



# 2025 CFO Conference

## Session 9: Closing the Talent Gap: Leveraging AI and Technology

Julie Hasiba  
EFCG Managing Partner  
Talent & Compensation

Marcus Quigley  
EFCG Partner  
Technology & Innovation

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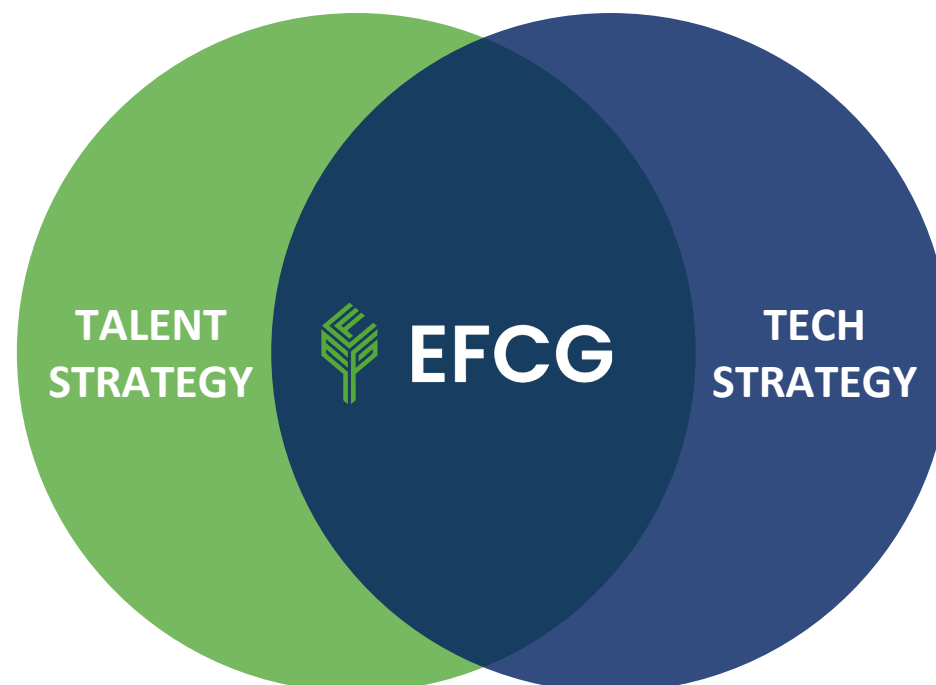
# Today's Presenters & Moderators



**Julie Hasiba**

**EFCG Managing Partner**

**Talent & Compensation Practice Lead**



**Marcus Quigley, P.E.**

**EFCG Partner**

**Technology & Innovation Practice Lead**

An aerial photograph of a dense green forest. A winding road with white lane markings curves through the trees. In the lower right, a bridge spans a small body of water. The entire image is overlaid with a semi-transparent dark blue filter.

**As technology is emerging, what is the opportunity for AI and technology to help solve the AEC industry talent shortage?**

**What percentage of the talent gap in  
your firm will be addressed with  
technology over the next 5 years?**



# How helpful does AI need to be to make up the talent gap?

**1.1M** people in the AEC industry within the US

**40K** person talent gap next year just in this room

**3.6%** gap that we aren't able to fill

Source: EFCG Analysis

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## So how can we fill that gap?

Technology efficiencies

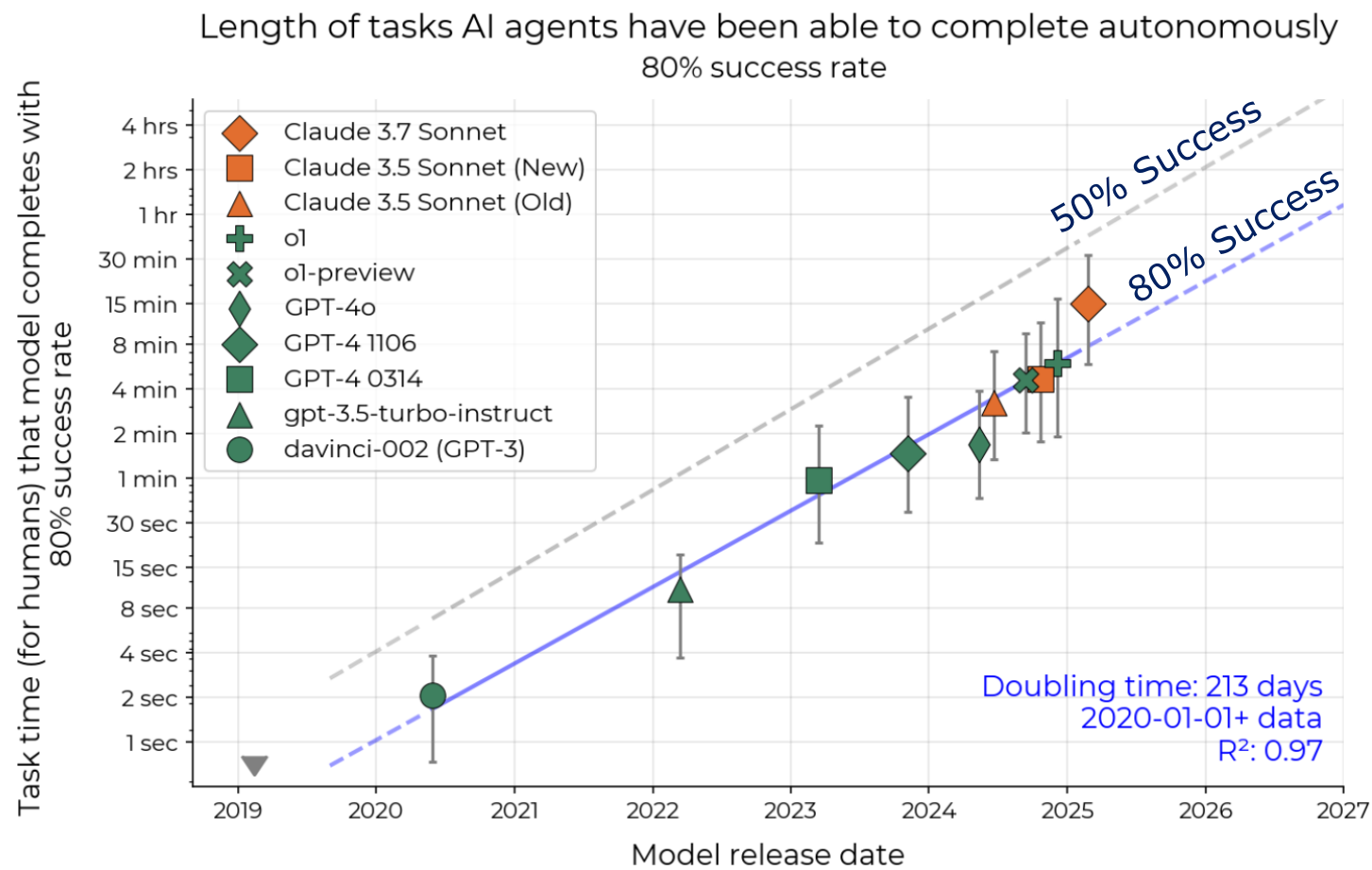
Talent reskilling and upskilling

**But what would that take?**

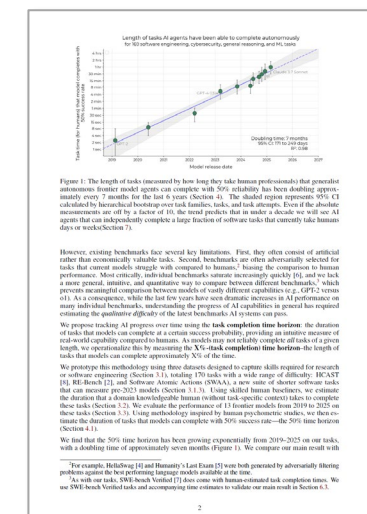
**What percentage of work  
activities across your firm have  
you replaced with AI so far?**

# Generative AI is Progressing Quickly How Rapid is the Pace of Change?

As models get more sophisticated the length of tasks that can be automated doubles every 213-days.



"...within 5 years, AI systems will be capable of automating many software tasks that currently take humans a month."

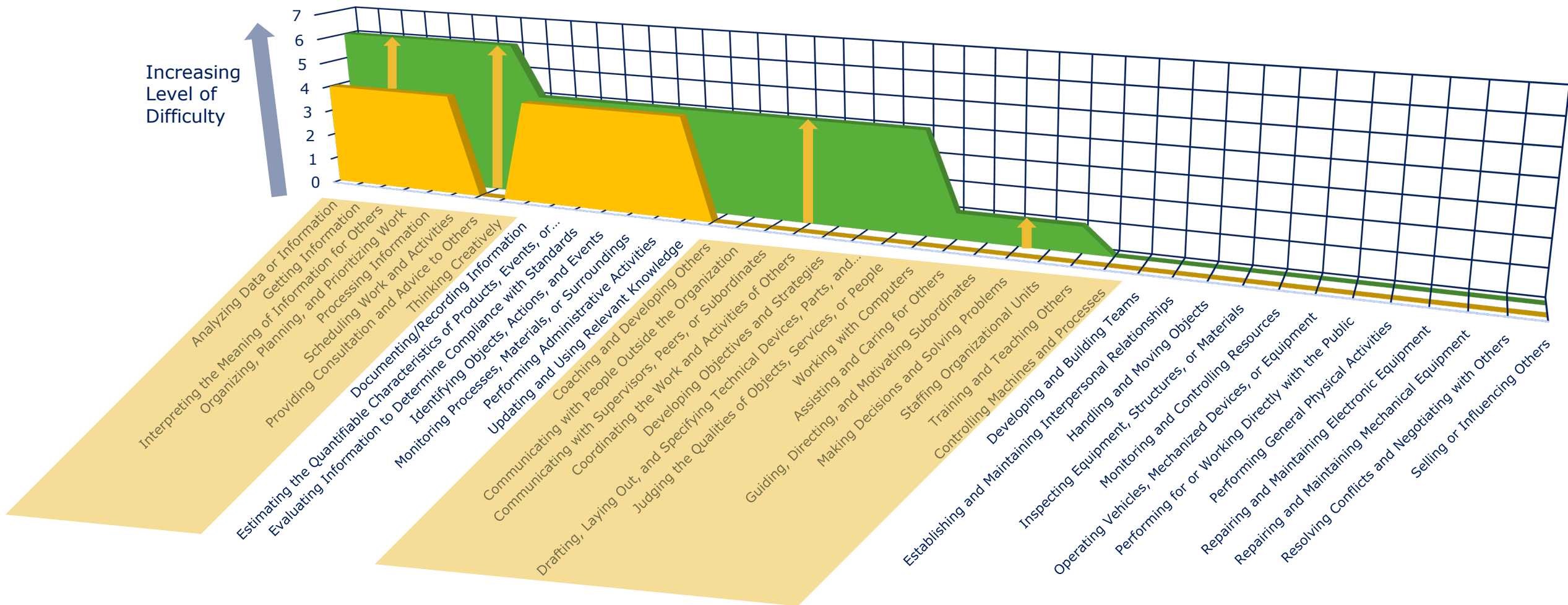


<https://doi.org/10.48550/arXiv.2503.14499>

# Generative AI is Progressing Quickly

## What is Automatable Now?

We continue to see rapid progress in LLM foundational model capability



■ Goldman Sachs Automatable Level (2023)

■ EFCG Automatable Level (2025)

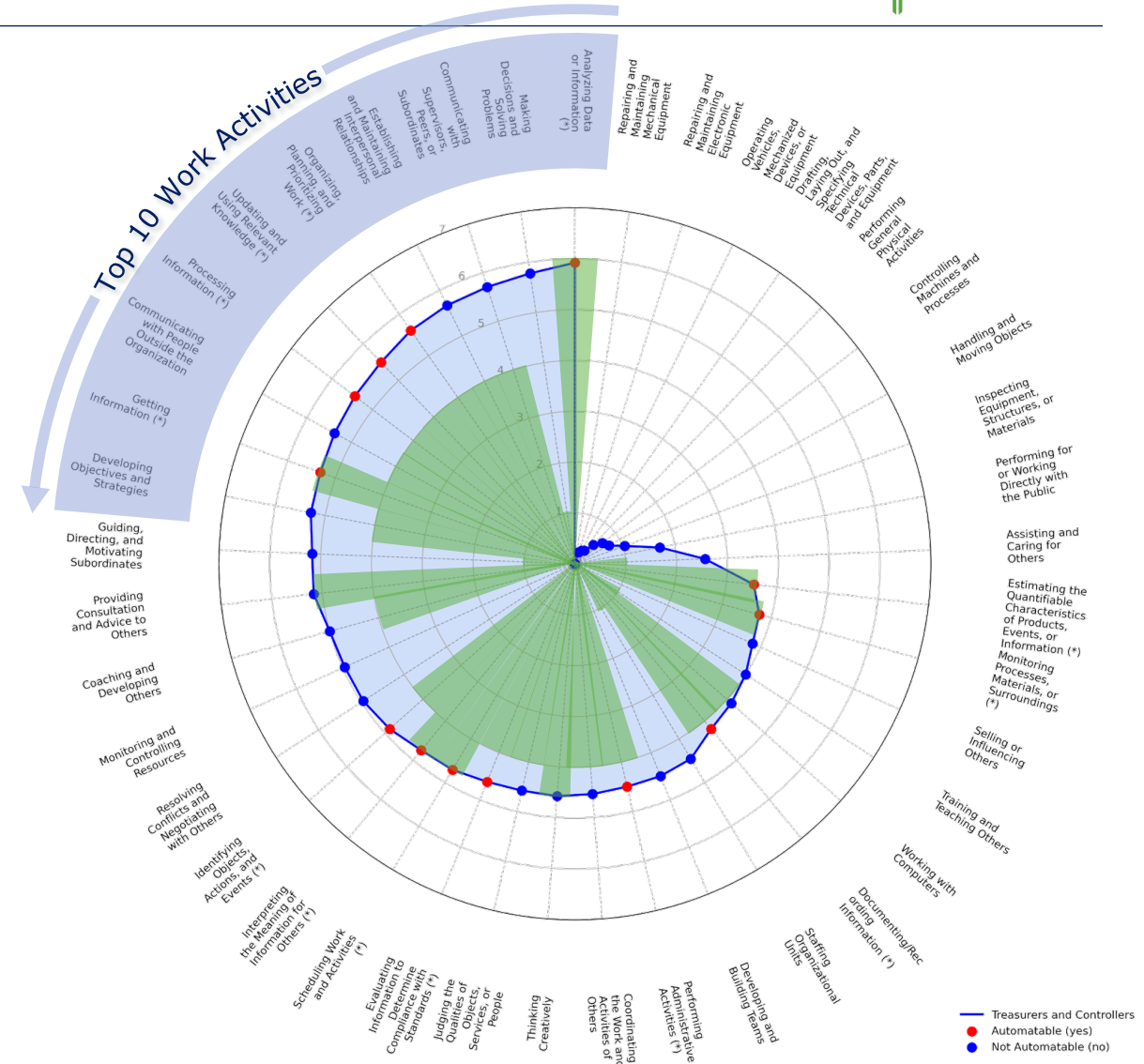


# Let's look at the Work Activities of "Treasurers and Controllers"

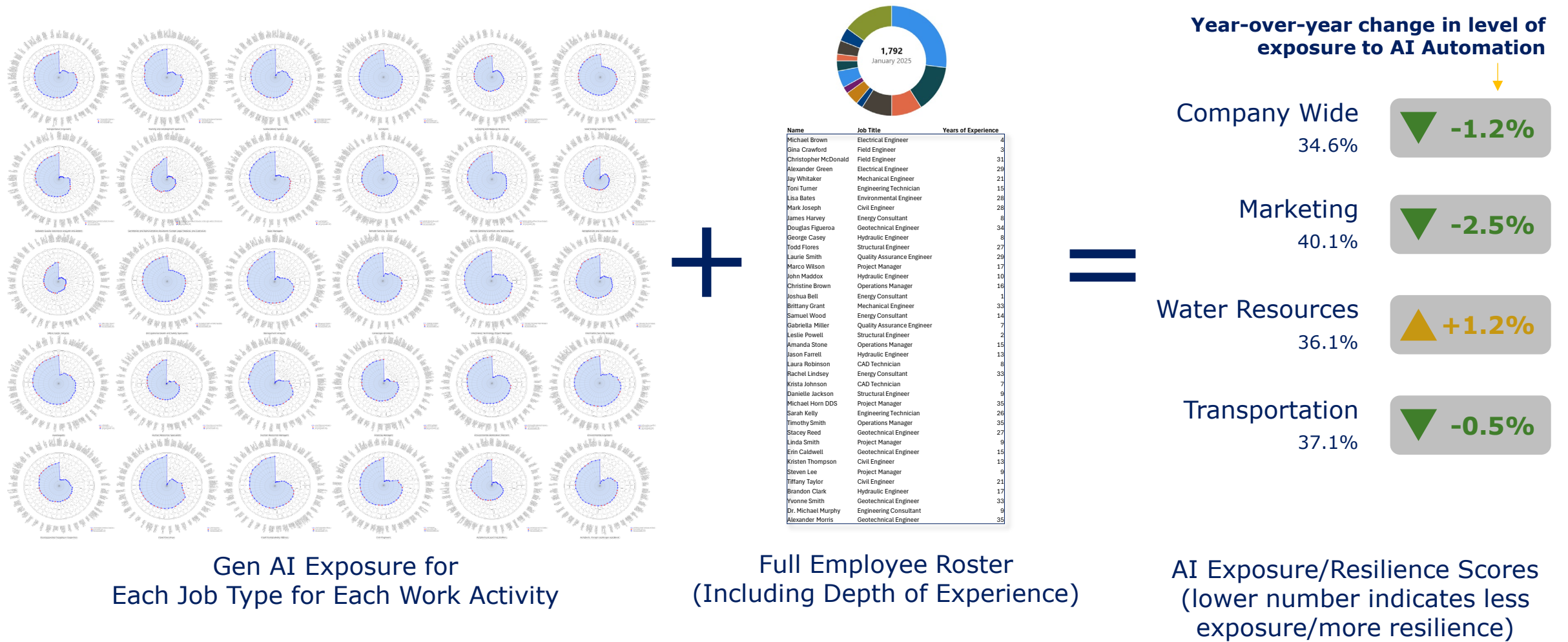
Top 10 Work Activities	O*NET Human Baseline Level	EFCG Automatable Level	GS Automatable Level
Analyzing Data or Information	5.92	6.00	4.00
Making Decisions and Solving Problems	5.78	1.00	0.00
Communicating with Supervisors, Peers, or Subordinates	5.71	4.00	0.00
Establishing and Maintaining Interpersonal Relationships	5.67	4.00	0.00
Organizing, Planning, and Prioritizing Work	5.61	4.00	4.00
Updating and Using Relevant Knowledge	5.5	4.00	4.00
Processing Information	5.44	4.00	4.00
Communicating with People Outside the Organization	5.38	4.00	0.00
Getting Information	5.32	6.00	4.00
Developing Objectives and Strategies	5.29	4.00	0.00
Time Period		Q1 2025	2023
Upper Bound of Work Activities Exposed to Automation with Gen AI		64.40%	32.35%

The level of automation across all job functions is between 49.4 and 82.4%

How does this compare to the 3.6% "Talent Gap"?



Firms can assess risk and identify opportunity at employee, department, and firmwide levels, track progress, and benchmark against peers



# Today's Panelist: Ryan Earle



## Ryan Earle

### Experience

CFO  
SVP, Finance  
VP, Corporate Controller  
Corporate Controller  
Director of Accounting  
Jensen Hughes, 2017-Present

Director of Financial Reporting  
Cerecor Inc., 2016-2017

Manager of Financial Reporting  
Millennial Media, 2015-2016

Assurance Services  
Ernst & Young, 2009-2015

### Education

University of Maryland  
BS, Accounting

Ownership Type	Gross Revenues	Total Employees
PE-Backed	\$374M	1,700
Services % Revenues		



# Today's Panelist: Mike Moran



## Mike Moran

### Experience

CFO, Americas  
GHD, 2016-Present

Chief Financial Officer  
Golder Associates, 2010-2016

VP Finance  
ADP Canada, 2007-2009

CFO  
Avotus Corporation, 2006-2007

### Education

Institute of Corporate Directors  
ICD.D

Canadian Institute of Chartered Accountants  
CPA, CA

University of Waterloo  
BA, School of Accounting

Ownership Type	Gross Revenues	Total Employees
Employee-Owned	\$1.8B	10,400
Services % Revenues		

# Today's Panelists



**Ryan Earle**  
**Jensen Hughes**  
**CFO**

**Ownership Type**  
PE-Backed

**Gross Revenues**  
\$374M

**Total Employees**  
1,700

**Primary End Markets**  
General Building, Power,  
Other



**Mike Moran**  
**GHD**  
**CFO, Americas**

**Ownership Type**  
Employee-Owned

**Gross Revenues**  
\$1.8B

**Total Employees**  
10,400

**Primary End Markets**  
Traditional Env.,  
Transportation, W/WW



## Ask Us Questions

Julie Hasiba

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