

Environmental Financial Consulting Group

Agenda

Exclusively for the Architecture, Engineering, and Consulting (AEC) Industry

October 9-11, 2024 | Colorado Springs, CO

























October 9-11, 2024



ABOUT EFCG

The Environmental Financial Consulting Group (EFCG) is the leading advisor to architecture, engineering, and consulting (AEC) firms. Our mission is to provide a data-driven and strategic edge to AEC firms to advance the innovation, sustainability, and success of the industry. We provide end-to-end, integrated solutions to support executive leaders with their most critical strategic and financial decisions.

In the last 35 years, EFCG has served as a retained advisor to 500+ firms, developed a proprietary industry database of financial and business metrics, held nearly 100 executive conferences, and advised on 200+ 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.

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



- Strategic Planning
- Corporate Financial Benchmarking
- Valuations
- Talent & Compensation
- Technology & Innovation
- Sustainability & ESG



- Sell- & Buy-Side Assignments
- Capital Structure Analysis
- Corporate Divestitures & Tech Spinouts
- Strategic & Private Equity Partner Engagement
- Integration Planning
- Due Diligence & Market Studies

Leadership Conferences



- 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

6Annual
Surveys

1M+
Data Points
Every Year

500+
Database
Contributing Firms



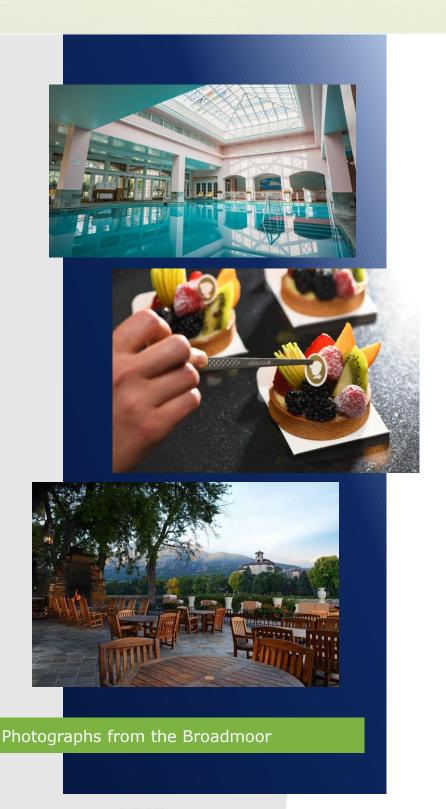
October 9-11, 2024



ABOUT EFCG'S CEO CONFERENCE

EFCG will welcome over 250 CEOs to this premier, invitation-only event, designed to tackle the industry's most significant financial and strategic challenges. As the most comprehensive AEC Industry CEO Conference, this event leverages EFCG's exclusive 2024 CEO Survey and 35 years of proprietary industry data to provide unparalleled insights and guidance on trends. All attendees receive EFCG's 2024 AEC Industry Report.

Come to hear the AEC Industry's reported 2023 performance, 2024 expectations, and 2025 projections. Stay to connect with experts and thought leaders as over 40 speakers cover today's most pressing topics. Walk away with a CEO network gained throughout 20+ events and sessions.



Dates & Times

Wednesday, October 9th 11:00 am – 8:30 pm MT Thursday, October 10th 8:30 am – 8:30 pm MT Friday, October 11th 8:30 am – 1:30 pm MT

Conference Venue

The Broadmoor 1 Lake Avenue Colorado Springs, CO 80906

Wednesday Events

- 11:00 am 1:00 pm: Optional Conference Check-In and Welcome Lunch
- 11:00 am 4:00 pm: Optional Conference Activities
- 5:00 pm 6:00 pm: Women in Leadership Event
- 6:30 pm 8:30 pm: Conference Welcome Reception at Cheyenne Lodge

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.

BROADMOOR

This 3-day event will take place at the Broadmoor Hotel, a Forbes Five-Star, AAA Five-Diamond Resort. Known for its award-winning hospitality, the Broadmoor is tucked away in the mountains, providing stunning views and a luxury resort experience.



CEO CONFERENCE SPONSORSHIP PARTNERS

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



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 loyal clients and remains at the forefront of innovation. **Visit www.bstglobal.com**.



CareerSMITH is a full-service, end-to-end recruiting firm focused exclusively on the Engineering, Construction, Government and Energy industries. Our in-depth industry understanding, combined with our proven search process, results in identifying, developing and presenting candidates that meet our clients' exacting specifications. CareerSMITH utilizes a consultative, relationship-focused recruiting approach for each search engagement and specializes in recruiting highly sought-after talent across all functions, from C-Suite to executive/mid-level leadership and senior technical positions. We provide industry leading retention rates for our clients: 100% of the candidates we place are still with our client after the first year of employment and 95% after the third year. The CareerSMITH team has an average search industry tenure in excess of 20 years. We are committed to successfully completing each search to our clients' satisfaction, and we guarantee our work. **Visit www.careersmith.com.**

Deltek.

Better software means better projects. Deltek is the leading global provider of enterprise software and information solutions for project-based businesses. 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 **Visit** <u>www.deltek.com</u>.



Greyling Insurance Brokerage & Risk Consulting, a division of EPIC, is a specialty brokerage serving professional services firms in the construction industry, including a leading share of the ENR Top 500 Design Firms. Greyling'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.greyling.com.**



TRANSEARCH is the global leader in executive search and leadership consulting. We build teams of transformational leaders who can stay one step ahead of a changing world. We are founded on a culture of partnership with a strong focus on excellence. Our vision is to move beyond what is defined as leadership and talent acquisition. We are motivated by what is "right" for our clients (and anticipating where they are going) and becoming a yardstick for quality. We are always pushing the envelope to stay ahead of the curve. Through proprietary innovation, world-class industry experts, and an unparalleled global network, we will find the right leader for your business – someone who will seamlessly integrate and be successful from day one. **Visit www.transearch.com**.



October 9-11, 2024

(All Times in Mountain Time)

Wednesday, October 9, 2024

11:00 am - 1:00 pm International Center Foyer and South

11:00 am - 4:00 pm

Optional Conference Check-In and Welcome Lunch

Optional Conference Activities

Registration is required for each of the activities below. For more information, please contact Bambi Rogers at brogers@efcg.com.

Golf

Learn more about the experience <u>here</u>.

Guided Hiking Excursion

Learn more about this experience <u>here</u>.

Tennis

Learn more about this experience <u>here</u>.







5:00 pm - 6:00 pm South Terrace

Rain Location: Dow Finsterwald Room

6:30 pm - 8:30 pm Cheyenne Lodge

Bus Pick Up & Drop
Off: South Drive

Women in Leadership Event

This event will provide a unique opportunity for women attending the conference to connect over drinks and hors d'oeuvres, kicking off their 2024 EFCG CEO Conference experience.

Conference Welcome Reception at Cheyenne Lodge



Enjoy food and drinks with fellow attendees on the outside patio of this private, mountainside setting as you take in breathtaking views of the Rocky Mountains and Colorado Springs.



EFCG Celebrating 35 Gears
Bringing CEOs Together



October 9-11, 2024

(All Times in Mountain Time)

Thursday, October 10, 2024

8:30 am - 9:00 am	Breakfast Meet-and-Greet				
9:00 am - 10:30 am	Session 1: EFCG AEC Industry Overview				
10:30 am – 11:00 am	Morning Coffee Social Hosted in Partnership with Deltek				
11:00 am – 11:45 am	Session 2: Leading the Way: Influential CEOs on the Future of the Industry				
11:45 am - 12:00 pm	CEO of the Year Announcement				
12:00 pm – 12:45 pm	Lunch				
12:45 pm – 1:30 pm	Session 3: Breakout Sessions				
1:45 pm – 2:30 pm	Session 4: Technology Leader vs. Fast-Follower: What Success Looks Like Based on Your Firm's Strategy				
2:45 pm – 3:30 pm	Session 5: CEO Lessons Learned				
3:30 pm – 3:35 pm	The Day's Closing Remarks				
3:40 pm – 4:30 pm	Q&A Corner: Ask the EFCG Experts				
6:30 pm – 8:30 pm	Evening Networking Reception Hosted in Partnership with Rockwood Equity Partners				

Friday, October 11, 2024

8:30 am - 9:00 am	Breakfast Reconnect				
9:00 am - 10:00 am	Session 6: M&A Trends and Landmark Transactions in	the /	AEC	Indu	stry
10:15 am – 11:00 am	Session 7: Breakout Sessions				
11:15 am - 11:45 am	Session 8: The Sustainability Mega-Trends: Navigating Frontier in the AEC Industry	, the	Ne	xt	
12:00 pm - 12:45 pm	Lunch Served with Session 9: The Leadership Pipeline Next-Gen Executives	: Dev	relo	ping	
12:45 pm - 1:00 pm	Conference Closing Remarks				
1:00 pm – 1:30 pm	Conference Closing Coffee and Conversation				



October 9-11, 2024

(All Times in Mountain Time)

Thursday, October 10, 2024

8:30 am - 9:00 am
International Center
South
9:00 am - 10:30 am
International Center
North

Breakfast Meet-and-Greet

Session 1: EFCG AEC Industry Overview

Amidst disruptive trends like AI and evolving business models, AEC firms are swiftly reassessing their corporate strategies and market positions to maintain a competitive edge. Managing Partner Rebecca Zofnass will unveil the impact of these significant trends as she discloses the results of EFCG's 2024 AEC Industry Survey — the most comprehensive proprietary dataset analyzing key financial and strategic metrics within the industry. During this presentation, Zofnass will assess the industry's financial performance and speak to which trends firms need to address.

Presenter:

Rebecca Zofnass, EFCG Managing Partner, Strategy & Corporate Finance

10:30 am - 11:00 am
International Center
Foyer
11:00 am - 11:45 am
International Center

North

Morning Coffee Social Hosted in Partnership with Deltek.

Session 2: Leading the Way: Influential CEOs on the Future of the Industry

Join industry leaders as they explore the future landscape for their firms, delving into how current trends discussed during Session 1 are shaping their strategic decisions. This panel discussion will provide insights into the priorities and forward-looking perspectives of these CEOs, offering a glimpse into the future of the industry.

Moderator:

Jessica Zofnass Barclay, EFCG Managing Partner, M&A

Panelists:

Mike Burke, Chairman, Stratus and Universal Engineering Sciences Leslie Duke, Chair & CEO, Burns & McDonnell Ian Edwards, President & CEO, AtkinsRéalis John Henderson, CEO, HDR

11:45 am - 12:00 pm
International Center
North
12:00 pm - 12:45 pm
International Center
South

CEO of the Year Announcement

Lunch



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12:45 pm - 1:30 pm Colorado Hall C **Session 3: Breakout Sessions**

3A: The AI Imperative: A Trailblazer's Perspective

Artificial intelligence and big data are changing the face of the AEC Industry. Hence, BST Global brought together 15 senior technology visionaries from the world's preeminent AEC consultancies in April to share how they're preparing for an AI-powered and data-driven future. BST Global CEO Javier A. Baldor will reflect on the AI Summit, an industry-first event focused on all things AI for the AEC Industry, and share exclusive insights derived from the event, including:

- How to strike a balance between the critical priorities you face today and navigating uncharted waters to strategically position your business for future success
- What the first few steps on your AI journey can look like and what AI essentials you'll want in place to achieve long-term success
- Why traditional business models will be upended with the rise of AI and how to explore new ideas for the future of the industry
- Examples of real AI use cases happening in our industry that you can implement at your own firm

Presenter: Javier A. Baldor, CEO, BST Global

Colorado Hall B

3B: Building the Future Executive Team

As executive team capabilities necessarily expand to get in front of industry trends, CEOs need time to reflect on how their C-Suite organizational structure must change to meet future demands. In groups by firm size, participants will contemplate how their team's roles and capabilities will change in the next 5 years, and what that means for their team's structure and talent pipeline.

Facilitator: Dimitri Milionis, EFCG Vice President, Talent & Compensation

Colorado Hall A

3C: Earnings, Sustainability, and Growth? The Evolving Nature of ESG

This session will explore the developing landscape of Sustainability and Environmental, Social, and Governance (ESG) within the industry, focusing on emerging trends, industry benchmarks, and regulatory developments shaping ESG strategies. We will address key priorities for executives, providing insights on how to navigate challenges, leverage opportunities, and drive sustainable growth. Attendees will gain practical approaches to increasing revenue, aligning ESG goals with business objectives, and differentiating their firms.

Presenter: Andreas Georgoulias, EFCG Director, Sustainability & ESG

Colorado Hall F

3D: US Election Impacts on the AEC Industry

Explore how the upcoming US election could shape the industry through potential policy shifts, economic changes, and regulatory impacts. ACEC's Steve Hall will bring his expertise to the dialogue, providing insights into navigating political uncertainty and preparing your firm for various election outcomes. The session will briefly touch on current issues and agenda items remaining in 2024 before focusing extensively on the major strategic policies that the next Administration and Congress will address that will impact AEC firms.

Presenter: Steve Hall, Executive Vice President, ACEC National



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1:45 pm - 2:30 pm International Center North

Session 4: Technology Leader vs. Fast-Follower: What Success Looks Like Based on Your Firm's Strategy

In today's business environment, firms must decide whether to be technology leaders or fast-followers to drive innovation and growth. This session will explore the strategic choices between these roles. EFCG's Technology & Innovation Practice Lead Marcus Quigley will reveal what we are seeing across the industry today and how you can leverage your firm's position for optimal results. Key players in the AEC space will then highlight their successful technology strategies and share their perspectives on the future direction of the industry to remain competitive and drive tech advancement.

Presenter and Moderator:

Marcus Quigley, EFCG Partner, Technology & Innovation

Panelists:

Gord Johnston, CEO & President, Stantec Hisham Mahmoud, Executive Chairman, Consor, Qualus, and Cumming Group Alyson Watson, CEO and Chair, Woodard & Curran Javier A. Baldor, CEO, BST Global Dinakar Hituvalli, Chief Technology Officer, Deltek

2:45 pm - 3:30 pm International Center North

Session 5: CEO Lessons Learned

Esteemed CEOs with incredible careers will share pivotal moments that have shaped their careers, highlighting key lessons learned from those experiences. Attendees will gain valuable, actionable insights to reflect on and apply in their own professional journeys.

Moderator:

Julie Hasiba, EFCG Managing Partner, Talent & Compensation

Panelists:

Scott Cattran, Chairman & CEO, Woolpert Kevin Haney, President & CEO, Colliers Engineering & Design Gayle Packer, President & CEO, Terracon David Wantman, CEO, WGI

3:30 pm - 3:35 pm International Center North The Day's Closing Remarks





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3:40 pm - 4:30 pm **International Center** South

Q&A Corner: Ask the EFCG Experts

Join us for interactive roundtable discussions to engage with EFCG experts. This Q&A Corner provides a unique opportunity to ask your most pressing questions. Whether you're seeking advice on strategic decisions, market trends, or best practices, our experts are here to provide valuable answers and guidance.

EFCG Experts:

Strategy & Corporate Finance



Rebecca Zofnass **EFCG Managing Partner**



Vishal Menon **EFCG Vice President**





Jessica Zofnass Barclay **EFCG Managing Partner**



Trevor Casey **EFCG Senior Vice President**





Julie Hasiba **EFCG Managing Partner**



Dimitri Milionis **EFCG Vice President**





Marcus Quigley **EFCG Partner**



Jay Margherio **EFCG Vice President**

Sustainability & ESG



Andreas Georgoulias **EFCG Director**

6:30 pm - 8:30 pm Mountainview **Terrace**

Rain Location: Rocky Mountain Ballroom

Evening Networking Reception Hosted in Partnership with Rockwood

We welcome you to relax with colleagues as you take in beautiful mountain views while you enjoy drinks and refreshments.











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(All Times in Mountain Time)

Friday, October 11, 2024

8:30 am - 9:00 am **International Center** South 9:00 am - 10:00 am **International Center** North

Breakfast Reconnect

Session 6: M&A Trends and Landmark Transactions in the AEC Industry

Managing Partner Jessica Zofnass Barclay will kick off this session by presenting the latest M&A multiples and trends from EFCG's comprehensive database. The discussion will then shift to focus on two groundbreaking M&A deals from 2024. The CEOs and partners involved in these transformative transactions will share their strategies behind these deals that are reshaping the industry landscape. They will also reflect on how current market conditions are influencing M&A activities and the pivotal role CEOs play in driving these significant transactions.

Presenter and Moderator:

Jessica Zofnass Barclay, EFCG Managing Partner, M&A

Panelists:

Alexandre L'Heureux, President & CEO, WSP Global Holger Peller, President & COO, POWER Engineers Jesse Kropelnicki, CEO, Verdantas Christopher Lee, Managing Partner, RTC Partners

Deal Information:



WSP Global, a leading global professional services firm, has entered into an agreement to acquire Power Engineers, a prominent Idaho-based US consulting firm with a leading presence in the Power & Energy (P&E) sector, for US\$1.78 billion. The proposed acquisition is a strategic move in alignment with WSP's vision to expand and enhance its P&E services, positioning the Corporation at the forefront of the industry. The acquisition has been unanimously approved by the boards of directors of both companies and is expected to be completed in the early fourth quarter of 2024, subject to regulatory approvals.

EFCG served as an advisor to WSP.



Sterling Investment Partners (Sterling), a Connecticut-based private equity firm, has acquired Verdantas from Round Table Capital Partners (RTC), a Florida-based private equity firm. Verdantas is a Florida-based firm specializing in environmental consulting, sustainable engineering, modeling, and digital technology.

EFCG provided advisory and valuation services to Verdantas.



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10:15 am - 11:00 am **Colorado Hall F** **Session 7: Breakout Sessions**

7A: Proactive Integration: Using Leading Indicators for Early Success

Discover how leading firms are achieving early success through proactive integration strategies using EFCG's Quantitative Integration Analysis Tool. This session will provide case studies that highlight the practical application of leading indicators to anticipate challenges, streamline operations, and drive strategic growth. Learn how to use these insights as a competitive advantage.

Presenter: Marcus Quigley, EFCG Partner, Technology & Innovation

Colorado Hall C

7B: Leading with Inclusion: Real-World DEI Case Studies

Join this insightful session as EFCG and experienced panelists breakdown effective firm strategies to drive positive diversity, equity, and inclusion (DEI) change. After a brief presentation on the current state of DEI using EFCG's data, industry leaders will expound on real examples of progress and success. The session will then go into Q&A with the panelists and a group discussion, allowing you to exchange ideas with peers and gain actionable ideas on how to enhance your DEI initiatives.

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

Panelists:

Doug Jaeger, President & CEO, Ulteig Michelle White, President & CEO, Harris & Associates

Colorado Hall B

7C: Small Business Challenges and Opportunities

This session is designed to provide dedicated time for engaging with industry peers around the unique priorities of firms with gross revenues under \$30M. These firms face distinct issues that require tailored strategies and solutions. The session will begin with a coffee-chat-style discussion featuring two CEOs who will share their insights on their current priorities before attendees break out into groups to delve into the topics that matter most to those in the room.

Moderator: Clay Han, EFCG Associate, M&A and Strategy & Corporate Finance

Panelists:

Jeff Hatton, CEO, CWES Dev Krishnan, President & CEO, KKCS





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11:15 am - 11:45 am **International Center** North

Session 8: The Sustainability Mega-Trends: Navigating the Next Frontier in the AEC Industry

In this informative session, industry-leading experts will explore the pivotal sustainability mega-trends shaping the future of the AEC sector. From net-zero buildings and decarbonization to electrification, climate adaptation, and resilient urban infrastructure, this session will delve into the strategic approaches needed to stay ahead in a rapidly evolving landscape.

Moderator:

Andreas Georgoulias, EFCG Director, Sustainability & ESG

Panelists:

Laurent Germain, CEO, Egis Group Anthony Kane, President & CEO, Institute for Sustainable Infrastructure

12:00 pm - 12:45 pm **International Center** North

Lunch Served with Session 9: The Leadership Pipeline: Developing Next-Gen Executives

In the event's concluding panel, CEOs will share their successful strategies for identifying and nurturing the next generation of executive leaders within their organizations. With talent retention being the biggest challenge in the industry, especially at the executive level, it is crucial for firms to have a robust strategy for leadership development. This panel will delve into the importance of succession planning and provide actionable insights on how to ensure long-term success by effectively identifying and developing future leaders.

Moderator:

Julie Hasiba, EFCG Managing Partner, Talent & Compensation

Panelists:

Mike Carragher, Chair & CEO, VHB Steve Lefton, CEO & President, Kimley-Horn Walt Rabe, President & CEO, Schnabel Engineering

12:45 pm - 1:00 pm **International Center** North

Conference Closing Remarks

1:00 pm - 1:30 pm **International Center Foyer** **Conference Closing Coffee and Conversation**



October 9-11, 2024



VENUE LOCATIONS AND INFORMATION

Venue Location

The Broadmoor, 1 Lake Avenue, Colorado Springs, CO 80906

Hotel Options & Information

Drive To/From
Colorado Springs
Airport (COS)

Drive To/From
Denver International
Airport (DEN)

The Broadmoor Resort

The Broadmoor, 1 Lake Avenue, Colorado Springs, CO 80906 +1 (855) 634-7711 EFCG Special Nightly Pricing: \$375 - \$425

EFCG Special Nightly Pricing: \$375 - \$425 Receive booking information with conference registration confirmation

Block and Hotel Sold Out

Chevenne Mountain Resort

3225 Broadmoor Valley Road Colorado Springs, CO 80906 +1 (719) 538-4000

Drive to The Broadmoor Resort: 5 Minutes

Nightly Pricing: \$220+

DoubleTree by Hilton Hotel Colorado Springs

1775 East Cheyenne Mountain Blvd. Colorado Springs, CO 80906

+1 (719) 576-8900

Drive to The Broadmoor Resort: 10 Minutes

Nightly Pricing: \$160 - \$375

The Courtyard Colorado Springs South

2570 Tenderfoot Hill Colorado Springs, CO 80906

+1 (719) 226-5006

Drive to The Broadmoor Resort: 5 Minutes

Nightly Pricing: \$159

25 minutes

1 hour, 40 minutes

20 minutes 1 hour, 35 minutes

20 minutes

1 hour, 35 minutes

20 minutes 1 hour, 35 minutes