

Exclusively
for the
AEC Industry



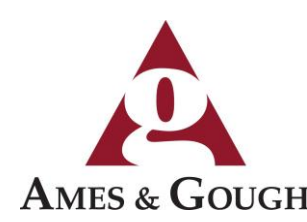
EFCG

CEO Conference Agenda

September 30 – October 2, 2026
Convene Willis Tower



Sponsorship Partners





ABOUT EFCG

EFCG is a global specialized mergers & acquisitions (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 125 executive conferences, and advised on 250+ 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

250+
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

Executive Conferences

125+
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

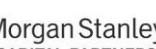
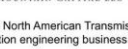
EFCG has developed a comprehensive proprietary database exclusively for the industry

6
Annual
Surveys

8M+
Data Points
Every Year

500+
Database
Contributing Firms

EFCG's Recent M&A Transactions

 a portfolio company of STERLING INVESTMENT PARTNERS has acquired  EFCG served as advisor to Verdantas  July 2026	 NEW MOUNTAIN CAPITAL has partnered with  EFCG served as a financial advisor to New Mountain Capital  July 2026	 a portfolio company of  has acquired the Leak Detection and Repair (LDAR) assets from  TECHNICAL CONSULTANTS a portfolio company of GI PARTNERS EFCG advised Alliance Technical Group  May 2026	 a portfolio company of  has acquired  EFCG advised Consertus  April 2026	 partnered with  EFCG advised Littlejohn & Co.  March 2026	 has been acquired by  CAPITAL PARTNERS EFCG served as the exclusive financial advisor to Olsson  December 2025	 has acquired  a portfolio company of  CAPITAL PARTNERS EFCG served as co-advisor to Alliance Technical Group  December 2025	 Has divested its digital procurement platform  to  EFCG provided advisory services to GHD  November 2025	 has acquired  EFCG provided advisory and valuation services to C2AE  November 2025	 A portfolio company of  acquired the North American Transmission & Distribution engineering business of  EFCG served as the financial advisor to Qualus  October 2025
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ABOUT EFCG's CEO CONFERENCE

Each year, EFCG's CEO Conference brings together 250 AEC industry CEOs and Presidents for three days of conversation, peer insight, and strategic reflection. Held at the Convene Willis Tower in Chicago, this invitation-only event is designed for CEOs who want to step out of daily operations and focus on what is next for the industry, their firms, and themselves as leaders.

Dates and Times

Wednesday, September 30th 3:30 pm – 8:00 pm CT

Thursday, October 1st 8:00 am – 8:30 pm CT

Friday, October 2nd 8:00 am – 12:00 pm CT

Dress Code

Business casual

Conference Venue Information

[Convene Willis Tower](#)

233 South Wacker Drive, Third Floor
Chicago, IL 60606

Drive to Airports

Chicago O'Hare International Airport:

Car: 30 minutes

Train (CTA Blue Line from O'Hare to Jackson): 50 minutes

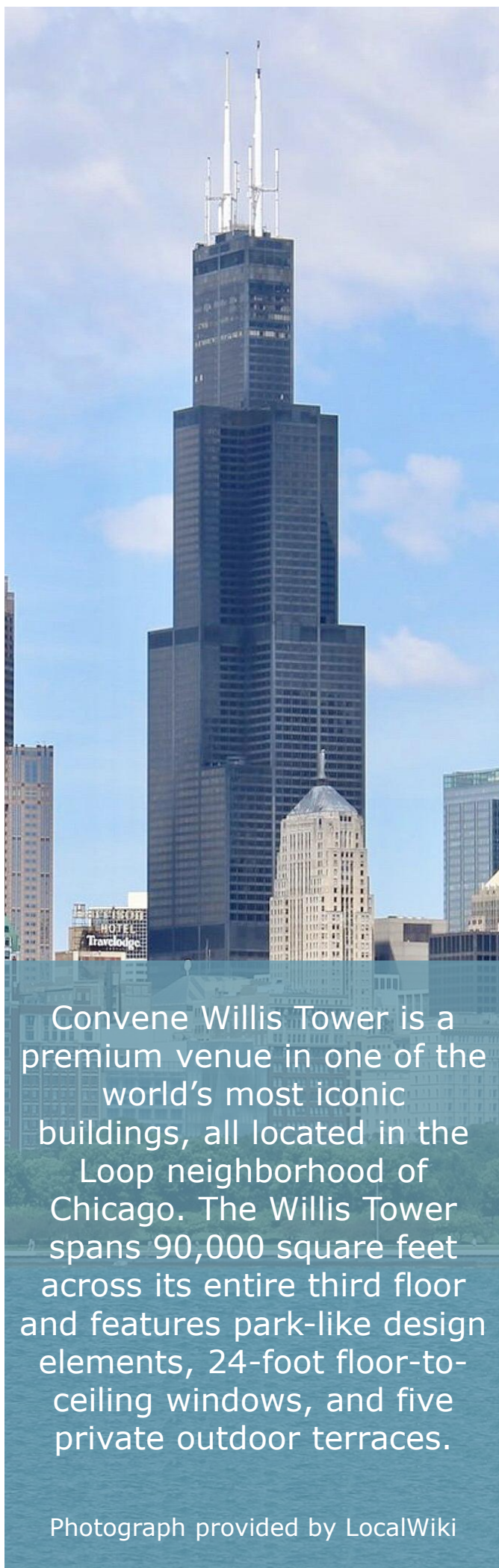
Chicago Midway International Airport:

Car: 30 minutes

Train (CTA Orange Line from Midway to Quincy): 30 minutes

Photography and 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.



Convene Willis Tower is a premium venue in one of the world's most iconic buildings, all located in the Loop neighborhood of Chicago. The Willis Tower spans 90,000 square feet across its entire third floor and features park-like design elements, 24-foot floor-to-ceiling windows, and five private outdoor terraces.

Photograph provided by LocalWiki

SPONSORSHIP PARTNERS

We are especially thankful for the collaboration we have with our partners.



alliant's mission is to help organizations compete and win in a world defined by constant disruption and rising expectations. We bring strategy, thought leadership, and applied intelligence together with the depth of expertise required to solve real, complex problems across the enterprise. That work helps organizations modernize and grow in ways that endure, raising the bar for innovation, strengthening the economy, and expanding what's possible for people and communities.

Visit www.alliantglobal.com.



CareerSMITH is a retained executive search firm dedicated exclusively to the Engineering, Construction, Government Services, and Energy industries. For over 30 years, we have built lasting partnerships with clients by delivering highly qualified executive, corporate functional and technical leadership talent. Our relationship-driven approach, combined with deep industry knowledge and a consultative process, enables us to identify leaders who align with organizational goals and culture, resulting in strong retention and long-term client success.

Visit www.careersmith.com.



BST Global designs, develops and deploys the AEC industry's first suite of AI-powered project intelligence™ solutions. Beyond our flagship ERP offering, we provide work management, predictive insights and resource management solutions to complement a firm's existing ERP. More than 120,000 architects, engineers and consultants in 65 countries across six continents rely on BST Global's solutions each day to successfully manage their projects, resources, finances and client relationships. With unrivaled industry knowledge, BST Global serves as a trusted partner to its clients and remains at the forefront of innovation.

Visit www.bstglobal.com.



Deltek is the intelligent platform that powers the project lifecycle - from ERP and accounting to project bidding, planning, delivery and analysis. More than 30,000 organizations and millions of users in over 80 countries around the world rely on Deltek for superior levels of project intelligence, management, and collaboration. Our industry-focused expertise powers project success by helping firms achieve performance that maximizes productivity and revenue. Deltek delivers the speed, clarity, and control needed when the stakes are high.

Visit www.deltek.com.



EPIC Insurance Brokers & Consultants, Construction & Design Group (formerly Greyling), is a specialty brokerage serving professional services firms in the construction industry, including a leading share of the ENR Top 500 Design Firms. EPIC's differentiator is the depth of our team, which includes not only dozens of experienced insurance professionals but also numerous attorneys and consultants who have varied relevant expertise working for and representing design and construction companies. This experience results in meaningful project and enterprise risk management, exceptional and innovative insurance placement, and a trusted partner watching out for your bottom line.

Visit www.epicbrokers.com.



Unit4 is a global enterprise software company purpose-built for people-centered professional services organizations, including architecture, engineering, and construction firms. Its integrated cloud platform brings together ERP, financial planning and analysis, and human capital management, giving AEC leaders a single, connected view of project financials, resource deployment, talent, and workforce planning. For firms navigating complex multi-phase projects, tight margins, and the demands of attracting and retaining top talent, Unit4 offers the operational clarity and strategic agility to stay competitive.

Visit www.unit4.com.

All Times in Central Time

3:30 pm – 4:00 pm

Welcome Coffee for First-Time Attendees

4:00 pm – 5:00 pm

Welcome Remarks and Informational Session | Before the EFCG Industry Report: Getting to Know the Data Behind EFCG's AEC Analysis

5:00 pm – 6:00 pm

Event Registration and Small Group Receptions (by Firm Size)

6:00 pm – 8:00 pm

Welcome Reception and Dinner with Session 1 Fireside Chat: Leading When Nothing Stands Still: The CEO's Psychological Toolkit

Thursday, October 1, 2026

8:00 am – 8:30 am

Breakfast and Networking

8:30 am – 10:00 am

Introductory Remarks and Session 2: AEC 2026: EFCG Industry Report and CEO Survey Findings

10:00 am – 10:30 am

Coffee Break

10:30 am – 11:15 am

Session 3: The Markets and Moves: Reading the Industry and the Opportunities Ahead

11:25 am – 12:00 pm

Session 4: AI and IP: Who Owns the Mind of the Firm?

12:00 pm – 12:15 pm

CEO of the Year Announcement

12:15 pm – 1:00 pm

Lunch and Networking

1:00 pm – 2:05 pm

Session 5: Mergers & Acquisitions Trends + Mergers & Acquisitions in an Uncertain Market: Discipline and Strategy

2:20 pm – 3:05 pm

Session 6: Concurrent Breakout Sessions

3:20 pm – 4:25 pm

Session 7: Technology Trends in AEC + The CEO's AI Moment: Lead It or Lose Ground

6:00 pm – 8:30 pm

**Evening Reception and Dinner with Optional Willis Tower Skydeck Experience
*Skydeck Access from 6:30 pm – 7:30 pm**

Friday, October 2, 2026

8:00 am – 8:30 am

Breakfast and Networking

8:30 am – 9:30 am

Opening Remarks and Session 8: Redefining Value: How Firms Are Changing What They Deliver and How

9:45 am – 10:25 am

Session 9: Concurrent Breakout Sessions

10:35 am – 11:25 am

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

11:25 am – 11:30 am

Conference Closing Remarks

11:30 am – 12:00 pm

Farewell Lunch and Networking

All Times in Central Time

3:30 pm – 4:00 pm

Welcome Coffee for First-Time Attendees

It is our pleasure to welcome new attendees to our event each year. Join us for the official opening of the 2026 EFCG CEO Conference, a warm and engaging event created for first-time attendees. This casual gathering sets the tone for the days ahead, offering a chance to meet fellow attendees and connect with the EFCG Team. Enjoy light refreshments and get oriented with the conference specifics and schedule.

4:00 pm – 4:15 pm

Welcome Remarks

4:15 pm – 5:00 pm

Informational Session | Before the EFCG Industry Report: Getting to Know the Data Behind EFCG's AEC Analysis (Great for First-Time Attendees)

On Thursday, October 1, EFCG will present its AEC Industry Overview, highlighting the major industry trends and opportunities ahead. Before Thursday's presentation, EFCG will host an informational session for first-time attendees and anyone looking to better understand the foundation behind the analysis. EFCG will share how EFCG leverages over 8 million proprietary data points annually, from financial benchmarks to talent trends, to deliver strategic guidance to AEC firms. This session offers a deep dive into the underlying data and methodology, so attendees arrive at Thursday's presentation ready to interpret and apply the findings to their own firm.

Presenter: Vishal Menon, EFCG Vice President, Strategy & Corporate Finance

5:00 pm

Event Registration Begins

5:00 pm – 6:00 pm

Small Group Receptions (by Firm Size)

The evening starts with a series of intimate receptions organized by firm size, giving attendees a chance to meet peers in a smaller, more personal setting before joining the full group of 250 CEOs for the Welcome Reception. The Union League Club of Chicago provides a beautiful backdrop, with art-filled rooms that make for a memorable beginning.

6:00 pm – 8:00 pm

Welcome Reception and Dinner with Session 1 Fireside Chat: Leading When Nothing Stands Still: The CEO's Psychological Toolkit

Following the Small Group Receptions, all attendees will gather for drinks and conversation. Partway through the reception, two CEOs will take the stage for a candid 30-minute fireside conversation on something every leader knows firsthand: the weight of the CEO seat in a period of relentless change. They will speak to the change-management and leadership crises they have navigated, and to the opportunity to turn uncertainty into a step forward. This conversation opens the three-day event with an honest dialogue about what it takes to lead well when nothing stands still. Following the fireside chat, the evening will continue with time to enjoy a reception-style dinner with peers.

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

Panelists:

Ian L. Edwards, President & CEO, AtkinsRéalis
Jesse Kropelnicki, CEO, Verdantas

All Times in Central Time

8:00 am – 8:30 am

8:30 am – 8:45 am

8:45 am – 10:00 am

10:00 am – 10:30 am

10:30 am – 11:15 am

11:15 am – 11:25 am

11:25 am – 12:00 pm

Thursday, October 1, 2026

Breakfast and Networking

Introductory Remarks

Session 2: AEC 2026: EFCG Industry Report and CEO Survey Findings

Managing Partner Rebecca Zofnass will open the 2026 EFCG CEO Conference with insights from EFCG's AEC Industry Overview Report, developed from EFCG's extensive proprietary database of financial and business metrics. This presentation will feature the first look at 2025 industry performance and projections through 2027. Zofnass will present current performance benchmarks across revenues, margins, utilization, and other critical industry metrics alongside CEO survey findings on the strategic priorities, biggest concerns, and outlook for the year ahead. Attendees will leave with a view into where the industry stands and where it is heading.

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

Coffee Break

Session 3: The Markets and Moves: Reading the Industry and the Opportunities Ahead

This opening panel discussion brings influential AEC CEOs together to dig into the trends redefining the industry and reveal how those forces are shaping their firm strategies for the next one to two years. This session frames the conversations to come throughout the conference, surfacing the most pressing challenges CEOs are wrestling with. Panelists will discuss how their firms are differentiating themselves and building for lasting success.

Moderator: Jessica Zofnass Barclay, EFCG Managing Partner, Mergers & Acquisitions

Panelists:

Mario Azar, CEO, Black & Veatch
 Leslie Duke, Chair & CEO, Burns & McDonnell
 Mark Fallon, Chairman & CEO, APTIM
 Mick Renshaw, CEO, Trilon Group

Refresh Break

Session 4: AI and IP: Who Owns the Mind of the Firm?

AEC firms have spent decades building the institutional knowledge, design methodology, and project intelligence that define how they work and why clients choose them. As AI takes hold in daily operations, that knowledge is increasingly fed into systems whose ownership and data practices aren't always well understood. Two innovative CEOs and a subject matter expert examine what this means in practice: what counts as protectable IP, where AI creates new exposure, and how leaders can defend the knowledge they've built.

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

Panelists:

Bob Hughes, President & CEO, Deltek
 Christian Jensby, Group CEO, Ramboll

All Times in Central Time

12:00 pm – 12:15 pm

CEO of the Year Announcement

EFCG will recognize the 2026 EFCG CEO of the Year in a special presentation before lunch. Each year, this award recognizes an individual for their outstanding leadership, commitment to advancing the AEC industry, and impact on their firm, colleagues, and community.

12:15 pm – 1:00 pm

Lunch and Networking

1:00 pm – 1:20 pm

Session 5 – Part 1: Mergers & Acquisitions Trends

Managing Partner Jessica Zofnass Barclay will open this two-part session with an overview of the latest mergers & acquisitions (M&A) multiples and trends, drawing from EFCG's comprehensive proprietary database to shed light on the forces driving major market shifts.

Presenter: Jessica Zofnass Barclay, EFCG Managing Partner, Mergers & Acquisitions

1:20 pm – 2:05 pm

Session 5 – Part 2: Mergers & Acquisitions in an Uncertain Market: Discipline and Strategy

In a market where interest rates, geopolitical uncertainty, and shifting valuations are complicating every deal, the firms with acquisition discipline and strategy are pulling ahead. Panelists will discuss how they are approaching M&A right now. They will focus on what they are actively pursuing, what has given them pause, and how uncertainty is reshaping the way they think about growth through acquisition, and ownership structure optimization.

Moderator: Jessica Zofnass Barclay, EFCG Managing Partner, Mergers & Acquisitions

Panelists:

Ernesto Aguilar, President & CEO, Ardurra

Kurt Bergman, President & CEO, PRIME AE Group

Sarah Foster, President, Olsson

Hisham Mahmoud, Chairman, Consor, SAM, Jensen Hughes, Commonwealth, RRC

2:05 pm – 2:20 pm

Refresh Break

2:20 pm – 3:05 pm

Session 6: Concurrent Breakout Sessions

Attendees can choose from multiple simultaneous sessions. More information to come.

3:05 pm – 3:20 pm

Refresh Break

All Times in Central Time

3:20 pm – 3:40 pm

Session 7 – Part 1: Technology Trends in AEC

AI is no longer an IT question. It is a leadership decision with firmwide implications. EFCG Partner Marcus Quigley will present benchmarking data on technology investment, AI adoption maturity, and digital capability gaps across the AEC industry. Quigley will highlight what is separating firms that are moving with intention from those still running pilots.

Presenter: Marcus Quigley, EFCG Partner, Technology & Innovation

3:40 pm – 4:25 pm

Session 7 – Part 2: The CEO's AI Moment: Lead It or Lose Ground

Four forward-thinking CEOs will share how they are creating opportunity by driving high-impact technology and AI adoption at their firms. They'll talk through the organizational changes they've made, the investments they've committed to, the resistance they've encountered, and what they believe will separate the firms that capture the potential of AI and new tech from those that fall behind.

Moderator: Marcus Quigley, EFCG Partner, Technology & Innovation

Panelists:

Javier A. Baldor, CEO, BST
 Jacque Hinman, CEO, Atlas Technical Consultants
 Doug Jaeger, President & CEO, Ulteig
 Susan Reisbord, President & CEO, Stantec

6:00 pm – 8:30 pm

Evening Reception and Dinner with Optional Willis Tower Skydeck Experience



The evening will begin with a reception, where guests will have the option to experience The Ledge on the 103rd floor of Willis Tower. Standing 1,353 feet above the city, the Skydeck's iconic Ledge, a set of all-glass balconies extending beyond the building's edge, places visitors in mid-air above the streets below, with views reaching up to 50 miles across four states, including Illinois, Indiana, Wisconsin, and Michigan.

Optional The Ledge Visiting Time: 6:30 pm – 7:30 pm
Guests can visit The Ledge at any point during this window of time.

Following the reception, the evening continues with a private dinner on the 99th floor, where sweeping skyline views and panoramic sight lines of Lake Michigan and the Chicago River provide a memorable close to the day in one of Chicago's most distinctive settings.

UPCOMING EFCG CONFERENCES

CEO Conferences



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



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

Upcoming Conferences



Rising Leaders
 February 25-26, 2027
 JW Marriott
 Dallas, TX



CFO
 April 26-28, 2027
 Ritz Carlton
 Irving, TX

All Times in Central Time

8:00 am – 8:30 am

8:30 am – 8:45 am

8:45 am – 9:30 am

9:30 am – 9:45 am

9:45 am – 10:25 am

10:25 am – 10:35 am

10:35 am – 11:25 am

11:25 am – 11:30 am

11:30 am – 12:00 pm

Friday, October 2, 2026

Breakfast and Networking

Opening Remarks

Session 8: Redefining Value: How Firms Are Changing What They Deliver and How

Automation is forcing a fundamental question in AEC: if technology changes how work gets done, how does it change the value of what's being delivered? Four CEOs share how they are reinforcing, or even redefining, their firm's value proposition. From moving up the value chain to shifting delivery models, these firms are making the internal and external case for why their expertise commands a new premium — and who pays for that premium.

Moderator: Emma Orr, EFCG Vice President, Strategy & Corporate Finance

Panelists:

Laurent Germain, CEO, Egis
Kevin Haney, President & CEO, Colliers Engineering & Design
Andra Kidd, CEO, Spheros Environmental
Rodney Chester, CEO & Board Chair, Gresham Smith

Refresh Break

Session 9: Concurrent Breakout Sessions

Attendees can choose from multiple simultaneous sessions. More information to come.

Refresh Break

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

Workforce expectations are shifting faster than most firms are adapting. EFCG Managing Partner Julie Hasiba will share proprietary data on how generational preferences are evolving, how firms are differentiating their employee experience, and where the most meaningful investments in people are headed. CEOs will then join the conversation to share how they are responding, adapting their culture and people strategy while still driving high performance across a multigenerational workforce.

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

Panelists:

Karl Miller, CEO, Jingoli Power
Joe Monaco, CEO, Dudek
Alan Stone, President, Hazen and Sawyer

Conference Closing Remarks

Farewell Lunch and Networking

Share a meal with fellow attendees and exchange information before the close of this year's event. We look forward to seeing you at our 2027 EFCG CEO Conference at [The Broadmoor](#) from October 12 – 14, 2027!