



2026 CEO Conference

Session 10: Five Generations: What's Really Motivating the Future Workforce

Julie Hasiba
EFCG Managing Partner
Talent & Compensation

Friday, October 2, 2026

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**How do we successfully
attract and motivate
each generation?**

Five Generations at Work, a Sixth on the Way

Shaped by shared experiences, phase of life, and macro events. These are trends, not rules; individual situations are the ultimate drivers.

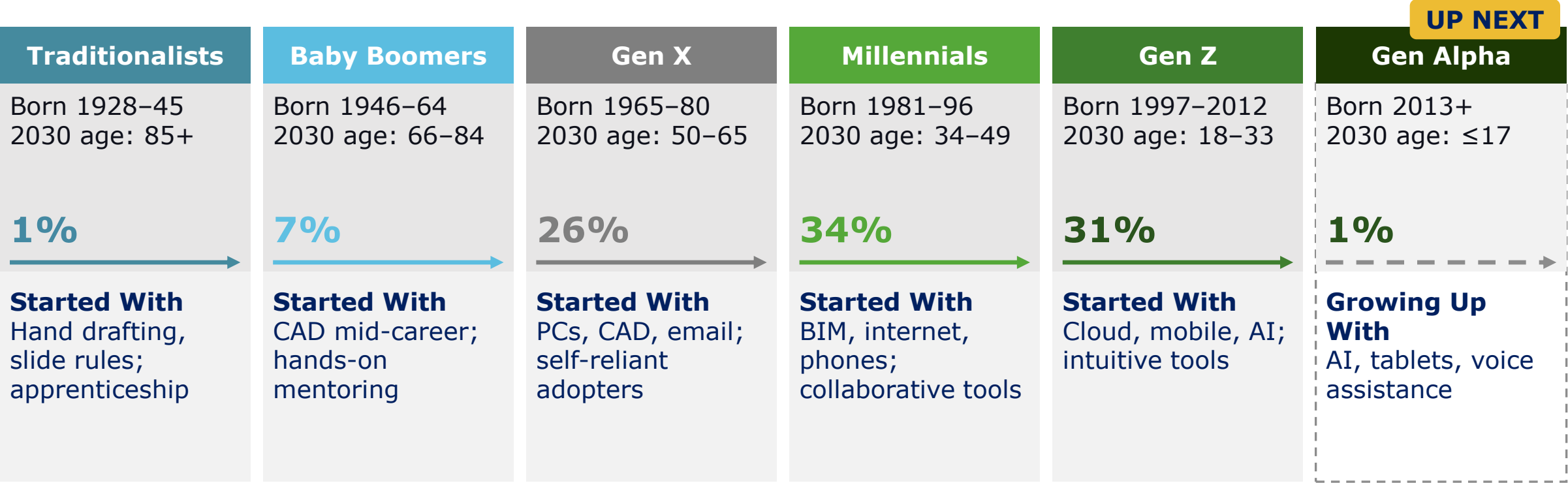
UP NEXT					
Traditionalists	Baby Boomers	Gen X	Millennials	Gen Z	Gen Alpha
Born 1928–45 2030 age: 85+	Born 1946–64 2030 age: 66–84	Born 1965–80 2030 age: 50–65	Born 1981–96 2030 age: 34–49	Born 1997–2012 2030 age: 18–33	Born 2013+ 2030 age: ≤17
1%	7%	26%	34%	31%	1%
Focused On Tradition, stability, respect for expertise	Focused On Flexibility, legacy, meaningful work	Focused On Autonomy, retirement readiness	Focused On Growth, stability, family support	Focused On Purpose, growth, mentorship, stability	Early Signals AI native; personalized learning
Less Focused On Blending work and life	Less Focused On Public recognition	Less Focused On Hierarchy, close supervision	Less Focused On One-size-fits-all careers	Less Focused On Financial incentives alone	Will Expect Intuitive tools, clear purpose

Design for All: pair experience with fresh perspectives through two-way mentorship.

Sources: [Pew](#); [Huyler et al. 2025](#); [iHire 2025](#); [Deloitte 2025](#); [Northwestern Mutual 2025](#); [CNBC](#); [BLS](#); [McCrindle](#)

Different Starting Points, Shared Moments

Different tools shaped each generation; COVID and AI are reshaping all of them at once.



Shared Moments

COVID (2020–2022) Everyone rethought where, when, and why they work, flexibility became a key priority alongside pay.

AI (2023–Now) The first tech shift every generation faces at once.

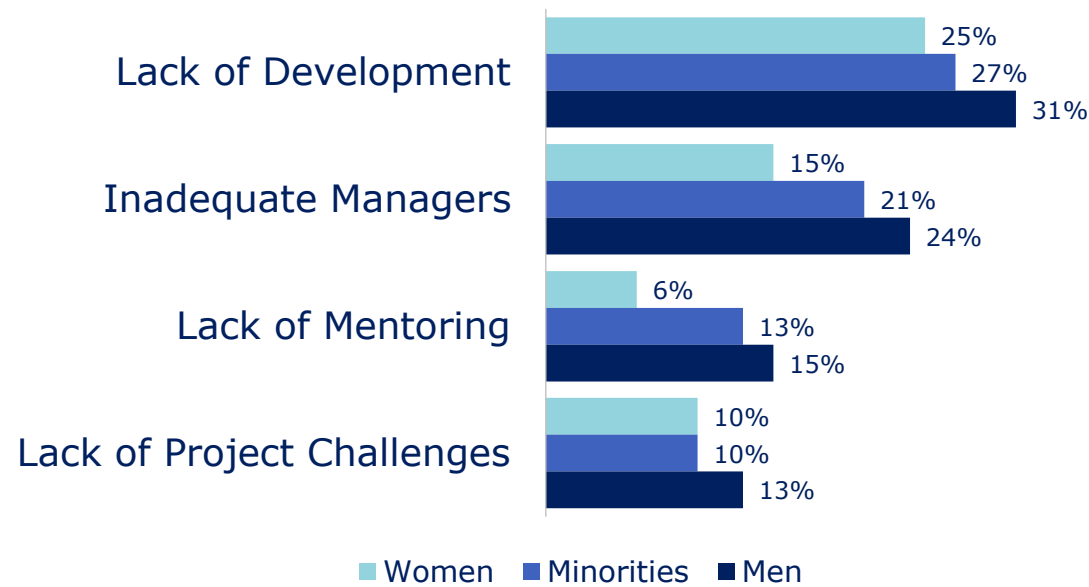
Sources: EFCG analysis; [McCrindle Research](#)

Firms Pay to Attract, but People Leave for Lack of Growth

Development gaps drive departures, yet AEC bonus programs favor recruiting over retention.

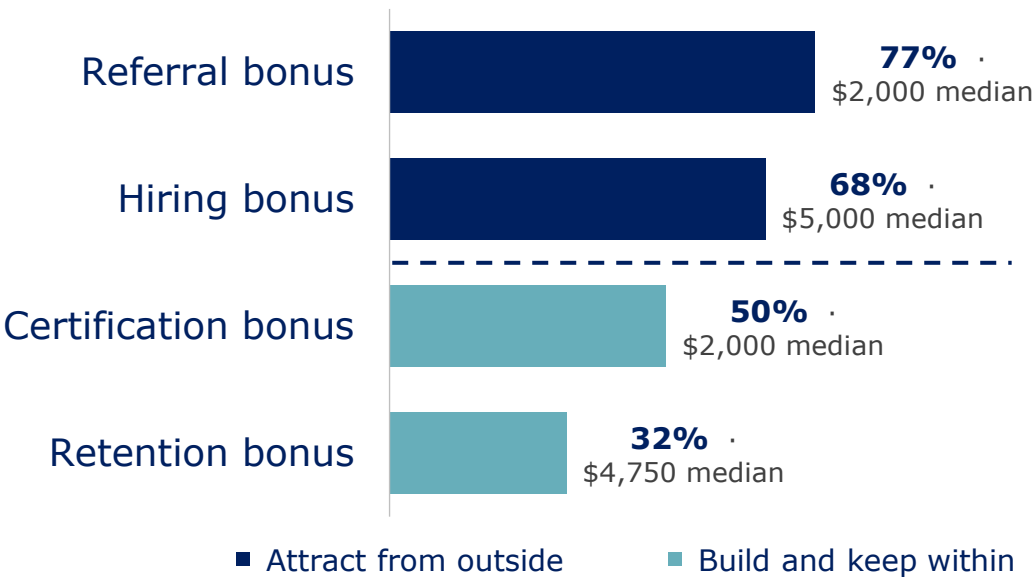
Why People Leave

Top reasons for voluntary departure, by group



Where Firms Put Bonus Dollars

% of AEC firms offering each bonus
(Median bonus value, individual contributors)



94% of employees would stay longer at a company that invests in their careers.

54% of workers would take a pay cut for job security.

Sources: EFCG 2026 HR Survey Results; EFCG 2025 Industry Incentive / Bonus Program Analysis; [LinkedIn Workplace Learning Report](#); [SHRM](#)

Benefits Are Widespread, Development Experiences Are Not



Firms fund development programs which employees desire. Beyond formal development, the next workforce also wants opportunities to learn on the job.

What Firms Offer

% of AEC firms offering each professional development benefit



Leadership development is the least commonly offered benefit.

What the Next Workforce Wants

Gen Z and Millennials
(65% of the global workforce by 2030), are looking for:

- On-the-job training (90%)
- Mentorship (50%)

The programs exist. What keeps people is being developed on the job by their managers.

Sources: 2024 EFCG HR Survey; Deloitte Global Gen Z & Millennial Survey 2025; Deloitte US Global Human Capital Trends Report; LinkedIn Workplace Learning Report

How Firms Are Investing, and Where They Can Focus Next



Learning what motivates your own people, through conversations and surveys, ensures you make the most of every investment.

Dimension	Investments Before	Investments Today	Opportunity Ahead
Compensation	Fixed pay, rarely audited for equity	- More skills-based pay - Some pay transparency	- Increasingly pay for skills - Share pay ranges openly
Benefits	Health + PTO, same for all	- Personalized packages - Expanded wellness offerings	- Ask what benefits employees actually want - Use total rewards as a strategy, not just overhead - Track what gets used
Development	Leadership development and training for senior staff only	- Professional growth drives retention - AI upskilling	- Budget for leadership development - Map clear career paths
Work Experience	- In-office - One career ladder - Loyalty rewarded	- Purpose + belonging - Hybrid work - Flexible career journey	- Hold managers accountable for growth - Tell the rewards story year-round

Today's Panelist: Karl Miller



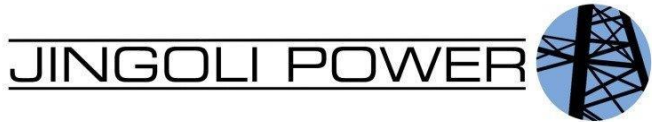
Karl Miller

Experience

CEO
Jingoli Power, 2016-Present

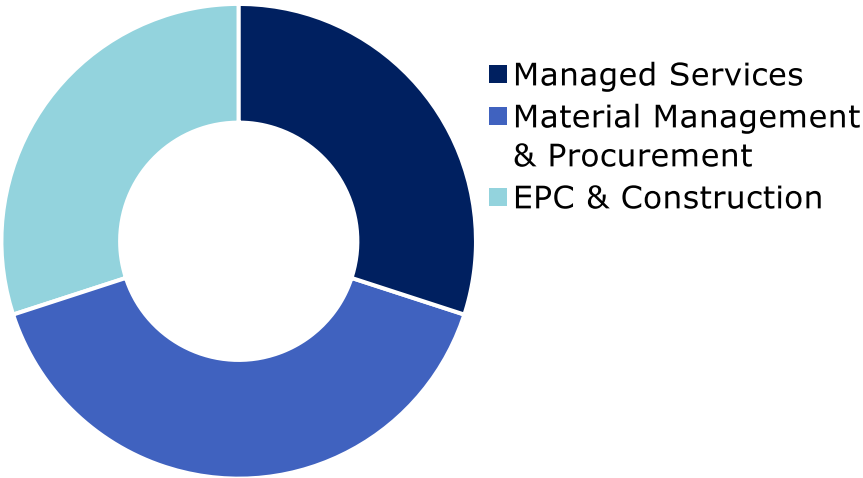
Education

Kansas State University, B.S., Mechanical Engineering



Ownership Type	Gross Revenues	Total Employees
Private	\$161M	228

**End Markets
% Revenues**



Today's Panelist: Joe Monaco



Joe Monaco

Experience

CEO
Dudek, 2019-Present

Vice President
Dudek, 2016-2019

Principal
Dudek, 1999-2016

Education

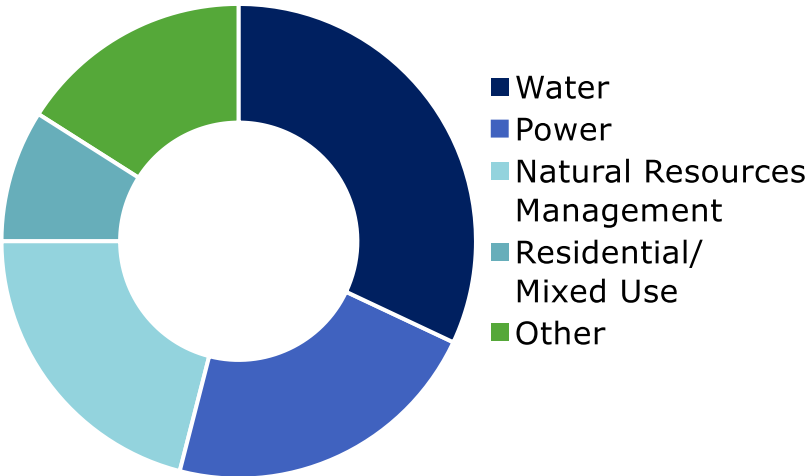
University of California Los Angeles, B.A.,
Geography

San Diego State University, M.C.P. City
Planning

DUDEK

Ownership Type	Gross Revenues	Total Employees
Full ESOP	\$158M	1,000

End Markets % Revenues



Today's Panelist: Alan Stone



Alan Stone

Experience

President & CEO
Hazen & Sawyer, 2024-Present

Vice President
Hazen & Sawyer, 1989-2024

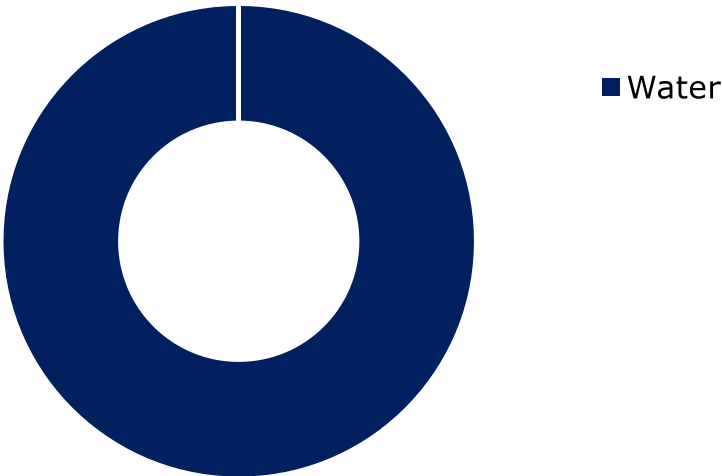
Education

NC State University, Charlotte, B.S. & M.S.



Ownership Type	Gross Revenues	Total Employees
Private	\$719M	2,500

End Markets % Revenues



Today's Panelists



Karl Miller
CEO
Jingoli Power



Joe Monaco
CEO
Dudek



Alan Stone
President & CEO
Hazen and Sawyer

Ownership

Private

Full ESOP

Private

Gross Revenues

\$161M

\$158M

\$719M

Total Employees

228

1,000

2,500

Primary End Market(s)

Material Mgmt & Procurement,
Managed Services, EPC &
Construction

Water, Power, Natural
Resources Mgmt,
Residential/Mixed Use

Water

Questions to Take Back to Your Executive Team

The shift from a cost model to a capability model starts with asking the right questions

On Compensation

Does our compensation strategy reflect the skills we need for the next 5 years, or just the roles we have today?

On Benefits ROI

When did we last audit our benefits through the lens of utilization and retention, not just cost?

On Development

Can our employees picture their next 3 career moves inside our firm? If not, who is showing them?

On the Future

Are we treating total rewards as an administrative function or as a capability-building strategy?

Note: Questions designed to prompt strategic conversation; not exhaustive
Source: EFCG analysis; EFCG 2026 HR Survey



Ask Us Questions

Julie Hasiba

 jhasiba@efcg.com

 calendly.com/jhasiba

Share Your Feedback

Please share your thoughts
on this session in the Day 2
Evaluation.



2026 CEO Conference

Conference Closing Remarks

Julie Hasiba
EFCG Managing Partner
Talent & Compensation

Friday, October 2, 2026

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- ✓ Attend informative sessions
- ✓ Visit the websites
- ✓ Ask questions & connect

EFCG's Upcoming Leadership Conferences



OCT
12-14
2027

2027 CEO Conference

October 12-14, 2027
The Broadmoor
Colorado Springs, CO



OCT
2-4
2028

2028 CEO Conference

October 2-4, 2028
Waldorf Astoria Monarch Beach
Dana Point, CA

RLC
2027

Rising Leaders
February 25-26, 2027
Dallas, TX

CFO
2027

CFO
April 26-28, 2027
Irving, TX

HR
2027

HR Leadership
May 10-12, 2027
Park City, UT

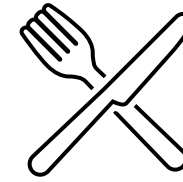
TECH
2027

Technology Leadership
June 15-16, 2027
Washington, D.C.

Early registration pricing
now is available.



EFCG



Farewell Lunch & Networking

11:30 am – 12:00 pm

The Hall

See You Next Year!

September 30- October 2, 2026

Chicago, IL





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