

A LEADERS MEETS WEBINAR | FOR CONSTRUCTION & BUILT-ENVIRONMENT LEADERS

AI

Then, Now and in the Future

A People-First View of AI for Leaders

With **Micah Stennett** — Founder & CEO, Feenix | Developer of ResponsibleWithAI.com

Interactive throughout

THE QUESTION IN EVERY CONSTRUCTION BOARDROOM RIGHT NOW

“Are we moving
fast enough,
and safely enough?”

71% of CEOs say AI is a top investment priority for 2026 — and yet, in construction, only 15% of firms are actively using it. The gap between board ambition and site reality won't be closed by tools. It closes when your people know how to use lead with AI — responsibly.

Sources: [KPMG Global CEO Outlook 2025](#), [RICS AI in Construction 2025](#)

The Next 45 Minutes

1

Then

The board-level lesson from every technology shift construction has lived through — from CAD to BIM — and why this one is different, but not new.

2

Now

Where AI actually creates value on projects and in the back office, where it fails, and the liability landscape that is growing for UK built-environment leaders in 2026.

3

Future

People-first AI: the leadership skills that appreciate as machines take the routine — and the one competence that protects your PI cover, your board and your brand.

4

Q&A

POLL 1 | DROP YOUR LETTER IN THE CHAT

Where is your business, honestly, on AI right now?

A Strategic — AI is a named line in our business plan and a director owns it

B Active — we're piloting on live projects, learning, measuring

C Curious — the team uses tools, but there's no policy or strategy behind it

D Cautious — we're holding back until PI, and the client contracts catch up

E Overwhelmed — the pace is running ahead of our decisions

WHATEVER YOU ANSWERED...

You are in very good company.

Across CEO surveys in the last twelve months:

71%

of CEOs say AI is a
top investment priority

KPMG 2025

78%

of construction firms
are at no-adoption or pilot only

RICS 2025

12%

of businesses achieve higher
revenue AND lower costs from AI

PwC 2026

Board ambition is up. Site adoption is early. The gap is a people problem — not a software one — and people are how you close it.

Sources: [KPMG CEO Outlook 2025](#), [RICS AI in Construction 2025](#), [PwC 29th CEO Survey](#)

What AI Actually Is

AI is a category, not a thing.

Predictive AI

Pattern-matching on historical data — cost forecasts, risk modelling, programme analysis.

What you already see in advanced estimating, accounting and planning tools.

Generative AI

Produces new content from your prompt - reports, summaries, contract clauses, emails.

ChatGPT, Copilot, Gemini.

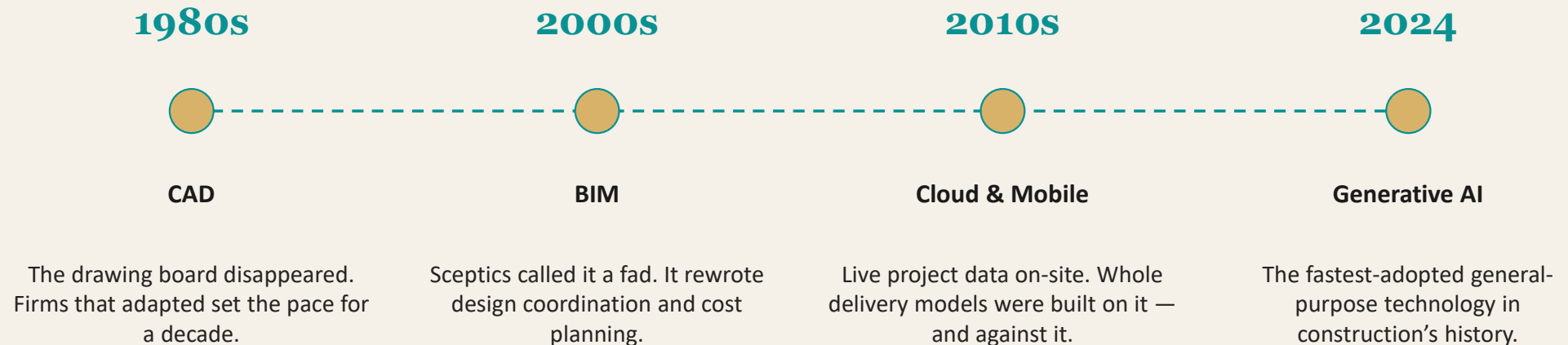
Agentic AI

Takes actions, not just answers. Books meetings, files documents, triggers workflows.

The next 24 months — already in pilot.

The Pattern Our Sector Has Seen Before

Every technology construction has adopted has followed the same commercial curve.



Every era rewarded the leaders who moved deliberately — and the people who learned fastest. The technology changed; the sector's advantage always came from the surveyors, designers and PMs who owned it first.

More than any other tool or development before, AI is not just changing the way we DO things; it's changing the way we THINK. It's reprogramming our mental approach to the tasks and challenges we've had all along. That's why this shift feels significantly larger.

PART TWO | 15 MINUTES

Now.

Where AI creates value.

Where it fails.

And the liability that just landed on your desk.

Where AI Value Actually Lands in the Built Environment

Most built-environment firms are already using AI — often without calling it that. These are where the P&L moves.

Design & optioneering

The single area 40% of the sector expects AI to hit hardest. Faster iteration, better clash resolution, defensible options.

Progress & programme

Automated progress capture, scheduling, and early-warning — rated top-two by 36% of professionals surveyed.

Contracts & cost management

Contract and document review, cost benchmarking, CE and change management — 30% cite high significance.

Risk, safety & compliance

Anomaly detection, safety observations, audit trails — cheaper, more consistent, and defensible under BSA.

Back office & talent leverage

Finance close, HR screening, tender narratives — routine work compressed 30–50% so professionals do professional work.

People, safety & talent

Balfour Beatty's £7.2m AI investment; Mace targets +30% productivity by 2030. Both are being sold internally as safer sites, better assured people, retained talent.

None of this replaces the leader. All of it changes how the leader spends their week.

THE UNCOMFORTABLE NUMBER

95%

of enterprise generative AI pilots fail to deliver measurable revenue impact.

The 5% that succeed do one thing differently: they treat AI as a governance problem, not a technology problem.

And in construction the runway is shorter than most think: RICS finds 74% of firms report limited or no preparation for AI adoption — while the sector's largest players are already investing at scale.

Sources: [MIT NANDA \(2025\)](#), [RICS AI in Construction 2025](#)

POLL 2 | DROP YOUR LETTER IN THE CHAT

What worries you most about AI in your business?

A PI cover, RICS obligations or director liability we haven't mapped

B A bad AI output on a live project — safety, cost, or design

C Confidential project or client data leaving the business

D Competitors moving faster on AI and undercutting us on price

E Our surveyors, designers and PMs losing the judgement we rely on

72% of PI market professionals now believe AI will increase the risk of professional practice. This is the room we live in.

The Liability That Just Got Real

Three developments built-environment leaders can't ignore in 2026.

PI

The PI market is repricing AI — quietly

72% of PI market professionals now say AI will increase the risk of professional practice. 90% expect PI claims to rise as AI use grows. Insurers are already asking firms to evidence AI governance at renewal — and starting to file exclusions.

UK

UKJT — professionals now negligent either way

The UK Jurisdiction Taskforce (July 2026) confirmed: under existing negligence law, professionals may be liable for over-relying on AI — OR for failing to use AI when a competent peer would have. The RICS duty of care sits inside this.

EU

EU AI Act — transparency & enforcement live

From 2 August 2026, transparency and enforcement powers are live. Fines up to €35m or 7% of global turnover. For firms working on EU projects or with EU clients, this is now trading risk.

*The common test across all three: **can you show that a competent person was in the loop?***

Sources: [Clyde & Co PI Market Survey via ResponsibleWithAI](#), [UKJT Legal Statement \(Jul 2026\)](#), [European Commission](#)

The Boardroom Gap

Adoption is racing ahead. Governance is lagging. That gap is where the risk lives.

At board level

66%

of boards report "limited to no" AI knowledge or experience

31%

of boards still have AI outside the formal agenda

40%

of directors say AI is already changing how they think about board composition

At CEO level

59%

of CEOs have personal reservations about the ethics of AI

18%

of CEOs say they have strong controls for AI fairness (vs 33% wider C-suite)

14%

of CEOs believe their AI systems adhere to regulation (vs 29% peers)

The Boardroom Gap isn't a knowledge gap. It's a competence gap — and competence is people, not platforms.

Sources: [Deloitte Boards Survey \(2026\)](#), [KPMG CEO Outlook 2025](#), [EY Responsible AI Pulse](#)

The Rulebook Is Already Written

Every serious AI framework converges on the same five principles — and every one of them is a duty owed by people.

ISO 42001

International standard

EU AI Act

Live from Aug 2026

UK Gov Framework

Pro-innovation principles

RICS AI Standard

Sector benchmark

All converge on ↓

1 Transparency

AI use is disclosed — internally, to clients, to regulators.

2 Accountability

A named human — often a director — remains responsible for outcomes.

3 Human Oversight

A competent person is in the loop. AI proposes; a named human decides.

4 Risk Management

AI use is documented, assessed, and reviewed like any other risk.

5 Fairness

Bias is actively considered and mitigated, not assumed away.

Sources: [ISO 42001](#), [EU AI Act](#), [UK Gov AI Framework](#), [RICS AI Standard](#)

WHAT YOUR PEERS ARE SAYING

CEO Voices, 2025–2026

“

“We have a real skills challenge in the industry, and if we’re to have any chance of actually delivering all the work that’s out there, we’ve got to use technology to make people more productive — and safer and better assured in what they’re doing.”

Leo Quinn — former Group CEO, Balfour Beatty

“

“The construction sector is at a tipping point. Our sector must focus on high-quality data, compelling value propositions, organisational readiness and strong leadership to champion the responsible use of AI.”

Anil Sawhney FRICS — Head of Sustainability, RICS — September 2025

“

“The best defence against displacement is skilling, reskilling. And it starts by using tools versus not using them.”

Satya Nadella — CEO, Microsoft — June 2025

Different roles. Same message. Responsible AI isn’t the brake on the built environment — it’s the strategy.

Sources: [Construction Dive](#), [RICS](#)

PART THREE | 10 MINUTES

Future.

*People-first AI:
the leadership skills that appreciate — and the one competence that protects
the business.*

THE TRUTH HIDING IN THE RESEARCH

33%

of tasks in the most AI-intensive occupations show meaningful AI usage today.
The other 67% — judgement, relationships, accountability — is where leadership lives.

That 67% doesn't shrink as AI grows. It becomes more valuable — because there is more of the other kind to review, trust, and be accountable for.

Source: [Anthropic Economic Index \(March 2026\)](#)

The Skills That Appreciate

WEF asked 1,000+ global employers, including built-environment firms, which skills are rising in value. The answer isn't coding.

+22pp

Leadership & social influence

The single largest rise. AI can't motivate a site team, chair a client meeting, or hold a board to account.

+17pp

Resilience, flexibility & agility

The ability to hold direction while programme, cost and risk all move at once.

+17pp

AI & big data literacy

Not building it — interrogating it. Knowing when the AI is wrong, and being able to say so on the record.

Top 1

Analytical thinking

70% of employers rate this the single most essential core skill in 2025 — the surveyor's and PM's core discipline.

Rising

Curiosity & lifelong learning

The competitive edge of firms whose people keep re-earning their competence — the RICS CPD point made durable.

Source: [World Economic Forum — Future of Jobs Report 2025](#) (1,000+ employers surveyed).

THE BRIDGE

Responsible AI competence

is the one skill that protects the business, the board, and the brand.

A People Investment

Responsible AI competence is a skill your surveyors, designers and PMs earn — not a platform you procure. It compounds every project it touches.

A Commercial Differentiator

The 5% capturing real value treat AI as a governance discipline led by people. Clients — public and private — are starting to ask for it in bids.

A Line of Defence

Competent, named people in the loop is how you protect PI cover, RICS status, director liability and reputation on the next Building Safety Act project.

What to Take Back to Your Business

Three commitments. Choose the one that stretches you most.

1

Put your people on the AI agenda

Named director owns it. Standing board item. A one-page policy your surveyors, designers and PMs can actually follow. This month.

2

Name a competent person in every loop

Where AI touches design, cost, safety, PI or client-facing decisions — who signs it off? Document the named human before your insurer asks the question.

3

Invest in the 67%

Judgement, relationships, accountability. Train the people AI can't replace — before you scale what it can.

CLOSING POLL — Drop a number in the chat (1–5). How confident do you feel about leading your firm through AI now — compared to when you joined?

FEENIX

Thank you, Leaders Meets.

AI is here. Responsible AI is how your people make it work — for your firm, your clients, and the sector.

About Feenix

We help professionals and businesses adopt AI responsibly while maintaining their professional judgement through:

- **Training** - Upskilling team and businesses to build a foundation
- **Governance** – Demonstrating competence and organizational trust
- **Implementation** – Assessing and building AI based workflows
- **Advisory** – Working alongside leaders to guide transformation and change

Your Gift Today

Complimentary access to our responsible with AI foundation course, for a limited time.

Visit responsiblewithai.com

Micah Stennett — Founder & CEO, Feenix | Feenix.tech | micah@feenix.tech