



Environmental
Financial
Consulting
Group



2020 Executive Leadership Conference (*Virtual*) Agenda

For Architecture, Engineering, and
Construction (A/E/C) Firms

Sponsorship Partners



Executive Leadership Conference (Virtual)

For Architecture, Engineering, and Construction Firms

Event hosted by
 EFCG
Environmental Financial Consulting Group

Agenda: Wednesday, October 7, 2020 (all times in EDT)

11:00 am – 12:15 pm

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.

Presenter: Rebecca Zofnass, EFCG Managing Partner

12:30 pm – 2:00 pm

Leading in the “New Normal”: How CEOs are Adapting to Shifting Trends

The impact of COVID-19 has left industry leaders uncertain as to what to expect in the coming months and years. During this session, CEOs will explore how the current economic conditions may impact industry trends and how they are using lessons learned over the years to adapt and lead through the pandemic.

Presenter: Rebecca Zofnass, EFCG Managing Partner

Panelists:

Keryn James, CEO, ERM

Hisham Mahmoud, Global President & CEO, Golder Associates

Scott Cattran, Chairman of the Board, President & CEO, Woolpert

2:15 pm – 2:45 pm

Keynote: Global Economic Outlook: Moving Markets, Changing Outcomes

Every day, leaders are anticipating outcomes and making defining choices with incomplete information. This best-selling author and economist will explore what decisions are being made today that might ultimately influence the future state of the global economy and the industry.

Presenter: Ronald Braeutigam, Kapnick Professor Emeritus, Department of Economics, Northwestern University

3:00 pm – 4:00 pm

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.

Presenter: Marcus Quigley, EFCG Technology Practice Lead

Panelists:

Raj Arora, CEO, Jensen Hughes

Austin Conti, CEO, Tenna

Amy Corriveau, Vice President, Director of Emerging Business Development, CDM Smith

Javier Baldor, Chief Executive Officer, BST Global

Rachel White, CEO, Arcadis Gen

5:00 pm – 6:00 pm

Workshops (See more below)

Workshops (5:00 pm – 6:00 pm)

View Workshop Descriptions on Page 6

A| Investing in Technology: Build, Borrow, Buy

Presenter: Marcus Quigley, EFCG Technology Practice Lead

C| CEO Succession: Planning Your Next Chapter

Presenter: Brian Conlin, CEO & Executive Coach, Waterfront Partners

B| ESOPs: Benefits and Opportunities for Corporate Social Responsibility

Presenters: Peter Ney, Executive Vice President, Treasurer & Director, EA Engineering, Science & Technology and Loren Sokolow, EFCG Senior Advisor

D| Construction Project Delivery and the Digital Twin

Presenter: Rich Humphrey, Vice President of Construction Product Management, Bentley

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Executive Leadership Conference (Virtual) For Architecture, Engineering, and Construction Firms

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Agenda: Thursday, October 8, 2020 – Page 1 (all times in EDT)

9:00 am – 10:30 am	International Forum I: The Pandemic's Impact Around the World (View Details Below) 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. Presenter: Andreas Georgoulias, EFCG Director of Risk Management & International Panelists: Laurent Germain, CEO, Egis Nelson Ogunshakin, CEO, FIDIC Jens-Peter Saul, CEO, Ramboll Pierre Verzat, CEO, Systra
10:35 am – 10:55 am	Keynote: Advancing the Port Authority's Sustainability Agenda: Commitments to Rail Mass Transit and the Paris Accords Keynote Speaker: Rick Cotton, Executive Director, Port Authority of New York and New Jersey
11:00 am – 11:45 am	Maximizing Leadership Effectiveness: How to Advance the C-Suite Partnership During this intimate coffee-chat session, leaders from two A/E/C firms will open up about how they've created a productive partnership and will provide actionable ideas to improve this key working relationship. Presenter: Julie Hasiba, EFCG Managing Partner Panelists: Bret Moffett, President & CEO, POWER Engineers Jim Haynes, Executive Vice President & Chief Administrative Officer, POWER Engineers Kendall Sherrill, CFO, Wood Environmental & Infrastructure Solutions Ann Massey, President of Corporate Development, Wood Environmental & Infrastructure Solutions
12:15 pm – 1:15 pm	Successful M&A Transactions: Two Case Studies EFCG will share M&A trends, including expected pre-, current-, and post-COVID-19 multiples, before diving into two unique transactions. The participating firms will then offer an insider perspective on what really happens before and after the deal closes. Presenter: Jessica Barclay, EFCG Managing Partner, and Chip Elitzer, EFCG Director of M&A Panelists: Dickerson Wright, Chairman & CEO, NV5 Mark Abatto, President & COO, NV5 Geospatial Solutions Paul VanDuyne, CEO, IMEG Corporation Patrick Eikenberry, Vice President of Civil Engineering, IMEG Corporation

October 8, 2020 schedule continues the next page

How EFCG Can Help Your Firm

Peer Benchmarking Analysis



Recession Planning Toolkit



Technology Strategy Assessment



Talent & Workforce Planning



EFCG Resources

Podcast
Inside the A/E/C Industry

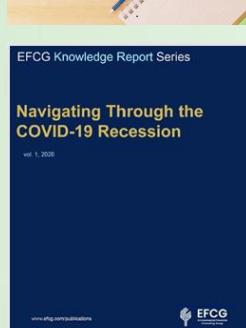


Webinar Series



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- EFCG Weekly Briefings
- Special Reports
- EFCG App



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Executive Leadership Conference (Virtual)

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Agenda: Thursday, October 8, 2020 – Page 2 (all times in EDT)

1:30 pm – 2:30 pm

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 cash flow concerns, and ensure survival. In this open Q&A format, attendees can ask industry insiders from private equity, family offices, holding companies, and hybrid investment firms their probing questions about outside capital.

Presenter: Jessica Barclay, EFCG Managing Partner

Panelists:

Lars Johansson, Managing Director, New Mountain Capital
Rick Newman, President & CEO, Global Infrastructure Solutions Inc.
Diana Propper de Callejon, Managing Director, Cranemere
Shamit Grover, Managing Director, MSD Partners
Stephen Kadenacy, CEO, Boxwood Capital

3:00 pm – 4:00 pm

Expecting the Unexpected: Managing the Downside Risk in Times of Uncertainty

Current times present a radically different landscape of risks facing A/E/C firms. Long-term trends within constantly evolving risks exacerbate this effect and urge leaders to prepare for several challenges ahead. This panel brings together leaders across the spectrum of the industry, to dive into the risks they face and how they are planning ahead.

Presenter: Andreas Georgoulias, EFCG Director of Risk Management & International

Panelists:

Darren Black, National Practice Leader, Risk Strategies
Brian Coltharp, President & CEO, Freese & Nichols
Alexandre L'Heureux, President & CEO, WSP
Áine O'Dwyer, Principal & CEO, Enovate

5:00 pm – 6:00 pm

Workshops (See more below)

8:00 pm – 9:00 pm

International Forum II: 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.

Presenter: William Howard, President, FIDIC

Panelists:

Gord Johnston, President & CEO, Stantec
Matt McGowan, EVP of Strategy, Ausenco
Deepa Sathiaran, Executive Director, En3
Heang Fine Wong, CEO, Surbana Jurong

Workshops (5:00 pm – 6:00 pm)

View Workshop Descriptions on Page 6

A| Maximizing the ROI of Your Mixed Equipment Fleet

Presenter: Austin Conti, CEO, Tenna and Jose Cueva, Vice President of Product, Tenna

B| CFO Lessons Learned

Moderator: Jon Frieman, EFCG Senior Associate

Panelists:

Cynthia Chen, CFO, Dewberry
Alan Jennat, CFO, Arup
Nikhil Kalghatgi, CFO, KPFF
Ash Wason, Managing Director & CFO, Carollo

C| Energizing Organic Growth

Presenter: Chuck Leichner, EFCG Senior Advisor

D| Building Better Public-Private Partnerships

Presenters: Marcus Quigley, EFCG Technology Practice Lead, and Daniel Sosnay, EFCG Vice President

Panelists:

Dominique Demessence, Operating Partner, Climate Adaptive Infrastructure
Greg Cannito, Managing Director, Corvias

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Executive Leadership Conference (Virtual) For Architecture, Engineering, and Construction Firms

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Agenda: Friday, October 9, 2020 (all times in EDT)

11:00 am – 11:30 am **Keynote: Healthy Communities, Equitable Economies and the Neu Normal for Building 21st Century Resilience**

Presenter: Dominique Lueckenhoff, Senior Vice-President for Corporate Affairs & Sustainability, Hugo Neu Group

11:45 am – 1:15 pm **Delivering a More Sustainable Future**

As A/E/C 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.

Presenter: Andreas Georgoulias, EFCG Director of Risk Management & International

Panelists:

Susan Angyal, CEO, North America, ERM

Anthony Kane, President & CEO, Institute for Sustainable Infrastructure

Thomas Lewis, President & CEO, WSP USA

Roberto Mezzalama, Global ESIA Subject Matter Expert, Golder Associates

Spiro Pollalis, Professor and Director of the Zofnass Program for Sustainable Infrastructure, Harvard University

Ryan Prime, Sustainability Practice Leader, VHB

Karin Sluis, Managing Director, Witteveen + Bos

1:30 pm – 2:45 pm **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.

Presenter: Julie Hasiba, EFCG Managing Partner

Panelists:

Kristin Beamer, Chief Marketing Officer, McKim & Creed

Lisa Black, Director of Cultural Belonging & Social Ethos, ASCE

Mike Carragher, CEO, VHB

Kelly Reed, Managing Director, Lockton Companies

3:00 pm – 4:00 pm **Redefining Workforce Productivity in a New Virtual World**

COVID-19 has shaken the A/E/C workforce, testing its most valued asset: its people. Employees are anxious about the new global threat to job security and the nebulous separation between work and life. In spite of this, teams are working even harder than before to still meet client expectations, begging the question of what leadership can do – and must do – to keep morale high and utilization up. Panelists will discuss the real challenges they are facing and how they plan to avoid burnout and make improved productivity a long-term possibility.

Presenter: Daniel Sosnay, EFCG Vice President

Panelists:

Leo Argiris, COO, Americas, Arup

Gayle Packer, President & CEO, Terracon

Chris Swan, Managing Director, TRANSEARCH

For More Information



View Sessions On-Demand

All sessions will be recorded and available until March 31, 2021



Email efcg@efcg.com



Visit www.efcg.com



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Workshops: Wednesday, October 7, 2020 (all times in EDT)

A | Investing in Technology: Build, Borrow, Buy

As firms work to better understand how to leverage technology to strengthen their market position and even accelerate growth, they must ask themselves if the best answer is to build, borrow, or buy the capabilities. This session will dive into the opportunities and potential risks of each of these choices to help workshop attendees strategically think through which option is right for them.

Presenter: Marcus Quigley, EFCG Technology Practice Lead

B | ESOPs: Benefits and Opportunities for Corporate Social Responsibility

Through a financial leadership lens, Peter Ney and Loren Sokolow will explore the basics of an Employee Stock Ownership Plan (ESOP). Using Loren's former firm, Psomas, as a case study, Sokolow will take listeners through his own experience as part of an ESOP and share how it can add meaningfully to recruitment, retention, and the accumulation of wealth for employees. Peter will then share his experience as part of EA Engineering, Science & Technology and how its drive to meet the highest social and environmental standards as a B Corp presents unique challenges and opportunities. Whether you're currently part of an ESOP or simply interested in learning more, this workshop offers a unique approach to explore this structure.

Presenters: Peter Ney, Executive Vice President, Treasurer & Director of EA Engineering, Science & Technology and Loren Sokolow, EFCG Senior Advisor

C | CEO Succession: Planning Your Next Chapter

Succession and transition planning are a challenge whether it is mid-career or as part of a CEO succession. In fact, almost two-thirds of CEO successions fail. Why? Survey after survey indicate that most companies either do not have a plan or are not happy with the one they do have. This insufficient preparation and, in many cases, a misdirected focus on process rather than people, drastically limit the success of these most critical initiatives. Add to that the complexity of getting started when senior executives face their unknown future after they step down – asking the question: "What's next for me?" This workshop will provide a simple process to create your individual CEO Succession Playbook and help you get unstuck by designing your next chapter well ahead of deciding when to make the move.

Presenter: Brian Conlin, CEO & Executive Coach, Waterfront Partners

D | Construction Project Delivery and the Digital Twin

Construction project delivery is becoming more difficult as projects get more complex and owners demand lower costs, greater transparency, increased quality and safety standards, and projects that are delivered more sustainably. In order to meet these mounting requirements and still deliver projects on time and on budget, the industry (specifically construction firms) has been picking up speed in its journey to adopt technology. Starting with digitizing forms-based workflows to 2D CAD and 3D models, the next step in delivering significantly improved productivity is the 4D/5D model or digital twin for construction. This session will focus on the development of a construction project digital twin for infrastructure assignments. It will highlight the way in which a "live" 4D model can be leveraged from preconstruction to construction execution to handover, transforming the way infrastructure is delivered.

Presenter: Rich Humphrey, Vice President of Construction Product Management, Bentley

Workshops: Thursday, October 8, 2020

A | Maximizing the ROI of Your Mixed Equipment Fleet

As advances in technology drive the A/E/C industry forward, firms that embrace and adopt new technologies can improve their bottom line and gain remarkable efficiencies. Construction technology solutions can deliver proven ROI to a business through operating and maintenance efficiencies. Without these solutions, however, firms incur unnecessary additional costs, impacting their bottom line that, especially now, they are working so hard to protect. During this session, Tenna will dive into this topic and then tour an Equipment Management System that is specifically envisioned and built for the construction industry. It'll walk through how its telematics technology delivers utilization data so firms can know more, control more, and make more of their mixed fleet. With it, firms can make better buy/move/rent/sell decisions and turn technology into their competitive advantage.

Presenter: Austin Conti, CEO, Tenna and Jose Cueva, Vice President of Product, Tenna

B | CFO Lessons Learned

During this panel session, esteemed CFOs will discuss some of the biggest challenges they've faced in their roles and what key lessons learned and actionable takeaways they've gained from those experiences. Especially with all that's come with 2020, these CFOs will express how their learnings have helped them prepare for the unprecedented and continue to flex to whatever lies ahead for the betterment of their firms, people, and clients.

Moderator: Jon Frieman, EFCG Senior Associate

Panelists:

Cynthia Chen, CFO, Dewberry

Nikhil Kalghatgi, CFO, KPFF

Alan Jennat, CFO, Arup

Ash Wason, Managing Director & CFO, Carollo Engineers

C | Energizing Organic Growth

COVID-19 has suppressed many A/E/C firms, causing extensive revenue declines in 2020, and possibly beyond. As projects and programs are delayed or cancelled, firms are challenged to stay connected to clients, protect profit margins, operate with a newly established remote workforce, and keep key people employed and engaged, among other things. While these concerns are very real, growth needs to remain a priority as it is the key to creating shareholder value and overcoming these challenges. This session will focus on strategies to energize organic growth & create opportunities for your firm.

Presenter: Chuck Leichner, EFCG Senior Advisor

D | Building Better Public-Private Partnerships

Public Private Partnerships ("P3s") are a delivery method gaining popularity across the globe. These partnerships are a way to finance and execute public works projects at the federal, state and municipal levels at a time that is especially important in the US with ASCE's 2017 Infrastructure Report Card indicating a critical need for improvements. Join us for a conversation on P3s, learn how EFCG can help A/E/C firms engage in these types of projects and see the tools we have created to better understand the operating and investing assumptions of potential client projects.

Presenters: Marcus Quigley, EFCG Technology Practice Lead and Daniel Sosnay, EFCG Vice President

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Bentley Systems

Bentley Systems is a leading global provider of software solutions to engineers, architects, geospatial professionals, constructors, and owner-operators for the design, construction, and operations of infrastructure. Bentley's MicroStation-based engineering and BIM applications, and its digital twin cloud services, advance the project delivery (ProjectWise) and the asset performance (AssetWise) of transportation and other public works, utilities, industrial and resources plants, and commercial and institutional facilities. Bentley Systems employs more than 4,000 colleagues and generates annual revenues of more than \$700 million in 171 countries outside the United States. From inception in 1984, the company has remained majority-owned by the Bentley brothers. www.bentley.com



BST Global

BST Global provides integrated business management software solutions for the world's leading architects, engineers and environmental consultants. 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 trusted partners to its loyal clients and remains at the forefront of innovation to evolve its products for the greater good. For more information, visit www.BSTGlobal.com.

CareerSMITH

CareerSMITH is the premiere search firm focused exclusively on the Engineering, Construction, Government and Energy industries. The firm was founded in 1997 and maintains deep and committed client relationships and an intimate knowledge of the unique industries that it serves. Its success is based on a combination of industry knowledge and a proven recruitment process that has earned the respect and loyalty of its clients and candidates. With a wealth of search experience and contacts in the Engineering, Construction, Government, and Energy industries, CareerSMITH knows exactly where to find and has access to the most qualified candidates. CareerSMITH operates on a global basis and has completed searches from Director level to the C-Suite and includes technical positions and all corporate support functions such as Human Resources, Finance, Legal, and Business Development among others. Since its founding, CareerSMITH has demonstrated a relentless commitment to quality and ethics that have resulted in satisfied and loyal clients.

Lockton Companies



Lockton Companies is the world's largest, independent broker in the world with revenues just under \$2B. Lockton's Design and Construction team serves the needs of architects and engineers in every corner of the world leveraging Lockton's global platform. The Kansas City based team of 35 represents 25 of the ENR Top 100 Design Firms and places over \$100M of professional liability premium in the market annually. They specialize in risk and practice management, professional liability claims and advising on talent and culture.

Risk Strategies

Risk Strategies is a privately-held, national specialty insurance brokerage and risk management advisory that helps organizations simplify the process of protecting assets and minimizing liability. With almost 100 offices across the country, its employees are passionate, dedicated and experienced. Their belief in the company has helped Risk Strategies rank as a Business Insurance magazine "Best Places to Work" since 2018. In 2019, Risk Strategies was named the 6th fastest-growing firm and 11th largest privately-held P&C Broker by Insurance Journal magazine. Risk Strategies' Design Liability Practice counts more than 50 dedicated, highly experienced practitioners in nine offices around the United States, seven of whom are former practicing attorneys with experience defending clients in professional liability litigation. Risk Strategies proudly serves as broker and risk management partner to nearly 5,000 architectural, engineering and design-build firms, ranging from small start-ups to ENR 50 clients. Risk Strategies provides its A/E/C clients with customized coverage that meets their particular needs, as well as a wide variety of value-added services including loss prevention and risk management education, contract review and claims advocacy.

Tenna



Tenna goes beyond tracking. Tenna, www.tenna.com, is the construction technology platform that revolutionizes equipment fleet operations. We enable you to know more. You get comprehensive, reliable tracking on a unified platform that is designed for mixed fleets. We built our solution on over 100 years of construction experience. With more insight, you can control more. From status to assignee and maintenance, get comprehensive data on your mixed fleet. On your projects, gain more control over equipment utilization, master job costing and oversee your safety and compliance needs. At the office, gain full visibility and improved communications with the field, shop and between departments, providing full transparency from any location and better data to make purchase decisions. And finally, with more control, you can make more. With knowledge, comes the power to make informed decisions on renting/owning/moving mixed assets. See improved utilization. Have more predictable days. Join the discussion on the Tenna Blog and connect with Tenna on LinkedIn, Facebook, Instagram & YouTube.

TRANSEARCH



For over 35 years, TRANSEARCH International has endeavored to thrill clients worldwide by helping build exceptional leadership teams. Organized by geography, industry specialization, and functional expertise, TRANSEARCH has more than 150 consultants located in 50+ offices worldwide and is truly global. Serving most major industry sectors, TRANSEARCH has deep experience in the environmental, architecture, engineering, and construction. What differentiates TRANSEARCH and translates into meaningful benefits for clients is its focus on 'fit'- using the Orchestra® Method to measure four different types of fit, TRANSEARCH guards against costly miss-hires. Orchestra® provides a unique perspective regarding an organization's culture imperatives, role-specific leadership competencies, team dynamics, and performance "fit." Complemented by its unique integration methodology, "Without Breaking Stride," TRANSEARCH ensures that new hires mesh quickly and successfully into their new organization. As ambassadors of talent, TRANSEARCH helps clients tell their unique story essential today to build high-performing teams and create the environment necessary for sustained profitable growth. TRANSEARCH takes pride in being master's in the art and science of attracting outstanding leaders.