



Cast 2026-2029

SHAPING THE FUTURE

Values - Mission – Vision - Strategic themes - Parameters - Action plan

April 2026

We have shared our thoughts on the key external drivers that we believe our next strategy has to address:-

- Current and likely future trends linked to our chosen markets and in turn what this means for our services & sectors
- Current and likely future impact of **Artificial Intelligence** on our business operating model. This is probably the single biggest current global ‘mega-trend’ changing the way society learns, lives and does business

Sectors & Services

- Our historic reliance on residential markets is under pressure
- There is a need to be nimble to respond to market trends on product, location and changing constraints
- There may be a fundamental shift to reducing density, complexity & risk by site selection and product choice – all things we are currently paid to manage and mitigate
- There seems to be a growing conflict between government agenda for new homes and real deliverability of homes in the right locations
- As always there are risks and opportunities – we need to diversify and pivot as appropriate but also not ‘throw the baby out with the bath water’

AI

- The advent of AI increasingly appears to represent an unprecedented risk & opportunity to the economy, wider society and ultimately to our business
- We need to get ahead of the curve and act now to pro-actively manage how we reshape our business model harnessing technological advancements

- Our next 3 year strategy needs to signal a bold move showing Cast as being a resilient and agile business that is future facing
- Challenge is coming in two dimensions – our traditional markets are changing and our traditional consultancy delivery model will likely be disrupted
- We need to future proof the business whilst delivering for our clients day to day
- We need to assume what has got us to where we are today is not going to get us to where we want to be in the future
- We need to build on our current market differentiators and mobilise from a position of strength for a different set of challenges rather than starting from scratch

Everyone will need to play their part in making this happen

The 'Building Blocks'

- Why now?
- Values
- Mission
- Vision
- Strategic themes
- Strategic parameters
- Re-establish objectives and action plan

What has changed since the last strategy cycle?

- Long term market malaise – domestically and geo-politically induced
- Policy & regulatory environment has got harder for our clients
- Post BSA market recalibration has taken place
- AI beginning to reshape data and knowledge work, suggesting need for servicere- design and new commercial models
- More emphasis on certainty of outcomes, not just advisory inputs
- Geographic growth choices now need firmer commercial discipline and link to technology implication
- Cast has continued to enhance its brand value since 2022

Why refresh now?

The strategy refresh should respond to a different market context, not simply be an update of words and messaging.

Market context

Recovery remains fragile and with lots of changing dynamics. Clients want more resilience, certainty and sharper alignment on outcomes to underpin their investments

Service shift

Professional services are moving from time-and-input models towards more defined outputs, assurance and insight-led value.

Technology

AI is starting to change delivery economics, the shape & make up of teams and what clients will expect to be standard.

Brand reach

Cast now has broadened authority and brand association to speak beyond early associations with MMC and drive into securing wider built-environment outcomes.

Aim

To refresh the strategy around a clearer market promise, stronger behavioural anchors and harder choices on where Cast will grow, defend and differentiate.



Values validation

The values still feel right. The opportunity is to define them more crisply and make them easier to use day to day.

Why values matter

They shape culture, trust, decision-making, collaboration, recruitment and performance.

What was heard

The current values are well liked, but they need clearer language and more practical examples.

What to avoid

Generic statements, value inflation, and wording that feels worthy but not operational.

Working conclusion

Retain the 3 core values. Refresh the definitions. Embed through examples, recruitment and leadership behaviour.

Respect

Trust + ownership

Share

Openness + collaboration

Learn

Curiosity + improvement

Simple, memorable, behaviour-led values will land better than long explanatory text

Values in practice

The test is whether people can see the behaviours and repeat them.

Respect

- Honour commitments and time
- Listen properly before responding
- Challenge with integrity not ego
- Treat colleagues and clients consistently

Share

- Share knowledge proactively
- Create visibility on lessons learned
- Support others to win
- Be generous with expertise

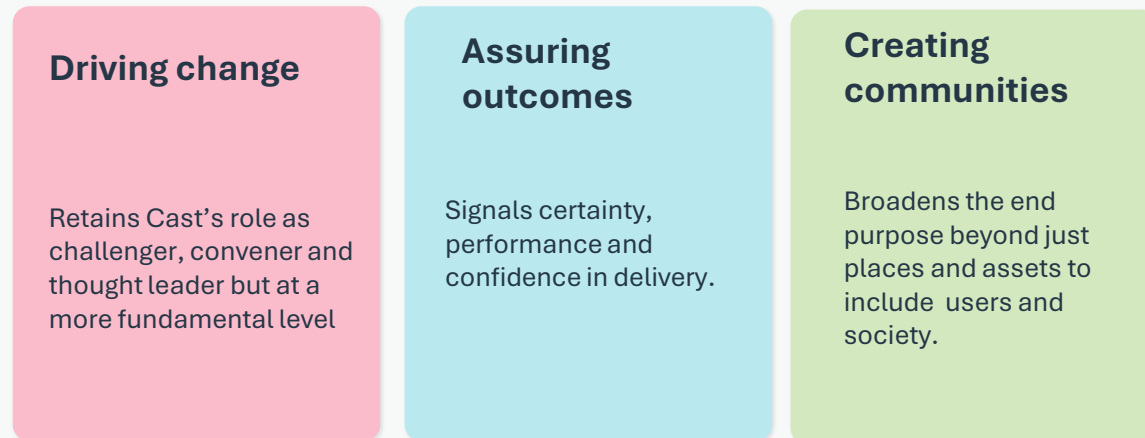
Learn

- Invest in development
- Own your own career progression
- Stay curious about technology and markets
- Test and improve ways of working
- Turn feedback into action

Recommended use: these behaviour prompts can sit in people processes, onboarding, appraisals and our external comms.

Mission validation

The existing mission has been useful; the refresh is about making it bolder, more current and more obviously actionable.



Mission pillars

Each pillar should say something different and together form a coherent promise.

Driving change

Use bold insight, research, policy engagement & leadership and practical implementation to move the industry forward.

What it means at Cast:

- recognised industry leadership
- trusted independent voice
- catalyst for reform and innovation
- stronger internal ambition

Assuring outcomes

Start with the end result the client needs and organise our offer around certainty of cost, time, quality and wider success metrics.

What it means at Cast:

- outputs over inputs
- robust governance and QA/QC
- clearer accountability
- clear implication of using technology to help assure

Creating communities

Describing the visible effect of our work in the built environment: places that work better for occupiers, customers and society.

What it means at Cast:

- Thinking beyond assets to outcomes
- broader built environment sector relevance
- more human language

Narrative tone: keep the language engaging and client-facing rather than abstract and internally focused.

The big theme is the interface between human expertise and technology.



What the vision needs to do

- Describe what Cast is becoming, not just what it does today
- Signal leadership in a market being reshaped by technology
- Keep human expertise at the centre of trust and judgement
- Connect innovation to better outcomes in the built environment
- Remain broad enough to cover multiple sectors and services

Working conclusion: the vision should combine human expertise with technology, rather than present technology as an end in itself.

Development of current to proposed vision statement

A statement that is future-facing, distinctive and easy to explain.

Current

“To be the market experts in applying innovation to deliver positive results for our clients”

Proposed

“To combine human expertise with technology to help create a better built environment.”

Human expertise

Judgement
Relationships
Experience



Technology

Data
AI
Digitalised workflows



Better built environment

Clearer outcomes
Stronger assurance
More resilient delivery

Why this works

- It captures the interface that matters most
- It reflects the role of people & professional judgement whilst embracing technological change
- It ties innovation to practical market value and public good

Strategic themes refresh

The logic has shifted towards a new post 2026 operating model.

2022 baseline

Client & market drivers

- PMV
- ESG
- Product & process optimisation

Enablers

- People
- Digitalisation



2026 refresh

Client & market drivers

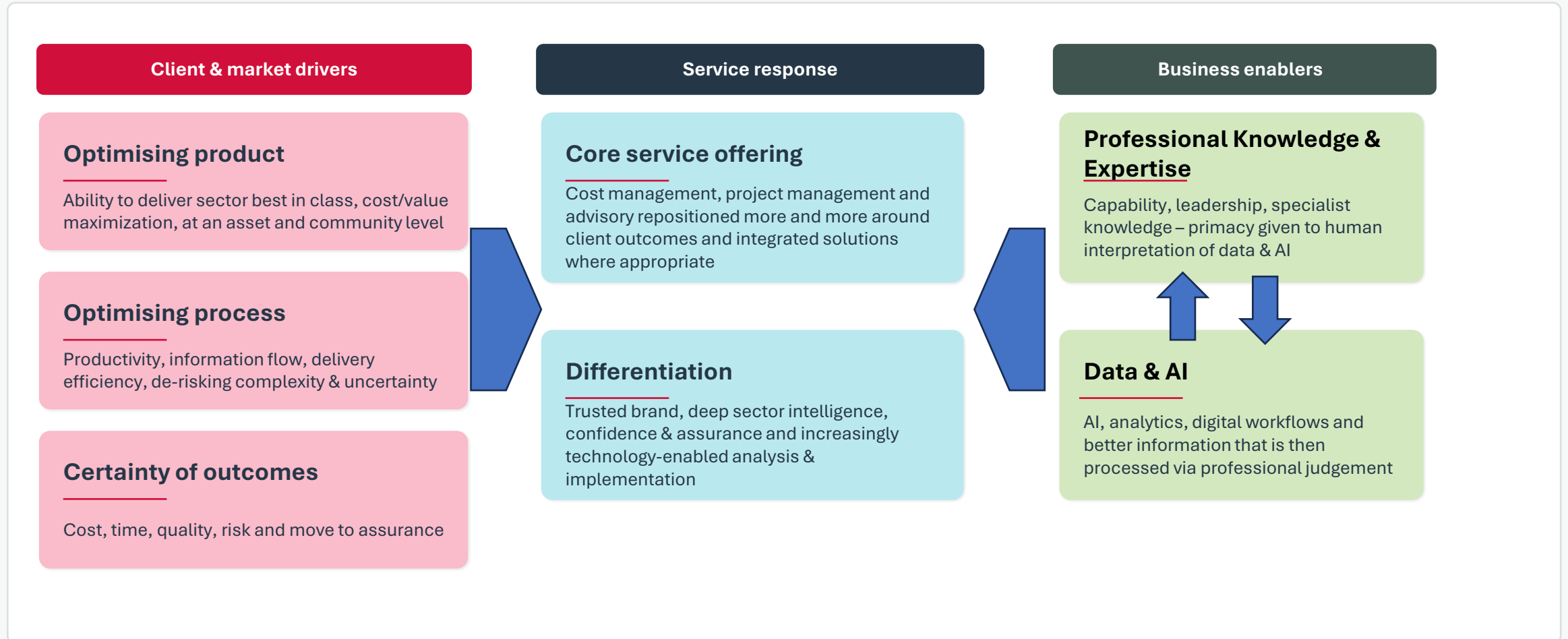
- Optimising product - market alignment and cost/value maximisation
- Optimising process – physical, regulatory and transactional productivity
- Certainty of outcomes - assurance across cost, time and quality

Enablers

- Professional Knowledge & Expertise
- Data & AI

Updated strategy architecture

A simple way to communicate how the refreshed strategy hangs together.



Strategic parameters

The mission and vision only matter if Cast is explicit about the parameters within which it will grow.

Geography

- Reflect new technology led operating models that centralise increasing parts of delivery and reduce 'boots on ground' requirement
- Differentiate between brand presence and mission-critical on the ground locations
- Choose geographies that unlock real demand
- Talent or relationships rather than vanity coverage.



Sector focus

- Avoid late and undisciplined diversification
- Double down where Cast has credibility, demand and repeatability, while staying alert to new adjacent markets
- Maximise the interpretation of our redefined mission to 'create communities'



Service focus

- Protect the current revenue core while preparing for AI-led disruption and greater emphasis on assurance, outputs and insight
- Manage risk in terms of ability to deliver an insurable assurance offer spanning multiple disciplines
- Ensure change programme is structured to deliver required AI integration into business – cultural & technical



Business model

- People, structure and commercial models all need to evolve if the strategy is to remain defensible
- Prepare for price of knowledge & data falling but human owned assurance rising
- Keep close to business influence on the part of the delivery model that is most AI resistant – site delivery
- £ growth will be decoupled from headcount



Geography and sector focus

Choices should be evidence-based and commercially underpinned



Geography

- Clarify where local presence is essential to winning work
- Prioritise locations that unlock talent, clients or sector adjacency
- Test each growth location against fee opportunity and leadership capacity
- Use hubs and networks where full office economics are not justified



Sector focus

- Stay realistic about timing: radical diversification may not deliver results quickly enough
- Continue to exploit strength in sectors where Cast already has reputation and repeatability
- Treat adjacent sectors as a managed extension, not a wholesale pivot
- Evaluate each target sector through margin, demand resilience and client fit

Service focus and assurance

The core revenue base remains strong, but the language and packaging of services should evolve.

Protect the core

- Cost management remains mission critical to route to viability
- Project management remains a primary route to trusted client relationships
- Advisory should continue to leverage profile and differentiation and be an integrated proposition with cost and project management where appropriate



Reframe the offer

- Move from activity descriptions towards outcome statements
- Highlight assurance, governance and decision support
- Package data and insight more deliberately



Strategic question

How far can Cast extend its assurance role beyond pre-contract and design-stage activities, and where can that become a differentiated client proposition in delivery?



Business model, professional knowledge / expertise and AI

Structural choices are increasingly linked to technology opportunity and technology threat.



Implications for shape and structure

- Revisit role design / job descriptions as routine knowledge tasks become increasingly automatable
- Invest in higher-value judgement, client-facing and assurance capabilities
- Develop AI literacy and workflow redesign rather than treating tools as isolated experiments or ‘Google like add ons’
- Use data, methods and IP more deliberately as reusable assets
- Ensure leadership capability & capacity matches the ambition for growth and diversification

The medium-term opportunity is not just efficiency; it is a more scalable, insight-led and defensible service model.

Commercial model refresh

Pricing, margin and value capture need to be considered explicitly in an AI-influenced market.

Emerging risk

Clients may begin to expect lower fees for work that looks partially automatable. This can create an “AI discount” pressure if Cast does not redefine value



Response

Move commercial conversations towards outcomes, assurance, risk reduction, insight and speed of decision-making rather than hours consumed



Levers

Reuse IP, increase standardisation where appropriate, productise selected analytics and build a clearer premium proposition for expert judgement



Result

Defend business returns while improving scalability and consistency



Strategic objectives and action plan

A practical sequence for embedding the refresh into the business.

1

Familiarise with the language

Rehearse & refine narrative for final mission, values, vision & strategic themes

2

Stress-test strategy choices

Challenge any geography, sector and service assumptions against strategy framework

3

Translate into operational priorities

Create internal ownership & focus on professional knowledge & expertise, AI, service offerings and commercial models

4

Embed internally

Use leadership comms, recruitment, onboarding and appraisal mechanisms

5

Take to market

Refresh messaging, comms and thought leadership around the new positioning



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