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2026 HR Leadership Conference

Session 4B: Inside the Boardroom: Assessing Board Structure, Engagement & Effectiveness

Tuesday, May 5, 2026

Network: JWMarriott_Conference
Password: EFCGHR2026

Today's Presenters & Moderators

Julie Hasiba

Experience

2019-Present

Managing Partner

Talent & Compensation Practice Lead

EFCG

2014-2019

Talent & Organization Strategy Consultant, Client Lead

Accenture

Education

M.B.A.

University of Chicago Booth School of Business

B.A. with Honors

Northwestern University

Adeline Orcutt

Experience

2023–Present

Consultant

Strategy, Finance & Talent

EFCG

Education

A.B., Economics

Harvard University

Today's Panelist: Mina Biggs

Mina Biggs

Experience

Chief People Officer
Hanson, *2015-Present*

HR Director
UBS Global Asset Management, *2005-2013*

HR Manager
Allstate, *1996-2005*

Education

University Of Illinois, M.B.A.

Northern Illinois University, B.S., Management (HR emphasis)

Ownership Type	Gross Revenues	Total Employees
Employee-Owned	$155.3M	570

End Markets % Revenues

Today’s Panelist: Keri Kocur

Keri Kocur

Experience

Chief People Officer
SVP, Human Resources
Human Resources Director
Human Resources Manager
VHB, *1998-Present*

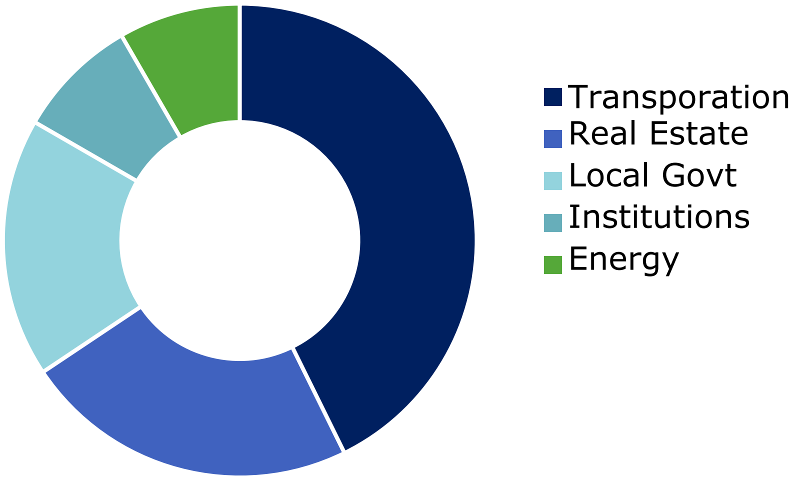
Education

Emmanuel College, M.S. Human Resource Management

Saint Mary's College, Notre Dame, B.A., Communications and Theater

Ownership Type	Gross Revenues	Total Employees
Employee-Owned	$519M	2,200

End Markets
% Revenues



Today's Panelists

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Mina Biggs
Hanson
Chief People Officer

Ownership Type
Employee-Owned

Gross Revenues
$155M

Total Employees
570

Primary End Markets
Infrastructure, Aviation, Power, Govt., Railways

Keri Kocur
VHB
Chief People Officer

Ownership Type
Employee-Owned

Gross Revenues
$519M

Total Employees
2,200

Primary End Markets
Transportation, Real Estate, Local Govt.

Board Composition

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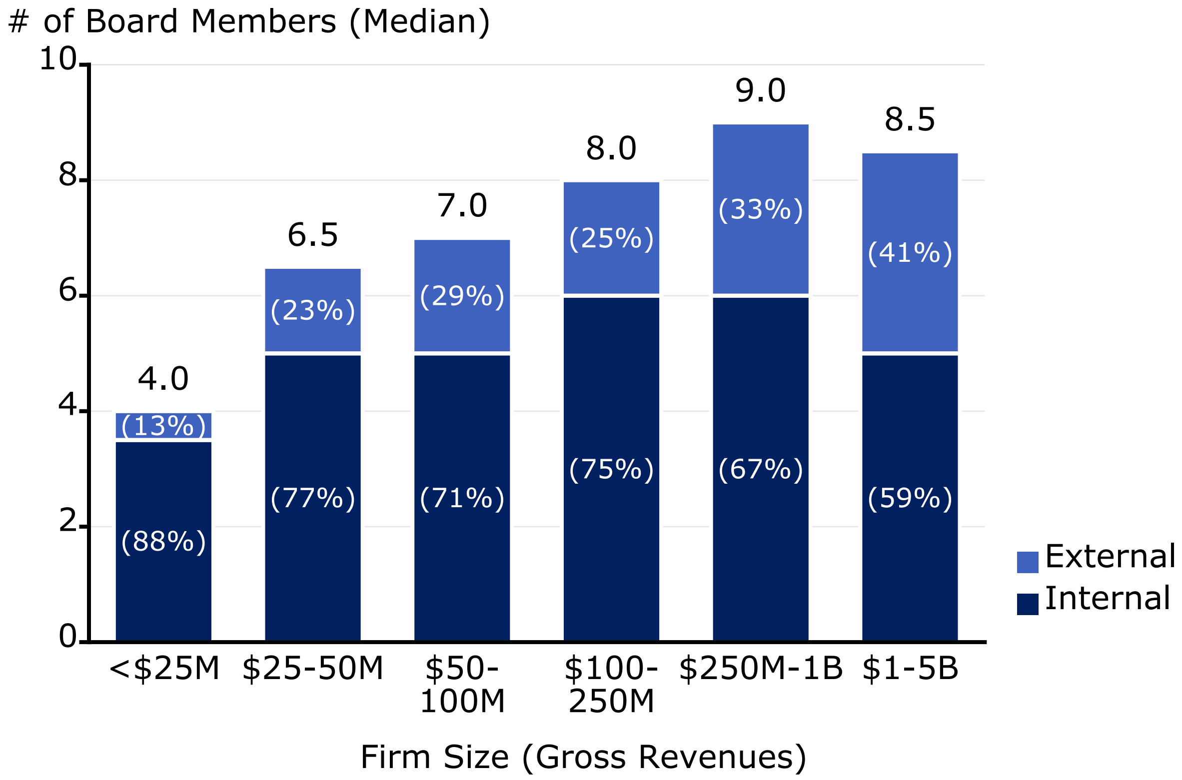
Board Composition as Firms Scale

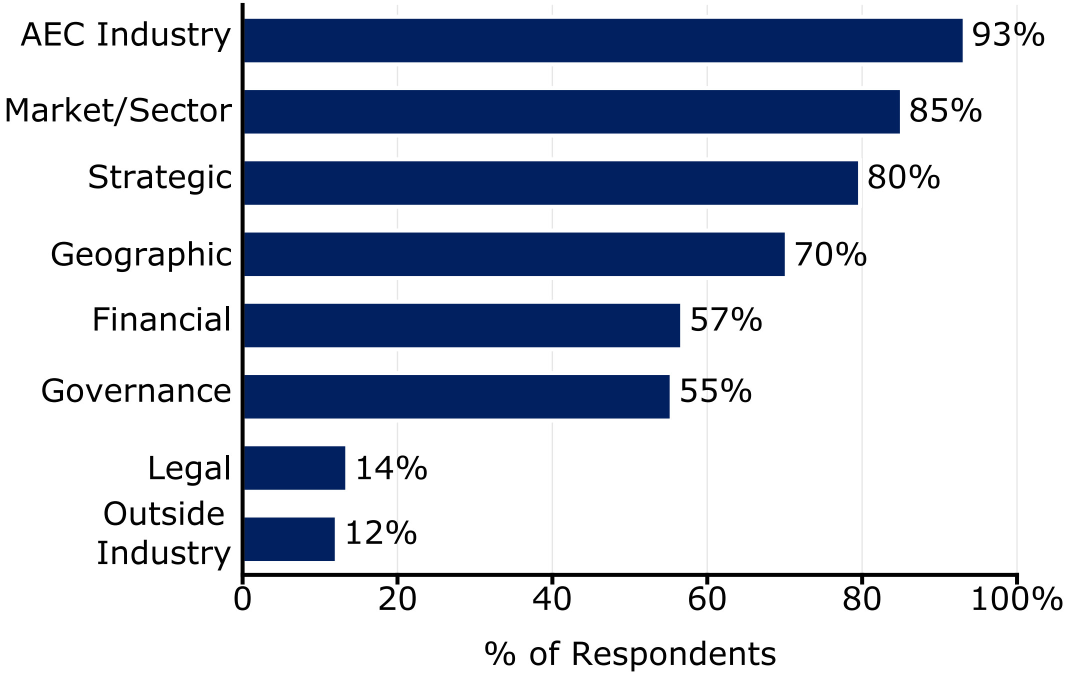
Boards remain relatively small and internally weighted, with a median of 7 members and where internal directors typically bring ~10 years of tenure. As firms scale, boards expand and incorporate more external perspectives, signaling a shift toward greater independence and broader governance expertise.



How Boards Leverage Internal and External Talent

Internal directors primarily contribute deep industry and market expertise, while external members bring broader strategic, financial, and governance capabilities. This reflects a deliberate use of external appointments to complement, not duplicate, internal leadership strengths.

Internal Member Expertise



External Member Expertise

Board Strategy

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Strategic Focus Areas

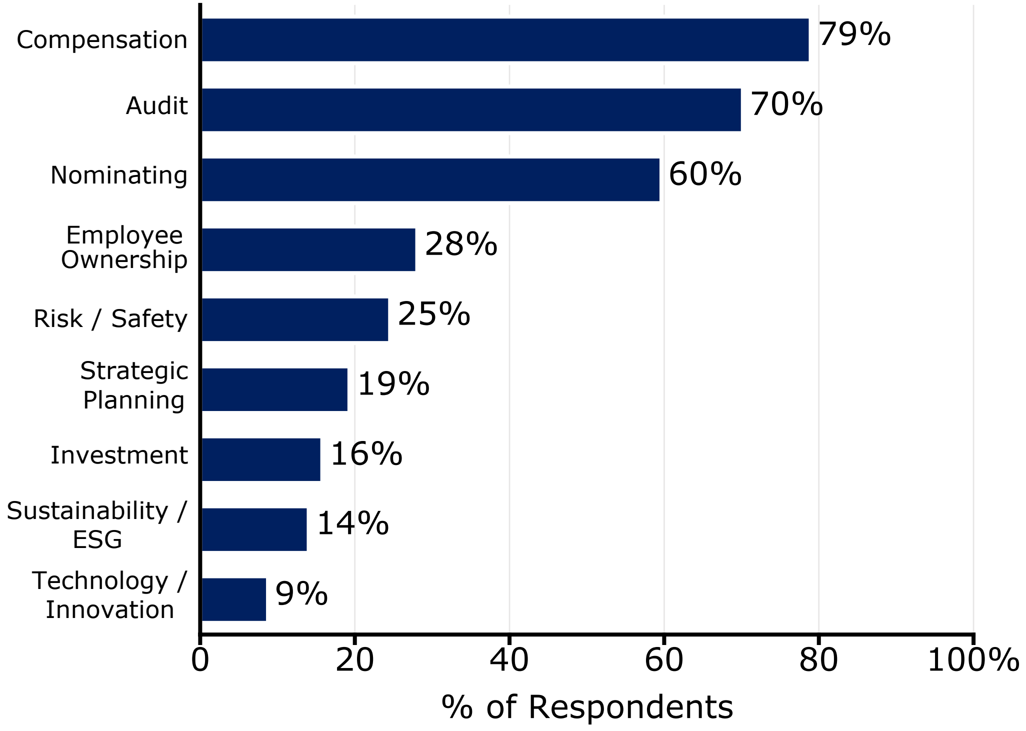
Annual offsites are primarily used to step back and focus on forward-looking priorities including firm strategy, market positioning, and emerging risks. Operational topics like financial performance and internal alignment are discussed less frequently, reinforcing the offsite’s role as a forum for long-term direction rather than near-term management oversight.

Board Committee Infrastructure

Firms typically maintain a lean committee structure reflecting a focus on core governance responsibilities. Committees dedicated to emerging priorities like technology, innovation, and ESG remain less prevalent, indicating these areas are still evolving within board oversight.

Number of Committees

Committee Types



Board Election Practices

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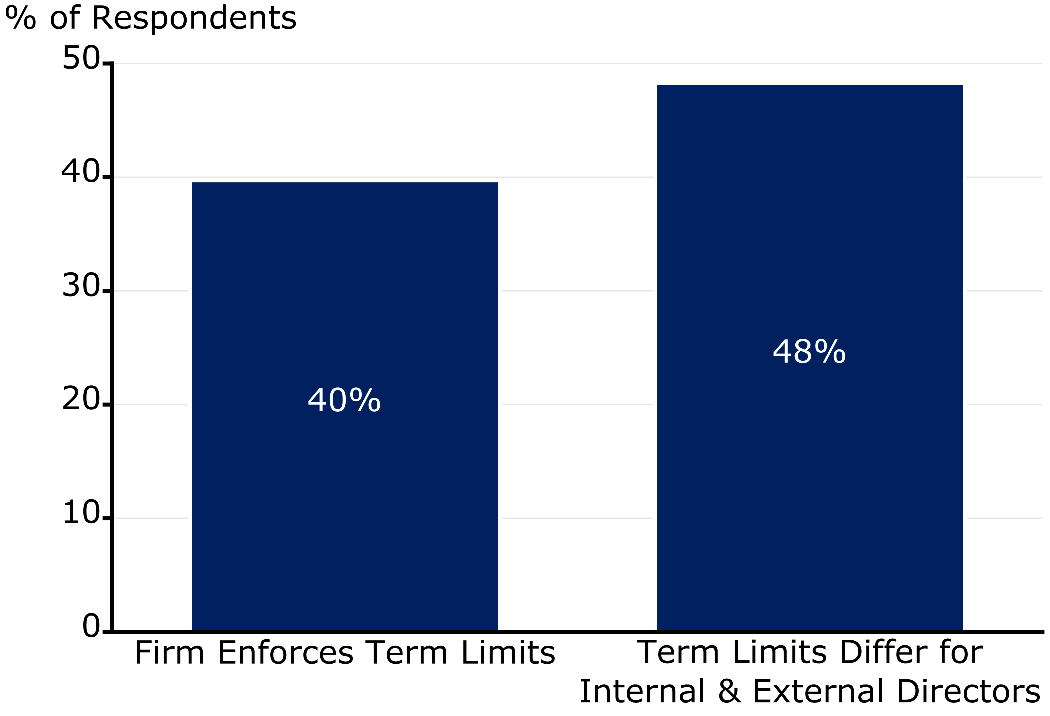
Term Limits and Board Continuity Practices

Among firms with term limits, nearly half differentiate between internal and external directors, with three years as the typical standard. External members show greater variability in term length, and just over half of firms further structure continuity through staggered elections, most commonly on an annual cadence.

Term Limit Enforcement

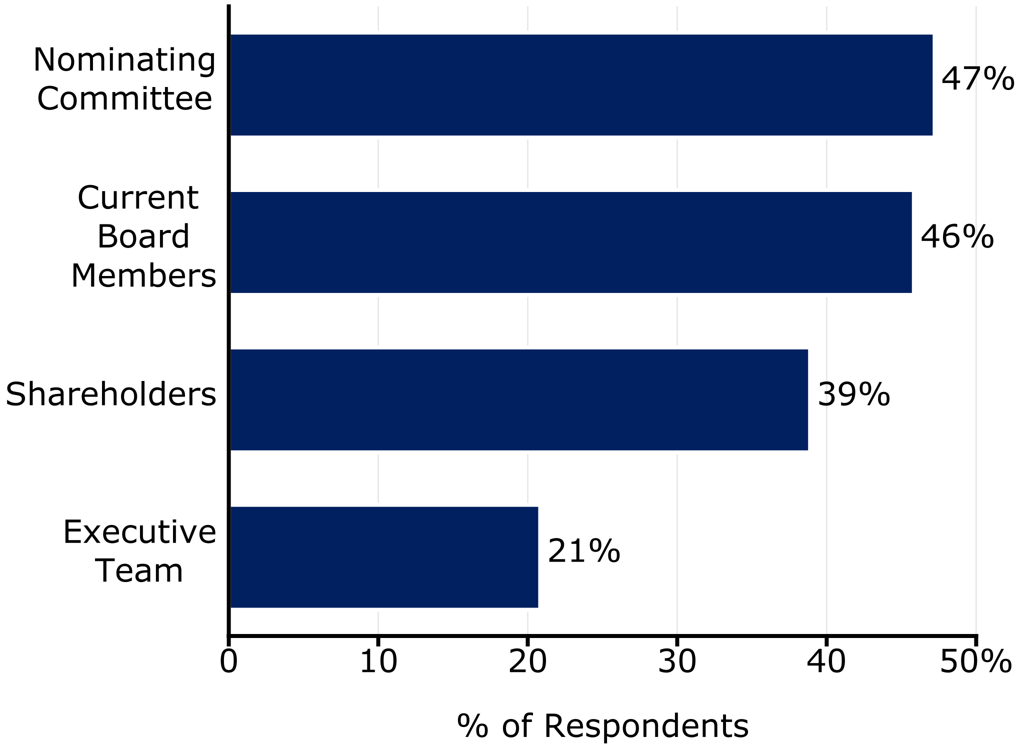


Internal vs. External Members

Balancing Nomination and Election Authority

Nominating committees and current directors primarily shape the candidate nominations, while shareholders play a larger role in final selection. This separation reflects a governance model that balances informed internal vetting with broader ownership input.

Nomination Inputs



Election Inputs

Common Criteria Among Board Member Candidates

Firms are taking a more forward-looking, vision-driven approach and are shaping boards not around standalone credentials, but around candidates who collectively strengthen the board's ability to drive strategy and long-term goals.

Strategic Skills Alignment

Ensuring the board has the capabilities needed to deliver on current and future business priorities

- Skills tied to strategic plan (e.g., growth, M&A, technology)
- AEC industry and market expertise
- Functional expertise (finance, operations, legal, HR, etc.)
- Use of skills matrices / gap analysis to identify needs

Leadership & Business Judgment

Selecting individuals with proven ability to think strategically and guide the firm

- Track record of leadership and organizational impact
- Strategic thinking and high-level perspective
- Financial literacy and business acumen
- Ability to balance governance vs. management roles

Personal Attributes & Cultural Alignment

Prioritizing trust, integrity, and the ability to operate effectively in a board environment

- Integrity, ethics, and independence of thought
- Emotional intelligence and interpersonal effectiveness
- Communication and collaboration skills
- Alignment with company values

Board Composition & Governance Fit

Building a balanced, effective board through thoughtful composition and structure

- Inclusion of background, perspective, and demographics
- Mix of internal vs. external directors
- Prior board / governance experience
- Consideration of tenure, ownership stake, and continuity

Source: 2026 EFCG Board Governance Supplemental Survey

Key Takeaways

Ask Us Questions

Julie Hasiba

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https://calendly.com/jhasiba

Share Your Feedback

We value your input! Please take a moment at the end of the day to share your thoughts on this session.

Today's Conference Agenda: Tuesday, May 5th

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	9:30 am – 10:45 am	**Session 1:** 2026 EFCG AEC Industry Overview
	10:45 am – 11:15 am	**Morning Coffee Social**
	11:15 am – 12:00 pm	**Session 2:** Culture Starts at the Top: HR's Partnership with CEOs & Executive Teams
	12:00 am – 12:45 pm	**Lunch**
	1:00 pm – 1:45 pm	**Session 3:** Smart HR: Leveraging AI to Elevate the Workforce Experience & Business Outcomes
	2:00 pm – 2:45 pm	**Session 4:** Breakout Sessions 4A: Myth or Fact: AI will Significantly Impact Headcount 4B: Inside the Boardroom: Assessing Board Structure, Engagement, & Effectiveness 4C: Navigating Pay Transparency Laws & the Impact on Compensation Strategy
Next Event	**3:00 pm – 3:45 pm**	**Session 5:** Blueprint to Leadership: Developing People Leaders from Technical Talent
	4:00 pm – 5:00 pm	**Session 6:** HR Leaders Lessons Learned
	5:30 pm – 7:30 pm	**Evening Networking Reception & Dinner**

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