

Exclusively
for AEC
Industry CFOs



EFCG
Environmental Financial
Consulting Group

CFO Conference Agenda

The Four Seasons

Denver, CO | March 4-6, 2026



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WELCOME



EFCG
Environmental Financial
Consulting Group



**CFO
CONFERENCE**
March 4-6, 2026

ABOUT EFCG

EFCG is the leading consulting and investment banking firm in the Architecture, Engineering, and Consulting (AEC) industry. 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.

In the last 35 years, EFCG has served as a retained advisor to 550+ firms, developed an extensive proprietary industry database of financial and business metrics, held over 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 the most trusted corporate finance, strategic, and M&A advisor.

 **EFCG is the leading advisor to AEC firms, providing expertise in:**

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 the most comprehensive proprietary database in the industry

6
Annual
Surveys

8M+
Data Points
Every Year

500+
Database
Contributing Firms

ABOUT EFCG'S CFO CONFERENCE

Recognized as a premier conference for financial executives in the AEC industry, this event will invite 150 CFOs and delve into the major strategic and financial decisions CFOs are focused on today. Using EFCG's exclusive 2026 CFO Survey, this conference will provide the first look at the AEC Industry's reported 2025 performance and projections for 2026 and 2027.



Dates & Times

Wednesday, March 4th 3:00 pm – 8:00 pm MT

Thursday, March 5th 8:30 am – 8:00 pm MT

Friday, March 6th 8:30 am – 1:00 pm MT

Dress Code

Business casual

Hotel & Conference Venue Information

[The Four Seasons Denver](#)

1111 14th St, Denver, CO 80202

+1 (303) 389-3000

EFCG's 2026 CFO Conference will be held at The Four Seasons Denver, a AAA Five Diamond hotel with award-winning service. This urban retreat is in the heart of Mile High City.

Drive to Airports

Denver International Airport:

Car: 40 minutes

Train (Denver Airport Station A to Union Station): 60 minutes

EFCG Special Nightly Pricing: \$365

Must book by February 3, 2026

Receive booking information with conference registration confirmation

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.

(All Times in Mountain Time)

Wednesday, March 4, 2026

3:00 pm – 4:00 pm

First-time Attendee Welcome Coffee

4:00 pm – 5:00 pm

Workshop: A Data Deep-Dive: Getting to Know the Data Behind EFCG’s AEC Industry Overview (Great for First-Time Attendees)

5:30 pm – 6:30 pm

Women in Leadership Event

6:30 pm – 8:00 pm

Conference Welcome Reception

Thursday, March 5, 2026

8:30 am – 9:00 am

Breakfast Meet-and-Greet

9:00 am – 9:15 am

Introductory Remarks

9:15 am – 10:30 am

Session 1: EFCG AEC Industry Overview

10:30 am – 11:00 am

Morning Coffee Social

11:00 am – 11:45 am

Session 2: State of the Industry Through the Lens of Influential CFOs

11:45 am – 12:00 pm

CFO of the Year Announcement

12:00 pm – 1:00 pm

Lunch

1:15 pm – 2:00 pm

Session 3: Breakout Sessions

2:15 pm – 2:45 pm

Session 4: Today’s Tech Trends & AI Workforce Resilience

2:45 pm – 3:30 pm

Session 5: Tech & AI: Effective Financial Team Technologies

3:45 pm – 4:30 pm

Session 6: Breakout Sessions

4:45 pm – 5:30 pm

Session 7: Turning Pricing Pressures Into Pricing Strategy: Who Pays for Progress?

5:30 pm – 5:35 pm

The Day’s Closing Remarks

6:00 pm – 8:00 pm

Evening Networking Reception & Dinner

Friday, March 6, 2026

8:30 am – 9:00 am

Breakfast Reconnect

9:00 am – 9:10 am

Introductory Remarks

9:10 am – 10:00 am

Session 8: Keynote with Phillip A. Washington, Denver International Airport CEO

10:15 am – 10:45 am

Session 9: M&A Trends & the 2026 Outlook

10:45 am – 11:30 am

Session 10: Winning M&A Strategies and What’s Next for the Year Ahead

11:50 am – 12:30 pm

Lunch & Session 11: Succession by Design: CFO Transition Strategies

12:30 pm – 12:35 pm

Conference Closing Remarks

12:35 pm – 1:00 pm

Closing Coffee & Conversation



(All Times in Mountain Time)

Wednesday, March 4, 2026

3:00 pm – 4:00 pm

First-time Attendee Welcome Coffee

It is our pleasure to welcome new attendees to our event each year. Join us for the official opening of the 2026 CFO Conference, a warm and engaging welcome 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 layout and schedule as we begin your memorable and enriching experience ahead.

4:00 pm – 5:00 pm

Workshop: A Data Deep-Dive: Getting to Know the Data Behind EFCG’s AEC Industry Overview (Great for First-Time Attendees)

Curious about the data that powers EFCG’s insights into the AEC industry? This interactive workshop is designed especially for first-time attendees and anyone looking to better understand the foundation of EFCG’s industry analysis. We’ll explore how EFCG leverages over 8 million proprietary data points annually—from financial benchmarks to talent trends—to deliver strategic guidance to AEC firms and construct the annual AEC Industry Overview. Join us for a deep dive on the underlying data that shapes the EFCG Industry Overview and leave with a clearer understanding of how to interpret and apply this data to your firm’s advantage.

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

5:30 pm – 6:30 pm

Women in Leadership Event

This event offers a unique networking opportunity for women attending the conference, with the chance to connect over drinks and hors d’oeuvres before heading into the Conference Welcome Reception & Dinner.

6:30 pm – 8:00 pm

Conference Welcome Reception

Join us for a casual and engaging welcome reception, offering a chance to network, catch up with peers, and settle in before sessions begin.



(All Times in Mountain Time)

Thursday, March 5, 2026

8:30 am – 9:00 am

Breakfast Meet-and-Greet

9:00 am – 9:15 am

Introductory Remarks

9:15 am – 10:30 am

Session 1: EFCG AEC Industry Overview

Managing Partner Rebecca Zofnass will open the 2026 EFCG CFO 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 highlight the industry's core financial metrics, diving into revenue and margin trends, backlog signals, and forward-looking growth expectations. Zofnass will also distill the major forces shaping profitability and efficiency, equipping CFOs with clarity on the dynamics driving capital decisions and strategic planning in 2026 and beyond.

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

10:30 am – 11:00 am

Morning Coffee Social

11:00 am – 11:45 am

Session 2: State of the Industry Through the Lens of Influential CFOs

Join instrumental finance leaders as they examine the evolving landscape of the AEC industry and share how current trends including talent scarcity, pricing pressures, AI adoption, and more, are shaping their strategic priorities in the next 1-2 years. This discussion will explore the decisions driving growth and innovation in an era of unprecedented change. Attendees will gain a forward-looking view of the industry through the lens of CFOs who are continuously assessing market shifts and identifying opportunities that define success.

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

11:45 am – 12:00 pm

CFO of the Year Announcement

12:00 pm – 1:00 pm

Lunch

1:15 pm – 2:00 pm

Session 3: Breakout Sessions

2:15 pm – 2:45 pm

Session 4: Today's Tech Trends & AI Workforce Resilience

In this session, Marcus Quigley, EFCG's Technology & Innovation Practice Lead, will break down the major technology and AI trends reshaping the AEC industry and outline how firms can close the widening AI talent gap. Drawing on EFCG's latest data and our AI Workforce Resilience model, he will highlight where automation and AI present the greatest near-term opportunities and what capabilities will define the next generation of AEC professionals, all with the goal of answering the question "can AI close the talent gap?" Quigley will translate these trends into actionable strategies, covering workforce enablement, upskilling, cultural readiness, and the organizational shifts required to build a resilient, AI-powered workforce, setting the stage for the panel discussion that follows.

Presenter: Marcus Quigley, EFCG Partner, Technology & Innovation

(All Times in Mountain Time)

Thursday, March 5, 2026

2:45 pm – 3:30 pm

Session 5: Tech & AI: Effective Financial Team Technologies

How are CFOs evaluating the next wave of financial technologies and AI tools? Which solutions have already proven their worth? This session will dive into the strategic considerations behind tech adoption, from assessing ROI and integration challenges to aligning tools with firm-wide objectives. Panelists will share candid insights on their decision-making frameworks and highlight the platforms, automation solutions, and analytics tools currently driving efficiency and better forecasting within their finance teams. Attendees will leave with new thought processes and practical applications to consider that are shaping modern financial leadership.

Moderator: Marcus Quigley, EFCG Partner, Technology & Innovation

3:45 pm – 4:30 pm

Session 6: Breakout Sessions

4:45 pm – 5:30 pm

Session 7: Turning Pricing Pressures Into Pricing Strategy: Who Pays for Progress?

As AI and other AEC innovations reshape delivery, CFOs face a paradox: efficiencies rise while upfront investment and change costs climb, yet clients expect prices to remain consistent or even fall. This panel explores how firms quantify and communicate added value (risk reduction, speed, quality), adopt pricing models (value based, outcome linked, tiered), and set transparency guardrails. We'll discuss who should fund innovation - the client, the project, or the firm - and practical tactics to avoid margin erosion while turning pressure into a sustainable pricing strategy.

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

5:30 pm – 5:35 pm

The Day's Closing Remarks

6:00 pm – 8:00 pm

Evening Networking Reception & Dinner

TAMAYO
BY CHEF RICHARD SANDOVAL

Join fellow attendees for dinner at Tamayo, an acclaimed Richard Sandoval restaurant known for its contemporary Mexican cuisine and handcrafted margaritas. Located on a stunning rooftop with sweeping views of the Rocky Mountains and downtown Denver, Tamayo offers the perfect setting to unwind, connect, and experience Sandoval's award-winning hospitality.



(All Times in Mountain Time)

Friday, March 6, 2026

8:30 am – 9:00 am

Breakfast Reconnect

9:00 am – 9:10 am

Introductory Remarks

9:10 am – 10:00 am

Session 8: Keynote with Phillip A. Washington, Denver International Airport CEO

10:15 am – 10:45 am

Session 9: M&A Trends & the 2026 Outlook

Managing Partner Jessica Zofnass Barclay will deliver a highly anticipated in depth look at the latest M&A multiples, deal activity, and emerging market dynamics shaping 2026. Drawing from EFCG's proprietary M&A database, Barclay will break down the forces influencing valuation shifts, buyer and seller behavior, capital availability, and sector specific patterns that matter most for CFOs. This session will provide a forward-looking view of where the market is headed, highlighting the opportunities, risks, and strategic considerations that finance leaders should plan for as they refine their firms' M&A strategies for the year ahead.

Presenter: Jessica Zofnass Barclay, EFCG Managing Partner, M&A

10:45 am – 11:30 am

Session 10: Winning M&A Strategies and What's Next for the Year Ahead

CFOs are at the center of shaping M&A opportunities that drive growth and resilience in the AEC industry. Leaders who have led pivotal transactions will share firsthand playbooks for sourcing the right opportunities, structuring deals for long-term value, and executing integrations that stick. Building on the trends outlined in Session 9, the panel will then look ahead to 2026, highlighting the smart moves CFOs are making now to position their firms for the future.

Moderator: Jessica Zofnass Barclay, EFCG Managing Partner, M&A

11:50 am – 12:30 pm

Lunch & Session 11: Succession by Design: CFO Transition Strategies

Succession planning is a critical responsibility for CFOs, yet it is often overlooked. In this session, CFOs will walk through their own succession planning approaches from identifying key decision points and engaging the right stakeholders at the right times, to assessing internal versus external candidates. They'll share what they are doing today to build a strong team bench and set up a smooth, confidence preserving transition once a formal process begins. Attendees will leave with practical steps they can apply immediately, no matter where they are in their succession planning journey.

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

12:30 pm – 12:35 pm

Conference Closing Remarks

12:35 pm – 1:00 pm

Closing Coffee & Conversation

Share ideas and exchange information with fellow attendees as we wrap up the 2026 EFCG CFO Conference and look forward to reconnecting at the 2027 EFCG CFO Conference, taking place April 26–28, 2027 at The Ritz-Carlton Dallas, Las Colinas!