2022

EFCG

Environmental Financial Consulting Group

Chief Executive Officer Conference

September 28 – 30, 2022

Convene in Brookfield Place
225 Liberty St
New York, NY

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EFCG
Environmental Financial Consulting Group

Chief Executive Conference

For Architecture, Engineering, and Consulting Firms

Event Overview

CEO 2022

As the leading advisor to For Architecture, Engineering, and Consulting Firms, EFCG leverages its expertise to bring you its premier CEO Conference. EFCG's 33rd Annual CEO Conference will engage CEOs, Presidents, and COOs on the industry's biggest challenges.

30+ Years of Industry Data Analyzed	Hear the latest on AEC performance as EFCG analyzes the state of industry, using its annual CEO Survey – the most extensive, proprietary industry data set available.
40+ Industry Leaders & Experts as Speakers	Connect with experts and industry leaders as they speak to today's top M&A, financial, and strategic trends and innovations.
Best-in-Class Experience	Network with peers across a 3-day experience.

Conference Venue Location & Thursday Dinner
New York, Convene at 225 Liberty Street, New York, NY 10281
Convene at Brookfield Place is the newest place to host upscale events in Downtown NYC.
See the last page for a map, hotel options, and other conference logistics.

EFCG is the leading advisor to AEC firms

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Chief Executive Conference

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Event Overview

Welcome

Welcome Drinks at Pier 17: The Fulton by Jean-Georges and Malibu Farm New York
Wednesday, September 28, 2022
6:00 pm – 7:30 pm ET
89 South St, New York, NY 10038

Join fellow CEO Conference attendees for Welcome Drinks at the landmark destination of Pier 17, known for its dynamic food, drink, and architecture. This event will provide a beautiful dining experience on the East River with patio seating and views of the Brooklyn Bridge.

Dates & Times

Wednesday, September 28 from 6:00 pm – 7:30 pm ET
Thursday, September 29 from 8:30 am – 7:30 pm ET
Friday, September 30 from 8:30 am – 2:00 pm ET

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. Press will be invited to the event and may publish articles on the event and its sessions.

Attire

Business casual

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Meet Our Sponsorship Partners

Agile Frameworks streamlines field and financial operations by digitizing tests and inspections that occur throughout a capital project. In 2021, Agile Frameworks was acquired by Long Arc Capital to fund investment into current and new solutions. Research performed over the past few years at Agile Frameworks shows significant opportunity to drive dramatic EBITDA improvement with the solutions coming to market. Agile Frameworks strives to realize these outcomes for their clients.

Visit www.agileframeworks.com

BST Global designs, develops and deploys project-based ERP and Work Management solutions specifically for the world's leading architects, engineers and consultancies around the globe. More than 120,000 professionals across six continents and 65 countries 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 loyal clients and remains at the forefront of innovation to evolve its products for the greater good.

Visit www.BSTGlobal.com

TRANSEARCH International has more than 50 years of combined environmental, architecture, engineering, and construction experience and has thrilled clients worldwide by helping build exceptional leadership teams. Focusing on "FIT" using The Orxestra® Method differentiates TRANSEARCH and translates into meaningful benefits for clients and candidates. With it, TRANSEARCH guards against costly miss-hires and ensures that new hires mesh quickly and successfully into their new organization. TRANSEARCH helps clients tell their unique stories, which is essential to build high-performing teams and create the environment necessary for sustained profitable growth. TRANSEARCH takes pride in being masters in the art and science of attracting outstanding leaders. Serving most major industry sectors, TRANSEARCH is organized by geography, industry specialization, and functional expertise. TRANSEARCH has a truly global reach with more than 150 consultants located in 50+ offices worldwide.

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EFCG advances the innovation, sustainability, and success of the AEC industry

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Chief Executive Conference

For Architecture, Engineering, and Consulting Firms

Wednesday, September 28, 2022

6:00 pm – 7:30 pm	**Welcome Drinks at the Fulton by Jean-Georges** 89 South St, New York, NY 10038

Thursday, September 29, 2022

8:30 am – 9:00 am	**Breakfast Meet-and-Greet**
9:00 am – 10:30 am	**Session 1: AEC Industry Overview: Critically Assessing the Data**
10:30 am – 11:00 am	**Morning Coffee Social**
11:00 am – 11:45 am	**Session 2: CEO Reactions**
11:45 am – 12:00 pm	**CEO of the Year Announcement**
12:00 pm – 1:00 pm	**Lunch**
1:00 pm – 2:00 pm	**Session 3: *In the Spotlight Keynote*: Sustainability on the Global Stage**
2:00 pm – 2:50 pm	**Session 4: Mergers & Acquisitions: Transactions and Trends**
3:10 pm – 4:00 pm	**Session 5: Breakouts** **Session 5A:** How AI + Big Data Will Transform the AEC Industry **Session 5B:** Turning Business Tensions Into Business Opportunities **Session 5C:** How to Grow and Keep Your Talent Pool
4:10 pm – 5:00 pm	**Session 6: Innovation Culture Counterbalance: Move Fast, Don't Break Things**
5:15 pm – 7:30 pm	**Evening Networking Reception & Dinner**

Friday, September 30, 2022

8:30 am – 9:00 am	**Breakfast Reconnect**
9:00 am – 10:00 am	**Session 7: CEO Lessons Learned**
10:10 am – 11:10 am	**Session 8: How to Bring Tech and Talent Together to Win the Talent War**
11:10 am – 11:30 am	**Morning Coffee Social**
11:30 am – 12:10 pm	**Session 9: Breakouts** **Session 9A:** How Technology Drives Business Success **Session 9B:** Valuations and Internal Ownership Transitions **Session 9C:** Measuring and Reporting on ESG Impact: Where to Start and What to Prioritize
12:15 pm – 1:00 pm	**Session 10: Key Steps for Post-Merger Integration Success**
1:15 pm – 2:00 pm	**Lunch with Optional Succession Planning Workshop**

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EFCG

Chief Executive Conference

Agenda: Thursday, September 29, 2022

8:30 am – 9:00 am
Gallery, Second Floor

Breakfast Meet-and-Greet

9:00 am – 10:30 am
Hall 2, Second Floor

Session 1: AEC Industry Overview: Critically Assessing the Data

The AEC industry has seen a rapid recovery from the COVID-19 pandemic and is expected to weather current and future macroeconomic challenges well. At the same time, what has driven success over the last 25 years will not necessarily be the same drivers for the next 25, and we see firms beginning to reassess their market position and business models in preparation. During this session, EFCG will share the results of the 2022 CEO Survey and discuss the major trends that are likely to fundamentally change the AEC industry going forward.

Presenter: Rebecca Zofnass, EFCG Managing Partner

10:30 am – 11:00 am
Gallery, Second Floor

Morning Coffee Social

11:00 am – 11:45 am
Hall 2, Second Floor

Session 2: CEO Reactions

Industry leaders will discuss what's on the horizon for their firms when it comes to today's biggest industry trends and what they are seeing for the future of the industry.

Moderator: Julie Hasiba, EFCG Managing Partner

Panelists:
Alyson Watson, CEO, Woodard & Curran
Dan Batrack, Chairman & CEO, Tetra Tech
Peter Torrellas, President of Connected Communities, Parsons Corporation
Steve Lefton, President & CEO, Kimley-Horn

11:45 am – 12:00 pm
Hall 2, Second Floor

CEO of the Year Announcement

12:00 pm – 1:00 pm
Hall 1, First Floor

Lunch

EFCG is the leading advisor to AEC firms

In the last 33 years, we have served as a retained advisor to over 500 firms, developed a proprietary database of financial and business metrics from our clients, held nearly 100 executive conferences, and built personal relationships with the CEOs and key decision makers at every major AEC firm and the largest PE firms investing in the AEC space.

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Agenda: Thursday, September 29, 2022

1:00 pm – 2:00 pm
Hall 2, Second Floor

Session 3: *In the Spotlight Keynote:* Sustainability on the Global Stage
Environmental and social impacts have taken center stage in the AEC industry. The US Congress just passed the Inflation Reduction Act as sustainability, climate and ESG services are facing a 17% y-o-y growth within the EC consulting market and ESG reporting is becoming a common agenda item in executive meetings. Firms focused on sustainability see higher profit margins, increases in their valuations, and the advantage when hiring new talent. On the other hand, firms that have not yet acted face potential cost deficits and "left-behind" reputational impacts. How can leaders act today to drive a more sustainable and profitable future for their firms? What is the real opportunity for our industry? In this keynote session, panelists from prominent firms paving the way in sustainability will discuss these questions and their firms' roles in realizing that vision.

Moderator: Andreas Georgoulias, EFCG Director of Sustainability & ESG

Panelists:
Bob Pragada, President & CEO-Elect, Jacobs
Cindy Wallis-Lage, Executive Director of Sustainability and Resilience, Black & Veatch
Gord Johnston, President & CEO, Stantec
Jim Giannopoulos, CEO, Americas, GHD

2:00 pm – 2:50 pm
Hall 2, Second Floor

Session 4: Mergers & Acquisitions: Transactions and Trends
EFCG will share the latest AEC Industry M&A trends and multiples. Then, leadership from two major deals that took place in the last year – the WSP Global / Wood E&I and TRC Companies / Warburg Pincus transactions – will share their learnings from the deal process and why they ultimately chose to partner with the firms they did.

Presenter and Moderator: Jessica Barclay, EFCG Managing Partner

Panelists:
Alexandre L'Heureux, President & CEO, WSP Global
Jim Neary, Managing Director, Co-Head of US Private Equity, Warburg Pincus
Chris Vincze, Chairman & CEO, TRC Companies
Joseph Sczurko, President, Earth & Environment, WSP USA

3:10 pm – 4:00 pm
Hubs 1-3 and Hall 2
Second Floor

Session 5: Breakouts ***(See session descriptions and panelists on Page 11)***

Session 5A: How AI + Big Data Will Transform the AEC Industry
Presenter: Hank Tran, Director, AI & Analytics, BST Global

Session 5B: Turning Business Tensions Into Business Opportunities
Presenter: Chuck Leichner, EFCG Senior Advisor

Session 5C: How to Grow and Keep Your Talent Pool
Moderator: Julie Hasiba, EFCG Managing Partner

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Agenda: Thursday, September 29, 2022

4:10 pm – 5:00 pm
Hall 2, Second Floor

Session 6: Innovation Culture Counterbalance: Move Fast, Don't Break Things
As AEC firms increasingly work to build creative high-performance cultures, many feel the swelling tension between accelerating innovation and preserving the traditional engineering mindset. Panelists in this session will openly discuss the challenge of working through this tension, and how they've found ways to use an innovation culture to build, not break, their business and unlock more value for their clients.

Presenter and Moderator: Marcus Quigley, EFCG Partner & Technology Practice Lead

Panelists:
Bruce Crawford, Senior Vice President - Chief of Innovation and Director of the Global Digital Center of Excellence (GDCoE), Jacobs
Bryan Carruthers, CEO, Anser
Javier A. Baldor, CEO, BST Global
Rachel White, CEO, Arcadis Gen

5:15 pm – 7:30 pm
Hall 1, First Floor

Evening Networking Reception & Dinner
Enjoy dinner, drinks, and networking with colleagues in Convene's open event space, designed especially for great conversation. Join at your leisure and stay for the experience.

2023 EFCG Conferences

RLC 2023 **Rising Leaders**
January 26-27, 2023

CFO 2023 **Chief Financial Officer**
April 20-21, 2023

HR 2023 **HR Leadership**
May 2023

TECH 2023 **Technology Leadership**
June 2023

CEO 2023 **Chief Executive Officer**
September 18-20, 2023

EFCG Offerings For Your Firm

Peer Benchmarking Analysis & Valuations

M&A Advisory

Sustainability & ESG Strategy

Technology Strategy

Talent Strategy

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Chief Executive Conference

Agenda: Friday, September 30, 2022

8:30 am – 9:00 am
Gallery, Second Floor

Breakfast Reconnect

9:00 am – 10:00 am
Hall 2, Second Floor

Session 7: CEO Lessons Learned

In this candid conversation, CEOs will reflect on the biggest challenges they have faced in their roles and share the key lessons learned and actionable takeaways gained from those experiences.

Moderator: Jessica Barclay, EFCG Managing Partner

Panelists:
Kate Harris, President, CEO & Chair, Stanley Consultants
Mark Fallon, Chairman & CEO, APTIM
Raj Arora, CEO, Jensen Hughes

10:10 am – 11:10 am
Hall 2, Second Floor

Session 8: How to Bring Tech and Talent Together to Win the Talent War

Technology and talent are two of the biggest challenges firms are facing today, as talent is getting scarcer and firms feel the pressure to become a center of technology excellence and innovation. These pressures are two of the greatest ones impacting the AEC Industry. Yet, often, they are addressed independently. Firms that figure out how to turn these demands into complementary strategic initiatives stand to provide a captivating employee experience and deliver greater results to their clients. During this session, EFCG will provide insights on ways to bring technology and talent strategies together. Then panelists will speak to how they are making fundamental strategic shifts to adapt.

Presenters and Moderators: Julie Hasiba, EFCG Managing Partner and Marcus Quigley, EFCG Partner & Technology Practice Lead

Panelists:
Gayle Packer, President & CEO, Terracon
Jens-Peter Saul, Group President & CEO, Ramboll

11:10 am – 11:30 am
Gallery, Second Floor

Morning Coffee Social

11:30 am – 12:10 pm
Hubs 1-3 and Hall 2
Second Floor

Session 9: Breakouts *(See session descriptions and panelists on Page 12)*

Session 9A: How Technology Drives Business Success
Presenter: Michael Bourgeois, Vice President of Solutions Engineering, Deltek

Session 9B: Valuations and Internal Ownership Transitions
Moderator: Vishal Menon, EFCG Advisory Consultant

Session 9C: Measuring and Reporting on ESG Impact: Where to Start and What to Prioritize
Presenter: Andreas Georgoulias, EFCG Director of Sustainability & ESG

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Agenda: Friday, September 30, 2022

12:15 pm – 1:00 pm
Hall 2, Second Floor

Session 10: Key Steps for Post-Merger Integration Success

The success or failure of an M&A transaction is ultimately determined by its post-merger integration strategy, which makes it imperative to get that strategy right. During this closing session, EFCG will discuss how to set up an integration process that can achieve the anticipated benefits of a deal efficiently. Firms with significant experience in post-merger integration strategy will then talk about their learnings along the way and provide practical steps on how to create sustainable, long-term value using a collaborative integration approach.

Presenter and Moderator: Rebecca Zofnass, EFCG Managing Partner

Panelists:
Dave Witsken, CEO, Universal Engineering Sciences
Gerry Salontai, CEO, Verdantas
Laurent Germain, CEO, Egis Group
Paul VanDuyne, President & CEO, IMEG

1:15 pm – 2:00 pm
Hall 1, First Floor

Lunch with Optional Succession Planning Workshop

Enjoy this time to share final thoughts with fellow attendees, exchange information, and celebrate the end of a wonderful time with friends and colleagues. We look forward to next year's 34th Annual EFCG CEO Conference!

Optional Succession Planning Workshop

This workshop will be offered during lunch for those interested in the chance to re-examine their firm's succession planning practices, as the role of the CEO and other top executives become increasingly more complex and further differentiated. This interactive session will welcome an exchange of lessons learned and provide recommendations for how to better prepare for the transitions ahead no matter where your firm is in its process.

Presenter and Facilitator: Ted Lower, EFCG Senior Advisor

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Chief Executive Conference

Agenda: Thursday, September 29, 2022

3:10 pm – 4:00 pm
Locations to be Announced

Session 5: Breakouts

Session 5A: How AI + Big Data Will Transform the AEC Industry
Artificial intelligence, machine learning and big data are the emerging technologies reshaping just about every industry today. This session will examine the unique opportunity to leverage these technologies in the AEC industry and foster the data-driven consultancy of the future, which is built on project intelligence™ and powered by predictive analytics. Learn how to get this innovation journey started at your own firm.

Presenter: Hank Tran, Director, AI & Analytics, BST Global

Session 5B: Turning Business Tensions Into Business Opportunities
While your executive team may be well-aligned with your strategy, operating plan, and overall performance goals, tensions can occur in your business (sometimes by design) that limit your firm's success and ability to realize its full potential. These could include short-term results versus long-term positioning, revenue growth versus profitability, and company priorities versus local office priorities. This session will provide participants with a method of reconciling business tensions that capitalizes on the strengths of each competing option to help the firm become even stronger and more competitive.

Presenter: Chuck Leichner, EFCG Senior Advisor

Session 5C: How to Grow and Keep Your Talent Pool
Much has changed with the workplace environment as firms continue to see a wider range of employee priorities and preferences take shape. Firms struggle to keep up with the evolving demands and, consequently, face talent acquisition and employee engagement challenges. Despite all this, panelists joining this session represent firms that have been especially successful with recruitment and retention in recent years compared to peers. These leaders will share what their firms have focused on to realize success in their talent strategies.

Moderator: Julie Hasiba, EFCG Managing Partner

Panelists:
Brian Coltharp, President & CEO, Freese and Nichols
Jeff Peacock, CEO, Parametrix
Terry Neimeyer, Senior Advisor and Past Chairman, CEO & President, KCI Technologies

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Chief Executive Conference

Agenda: Friday, September 30, 2022

11:30 am – 12:10 pm
Locations to be Announced

Session 9: Breakouts

Session 9A: How Technology Drives Business Success
Hear best practices and top ways to fully leverage the technology you're investing in and how this can fundamentally change operations and project delivery.

Presenter: Michael Bourgeois, Vice President of Solutions Engineering, Deltek

Session 9B: Valuations and Internal Ownership Transitions
This session will look at what's currently impacting valuations and how this influences the way a firm needs to address its ownership transition planning. EFCG will walk through the "valuation conundrum" of employee-owned firms, the major considerations firms need to weigh when conducting valuations, and how to best approach internal ownership transitions. Panelists will join to talk about their own experience and what key decisions they made, leaving attendees with ideas for how they can proactively move forward in their own planning.

Moderator: Vishal Menon, EFCG Advisory Consultant

Panelists:
Catherine Karakatsanis, COO & Board Member, Morrison Hershfield
Jim Haynes, CEO, POWER Engineers
Mike Hutchinson, CEO, GeoEngineers

Session 9C: Measuring and Reporting on ESG Impact: Where to Start and What to Prioritize
Environmental, Social and Governance, or ESG in common, provides a framework for EC firms to measure and communicate their impact. Client demands, investor pressure and strategic foresight have led several EC firms to adopt or establish their own ESG frameworks and issue an annual ESG report. Many more are considering doing so in the immediate future. How should a firm approach ESG? Should a firm prioritize one dimension among others? Which metrics and what messages should firms include when reporting on their ESG benchmarking? How can EC firms leaders build momentum, capitalize on the impact of their ESG efforts, and lead their firms in a rapidly evolving landscape?

Presenter: Andreas Georgoulias, EFCG Director of Sustainability & ESG

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Event Logistics

Venue Location

Convene at 225 Liberty Street, New York, NY 10281

Hotel Options & Nightly Pricing

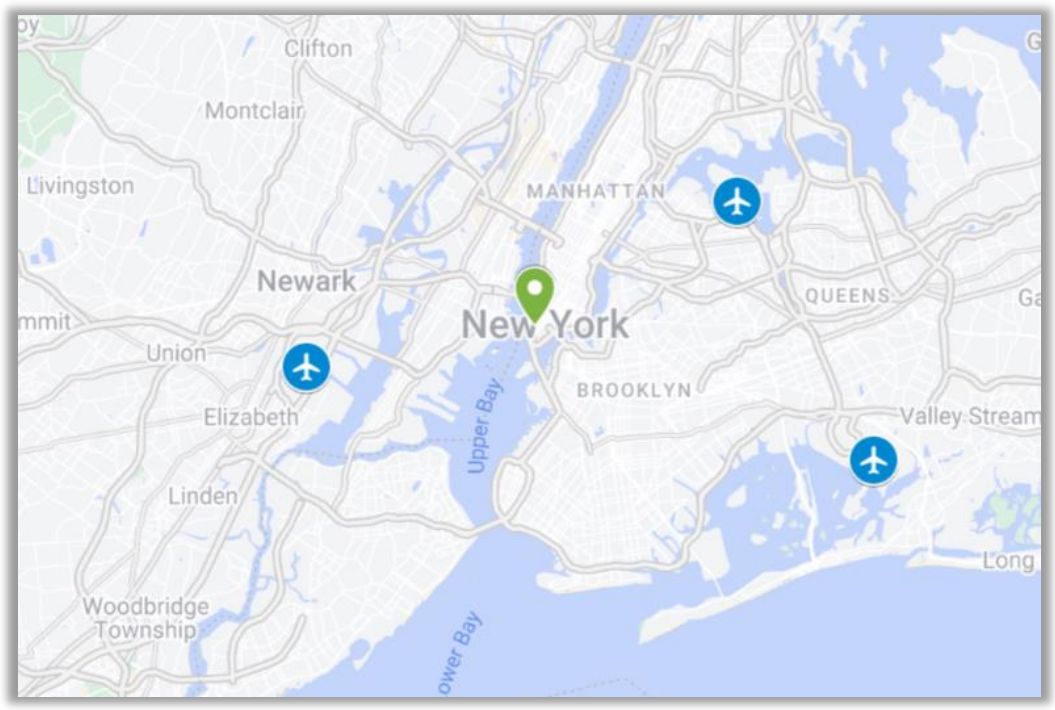
Conrad New York Downtown, 102 North End Ave, New York, NY 10282	$450 - $614
Four Seasons Hotel New York Downtown, 27 Barclay Street, New York, NY 10007	$750 - $1300
Millennium Hilton New York Downtown, 55 Church Street, New York, NY 10007	$150 - $373
The Beekman, A Thompson Hotel, 123 Nassau Street, New York, NY 10038	$300 - $567

For additional recommendations, reach out to Dimitri Milionis at dmilionis@efcg.com

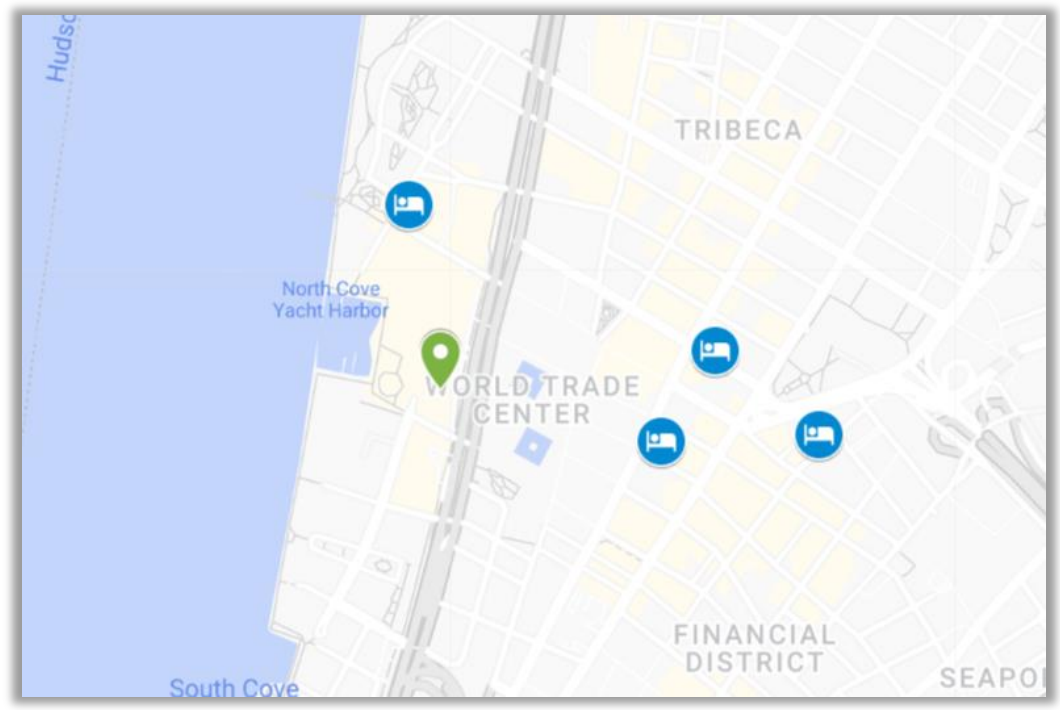
Transportation to and From Airports

Airport	Outside Rush Hour	Rush Hour
Newark Liberty International (EWR)	30-minute drive	60-minute drive
LaGuardia (LGA)	45-minute drive	90-minute drive
John F. Kennedy (JFK) *Allow additional time to get through airport*	60-minute drive	120-minute drive

Venue Location in Relation to Airports



Venue Location in Relation to Hotel Options



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