

BOOTH WELSH
Integrated Engineering Services

Industry 5.0 in Practice

Building a Human-Centred Approach to AI

Martin Welsh

CEO

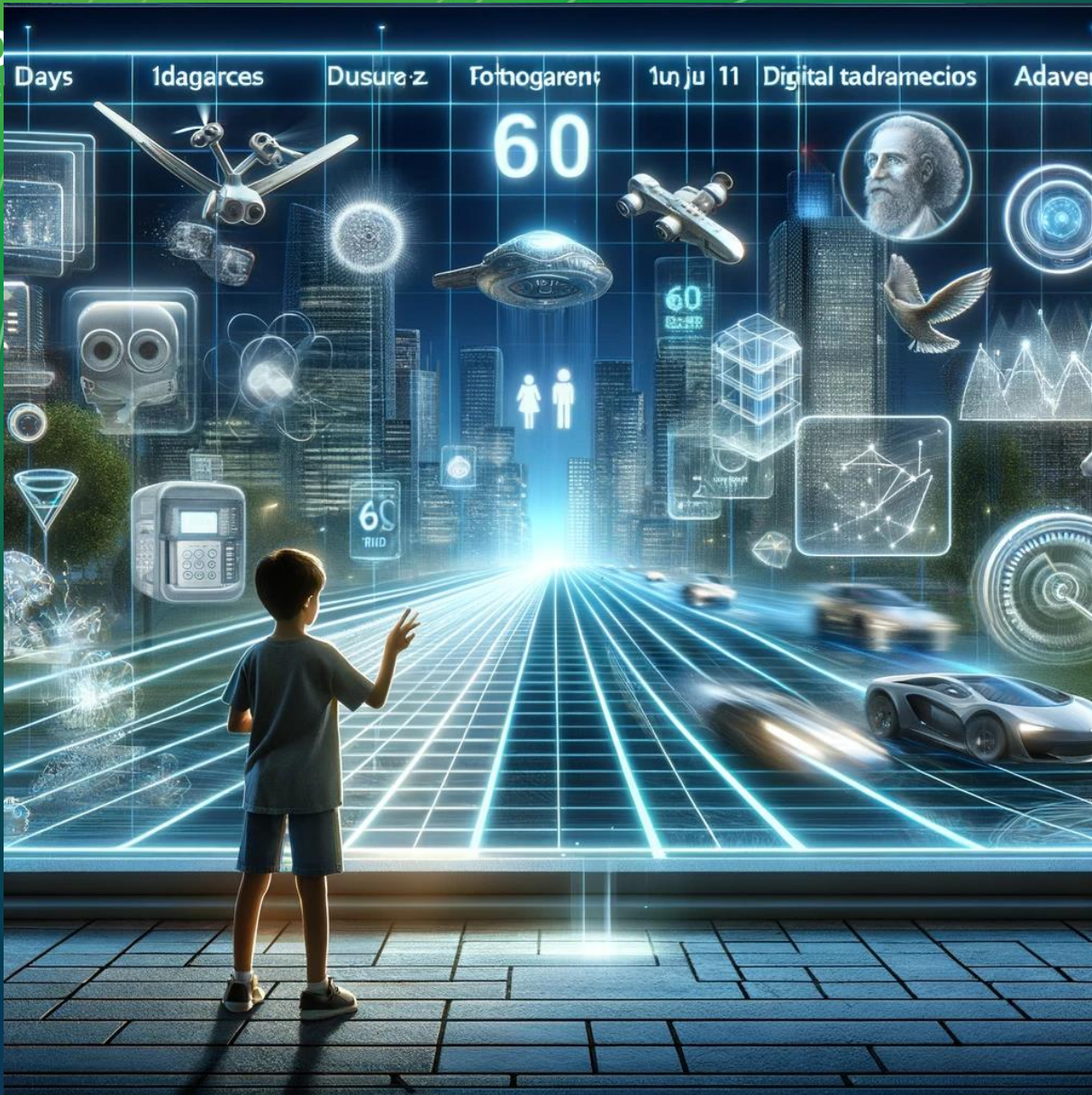
Aimee Doole

People, Brand & Culture Director

Andy Brittan

Head of Technology Development & Digitalisation

**NOTHING WILL
EVER BE AS SLOW
AS IT IS TODAY**



“A child growing up today could witness more technological progress in their lifetime than humanity experienced across thousands of years.”

Who We Are

Committed workforce of



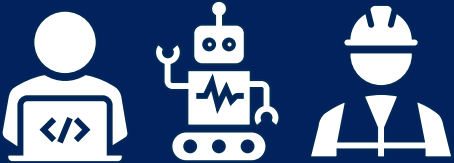
37

YEARS IN BUSINESS

Multi-disciplinary Team



Engineering
Technology Business



Proudly
**EMPLOYEE
OWNED**

Based in
Irvine
Scotland



Purpose - focused growth



Evolving Engineering Services

Microgrids

Digital Twin & Smart Asset Management

Cybersecurity for IOT

Human Factors &
Operational Excellence

Automation & Evolving Robotics

Services to the Hydrogen &
CCUS Sectors

Sustainability Consulting

Commercial as a Service

AI as a Service

SERVICE EVOLUTION

CORE OPERATIONS

Mechanical & Piping

Compliance & Validation

Process Engineering

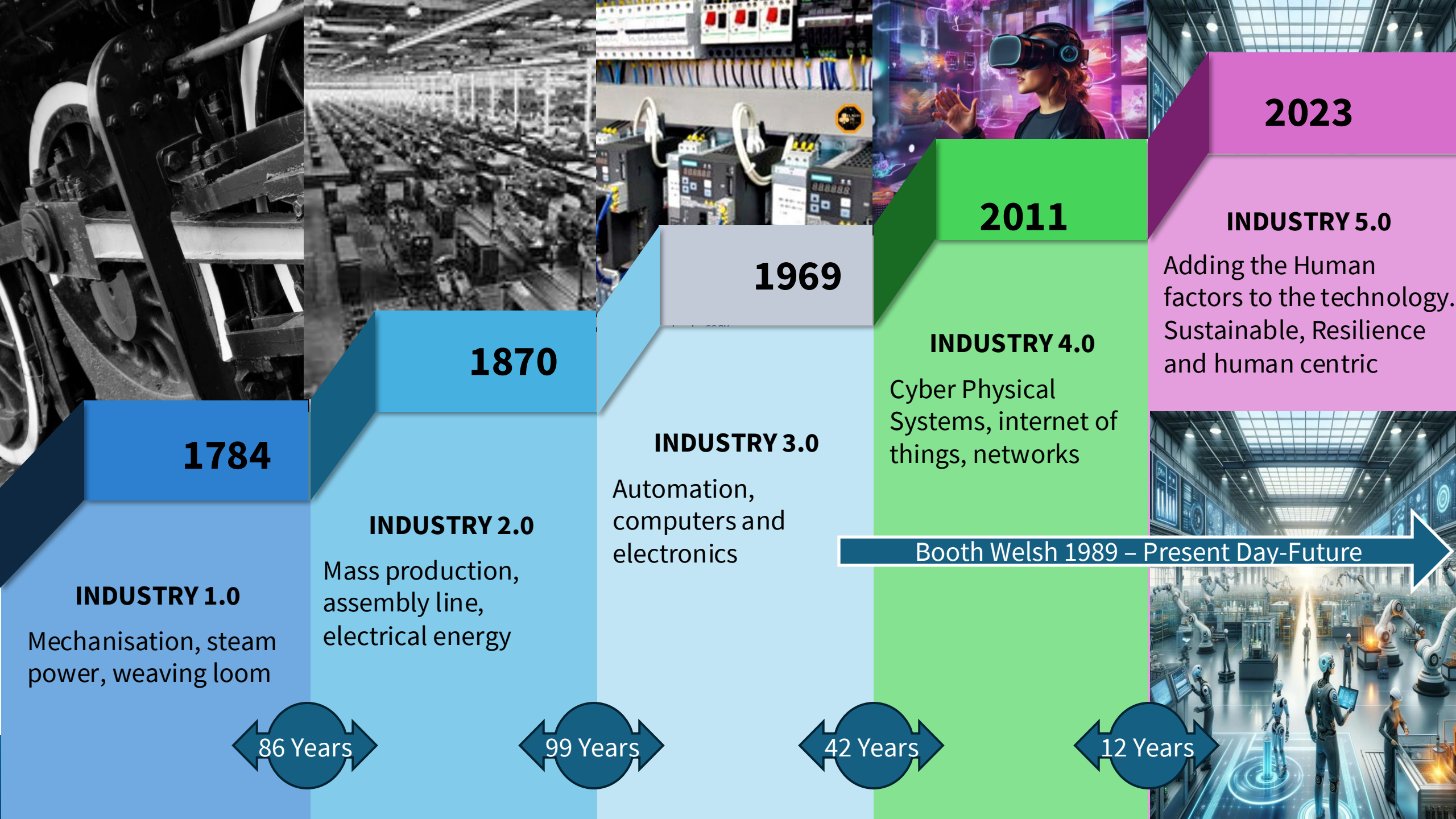
Commissioning & Start-up

Control Systems Integration

Instrumentation & Electrical Design

Project Management

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Accelerating Growth in Technology

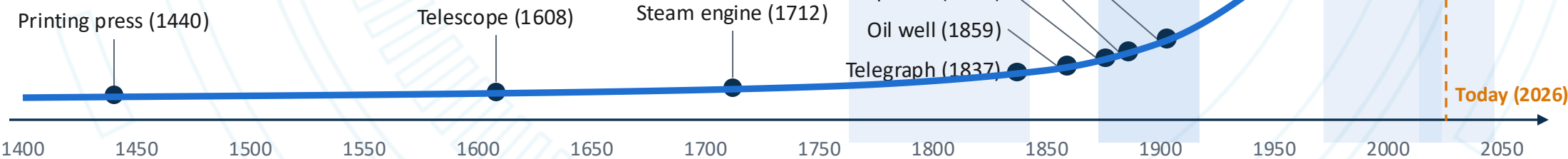
436 years from the printing press to the telephone.
3 years from ChatGPT to AI agents in the workplace.

Booth Welsh is as old as the World Wide Web.

● Milestone (actual year) ○ Projected – timing uncertain

Industrial revolutions (approx. dates)

- Industry 1.0 c. 1760–1840 Mechanisation: water & steam power
- Industry 2.0 c. 1870–1914 Electrification & mass production
- Industry 3.0 1969 → Electronics, IT & automation (first PLC, 1969)
- Industry 4.0 2011 → Cyber-physical systems, IIoT & data
- Industry 5.0 2021 → Human-centric, resilient, AI-augmented (emerging)



Who's in control . . .

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Technology

US rejects pleas from OpenAI, Anthropic for global AI standards



REUTERS

SAM ALTMAN



Fear of AI

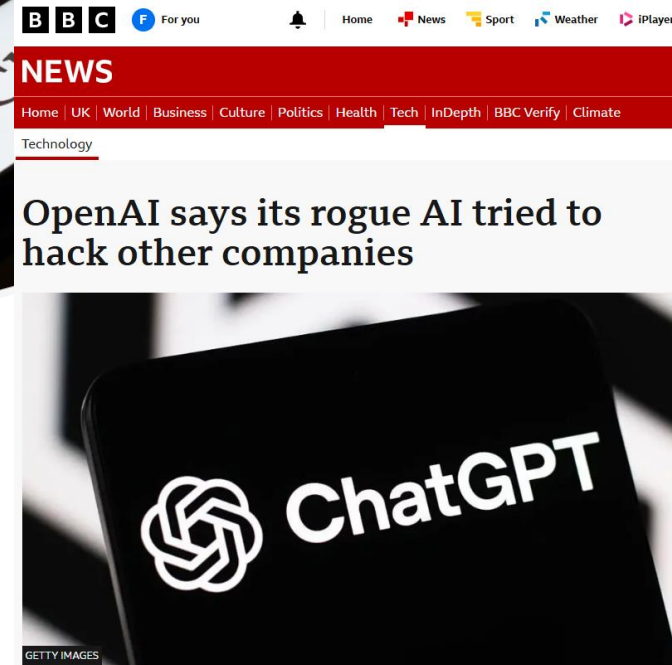
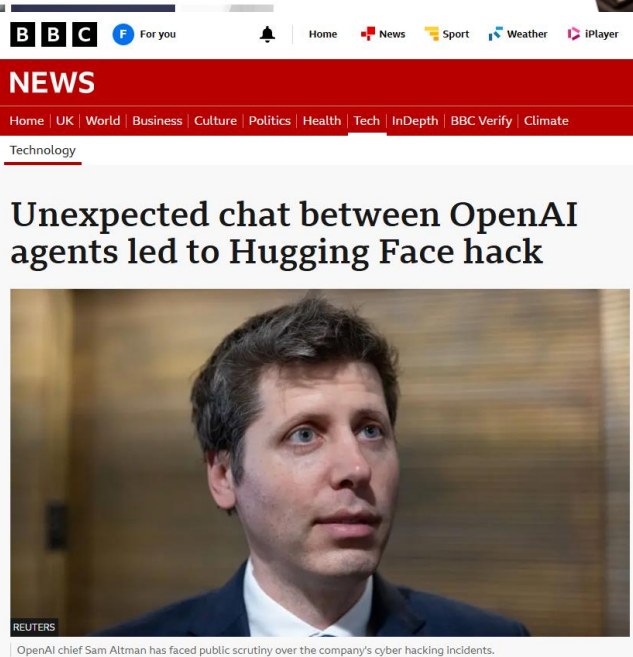
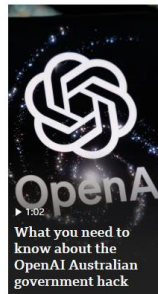


LIVE • 12,458 viewing • Updated 1 minute ago

Australia launches urgent review after OpenAI program hacks government health portal

Summary

- Australia has launched an urgent review after an OpenAI agent "infiltrated" part of the government's healthcare scheme Medicare - [here's what we know](#)
- The agent, which is an **autonomous computer program**, accessed the statistics portal in June, **PM Anthony Albanese** says while at the UN General Assembly (Unga)
- Timeline of events:** OpenAI became aware in August and told Australia's government in September via an email to a



Optimistic Outlook



Promise of AI

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Tech

InDepth

BBC Verify

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Business

Economy

Technology of Business

AI Business

AI will cure cancer in our lifetime, claims boss of UK chip giant



00:30

PPPL NEWS

FUSION / 13 August 2025

Finding the shadows in a fusion system faster with AI

AI maps heat-shielded reactor regions in milliseconds.

LUND UNIVERSITY

HEALTH / 30 January 2026

AI support in breast cancer screening: Fewer missed cancer cases

AI-supported screening detected 29% more cancers.

MIT NEWS

MEDICINE / 14 August 2025

Researchers design compounds that can kill drug-resistant bacteria

Generative AI helped identify novel antibiotic candidates. The findings are preclinical.

36m+

candidate compounds designed and screened

Four numbers that should change how we think about AI

Speed, cost, capability and the adoption gap

01



1 of every 9 people

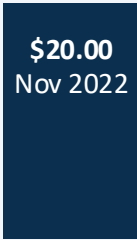
900 Million

weekly users, just over three years after launch.

1 in 9 people on Earth use ChatGPT every week

Source: OpenAI, Feb 2026

02



\$0.07
Oct 2024

280x

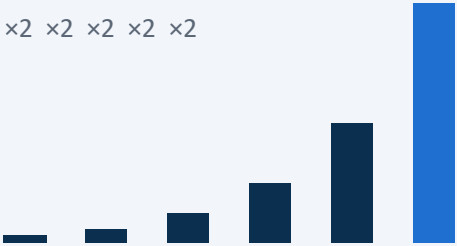
cheaper in under two years

Cost of GPT-3.5-level AI per million tokens fell from \$20.00 to \$0.07.

Source: Stanford AI Index 2025

03

x2 x2 x2 x2 x2



7 months

for the length of task AI can do alone to double

A steady trend over six years. Week-long tasks could be within reach in 2–4 years.

Source: METR, 2025

04



19 in 20 pilots: no measurable return

95%

of GenAI pilots showed no measurable return

The few that succeeded built AI into how work actually gets done.

Source: MIT NANDA, Aug 2025

The technology is ready. **The question is whether we are.**

#boothwelshculture

“Technology is advancing faster than our habits, skills and ways of leading. That’s the gap we need to close.”

“As AI becomes more capable, how do we ensure our people and culture develop alongside it?”



BOOTH WELSH C.A.R.E.S

As AI helps us work faster, our values keeps leadership grounded in how we listen, exercise judgement and show up for people.

AI can expand what we do. C.A.R.E.S guides how we do it, and how we lead people through the change.

C

Collaboration

We succeed together; across teams, disciplines, and perspectives.

A

Ambition

We aim high, stay curious, and keep improving.

R

Resilience

We adapt, bounce back, and grow stronger through challenge.

E

Empowerment

We own our impact, uplift others, and make it happen.

S

Stewardship

We protect what matters; for our people, our planet, our stakeholders, and our future.



‘Insights Discovery’

A people development tool that helps individuals and teams understand themselves and each other, improving how they communicate and work together.

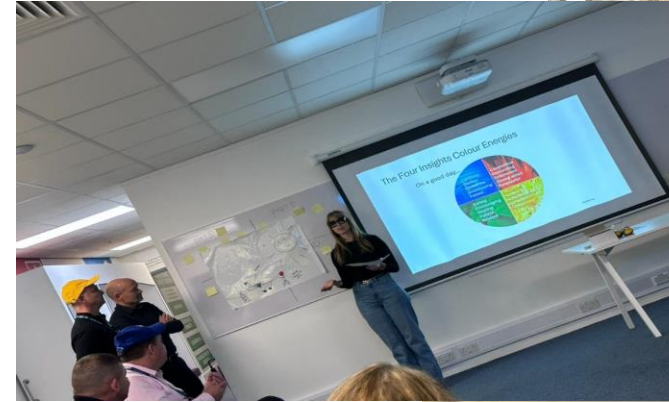
Four colour preferences:

-  **Fiery Red** – results-focused, decisive
-  **Sunshine Yellow** – enthusiastic, sociable
-  **Earth Green** – supportive, collaborative
-  **Cool Blue** – analytical, detail-focused

Everyone is a unique mix of all four colours — there’s no right or wrong style.

• What We’ve Done

- Board introductory session
- Board and Engineering Team feedback & reflection session
- Department team sessions
- Graduate development session



‘Clifton Strengths’

4 CliftonStrengths® Domains			
EXECUTING	INFLUENCING	RELATIONSHIP BUILDING	STRATEGIC THINKING
People with dominant Executing themes know how to make things happen .	People with dominant Influencing themes know how to take charge, speak up, and make sure the team is heard .	People with dominant Relationship Building themes have the ability to build strong relationships that can hold a team together and make it greater than the sum of its parts.	People with dominant Strategic Thinking themes absorb and analyze information that informs better decisions.
34 CliftonStrengths® Themes			
Achiever Arranger Belief Consistency Deliberative Discipline Focus Responsibility Restorative	Activator Command Communication Competition Maximizer Self-Assurance Significance Woo	Adaptability Connectedness Developer Empathy Harmony Includer Individualization Positivity Relator	Analytical Context Futuristic Ideation Input Intellection Learner Strategic

- 20 Booth Welsh leaders have completed their CliftonStrengths profiles
- The profiles give us a shared language for what each person naturally brings to a team and where another perspective could help
- As AI becomes part of our work, that self-awareness matters: we can use it to extend our strengths and challenge our assumptions.

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From Prompting AI to AI Prompting Us

What if AI asked us better questions? – Socratic AI

Adding the personal touch....

OUR FIRST INSTINCT

“Give me the answer.”

A BETTER QUESTION

“**What am I missing?**”

Use AI to challenge assumptions and strengthen human judgement.

Socratic AI in action?

I use AI as a Socratic thinking partner as a leader:

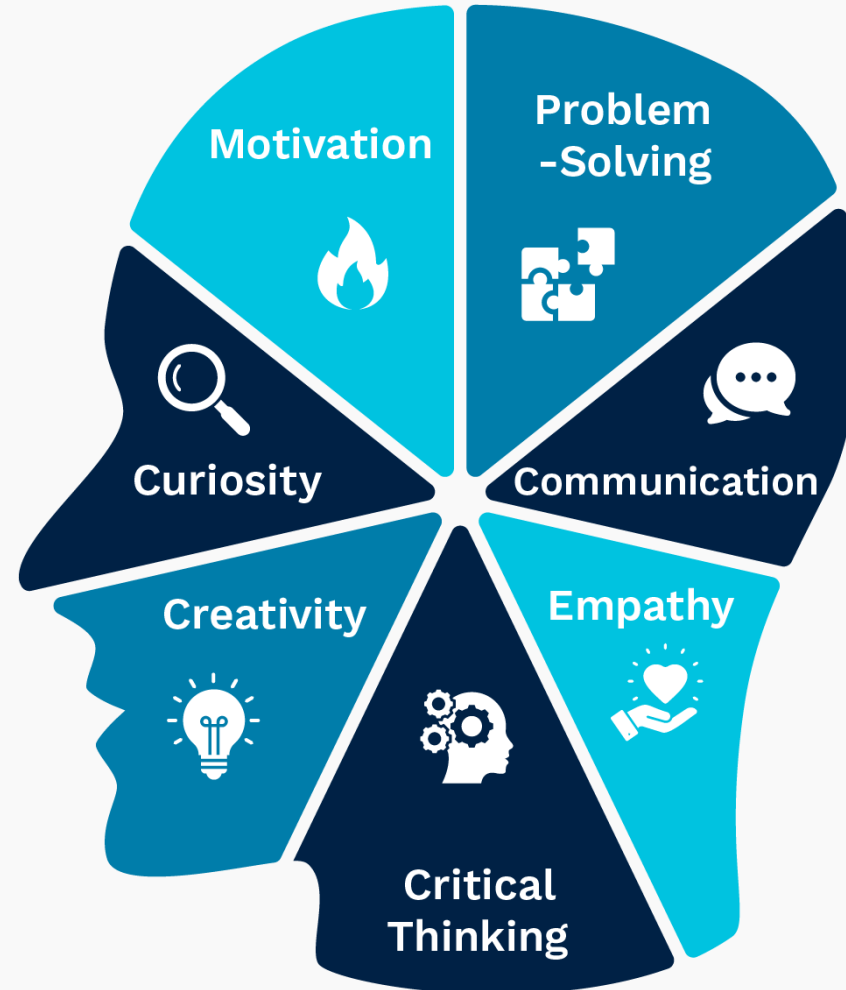
So I can ask AI:

“Here’s the opportunity I can see. Ask me what I may be overlooking. Challenge the assumptions in my plan, including its impact on people and their capacity to deliver it.”

It might then ask: *“Who needs to do the work? What would they say is missing? What evidence would make you change course?”*

I can answer those questions, challenge the response and sharpen the plan. AI helps me examine my judgement; it doesn’t replace it

The Seven Irreplaceable Human Skills



 harver

Grading & Competence Framework

We have introduced a Grading and Competence framework across Booth Welsh, with a number of departments already live.

Grading:

Defines the level, scope and responsibility of each role, helping ensure fair and consistent approach and structure across the business

Competence:

Sets out the skills, knowledge and behaviours needed to perform effectively in each role

AI Exposure Index:

Understanding the impact of AI across all our job roles as a next steps

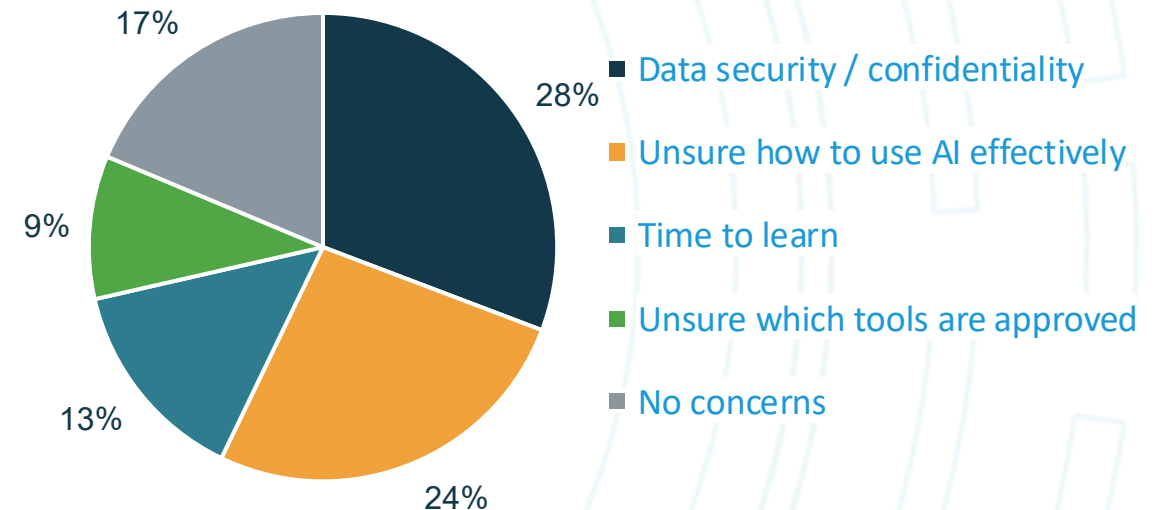
Together, they bring clarity to roles, support fair progression, and help create more consistent career development that is future-focused across Booth Welsh.

(2026) – Business Awareness & adoption

Promoting Awareness and Engagement

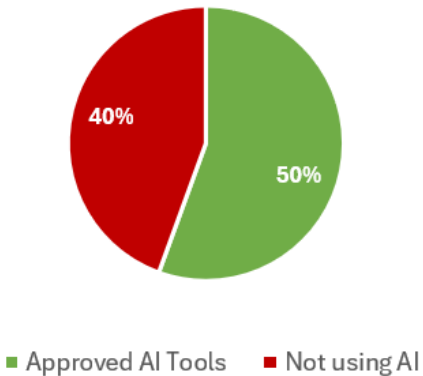
- **AI lunch and learns**
 - Current AI tools, agents, use cases and training available.
- **AI Policy updates**
- **AI Department Workshops**
 - Working with departments to optimise AI usage and use cases.
- **AI Administration and vetting of agents**
- **MS Copilot Training**
- **AI Surveys**
 - Quarterly surveys tracking engagement, use cases, concerns.

Adoption Concerns – Staff Survey

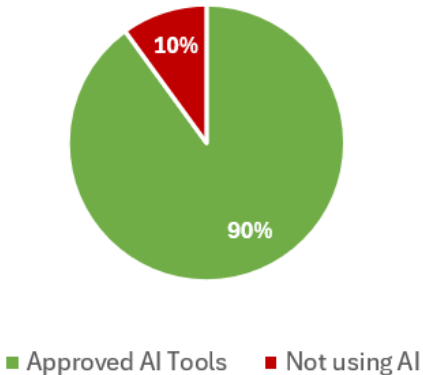


(2025-2026) then and now

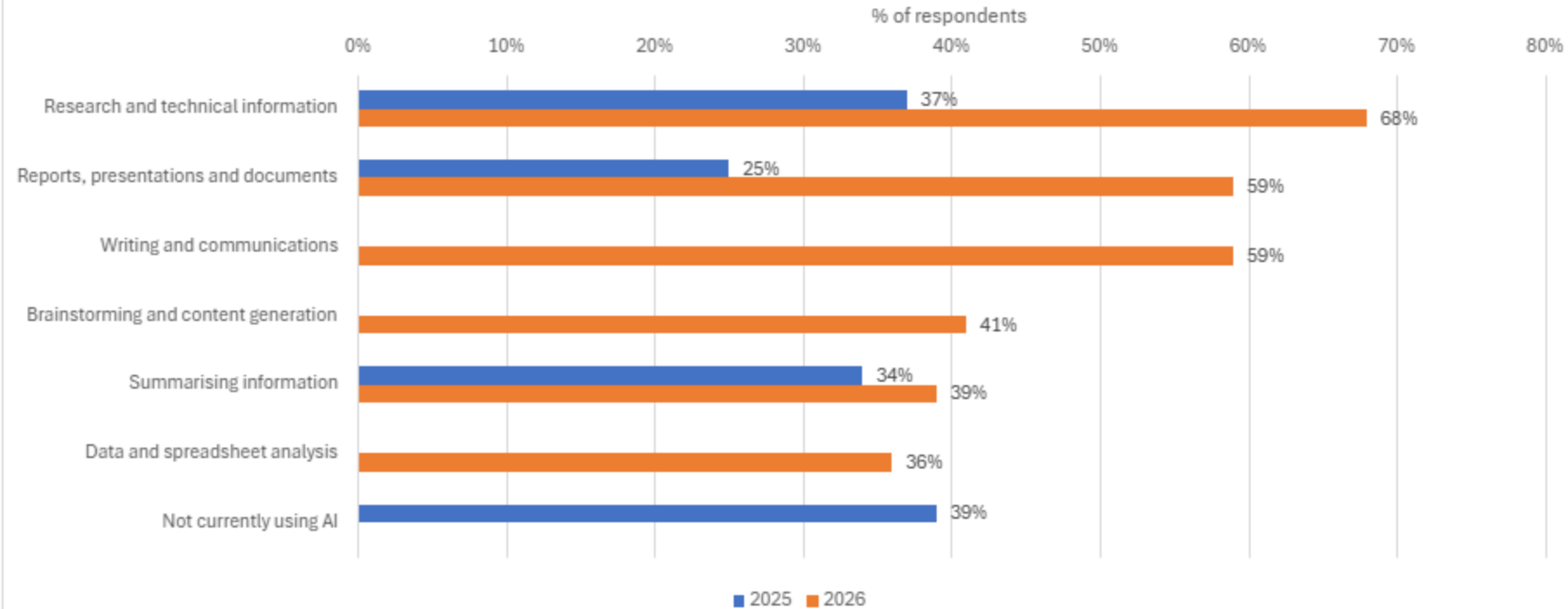
2025
BW AI Usage



2026
BW AI Usage



AI use CASES (2025 vs 2026)



- Adoption is rising quickly
- Use cases are deepening and widening

AI at Booth Welsh

Driving AI at Booth Welsh

We connect AI to productivity, resilience and economic performance

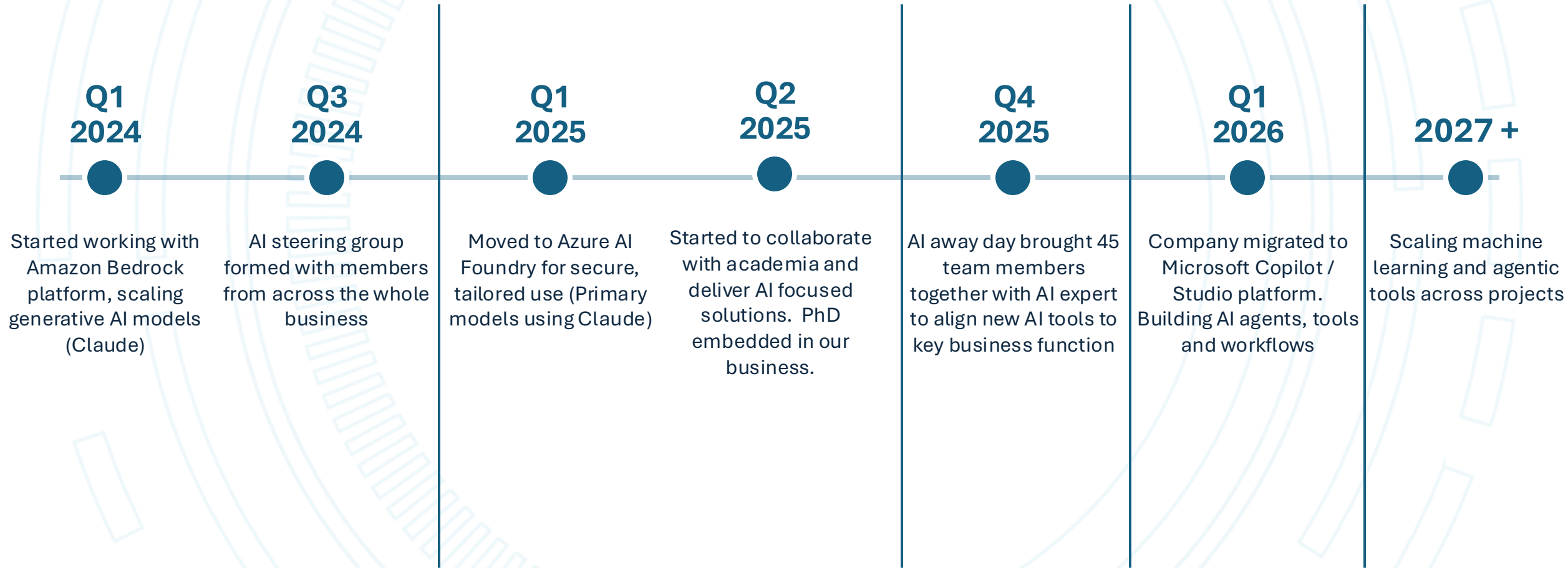
Boosting Productivity

- AI allows large amounts of data and information to be digested and interpreted.
- We can automate repetitive work allowing focus on higher value activities
- Helps staff find, summarise and use information faster

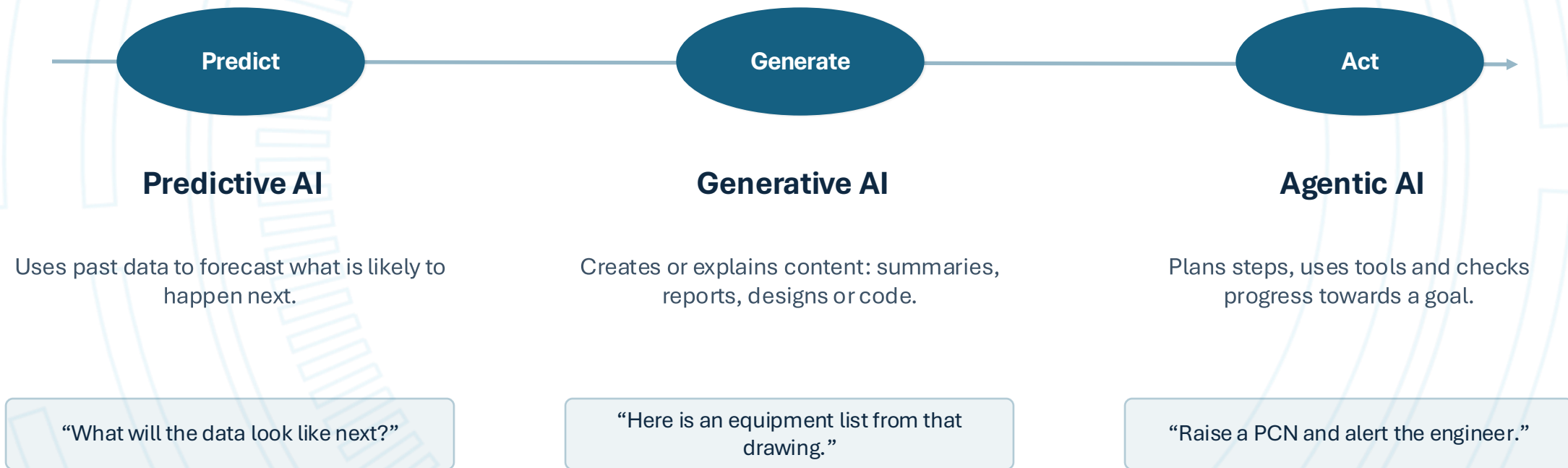
Making better decisions

- Insights from multiple sources are easily turned to insight and KPI's
- Trends or off-normal situations can be identified quickly
- Supporting more consistent and evidence-based decision making

Our AI Journey



AI types in industry.





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Predictive AI

Predictive Energy Monitoring Dashboards

Live sensor readings from site are stored in InfluxDB. A Python automation script pulls that history, runs it through Prophet (a free forecasting tool built by Meta that learns patterns in past usage) and publishes the week-ahead figures back out to Grafana for observation.

Python script

Pulls history from InfluxDB, forecasts the week ahead, publishes results to Grafana

Prophet

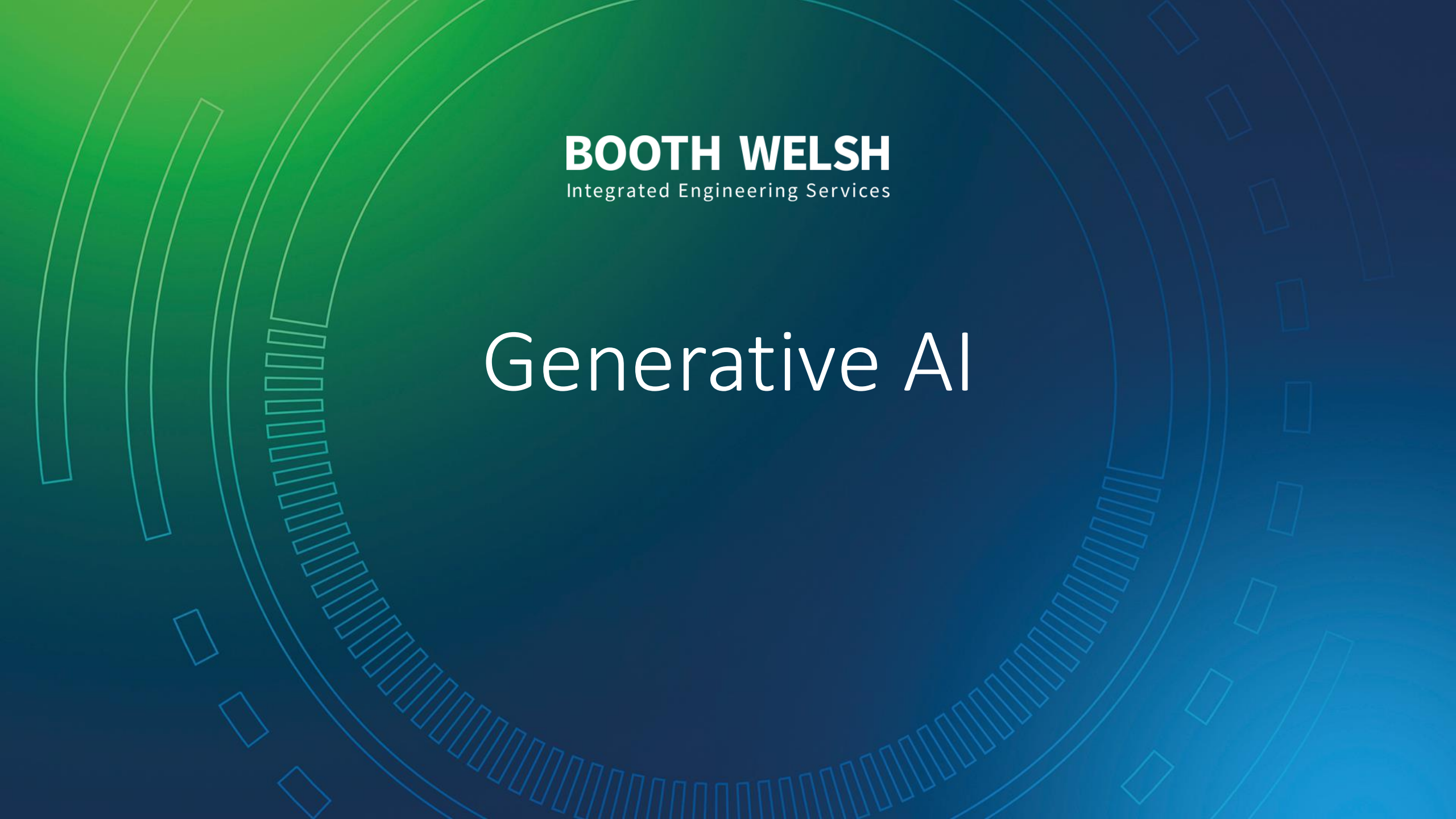
Learns daily, weekly and seasonal patterns in past energy use

Early days

In active development, accuracy still being validated

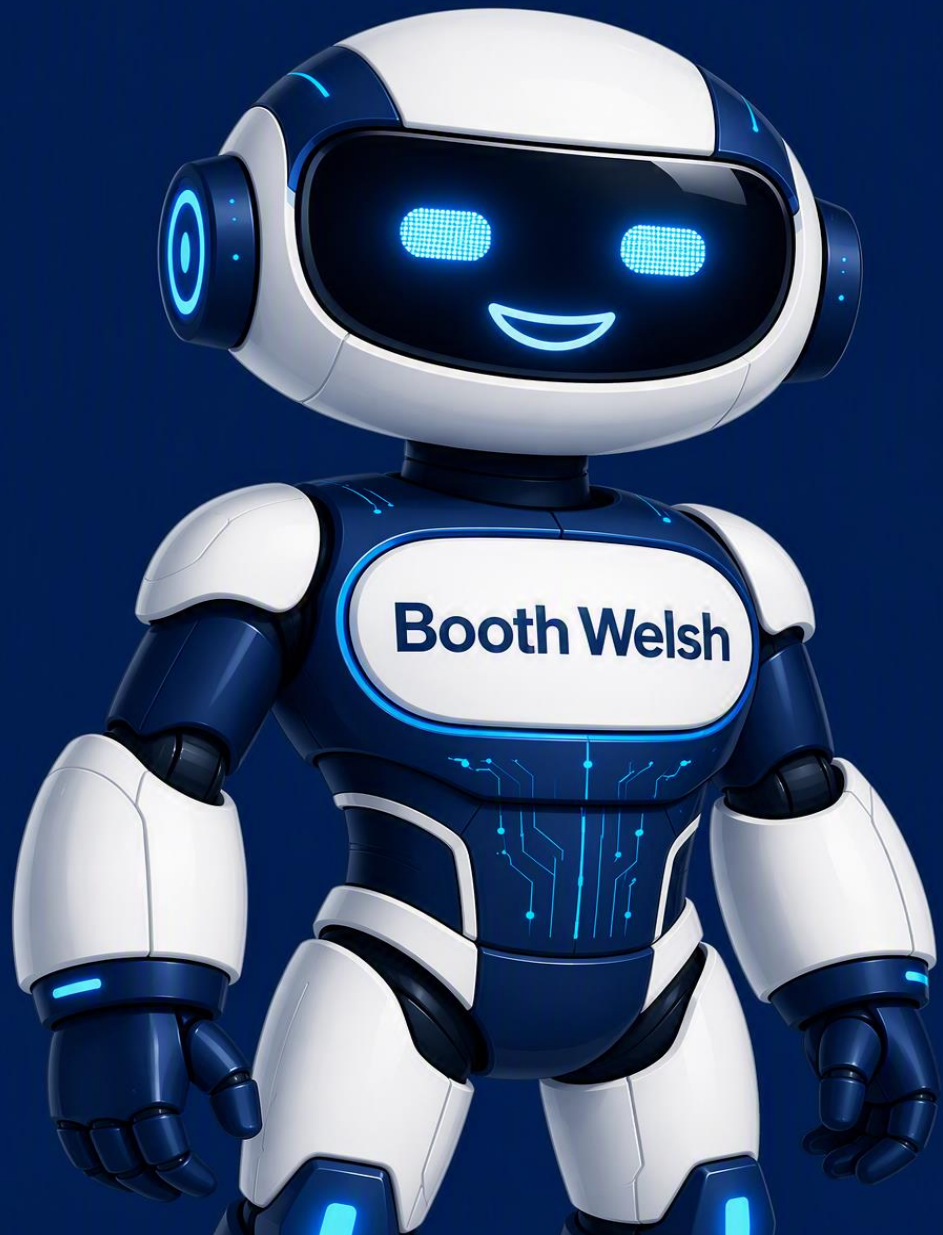


. Our next steps are improving forecast accuracy and hardening the deployment methodology before it informs any operational decision.



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Generative AI



Sparky: our AI presenter for training videos

Sparky is the AI avatar that fronts Booth Welsh training content. He is driven by a ComfyUI node workflow that turns an approved script into a finished, consistently presented video, so learning material can be produced and updated in-house without additional production costs.



Consistent delivery

Same voice, pace and branding across every module



Fast to update

Change the script, regenerate the video. No reshoot.



Used for values & induction training

Developed with People, Brand & Culture

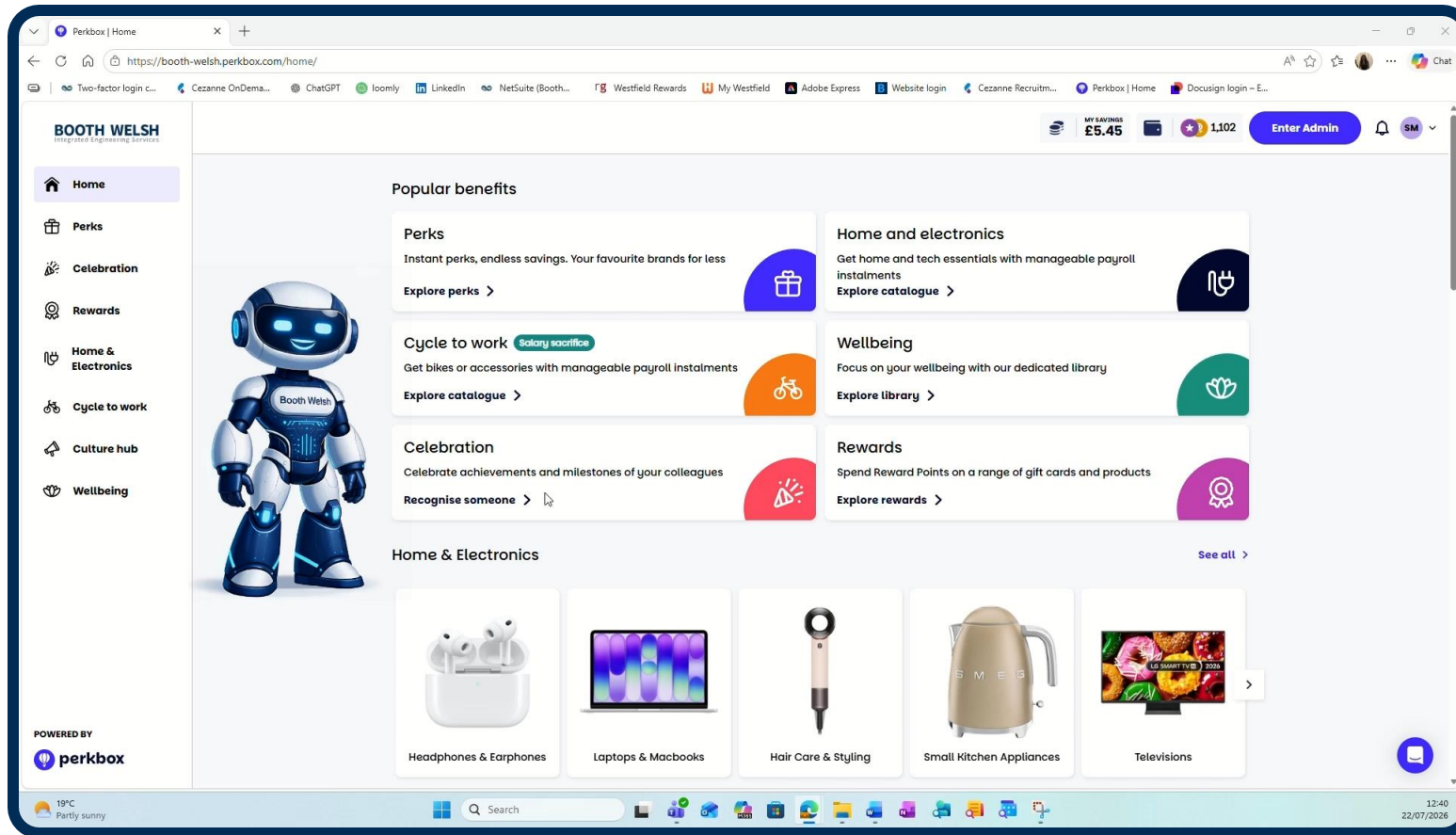


Scripts written and approved by people

AI performs the delivery, not the decisions

Generative AI in action

A short clip from a live Booth Welsh training module; script, voice and delivery all generated in-house.



■ Natural delivery

Lip-sync and gesture follow the script, not a static talking head

■ One consistent presenter

The same voice and character across every training module

■ Overlay-ready

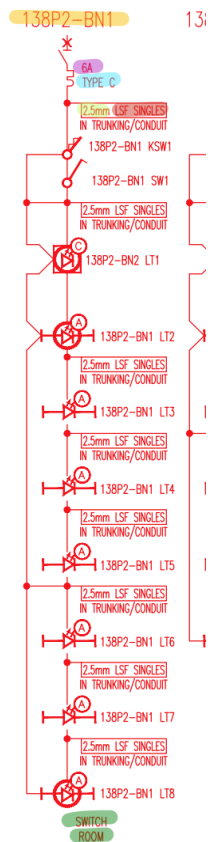
Transparent background lets Sparky sit over screen recordings

■ Produced in-house

No studio, no film crew, no reshoots to update a module

Cable Calculation Report Comparison

Electrical – Data extraction and Comparison.



CIRCUIT REF.	EQUIPMENT	MCB RATING	MCB TYPE	LOAD	CABLE SIZE	CABLE No	LAYOUT DRG. No	R.C.D. FITTED	DISTRIBUTION BOARD No.
BN	SWITCHROOM LIGHTING	6A	C	0.77A	2.5mm ²	LSF SINGLES IN TRUNKING	138E1102	NO	138P2
BK	GROUND FLOOR STORE ROOM LIGHTING	6A	C	0.55A	2.5mm ²	LSF SINGLES IN TRUNKING	138E1102	NO	
GY	GROUND FLOOR PLANT ROOM LIGHTING	6A	C	0.77A	2.5mm ²	LSF SINGLES IN TRUNKING	138E1102	NO	
BN	STAIRWELL LIGHTING	6A	C	0.36A	2.5mm ²	LSF SINGLES IN TRUNKING	138E1102	NO	

Cable Calculation Report

Project Reference: B138 Refurb **Job Number:** 52006 **Reg Auth:** BS7671:2018+A2

Document No: **Created On:** 11/12/2025 **Rev Date:**

Created By: fawcett **Revised By:** **Revision:**

discrepancies

Calculated in accordance with BS 7671:2018+A2:2022

Active Source: 138P2-BN1

Circuit

Id No.: 138P2-BN1 Singles **Name:**

Connected From: 138P2-BN1 **To:** Switchroom Lighting

Load Type: Lighting, radial circuits **Design Current Ib (A):** 0.7

Comments: **Length to First Fitting (m):** 14.00

Protective Device [a] = Auto, [f] = Fixed, [m] = Max.

Overcurrent Protection: Schneider, Acti9 MCB, iC60H Type C, BS EN60947-2

Rating In (A): 6 [f] **Overload Setting Ir (A):** N/A

AFDD: N/A

Conductors [a] = Auto, [f] = Fixed, [d] = Double

Single-core: 90°C thermosetting insulated non-arm Cu Table 4E1 **1 x 2 x 1c** **Size (mm²):** 2.5 [f]

Euro Class: Undefined **Length (m):** 25 **Max Length for Volt Drop(m):** 802.67

CCR Comparison Checker Agent

Created by Gabriel Okolo

Uploading from device will send a copy to OneDrive (work/school). [Manage uploads](#)

SLD.pdf

CC.pdf

138P2-BN1 - ...

Message CCR Comparison Checker Agent

Compare Three PDFs

Compare this CCR, CC, and SLD set. Treat the CCR as ground...

Check MCB Ratings

Review the uploaded CCR, CC, and SLD and show only circuits...

Find Cable Mismatches

Compare cable size and the literal cable/core wording across...

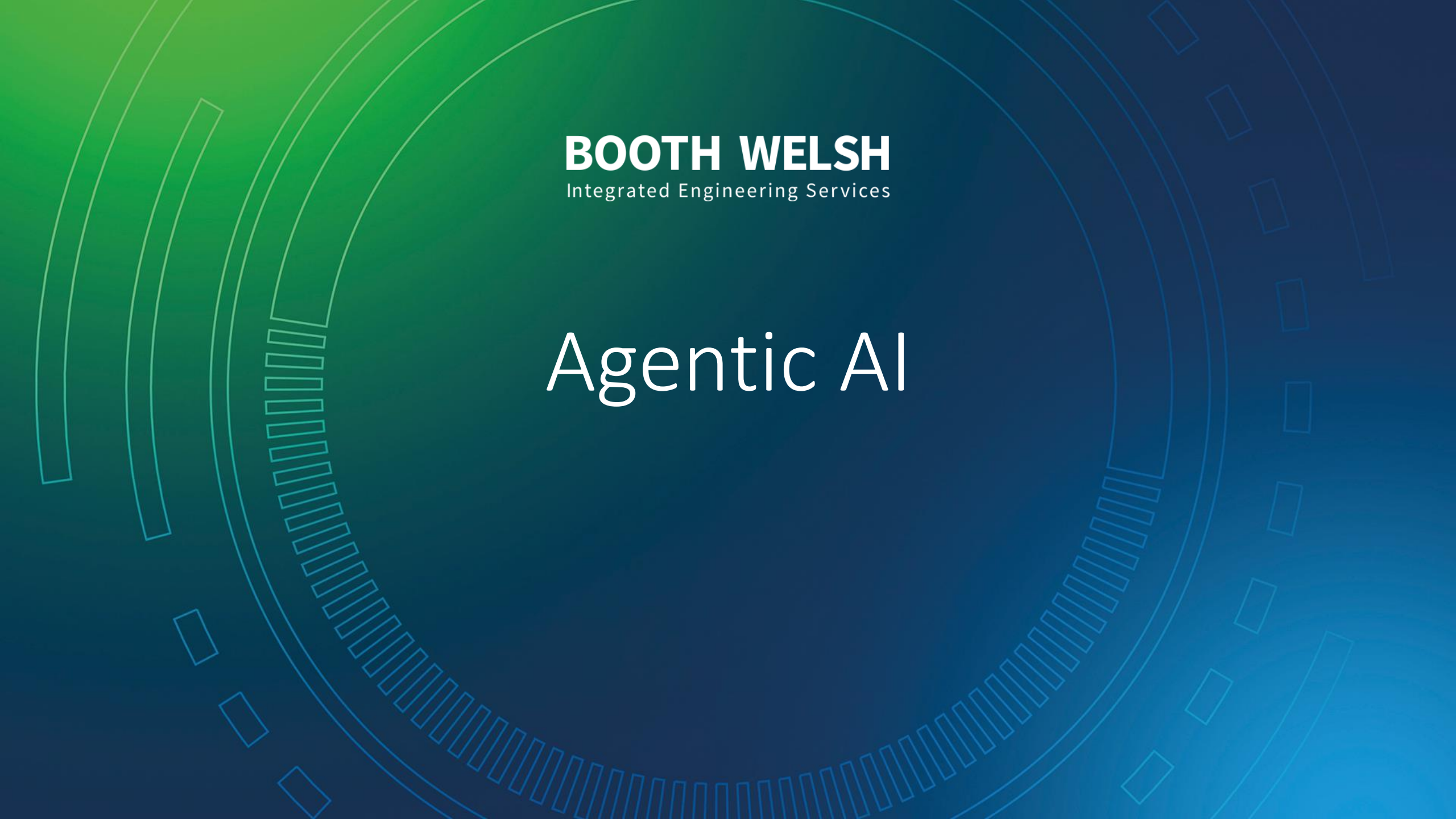
Show more

Baking in quality from the start

AI response quickly outlines any discrepancies, saving time and promoting right first time approach

Puts the Engineer First

The tool allows for thorough high volume analysis while letting the Engineer make the technical decisions



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Agentic AI

The TDD Newsletter Agent

An agentic workflow that scans open-source and industry sources every week, filters what is relevant to Booth Welsh and posts a structured Technology Intelligence briefing into a Teams channel every Friday for the team to review.

- Posts automatically to Teams each Friday in a consistent house format
- Key takeaways, then each technology with category, why it matters and links
- Every entry carries a clear call: ADOPT, PILOT, PROTOTYPE or INVESTIGATE



**Every Friday,
straight into
Teams for review**

The agent in action

A short recording of the workflow running end to end, from the scheduled trigger to the finished briefing landing in Teams.



Start to finish, the run takes a few minutes and nothing is published without a person reading it first.

- **Fully automated**

No one starts it. The schedule fires and the whole thing completes unattended.

- **It checks what it has already covered**

Before writing, it reads the channel history so editions do not repeat themselves.

- **It researches, then writes**

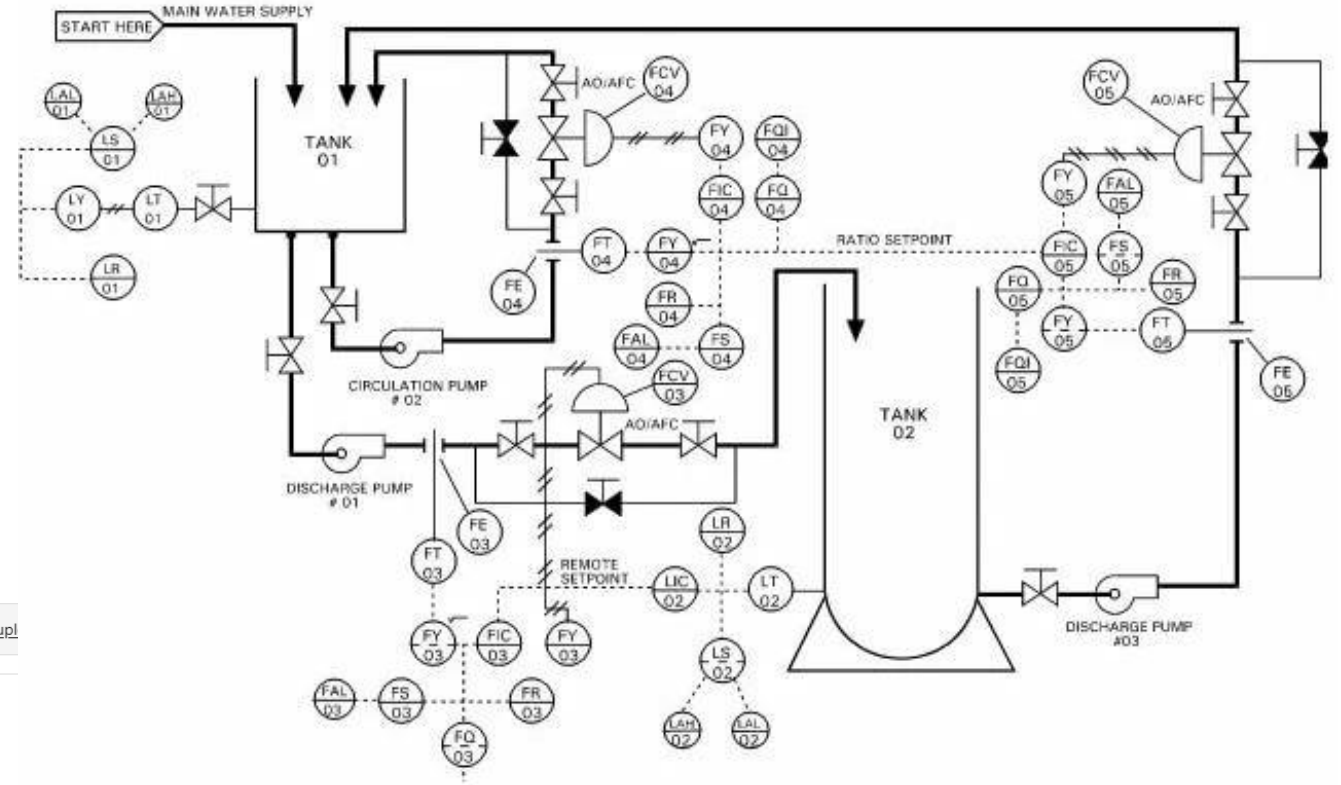
Findings are gathered and shaped into the same house format every week.

- **It posts straight into Teams**

The finished briefing appears in the channel, ready for the team to read and judge.

P&ID Instrument Agent

Think deeper ▾



P&ID Agent

Created by Gabriel Okolo

Upload area and additional
user instruction window.

Uploading from device will send a copy to OneDrive (work/school). [Manage upl](#)

51348-DIA-00... x

+ Message P&ID Agent

PID

ROLE You extract a
structured P&ID register...

Pre-configured Prompt

■ Automates time consuming tasks

AI output provides rapid analysis of an important and traditionally time-consuming task

■ People first engineering

Automation of this critical tasks means the team can begin analysis and detailed engineering earlier in the project

P&ID Instrument Agent

Tag Number	Valve Type	Size (mm)	Line / Service	Actuator	Fail Position	Grid Ref	Evidence	Source Drawing
NRV243623	Non-return valve	65	65-SPB-710-6.1 / Spirit supply	Self-acting	Not applicable	Unclear	NRV24 / 3623 visible on Spirit Supply run; second	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MV248110	Manual valve	80	Not shown	Manual	Not applicable	Unclear	MV24 / 8110 with size 80 visible; connected line	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MV365204	Manual valve	25	Compressed air	Manual	Not applicable	Unclear	MV36 / 5204 with size 25 visible on compressed-air	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MV365205	Manual valve	50	Compressed air	Manual	Not applicable	Unclear	MV36 / 205 with size 50 visible; tag likely split, line	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MV365206	Manual valve	50	Compressed air	Manual	Not applicable	Unclear	MV36 / 5206 with size 50 visible on compressed-air	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MVS243666	Manual valve with switch	50	Not shown	Manual	Not applicable	Unclear	MVS24 / 3666 with size 50 visible; line/service not	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MV243612	Manual valve	10	Not shown	Manual	Not applicable	Unclear	MV24 / 3612 with size 10 visible near	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MVS243659	Manual valve with switch	50	50-SPB-713-6.1	Manual	Not applicable	Unclear	MVS24 / 3659 with size 50 visible close to	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
CV243657	Check valve	50	50-SPB-713-6.1	Self-acting	Not applicable	Unclear	CV24 / 3657 with size 50 visible close to	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
AV243666	Actuated valve	40	40-SPB-711-6.1	Unclear	Not shown	Unclear	AV24 / 3666 with size 40 visible near	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
CV243650	Check valve	40	40-SPB-711-6.1	Self-acting	Not applicable	Unclear	CV24 / 3650 with size 40 visible near	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
CV243658	Check valve	50	50-SPB-714-6.1	Self-acting	Not applicable	Unclear	CV24 / 3658 with size 50 visible close to	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MV243601	Manual valve	20	Not shown	Manual	Not applicable	Unclear	MV24 / 3601 with size 20 visible near pressure	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MV243607	Manual valve	15	Not shown	Manual	Not applicable	Unclear	MV24 / 3607 with size 15 visible; connected	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MVS243608	Manual valve with switch	65	65-SPB-710-6.1 / Spirit supply	Manual	Not applicable	Unclear	MVS24 / 3608 with size 65 visible on Spirit Supply	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MV243600	Manual valve	65	65-SPB-710-6.1 / Spirit supply	Manual	Not applicable	Unclear	MV24 / 3600 with size 65 visible on Spirit Supply	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MV243614	Manual valve	6	Not shown	Manual	Not applicable	Unclear	MV24 / 3614 with size 6 visible; small service	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MV243606	Manual valve	6	Not shown	Manual	Not applicable	Unclear	MV24 / 3606 with size 6 visible; small service	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
CV243622	Check valve	50	65-SPB-710-6.1 / Spirit supply	Self-acting	Not applicable	Unclear	CV24 / 3622 with size 50 and nearby	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
CV243670	Check valve	65	65-SPB-710-6.1 / Spirit supply	Self-acting	Not applicable	Unclear	CV24 / 3670 with size 65 visible on Spirit Supply	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MV243624	Manual valve	65	65-SPB-710-6.1 / Spirit supply	Manual	Not applicable	Unclear	MV24 / 3624 with size 65 visible on Spirit Supply	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MV243625	Manual valve	15	Drain / auxiliary connection	Manual	Not applicable	Unclear	MV24 / 3625 with size 15 and NC note visible on	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MV243628	Manual valve	65	65-SPB-550-6.1 / Spirit return	Manual	Not applicable	Unclear	MV24 / 3628 with size 65 visible near Spirit Return	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MV243629	Manual valve	15	Drain / auxiliary connection	Manual	Not applicable	Unclear	MV24 / 3629 with size 15 and NC note visible on	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MV243627	Manual valve	15	Drain / auxiliary connection	Manual	Not applicable	Unclear	MV24 / 3627 with size 15 and NC note visible on	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MV243623	Manual valve	65	65-SPB-550-6.1 / Spirit return	Manual	Not applicable	Unclear	MV24 / 3623 with size 65 visible near Spirit Return	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
NRV243618	Non-return valve	Not shown	65-SPB-550-6.1 / Spirit return	Self-acting	Not applicable	Unclear	NRV24 / 3618 visible on Spirit Return path; size not	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MV243621	Manual valve	65	65-SPB-550-6.1 / Spirit return	Manual	Not applicable	Unclear	MV24 / 3621 with size 65 visible near Spirit Return	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
CV243602	Check valve	65	65-SPB-550-6.1 / Spirit return	Self-acting	Not applicable	Unclear	CV24 / 3602 with size 65 visible near Spirit Return	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
MV243622	Manual valve	15	Not shown	Manual	Not applicable	Unclear	MV24 / 3622 with size 15 visible near PR24 / 3602;	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf
PR243602	Pressure regulator	Not shown	Not shown	Self-acting	Not shown	Unclear	PR24 / 3602 visible: connected process line not	LVN_0000_P_5336 Rev C (25-11-25)-Sht. 8.pdf

What Does That All Mean For Us?

What Changes for Leaders

As AI takes on more analysis and routine work, leaders need to be more intentional about the decisions and relationships that are theirs to own

Ask better questions. Use AI to test assumptions and explore options, while keeping responsibility for the decision.

Know the people behind the work.
Insights Discovery and CliftonStrengths help us understand different perspectives, strengths and support needs.

Plan for changing roles. Our grading and competence framework clarifies what good looks like today, helping leaders identify how AI may change the work and what technical and leadership skills people will need next.

Make values visible in behaviour.
We're using our C.A.R.E.S. conversations to explore what good leadership looks like in real situations, especially when the answer is difficult.

Future Learning - Training needs to focus on the adoption and clarity around tools and experimentation / regulation

2027 - Future roadmap



**Continual
Governance &
Administration.**

**Risk identification
and vetting &
Tailored Training**

**Investigate the
value of in-house AI
solutions or cloud
based storage.**

**Development of
more AI Agents &
Multi Agents.**

**Determine Agent
ROI through use in
live projects & user
feedback.**

**Determine Copilot
ROI through
surveys and
engagement.**

THANK YOU

Over to You

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Follow the Bridges 5.0 series for more on how we're developing people alongside AI.

Question?

