference organizers know this in advance as IAIR will be charged for the number of expected attendees as finalized on the closing date of registration.