



EFCG
Environmental Financial
Consulting Group

2025 Sustainability & ESG Conference

HOTEL

CLIO

Agenda
December 3 – 5, 2025
Denver, CO



For the Architecture, Engineering,
and Consulting (AEC) Industry

Photographs provided by Trip Advisor

ABOUT EFCG

EFCG is a global specialized M&A advisor and management consultant to architecture, engineering, and consulting (AEC) firms. Our mission is to provide a strategic edge to AEC firms to advance the industry through our end-to-end, integrated solutions that support executive leaders with their most critical strategic and financial decisions.

For 35+ years and counting, we have served as a retained advisor to 550+ firms, developed an extensive proprietary database of financial and business metrics from our clients, held more than 100 executive conferences, and advised on 240+ M&A transactions. The relationships we have formed with the executive teams at every major AEC firm make us a valued and trusted advisor.

Management Consulting



550+
AEC Firms Advised

- Strategic Planning
- Corporate Financial Benchmarking
- Valuations
- Talent & Compensation
- Technology & Innovation
- Sustainability & ESG

Mergers & Acquisitions



240+
M&A Transactions Advised On

- Sell- & Buy-Side Assignments
- Capital Structure Analysis
- Corporate Divestitures & Tech Spinouts
- Strategic & Private Equity Partner Engagement
- Integration Planning
- Due Diligence
- Market Studies

Leadership Conferences



100+
Conferences Hosted

- Analysis on AEC Trends from EFCG's Proprietary Industry Database
- Perspectives from Subject Matter Experts and Industry Executives
- Invaluable Peer-Networking Opportunities

Advanced Data Analytics & Insights

EFCG has developed a comprehensive proprietary database exclusively for the industry

6
Annual Surveys

8M+
Data Points Every Year

500+
Database Contributing Firms

EFCG Recent M&A Transactions

AtkinsRéalis

has acquired

C2OE

EFCG provided advisory and valuation services to C2OE

EFCG

November 2025

QUALUS

A portfolio company of

NMC

acquired the North American Transmission & Distribution engineering business of

wood.

EFCG served as the financial advisor to Qualus

EFCG

October 2025

DBS DB STERLIN

has acquired

M

EFCG advised DB Sterlin

EFCG

August 2025

consertus

a portfolio company of

RTC

acquired

KKCS

EFCG advised Consertus

EFCG

June 2025

Source

a portfolio company of

ALIGN CAPITAL PARTNERS

has acquired the assets of

ILLUME

EFCG served as the exclusive financial advisor to Illume

EFCG

May 2025

ERM

a portfolio company of

KKR

acquired the Environmental Division of

NewFields

EFCG served as the exclusive financial advisor to NewFields

EFCG

April 2025

Ulteig

has acquired

PARADIGM

EFCG initiated the transaction and advised Ulteig

EFCG

March 2025

consertus

a portfolio company of

RTC

acquired

TWP

EFCG advised Consertus

EFCG

February 2025

GOOD SPRINGS CAPITAL

has invested in

Tectonic

EFCG initiated the transaction and advised Tectonic

EFCG

October 2024

WSP

acquired

POWER ENGINEERS

EFCG advised WSP

EFCG

October 2024

ABOUT THE CONFERENCE

EFCG will bring AEC industry leadership professionals together as they share best practices and gain insights on critical sustainability and environmental, social, and governance (ESG) trends. This three-day event will leverage EFCG's extensive industry research and feature a distinguished lineup of speakers.

Come to be part of innovative sustainability and ESG solutions. Stay to connect with experts and thought leaders. Walk away with a truly inspiring network gained as part of the complete conference experience.

Dates & Times

Wednesday, December 3, 5:00 pm – 7:00 pm MT
Thursday, December 4, 8:00 am – 7:00 pm MT
Friday, December 5, 8:00 am – 2:30 pm MT

Hotel & Conference Venue Information

Hotel Clio Cherry Creek
150 Clayton Lane
Denver, Colorado 80206

Drive to/from Airports

Denver International Airport (DEN): 25 miles, ~40 minutes
Colorado Springs Airport (COS): 78 miles, ~80 minutes

Dress Code

Business casual

Photography & Press

Recordings and images from the event may be used for live or on-demand sessions, EFCG materials, or by other participating firms in their own promotions. If you prefer not to be recorded or photographed, please let EFCG know in writing at efcg@efcg.com. Press will be invited to the event and may publish articles on the event and its sessions.

Earn Credits



All Institute for Sustainable Infrastructure (ISI) Envision Sustainability Professionals (ENV SPs) can earn five (5) annual credential maintenance hours!



Hotel Clio is a four-star Luxury Collection hotel in Denver's Cherry Creek neighborhood, known for its modern rooms, amenities, and location.



Photographs provided by the Hotel Clio Cherry Creek Website

(All Times in Mountain Time)

Wednesday, December 3, 2025

5:00 pm – 5:30 pm

Registration & Welcome

5:30 pm – 7:00 pm

Welcome Reception

Thursday, December 4, 2025

8:00 am – 8:30 am

Registration & Welcome

8:30 am – 9:00 am

Breakfast Meet & Greet

9:00 am – 10:30 am

Session 1: 2025 EFCG AEC Sustainability Industry Overview

10:30 am – 11:00 am

Morning Coffee Social

11:00 am – 12:00 pm

Session 2: What 2025 Taught Us: Insights from Industry Leaders

12:00 pm – 1:00 pm

Lunch

1:00 pm – 1:45 pm

Session 3: Technology, AI, and Climate Intelligence 2.0

2:00 pm – 2:45 pm

Session 4: Breakout Sessions

4A: Deep Dive - How AI is Advancing Sustainability & ESG

4B: Workforce of the Future: Skills, Culture, and Retention

4C: Evolution of Disclosures: What and How We Report in 2025+

3:00 pm – 3:45 pm

Session 5: Defining the “Why”: Mission, Commitments & Business Value

4:00 pm – 4:45 pm

Session 6: From Vision to Impact: Peer Lessons in Sustainability Action

4:45 pm – 5:00 pm

Day’s Closing Remarks

5:00 pm – 7:00 pm

Evening Networking Reception

Friday, December 5, 2025

8:00 am – 9:00 am

Breakfast Reconnect

9:00 am – 9:45 am

Session 7: Keynote with Phillip Washington, CEO DIA

9:45 am-10:30 am

Session 8: Sustainability Hot & Cold: Market & Sector Opportunities

10:30 am – 10:45 am

Morning Coffee Social

10:45 am – 11:30 am

Session 9: Sustainability Services: Demand, Deregulation, and Delivery

11:40 am – 12:25 pm

Session 10: Breakout Sessions

10A: The Future of Resource Recovery in Water Infrastructure

10B: Shaping the Supply Chain: A Collaborative Model for Industry Impact

12:45 pm – 1:30 pm

Lunch and Session 11: Looking Four Years Ahead: 2026–2029 Market Scenarios

1:30pm – 1:45 pm

Conference Closing Remarks

1:45 pm – 2:30 pm

Farewell Coffee Conversation

(All Times in Mountain Time)

Thursday, December 4, 2025

8:00 am – 8:30 am

Registration & Welcome

8:30 am – 9:00 am

Breakfast Meet & Greet

9:00 am – 10:30 am

Session 1: 2025 EFCG AEC Sustainability Industry Overview

Managing Partner Rebecca Zofnass and Director of Sustainability Dr. Andreas Georgoulis will open the conference by sharing key findings from EFCG's 2025 AEC Sustainability Industry Overview, drawing on 35 years of proprietary data and insights from more than 300 firms. This session will examine the critical trends shaping firm strategies today, including the expansion of client-facing sustainability and resiliency services, evolving methods for evaluating the ROI of internal sustainability initiatives, and the influence of emerging technologies and shifting policy priorities. Attendees will gain a clear, data-driven understanding of how these developments are redefining competitive advantage, operational models, and long-term positioning across the AEC landscape.

Presenters:

Rebecca Zofnass, EFCG Managing Partner, Strategy & Corporate Finance
Andreas Georgoulis, EFCG Director, Sustainability & ESG

10:30 am – 11:00 am

Morning Coffee Social

11:00 am – 12:00 pm

Session 2: What 2025 Taught Us: Insights from Industry Leaders

This panel brings together sustainability leaders from across the AEC industry to examine the key trends and lessons emerging from 2025—and how they are shaping firm strategies over the coming years. Panelists will discuss how evolving client expectations, regulatory shifts, and global resiliency challenges are influencing investment priorities, organizational structure, and service delivery. The conversation will explore where firms are seeing meaningful progress, where obstacles persist, and how sustainability and ESG initiatives can create long-term value and competitive positioning.

Moderator: Andreas Georgoulis, EFCG Director, Sustainability & ESG

Panelists:

Bob Beinstein, VP, Global Sustainability Integration Lead, AECOM
Lynsey Clarke, Global Senior Director, Sustainability & Corporate Responsibility, Ramboll
Hentie Dirker, Chief Sustainability & Integrity Officer, AtkinsRéalis
Catherine Sheane, VP, ESG & Sustainability, Parsons

12:00 pm – 1:00 pm

Lunch

(All Times in Mountain Time)

Thursday, December 4, 2025

1:00 pm – 1:45 pm

Session 3: Technology, AI, and Climate Intelligence 2.0

This session will explore how AEC firms are leveraging technology to advance sustainability and climate resilience—from digital tools and data platforms to emerging AI applications. The discussion will examine where technology is delivering real value in both external project delivery and internal operations, as well as where the industry may need to look past the hype. Panelists will also address the human side of digital transformation, including how new tools are reshaping workflows, client engagement, team structures, and talent development. Attendees will gain practical insights into adopting technology in ways that accelerate sustainability outcomes while empowering, rather than overwhelming, their teams.

Moderator: Jay Margherio, EFCG Vice President, Technology & Innovation

Panelists:

Katie Kemen, Director, Climate Resilience Services, BSC Group

Adam McMillen, Director of Climate Resilience, IMEG

Chris Young, President & CEO, Plummer & Associates

2:00 pm – 2:45 pm

Session 4: Breakout Sessions

4A: Deep Dive - How AI is Advancing Sustainability & ESG

AI is reshaping sustainability and ESG work across the AEC industry, unlocking new ways to analyze data, model climate and resilience scenarios, and support decision-making. This session will explore how firms are integrating AI into both internal operations and external project delivery, where the technology is creating real value today, and where challenges and misconceptions still exist. The conversation will also address how to navigate concerns around the environmental footprint of AI itself, particularly related to energy and water use, and how firms can apply AI responsibly and efficiently. Participants will have the opportunity to share practical examples and lessons learned, helping define where AI can meaningfully accelerate sustainability progress.

Presenter & Discussion Facilitator: Ethan McCue, EFCG Consultant, Strategy & Corporate Finance

4B: Workforce of the Future: Skills, Culture, and Retention

As sustainability expectations evolve, so do the skills and mindsets needed across AEC organizations. This session will explore how firms are developing talent pipelines, reshaping team structures, and adapting workplace culture to support sustainability priorities. Participants will discuss recruitment and retention strategies, emerging skill sets, and how to create environments where professionals feel aligned with purpose and empowered to lead meaningful change.

Discussion Facilitator: Dimitri Milionis, EFCG Senior Vice President, Talent & Compensation

Information on Breakout Session 4C on the next page.

(All Times in Mountain Time)

Thursday, December 4, 2025

2:00 pm – 2:45 pm

Session 4: Breakout Sessions (continued)

4C: Evolution of Disclosures: What and How We Report in 2025+

With new reporting requirements emerging and clients requesting greater transparency, firms are rethinking how they track, manage, and communicate sustainability data. This breakout will focus on what firms are reporting, what changes are expected, and how to develop efficient systems for data governance and internal coordination. Session attendees will compare tools, workflows, and learnings to support consistency and confidence in disclosure.

Discussion Facilitator: Andrew White, Corporate Sustainability Director, VHB

3:00 pm – 3:45 pm

Session 5: Defining the “Why”: Mission, Commitments & Business Value

AEC firms have long played a central role in advancing environmental stewardship and social impact—designing resilient infrastructure, improving communities, and shaping the built environment for the public good. Today, however, the landscape of sustainability goals and expectations can feel fragmented or even conflicting. With evolving terminology, shifting regulations, and varying interpretations of what meaningful progress looks like, this session brings the conversation back to the core drivers: why AEC firms are pursuing sustainability and what meaningful commitments look like in practice. Panelists will discuss how mission, talent values, and stakeholder expectations intersect, and where sustainability creates tangible business value. These leaders will also explore how to communicate purpose internally and externally, how to balance ambition with authenticity, and how to stay grounded in impact.

Moderator: Julie Hasiba, EFCG Managing Partner, Talent & Compensation

Panelists:

Sarah Deslauriers, Director, Air, Climate, & Energy Programs, California Association of Sanitation Agencies

Anthony Kane, President & CEO, Institute for Sustainable Infrastructure

Candice Mountz, General Counsel, Qualus

4:00 pm – 4:45 pm

Session 6: From Vision to Impact: Peer Lessons in Sustainability Action

In this reflective conversation, accomplished sustainability leaders will share the pivotal experiences that have shaped their leadership, their work, and their approach to driving sustainability within their firms. The discussion will explore the strategies and practices developed by firms with years of sustainability experience, including how they communicate progress, build alignment, and translate vision into meaningful action. Panelists will also highlight the growing importance of collaboration across the AEC industry, emphasizing that meaningful sustainability outcomes are strengthened when achieved together.

Moderator: Rebecca Zofnass, EFCG Managing Partner, Strategy & Corporate Finance

Panelists:

Deepa Poduval, Global Sustainability Leader, Black & Veatch

Carrie Sabin, SVP, Corporate Sustainability, Stantec

Heather Unger, VP, Corporate Sustainability, WSP Global

(All Times in Mountain Time)

Thursday, December 4, 2025

4:45 pm – 5:00 pm	Day’s Closing Remarks
5:00 pm – 7:00 pm	Evening Networking Reception

Friday, December 5, 2025

8:00 am – 9:00 am	Breakfast Reconnect
9:00 am – 9:45 am	Session 7: Keynote with Phillip Washington, CEO DIA Phil Washington, CEO of Denver International Airport, will share how one of the world’s largest and most complex infrastructure systems is advancing sustainability and resilience. Airports bring together every dimension of the built environment—transportation networks, energy systems, water management, waste operations, and landscape planning—making them a powerful microcosm of the AEC industry. Phil will discuss what climate resilience means for Denver International Airport and how the airport is collaborating with airlines, suppliers, and local partners to improve performance, reduce emissions, and strengthen operational resilience. He will also highlight the strategic role of equity and community partnership in infrastructure development. Drawing from this experience, Phil will connect lessons learned to the broader AEC industry, exploring how cross-sector collaboration, outcome-focused procurement, and long-term planning can accelerate sustainability at scale, save taxpayer dollars, and unlock greater value in future infrastructure investments. Presenter: Phillip Washington, CEO, Denver International Airport
9:45 am-10:30 am	Session 8: Sustainability Hot & Cold: Market & Sector Opportunities As the sustainability landscape continues to evolve, executives across the AEC industry are navigating a mix of opportunity and uncertainty. From climate adaptation and the heating of energy demand to corporate ESG mandates and global regulatory shifts, powerful forces are reshaping where firms are finding growth. This panel will explore which markets and sectors are heating up—and which are cooling—amid shifting regulations, geopolitical forces, and client priorities. Industry leaders will share where they see the greatest potential for sustainable growth, what’s driving investment and innovation today, and how firms are adapting to regional and global pressures and opportunities. Moderator: Emma Orr, EFCG Vice President, Strategy & Corporate Finance Panelists: Maegen Ayala, Global Aviation Market Leader, Consertus Bruna Paranhos, Global Solutions Director, Sustainability & Climate Response, Jacobs Jim Stamatis, CEO, True Environmental

(All Times in Mountain Time)

Friday, December 5, 2025

10:30 am – 10:45 am

Morning Coffee Social

10:45 am – 11:30 am

Session 9: Sustainability Services: Demand, Deregulation, and Delivery

This session will examine how client demand for sustainability services is evolving and how AEC firms are adapting their service offerings in response. Panelists will explore which services are most in demand today, where clients are prioritizing resilience and adaptation, and how firms are navigating the tension between rising expectations and limited budgets or deregulation pressures. The conversation will highlight how firms are structuring, pricing, and delivering sustainability work, as well as the strategies that position these services as value-generating rather than cost-driven.

Moderator: Andreas Georgoulas, EFCG Director, Sustainability & ESG

Panelists:

Bridget Realmuto LaPerla, CEO & Founder, Lion and Arc

John Lyons, Operations Director, Strand

Will Wilhelm, VP, Director of Sustainability & Resiliency, Kimley Horn

11:40 am – 12:25 pm

Session 10: Breakout Sessions

10A: The Future of Resource Recovery in Water Infrastructure

With renewed attention on renewable energy, wastewater facilities are increasingly positioned as resource recovery hubs. This session will explore emerging opportunities in biogas production and utilization—from traditional energy recovery to pipeline injection and vehicle fuel applications. Panelists will discuss how funding dynamics, IRA incentives, and shifting policy signals influence project feasibility, while examining where PPPs can support implementation. The conversation will emphasize how to align technology choices with project goals, community needs, and long-term value.

Moderator: Nina Nesselbush, EFCG Consultant, Strategy & Corporate Finance

Panelists:

Adam Ross, Climate Change & Resilience Strategy Leader, Brown & Caldwell

Karri Ving, Organizational Resilience & Climate Readiness Fellow, Brown & Caldwell

10B: Shaping the Supply Chain: A Collaborative Model for Industry Impact

The sustainability directors of three leading AEC firms will share how they have joined forces to co-develop a shared platform for evaluating and engaging subcontractors, partners, and suppliers. This session will explore how collaboration at the top of the value chain can create alignment, raise standards, reduce due diligence burden, and accelerate sustainable transformation across the industry. Participants will discuss challenges, lessons learned, and the role of collective influence in shaping a more resilient and responsible AEC ecosystem.

Discussion Facilitators:

Deepa Poduval, Global Sustainability Leader, Black & Veatch

Carrie Sabin, SVP, Corporate Sustainability, Stantec

Heather Unger, VP, Corporate Sustainability, WSP Global

(All Times in Mountain Time)

Friday, December 5, 2025

12:45 pm – 1:30 pm

Lunch and Session 11: Looking Four Years Ahead: 2026–2029 Market Scenarios

This closing panel will explore the key opportunities and challenges AEC firms are likely to face over the next four years and what sustainability leaders should be preparing for now. Panelists will discuss how firms can future-proof their sustainability strategy, anticipate shifts in client expectations and regulatory frameworks, and respond to emerging ESG priorities. The conversation will also examine potential market scenarios shaped by technological advancements, climate and resilience needs, talent dynamics, and changing social and political landscapes. Attendees will leave with actionable questions and strategic considerations to take back to their firms, ensuring they are well-positioned to lead in an evolving AEC industry.

Moderator: Andreas Georgoulas, EFCG Director, Sustainability & ESG

Panelists:

Amy Pastor, VP, Sustainability, EXP

Teresa Peterson, VP, Corporate Director of Sustainability, GFT Infrastructure

Ryan Prime, Sustainability Practice Leader, VHB

Monica Thilges, Senior Director, Environmental Sustainability, APTIM

1:30pm – 1:45 pm

Conference Closing Remarks

1:45 pm – 2:30 pm

Farewell Coffee Conversation

About EFCG's Sustainability & ESG Practice

Corporate Sustainability & ESG Strategy

EFCG uses an integrated approach to assess our clients' current standing and delineate their Corporate Strategy on Sustainability & ESG. We help our clients focus on their Sustainability & ESG priorities, conduct materiality assessments to identify key risks, establish specific short and long-term goals, better understand how to measure ESG, and specify performance indicators to achieve & monitor performance.

ESG Reporting & Communications

EFCG assists clients in communicating how Sustainability & ESG can help create a more successful and impactful firm to their staff, clients, and the public. We help our clients develop an effective strategy to communicate their Sustainability/ESG achievements, select the right framework for their firm to disclose performance, pinpoint key sustainability priorities & goals, and identify critical stakeholders the engage.

Sustainability / Resiliency / ESG Market Analysis & Insights

EFCG helps our clients expand their Sustainability / Resiliency / ESG capabilities towards client-facing work and capture significant new revenue opportunities. We focus on identifying which practice areas would work best for each firm and specify an action plan to develop and expand them. We inform our approach with our proprietary database, industry metrics, and custom market analyses and research.

Technical Benchmarking & Due Diligence

EFCG provides technical benchmarking and due diligence services on sustainability and ESG, offering best-of-class assessment and impartial insights on how organizations or project entities perform across all major KPIs and/ or reporting frameworks, where risks may exist, and how interested third parties can holistically evaluate the ESG position of an asset or organization.

EFCG Sustainability & ESG Practice



Andreas Georgoulis
Director,
Sustainability & ESG
ageorgoulis@efcg.com

Andreas has over 20 years of experience advising AEC firms, infrastructure owners, commercial lenders, and multilateral development banks. He has worked on projects in 15 countries and is a recognized voice in sustainability. Andreas played a key role in creating the Envision Rating System for Sustainable Infrastructure, now widely used globally. He has conducted sustainability/ESG assessments for over \$16 billion in infrastructure assets, advised AEC firms on ESG strategy and reporting, and helped establish a Climate Change Division at a major multilateral development bank. Andreas has published three books on sustainability, serves on the Envision Review Board of the Institute for Sustainable Infrastructure, and is a Senior Advisor to the Zofnass Program for Sustainable Infrastructure at Harvard University. He also teaches at the Harvard University School of Design.

Education: Masters and PhD from Harvard University and a professional diploma in architecture engineering from the University of Athens.