J.S. HELD BUILDS EHS AND CLAIMS PLATFORM AROUND COMPLEX ENVIRONMENTAL RISK

J.S. Held is a global consulting firm that combines technical, scientific, financial, and strategic expertise to advise clients seeking to realize value and mitigate risk. J.S. Held's more than 1,500 professionals serve as trusted advisors to organizations facing high stakes matters demanding urgent attention, staunch integrity, proven experience, clear-cut analysis, and an understanding of both tangible and intangible assets. The firm provides a comprehensive suite of services, products, and data that enable clients to navigate complex, contentious, and often catastrophic situations. Experts integrate environmental science, engineering, health sciences, and regulatory insight to deliver analysis and expert work product relied upon by insurance professionals, the legal community, corporations, and government entities—supporting decisions that must endure review by counterparties, courts, regulators, and other stakeholders. J.S. Held serves organizations across six continents, including 84% of the Global 200 Law Firms, 75% of the Forbes Top 20 Insurance Companies (90% of the NAIC Top 50 Property & Casualty Insurers), and 71% of Fortune 100 Companies. The company was privately held until 2015 when Lovell Minnick acquired a controlling interest, subsequently sold to Kelso & Company that has retained a majority position since 2019.

John Peiserich, Executive Vice President and Environmental, Health & Safety Practice Lead specializes in environmental risk and compliance. With over 30 years of experience, John provides consulting and expert services for heavy industry and law firms throughout the country with a focus on Oil & Gas, Energy, and Public Utilities, including serving as an expert witness in arbitration proceedings and in state and federal courts. He has extensive experience evaluating risk associated with potential and ongoing compliance obligations, developing strategies around those obligations, and working to implement a client-focused compliance strategy. Mr. Peiserich has appointments as an Independent Monitor through EPA's Suspension and Debarment Program. John routinely supports clients in a forward-facing role for rulemaking and legislative issues involving energy, environmental, Oil & Gas, and related issues.

Jessica Larson, Senior Vice President of Digital Transformation is also a senior executive leader in digital transformation, artificial intelligence, and enterprise technology strategy, with nearly 20 years of experience driving business value across complex, regulated industries. Prior to joining J.S. Held, Jessica served as Senior Vice President of Digital & Data Transformation at TRC Companies, where she led the firm's enterprise digital and AI strategy. She played a key role in advancing operational efficiency, margin expansion, and scalable growth, supporting multiple private equity recapitalizations, including TRC's sale to WSP Global. Jessica began her career as a management consultant at Navigant Consulting before joining Deloitte, where she later held leadership roles focused on launching and scaling analytics and digital capabilities across the firm's consulting business.

EBJ: How does J.S. Held define its core client base today across insurance carriers, legal counsel, corporations, government agencies and financial stakeholders, and which client groups are driving the strongest growth in environmental, health and safety services?

J.S. Held's core client base is insurance carriers and legal counsel with select corporate partners. The biggest drivers for growth are reactive engagements for the insurance and legal markets. Our over 50-year history of serving insurance clients anchors J.S. Held and has provided a strong core client base for EH&S.

EBJ: Within J.S. Held's Science & Technology and EHS practices, which services are most in demand — IH, environmental site assessment, remediation, compliance, expert witness, catastrophe response, claims analysis, or litigation-driven technical consulting?

EBJ Q&A Summary

J.S. Held is expanding its environmental, health and safety platform around increasingly complex insurance claims, litigation, catastrophe response and corporate risk. The acquisition of Clark Seif Clark strengthens West Coast industrial hygiene, environmental engineering and regulatory expertise while supporting faster response to wildfires and other catastrophic events. Environmental issues are becoming more central to claims as smoke, soot, hazardous materials, water intrusion and other contamination create costly questions requiring defensible technical and financial analysis. J.S. Held is also seeing growth in proactive lifecycle advisory, brownfield redevelopment for data centers, energy-infrastructure disputes and ongoing facility compliance. AI is being adopted as an expert-enabling enterprise capability under a structured governance model.

Reactive engagements are the most in demand services for the EH&S Practice individually, and the Science & Technology Division as a whole, which includes our Accident Reconstruction Practice. The areas you mention are all areas where EH&S is routinely engaged. Our Industrial Hygiene & the Built Environment, Health Sciences, Liability Assessment, Management and Remediation, and Environmental & Risk Advisory services each support claims consulting and expert witness support along with traditional advisory services. The intersection of technical expertise and financial impact is where J.S. Held provides tremendous value and generates the greatest demand.

EBJ: What made Clark Seif Clark an attractive acquisition target, and how does CSC expand J.S. Held's industrial hygiene, environmental engineering and West Coast response capabilities?

The team at Clark Seif Clark (CSC) led by Franco Seif is just amazing. EH&S is thrilled to have them join us. CSC was so attractive because of the two things that make EH&S companies successful, first, the team was highly competent techni-

cally, and second, it had wonderful client relationships based on excellent work and timely delivery. Because CSC is highly knowledgeable, particularly in Arizona and California regulatory schemes, it was an easy decision to strike the deal.

CSC immediately expanded our West Coast capabilities for industrial hygiene and environmental engineering. By providing local expertise, it allows CSC to leverage almost 10-fold more experts, including unique expertise previously unavailable to CSC, throughout the EH&S Practice and bring a much larger team to bear on individual problems, or on broader regional issues such as the recent wildfires. For J.S. Held, CSC provided that deep knowledge of the local regulatory schemes that clients depend upon us for on a daily basis. Insurance claims market:

EBJ: How are environmental and industrial hygiene issues becoming more central to complex insurance claims?

If you read the risk reports published by various insurance companies, you will see that catastrophic environmental issues are highly ranked among the greatest risks presented today. The January 2025 California wildfire losses have been valued as much as $40 billion. The losses are incredibly expensive, subject to a high degree of scrutiny, and the nature of the losses are increasingly complex.

Years ago, a fire loss was just a question of whether or not the structure burned. Today, a total loss is an easy decision. Our industrial hygienists and other experts are called upon to address contamination from smoke infiltration, soot and char deposition, and a wide variety of combustion byproducts. We are asked to interpret contamination that is invisible, unevenly distributed, and easy to misinterpret. Ultimately, the work we do has to withstand scrutiny either in an appraisal or litigation.

Questions around fate and transport, clean-up costs, and traditional "dirty dirt" contaminated soil and groundwater are the same. Regardless of the environmental lens, reactive engagements require EH&S to bring in multidisciplinary expertise to address why it happened, when it happened, what can be done to remedy the problem, and what it is going to cost. At the end of the day, environmental issues are becoming more central to claims because of the costs associated with them and the necessity for defensible results.

EBJ: The release emphasizes faster response on the West Coast. How important is regional field presence in claims-related work, and where else does J.S. Held see expansion opportunities?

Regional field presence will always be important for environmental work, whether claims-related or not. Regional field presence helps in three primary areas. Some of the work is regulated, so the question arises, do we have the necessary licensure to undertake the work. Second, claims are time-critical. Conditions change over time, and quicker diagnostic work can help control costs. Finally, local knowledge and relationships drive the market. Clients want to hire people who can be there quickly, hold the relevant license, and know the requirements. Right now, we see expansion opportunities in Texas, Georgia, and the Midwest. We have teams in all three, but we see strong demand for more support.

EBJ: How will CSC's environmental consulting capabilities be integrated?

This is probably my favorite subject, how do we leverage our expertise across services? CSC brings substantial technical and West-Coast-specific regulatory expertise that can support client decision-making across J.S. Held's services. A great example is the support we can offer to clients in our turnaround services. EH&S risk is a common concern for companies that are restructuring. Board members want assurance that EH&S risks are being managed appropriately, that compliance with regulatory requirements is being met, and that safety, in particular, is being ensured. CSC, in conjunction with others within the EH&S Practice, can provide that integrated multidisciplinary support that companies are seeking today.

EBJ: J.S. Held often works in high-stakes matters where findings must withstand scrutiny from courts, regulators, insurers and counterparties. How does that shape the firm's approach to data quality, documentation, expert analysis and risk communication?

I'll start with the last, how is risk communication handled within J.S. Held. That is easy, we deliver the news. Everyone at J.S. Held delivers independent, data-informed analysis. We stick to facts, acknowledge any limitations, and tie our conclusions to the data.

Everything we do has to be defensible, whether reactive or proactive work. While a counterparty may not bring a Daubert challenge, if you breach their trust, it is just a bad. As a result, data quality has to be unreproachable. Data has to have well-documented QA/QC and chain-of-custody protocols. Analysis has to comply with recognized standards. For example, in recent reporting, we referenced an internal supporting document, when the regulatory agency asked questions about it, the EH&S team provided the entire Mann-Kendall trend analysis, no hiding the ball.

Every client should hold J.S. Held to deliver a reproducible analytical method. The work is peer-reviewed and transparent. By ensuring the data is accurate, that the documentation builds a solid record, and ensuring that a solid QA/QC program is followed, the EH&S Practice makes work defensible and capable of withstanding the critical review of others. Catastrophe and climate exposure:

EBJ: Are climate-related events materially increasing demand for environmental health, industrial hygiene and claims-support services?

You've asked about catastrophic climate-related events as major flooding has been reported in Nepal while the U.S. Gulf Coast is forecast for a below-normal hurricane season. Overall, yes, J.S. Held has seen strong demand for environmental health, industrial hygiene, and claims-support services because of climate-related events over the last several years. What we are also seeing is highly variable regional climate-related impacts. For example, our forensic meteorology team has seen a significant up-tick in claims assignments in Texas over the last several years. I think some of the reasons for increased demand are the need for defensible decision-mak-

ing. It goes back to the increased sophistication of the nature of claims and the need to make technically backed decisions. Corporate and regulatory demand:

EBJ: Beyond insurance claims, are corporate clients increasingly using J.S. Held for proactive EHS compliance, risk assessment, due diligence and resilience planning?

Yes. We are seeing increased demand for lifecycle advisory services. Corporate clients are increasingly looking to identify potential issues before harm occurs before they incur significant financial and reputational damage. Corporate clients are looking at capital projects more holistically. They want to know all of the risks before they start and not just address waste management, for example, after the project is 90 days from operation. Resilience planning is a great example where the intersection of technical expertise and financial impact is driving corporate clients to think about more traditional EH&S activities as enterprise risk management considerations. Clients are coming to J.S. Held with the expectation that we will deliver EH&S advisory services from that perspective. Power demand:

EBJ: How is rising power demand from electrification, industrial growth, grid constraints, data centers and distributed energy affecting J.S. Held's clients and the types of risk, claims, compliance or advisory work they require?

The growing demand for power has a wide variety of impacts. The most complex issue is how to plan for the future. Clients can only see parts of the overall picture right now. For example, data centers are growing so rapidly with highly variable jurisdictional requirements it is difficult to predict future grid constraints. Corporate risk and advisory work is heavily impacted by the planning complexity because the work is forward-looking. Claims are, for the most part, less complicated because that work is reactive. However, we are seeing more claims because of the rising power demand and resulting installation of additional generating facilities. The continued development of both solar and, to a lesser extent, wind generating facilities is driving claims work. Data centers:

EBJ: Are data centers becoming a meaningful client category for J.S. Held, either directly or through insurers, developers, lenders, utilities, legal counsel or contractors?

Data center related work is a growing client category. Reactive engagements through insurance or counsel make up the largest percentage of the category. A growing category is brownfield redevelopment work. We are seeing more and more assignments related to the redevelopment of historic industrial facilities with long-tail environmental liabilities. In many of those projects, we are asked to assist in addressing those liabilities while ensuring that the data center can be constructed in such a way that it can operate "business as usual". It allows J.S. Held to apply its industrial hygiene, health sciences, remediation and risk advisory expertise all in a single project.

EBJ: What environmental and technical issues are most common in data center-related engagements — backup generation air permitting, fuel storage, water use, cooling systems, construction defects, fire/life safety, indoor air quality, power reliability, noise, hazardous materials, or claims from outages and equipment failures?

The categories above are definitely all items we routinely encounter. For completed data centers, we are seeing more concerns about ongoing compliance obligations. Many of the facilities have small staffs with individuals wearing more than one hat. The maintenance manager may also be responsible for all EH&S functions. Day-to-day safety, routine permit renewals, stormwater, and, of course, noise are the most common questions that arise.

EBJ: As utilities and large power users invest in transmission, substations, backup generation and on-site energy systems, is J.S. Held seeing more disputes or claims involving energy infrastructure performance, environmental compliance or catastrophic failure?

Yes, and not just within EH&S. Across the board, J.S. Held is seeing more claims and disputes because of the ongoing energy investments. Every claim/dispute needs both technical expertise plus damages calculations. EBJ: What types of professionals are hardest to recruit and most important to growth — certified industrial hygienists, environmental engineers, toxicologists, claims specialists, forensic engineers, regulatory experts, construction consultants or expert witnesses?

Testifying experts are the hardest to develop regardless of their area of specialization. Lawyers are risk adverse, so getting the first chance to testify is difficult. Because a testifier needs to get over the initial hurdle to be qualified as an expert "by knowledge, skill, experience, training, or education" in Federal Rule of Evidence 702 in order to present their specialized knowledge, you are seeking individuals with existing CVs, not fresh-faced graduates. They are all important once they reach the testifying stage.

EBJ: What is your approach when it comes to AI strategy? (Insights from Jessica Larson)

J.S. Held's approach to AI is centered on enhancing expert capabilities while maintaining the professional judgment, independence, and accountability that clients rely upon. We are taking a disciplined approach to adoption through governance, workforce enablement, and targeted investment in high-value applications that can improve knowledge access, support analysis, and strengthen the delivery of expert-led services. We view AI as a long-term enterprise capability, not simply a technology initiative, and are focused on building the governance, skills, and operating models needed to support responsible adoption at scale.

At the same time, we recognize that AI is creating new opportunities, risks, and operational challenges across industries. As organizations navigate these changes, we continue to leverage our multidisciplinary expertise to help clients understand and respond to the operational, regulatory, risk, and technology implications of AI and other emerging technologies.

EBJ: Should the CSC acquisition be

viewed as part of a broader strategy to build a national environmental health, safety and claims-support platform, and what additional capabilities would strengthen that platform over the next several years?

Absolutely. CSC is a great example of the kind and quality of firms that J.S. Held will continue to acquire. As we grow and expand our national platform, J.S. Held will continue to develop the deep scientific and technical expertise to support insurance, legal and corporate clients. The EH&S Practice will continue to strengthen its bench geographically in areas such as Texas, Georgia, and the Midwest. We will also continue to look for strategically adjacent expertise in addition to continuing to add to our industrial hygiene, health sciences, assessment and remediation, and risk advisory teams with an emphasis on senior testifiers. □

J.S. Held Acquires Clark Seif Clark Acquisition Expanding IH & EHS Capabilities for Insurance Claims

In May 12, 2026 consulting firm **J.S. Held** acquired **Clark Seif Clark** (CSC), an environmental consulting firm providing industrial hygiene, environmental engineering, health and safety, and regulatory compliance services. The acquisition expanded J.S. Held's west coast industrial hygiene capabilities for insurance companies, legal counsel, corporations, and government agencies and enhances the firm's ability to deliver rapid, local response to environmental crises and catastrophes in the region. For over 30 years, Clark Seif Clark has built a reputation for delivering reliable environmental assessments, investigations, remediation work plans, and regulatory insight with a mission centered on health & safety and the built environment to clients across insurance, legal, and corporate markets,

"As we enter our fourth decade, we continue to invest in our people, methodologies, and client service capabilities to meet emerging environmental and regulatory challenges," said Clark Seif Clark Founder Franco Seif. "Our long-standing collaboration with CSC and meaningfully expands the value we deliver together," said Lee Spirer, CEO of J.S. Held. "By adding CSC's deep industrial hygiene expertise and strong West Coast presence, we are scaling our ability to support insurance clients nationwide—while bringing complementary technical and financial capabilities.

J.S. Held Acquisitions Since 2016

Year	Acquisitions / combinations
2026 YTD	CMM LLP – forensic accounting/business valuation; Clark Seif Clark (CSC) – industrial hygiene/EHS; Shechter & Everett – forensic accounting; Steeplechase Advisors – restructuring/turnaround; Element Forensic Engineering – Canadian forensic engineering. Five transactions through August 2026.
2025	Technorm – building safety/compliance, Québec; MorrisAnderson – restructuring/turnaround; GHL Consultants – fire engineering/building code, Canada; GLI Advisors – project/program management, western U.S. and Hawaii.
2024	Forensic Resolutions – forensic accounting/economic damages; Kenzie Consulting Group – builder's risk, EMEA; ADS Forensics – Canadian forensic accounting; Stapleton Group – restructuring/receivership; Luttrell Wegis – forensic accounting and business valuation.
2023	Failure Analysis & Prevention – equipment consulting; Aquila Forensics – construction advisory; Africa Matters Ltd. – business intelligence/political risk; TechPats – IP/patent consulting; Environmental Consultants LLC – EHS; TransCon CSI – accident reconstruction; Phoenix Management Services/Phoenix IB – restructuring, corporate finance and investment banking.
2022	Capital Forensics – financial-services disputes/regulatory work; Ocean Tomo – intellectual property; GPW Group – investigations/business intelligence; Kodsi Forensic Engineering – accident reconstruction; Arcadis UK Contract Solutions practice – construction disputes; TBG Security – cybersecurity; Frostbyte Consulting – EHS/ESG/sustainability.
2021	Cohen Volk Economic Consulting; Mehner CPAs; Simon Consulting; Forensic Engineering Technologies; Sense Studio; BRG's non-U.S. Global Investigations Practice; CORE Planning Strategies; Kineticorp; Kotzin Valuation Partners; AESI; Environmental Profiles Inc. (EPI); ColoneyBell Engineering; IPFC Corp. This was one of J.S. Held's most acquisition-intensive years.
2020	J.S. Dyer & Associates; DBSConsult; Brennan Environmental; Contract Administration Associates (CAA); VWM Analytics; Twenty First Century Engineering; Perry Associates; Examine Construction Consultants. J.S. Held also added a 20-person construction advisory team in Singapore/Malaysia.
2019	Magnan Graizzaro & Associates; Veritox; Hagen, Streiff, Newton & Oshiro (HSNO); Werlinger & Associates; SPECS; Benchmark Consulting Services. MG&A and HSNO effectively established J.S. Held's forensic accounting platform.
2018	Bracken Engineering; Applied Environmental Health & Safety; Leach Group; Comando Ingeniería; Construction Process Solutions. These expanded forensic engineering, EHS, construction advisory and international reach.
2017	Meridian Consulting Group; Leighton Associates; Donohue Consulting; Antonucci Consulting Corp. Leighton materially expanded environmental capabilities.
2016	Wakelee Associates; Lovett Silverman; U.S. HELM; CEIPS. These added Northeast building consulting, surety, EHS and equipment consulting.

Source: Aggregated from announcement from J.S. Held