

Executive Leadership Conference (Virtual)

For Architecture, Engineering, and Construction Firms

Event hosted by



EFCG
Environmental Financial
Consulting Group

Preliminary Agenda: Wednesday, October 7, 2020

Main Sessions

11:00 am – 4:00 pm ET

- A| A/E/C Industry Overview: Analyzing the Data & Providing Key Insights**
As the International Monetary Fund warns that the economy may head into the worst downturn since the Great Depression, now more than ever, A/E/C firms need to understand the financial state of the industry. During this presentation, EFCG will critically assess the industry's performance metrics from its 2020 EFCG CEO Survey to reveal valuable insights and the numbers that sit behind them.
- B| Leading in the "New Normal": How CEOs are Adapting to Shifting Trends**
The impact of COVID-19 has left industry leaders uncertain of what to expect in the coming months and years. During this session, EFCG will leverage its insights from the 2020 EFCG CEO Survey to explore how the current economic conditions may impact industry trends. CEOs will then share how they are using lessons learned over the years to lead through the pandemic and adapt to these trends.
- C| *Keynote Speaker:* Global Economic Outlook: Moving Markets, Changing Outcomes**
Every day, leaders are anticipating outcomes and making defining choices with incomplete information. This economics guest speaker will explore what decisions are being made today that might ultimately influence the future state of the global economy and the industry.
- D| Rethinking Technology, Realizing a New Competitive Edge**
The pandemic has abruptly removed limits to technology innovation, forcing entire industries to stretch what's possible in only a matter of months. Panelists will explore how they, as leaders, are reshaping technology's place in their firms to alter what and how they deliver to the market.

Workshops

5:00 pm – 6:00 pm ET

- A| Redefining Workforce Productivity in a New Virtual World**
- B| Maximizing Board Productivity: The Three Things You Need to Do**
- C| Building Better Public-Private Partnerships**
- D| Investing in Technology: Build, Borrow, Buy**

Sponsorship Partners



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Preliminary Agenda: Thursday, October 8, 2020

Main Sessions

11:00 am – 4:00 pm ET

- A| Maximizing Leadership Effectiveness: How to Advance the C-Suite Partnership**
During this intimate coffee-chat session, leadership from two A/E/C firms will open up about how they've created a productive partnership and provide actionable ideas to improve this key working relationship.
- B| Successful M&A Transactions: A Case Study**
EFCG will share M&A data and trends, including expected pre-, current-, and post-COVID-19 multiples, before diving into a recent transaction. The participating firms will then provide an insider perspective on what really happens after the deal closes.
- C| Reinventing Your Growth Strategy: Differentiating Sources of Capital**
Alternative capital is becoming increasingly integrated into the A/E/C industry, offering new ways for firms to seize growth opportunities, solve for cash flow concerns, and ensure survival. In this open Q&A format, attendees can directly ask industry insiders from private equity, family offices, holding companies, and hybrid investment firms their probing questions about outside capital.
- D| Expecting the Unexpected: Managing the Downside Risk in Times of Uncertainty**
EFCG will leverage its 30 years of A/E/C industry data to help firms understand what they can do to best protect themselves today based on past successes and failures in the industry. Panelists will then talk through risks they face and how they are planning ahead.

Workshops

5:00 pm – 6:00 pm ET

- A| Tenna: Beyond Tracking**
- B| CFO Lessons Learned**
- C| ESOPs: When They Work and When They Don't**
- D| The Next Chapter: Life After the C-Suite**

International Forums

9:00 am – 10:30 am ET

8:00 pm – 9:30 pm ET

Two sessions to accommodate varying participant time zones

The Pandemic's Impact Around the World

Industry leadership will discuss the changes they are seeing and how technology disruption, stimulus packages, and shifts in ways of working will impact local and global strategies.

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Preliminary Agenda: Friday, October 9, 2020

Main Sessions

11:00 am – 4:00 pm ET

A| **Keynote Speaker: All That's Possible through Sustainability**

The future of cities is changing and A/E/C firms have the power to shape that change, elevating greener cities to become more livable, mobile, and equitable. So what's truly possible in the future and how can A/E/C firms use their position to realize that potential?

B| **Delivering a More Sustainable Future**

As this industry continues to focus on enabling more sustainable work, it is met with compounding pressures placed on societies in times of crisis. During this session, panelists will uncover how their leadership teams approach sustainability, especially now, and what priorities they've set for their firms.

C| **Diversity, Equity & Inclusion: Beyond Doing Well, Doing Good**

This session will explore three primary ways to create a more diverse, equitable, and inclusive future: within a firm, across the industry, and even beyond A/E/C. Panelists will deconstruct what it means to contribute to a more inclusive tomorrow and action steps they are taking.

D| **Tackling Talent Scarcity in the Post-COVID-19 Era**

The war on talent is only intensifying, and, as EFCG data shows, turnover and increased hiring are the two key contributors. So what are firms doing to address these issues? Panelists will answer how they are working to improve retention and find the right hires.



For More Information



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[www.EFCG.com/
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Keynote Speaker: Global Economic Outlook: Moving Markets, Changing Outcomes



**Ronald R.
Braeutigam**

***Kapnick Professor of
Business Institutions
at Northwestern
University***

**Ph.D. Economics
Ph.D. Minor in
Engineering-
Economic Systems**

Top-selling economics scholar bridging research and practice in today's world

Ronald R. Braeutigam Ph.D is a specialist in microeconomics, industrial organization, and public policy. Braeutigam has taught at Stanford University and the California Institute of Technology, and he has held an appointment as a Senior Research Fellow at the Wissenschaftszentrum Berlin (Science Center Berlin). He is also past president of the European Association for Research in Industrial Economics.

His work has focused on regulatory reform and restructuring in traditionally regulated industries, particularly in the telephone, transportation, and energy sectors. He has published many articles analyzing the effects of government policy on prices, market structure, economic welfare and income distribution in various industries, including natural gas, electric power, telecommunications, railroads, pipelines and motor carriers.

Along with David Besanko, he is co-author of a top-selling intermediate microeconomics textbook, now in its sixth edition and in seven languages. It explores the economic impacts of climate change, industry tax credits, surge pricing by Uber and Lyft, the effect of immigration on wages, artificial intelligence, and more.

Featured Publications

*Microeconomics
(Editions 1 – 6)*

Co-authored with David Besanko | (Wiley, 2020, 2013, 2010, 2007, 2004, 2001)

*Price Level Regulation
for Diversified Public
Utilities*

Co-authored with
Jordan J. Hillman |
(Springer, 1989)

*The Regulation Game:
Strategic Use of the
Administrative Process*

Co-authored with Bruce
M. Owen | (Ballinger
Press, 1978)

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Keynote Speaker: All That's Possible through Sustainability



**Julian
Agyeman**

**Professor of Urban
Development &
Environmental Policy
at Tufts University**

**FRSA FRGS
Ph.D. Urban Studies
/ Environmental
Education**

Award-winning expert on the field of social justice and environmental sustainability

Julian Agyeman Ph.D. FRSA FRGS is the originator of the increasingly influential concept of just sustainabilities, the intentional integration of social justice and environmental sustainability. He centers his research on critical explorations of the complex and embedded relations between humans and the urban environment, whether mediated by governments or social movement organizations, and their effects on public policy and planning processes and outcomes, particularly in relation to notions of justice and equity.

Agyeman believes that what our cities can become (sustainable, smart, sharing and resilient) and who is allowed to belong in them (recognition of difference, diversity, and a right to the city) are fundamentally and inextricably interlinked. We must therefore act on both belonging and becoming, together, using just sustainabilities as the anchor, or face deepening spatial and social inequities and inequalities.

In 2018, he was awarded the Athena City Accolade by KTH Royal Institute of Technology for his “outstanding contribution to the field of social justice and ecological sustainability, environmental policy and planning.”

Featured Publications

*Sharing Cities: A Case
for Truly Smart and
Sustainable Cities*
(MIT Press, 2015)

*Cultivating Food Justice:
Race, Class and
Sustainability*
(MIT Press, 2011)

*Just Sustainabilities:
Development in an
Unequal World*
(MIT Press, 2003)