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POINT OF VIEW

MEETING FOUR EMERGING EXPECTATIONS *FOR THE LIFE SCIENCES INDUSTRY*

How Deloitte and ServiceNow are
powering the future with technology



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POWERING THE FUTURE OF LIFE SCIENCES

In an industry as complex and fast-moving as life sciences, change is constant. New industry trends are consistently emerging, and expectations—from stakeholders to patients—are always evolving.

On top of that are technological advancements, such as Generative AI (GenAI), that offer the potential to make sweeping transformations across the life sciences value chain. Its impact ranges from accelerating application development and testing to bolstering compliance in research and clinical development.

All of these bring about a wealth of opportunities—and with them, challenges.

To face these challenges and unlock potential across the value chain, today's life sciences organizations require the right technology investments. Technology-powered solutions are at the heart of all-up business transformation, enabling pipeline growth, faster speed to market, cost reduction, stronger compliance, and adherence to societal and community commitments. In support of progress in these areas and beyond, Deloitte seeks to innovate across the life sciences value chain and guide organizations in making strategic business and technology decisions.

The life sciences technology landscape is serviced by a diverse ecosystem of applications, cloud solutions, and service providers. However, among chief information officers and business transformation leaders, there remains an appetite for disruption, simplification of technology ecosystems, and standardization of strategic enterprise platforms. To this end, Deloitte recognizes ServiceNow as an important platform for life sciences organizations—not just within the traditional enabling functions, but also at the heart of the business.

Deloitte's Simplify Life Sciences

Digitizing life sciences to unlock business value

Deloitte and ServiceNow have innovated together to create a solution that accelerates time to value for life sciences organizations by helping them digitize and capitalize on opportunities across the value chain. It's one centralized solution that powers:



Value chain collaboration through a cross-functional, life-sciences-specific solution that connects teams and work across sectors (e.g., commercial, research and development, manufacturing, compliance, and Global Business Services (GBS).



Core business process orchestration across a common platform to launch services and work with a library of accelerated life-sciences-specific workflows.



Digital experience efficiencies via an engagement layer for internal and external stakeholders (from employees to patients to payers) and “front door” experience available on tablets for field and lab work.



High-level automation that drives productivity through [ServiceNow Now Assist in Virtual Agent](#), process bionics, robotic process automation, and pre-configured, life-sciences-specific integrations with core source systems, such as Veeva, and other laboratory management and clinical trial systems.



Speed to market agility with a repeatable and scalable platform that is easily extended and enabled for [citizen development](#)—facilitating faster speed to value and a lower cost to maintain.

EMERGING EXPECTATIONS *IN LIFE SCIENCES*

In this report, we've identified four emerging expectations for the life sciences industry—and how **Simplify Life Sciences** can help your organization navigate each one.



1

Unlock the potential
to save more



2

Transform
operations



3

Manufacture
at light speed



4

Protect our license
to operate



1

UNLOCK THE POTENTIAL TO SAVE MORE

Streamlining processes at life sciences organizations has always been crucial, and with prevailing pressures in the economic environment, it has become more imperative.

To effectively address potential challenges, such as disparate processes and siloed functions, organizations should standardize their processes and refine operations to maximize the value of their technology investments and achieve optimal data processing without adding resources or costs.

Achieving these goals entails confronting a complex set of challenges:

1

Alignment of business processes with objectives

It is important to assess whether the existing business processes align with the overarching business goals and desired technological outcomes.

2

Evaluating business process effectiveness

Determine whether their current processes deliver the intended operational efficiency, productivity, and an optimal end-user experience.

3

Process synergies among business units for a unified experience

To realize benefits across the value chain, organizations should optimize, integrate, and standardize functions to limit redundancies.

4

Cost-effectiveness analysis

Business process cost-effectiveness can be critical and requires close attention.

What does a seamless delivery of consistent processes, technological outcomes, end-user experience, and customer satisfaction look like—all while coping with limited resources?

While there are a number of ways to drive cost efficiency alongside quality, one solution lies in embracing a Global Business Services (GBS) model enabled by ServiceNow for life sciences companies. The GBS model serves as a strategic solution to help drive operational efficiency, optimize processes, enhance productivity, and simultaneously reduce costs. All this aligns with important considerations for **CEOs seeking to improve efficiency and elevate user and customer experiences**.

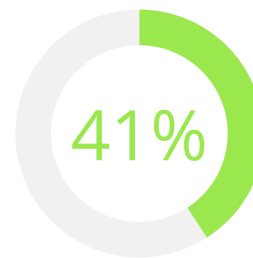
By adopting a GBS-centric approach, life sciences organizations can look to overcome the challenges posed by siloed processes, thereby increasing visibility for leadership. The GBS model equips companies with powerful tools to not only help boost efficiency and productivity, but also to foster innovation—an asset for any pharmaceutical enterprise.

The cost to develop a commercially viable drug is over US\$2.3 billion—with R&D spend exceeding 20% of revenue in the life sciences industry. Even a marginal improvement in R&D expenditure reduction and gathering of insights can deliver tens—to hundreds—of millions in unlocked value. Now is the time to leverage GBS as a strategic transformation asset.

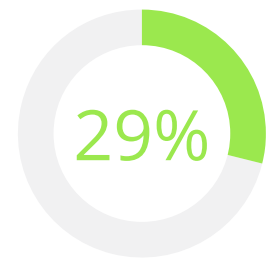
Source: Deloitte [The Future of R&D Finance in Life Sciences](#)

Did you know?

By 2025, biopharma companies are expected to realize up to 41% of insights into product performance and patient experience—and up to 29% for cost-effective sourcing decisions from supply chain digitalization. With pharmaceutical organizations working to meet ever-changing industry demands, the lack of technical investment could hinder companies' abilities to launch and deliver products to patients in the future. Now is the time to leverage GBS as a strategic transformation asset and seize benefits from digitization.



insights into
product performance



cost-effective
sourcing

Source: Deloitte Center for Health Solutions.
[Digitalized supply chains are essential to biopharma's future](#)

A successful GBS journey requires a few fundamental principles:



Engaging via a unified service experience

An essential aspect of GBS is improving customer engagement and creating impactful moments that foster trust in services. Providing a unified service experience through an intuitive portal becomes instrumental. This enables users to access a single interface with the organization and streamline service delivery across functions.

The right interface should help users as they:

- **Want to know** (search for policies or process-related information)
- **Want to do** (order items, approve requests, update information, etc.)
- **Seek help** (resolve issues or complete complex tasks)
- **Seek care** (receive personalized service, information, and assistance)



Integrating workflows across departments

Streamlining and integrating processes across various functions and departments—including vendors, patients, specialist providers, R&D teams, finance, HR, and IT—can facilitate harmonious collaboration and optimize workflows. The goal is to form a cohesive ecosystem that propels efficiency and cooperation across the organization.

The right solution should be:

- **Holistic**
- **Intelligent**
- **Agile**
- **Unified**
- **Omnichannel**



Utilizing insights to improve visibility

Organizations should implement an automated, data-driven dashboard that seamlessly integrates data and information from various applications. This provides leaders with essential operational and governance insights. The dashboard empowers them to make well-informed decisions and identify opportunities to enhance their investments effectively.

The right platform should include:

- **KPI focus and alignment**
- **Governance points**
- **Report customization and insight discovery**

Embracing the GBS model can unlock a path to enhance performance, improve day-to-day internal communications, optimize cost, and adapt to evolving industry demands efficiently. By integrating these key principles into their operations, life sciences organizations can position themselves for success in a resource-constrained landscape while nurturing a culture of innovation and excellence. And this process seamlessly folds in with a solution like **Simplify Life Sciences**.

Key value drivers for GBS:

1. Increased productivity

- Reduced number of administrative tasks with process simplification, digitization, and automation
- Improved cycle time by bringing siloed functions and disparate processes together
- **Result:** More time back to employees, enabling teams to focus on what they do best

2. Simplified engagement

- Unified and intuitive self-service portal for end users
- Simplified and consolidated interactions for clinical trials
- **Result:** Better orchestration and integration of clinical trial results

3. Streamlined processes

- Consolidated business processes across departments
- Unified processes across functions, such as manufacturing and supply chain
- **Result:** Improve efficiencies and reduce operational cost

4. Enriched experience

- Simplified onboarding processes
- Central repository for collaborated working
- **Result:** Faster clinical trial life cycle

Simplify Life Sciences

Using GenAI to accelerate application development and testing



GenAI has the potential to transform virtually all functions and services across a company. Within the technology space, that can include optimizing labs and manufacturing to anticipate needs, helping guide scientists on workflow and SOP compliance, and quickly solving asks through self-service. Further enhancements across the value chain can provide significant benefits to tie together siloed functions while reducing delivery time and ultimately maximizing execution.

GenAI can help accelerate how shared services organizations react to incidents or issues broadly, enabling them to address simple requests quickly and free up time to focus on complex requests. As a result, customers will likely experience faster responses and more personalized care.

CLIENT SPOTLIGHT

Recently, a large health care organization required support in establishing a new shared service center for more than 11,000 employees across 650 clinics. Deloitte helped the team to implement ServiceNow's Customer Service Management application, which resulted in:



A unified experience platform, including bringing IT and accounting services into the same platform;



Improved operational efficiency, including automated case routing that has unlocked a productivity boost equivalent to 1.8 full-time employees;



Self-service capabilities, which have allowed for a reduction in overall caseload; and



Data-driven decision-making, powered by a dashboard that tracks employee experience and efficiency.



2

TRANSFORM OPERATIONS

Increasing operational productivity is emerging as a key objective for chief experience officers across life sciences organizations. The key ask is to make their business models leaner, more flexible, and more robust.

Did you know?

In a recent survey, 88% of respondents cited production or logistics concerns and reduced logistics capacity as key challenges. To manage these, life sciences companies can adopt transformative solutions that support proactive scenario planning and risk mitigation.

Source: [Deloitte Global. Supply chain again a CEO agenda](#)

Fundamental to the issue of operational productivity is visibility. Life sciences organizations should ask themselves:

- ✓ Is your supply chain modernized, optimized, and visible?
- ✓ How are you engaging and onboarding practitioners across R&D teams?
- ✓ How are you maintaining regulatory and compliance documentation?
- ✓ Where are your assets, and how do they fit together?
- ✓ Do you have visibility into your entire fleet of assets, including accurate information, maintenance records, and activity logs?
- ✓ How visible is the information across your various organizational pillars?

Amid a vast ecosystem of processes, systems, and resources, it is imperative that leaders have visibility into how each piece layers, connects, and cooperates to ultimately bring a pharmaceutical product or solution to market.

The solution lies in simplifying and streamlining processes and automating activities for life sciences companies by orchestrating workflows in ServiceNow. This accelerates research, reduces lead time, enables seamless collaboration and onboarding, as well as real-time reporting of information for executive visibility and decision-making.

A successful journey toward improving operations requires a few fundamental steps:

1. Introducing automation in processes

The pharmaceutical sector operates under stringent regulations due to its critical nature. Every aspect of the process, including production, packaging, equipment sanitization, and labeling, requires meticulous oversight to ensure batch integrity. Safeguarding batch quality is paramount, as a single defective batch can result in severe repercussions. To prevent such issues and enhance overall operations, batch control is indispensable. Incorporating automation to optimize processes, offering comprehensive instructions for tasks, covering safety protocols and user actions, and collecting and analyzing data can significantly enhance efficiency and outcomes. This, in turn, allows researchers to allocate more time to intricate tasks.

2. Digitizing documentation and compliance

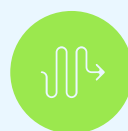
Pharmaceutical companies are subject to regulations and standards and should also protect the integrity of their data. Transitioning from paper-based documentation to digital systems can improve data accuracy, facilitate regulatory compliance, and improve access to critical information—helping these companies to boost both productivity and product quality.

3. Real-time reporting for decision-making

By implementing predictive analytics and advanced business intelligence reporting, and integrating data from various sources, executives can gain holistic insights into their operations. This enables data-driven decision-making and prioritization.

CLIENT SPOTLIGHT

Deloitte recently helped a global life sciences company implement process automation practices. This automation directly increased the speed at which tasks can be performed, reduced manual dependencies and human error, and increased user satisfaction and experience.



40%

of manual activities automated



20%

increase in speed to market of new services



15%

reduction in cost to serve



25%

increase in user satisfaction and experience

Driving efficiency with a seamless life sciences workflow ecosystem

These capabilities and a range of others knit together in one seamless space through Simplify Life Sciences. As a result, organizations can simplify the user experience for all stakeholders and drive orchestration across existing solutions, creating one cohesive, seamless, and optimized workflow ecosystem.

Simplify Life Sciences

Adopting a string-of-pearls strategy with GenAI



Consider a two-pronged approach to GenAI that improves enterprisewide productivity and reimagines known “big” industry business issues with fit-for-purpose capabilities. This combined strategy can help drive both short- and long-term gains.

Companies may start out by using GenAI to improve individual tasks. The next step should be to determine how multiple use cases can be strung together to transform entire processes. For example, instead of helping an employee save an hour a week, interconnected GenAI use cases could streamline entire processes and improve efficiencies by weeks or months.

In this string-of-pearls strategy, each single use case complements the next. This could be applied to everything from research and clinical development to customer engagement and patient experience.



3

MANUFACTURE AT LIGHT SPEED

Manufacturing consistently holds a significant and indispensable role within the life sciences industry.

The success of the sector hinges on the availability and effective maintenance of equipment. For life sciences and pharmaceutical manufacturing facilities, the competitive quest for a skilled workforce—coupled with escalated demands for compliance (*read more about this in the following section*)—underscores the pressing necessity for automated asset management systems.

Managing manufacturing operations in this sphere revolves around three paramount priorities:

1. Maintaining optimal manufacturing conditions

Sustaining the ideal conditions for manufacturing ranks as a primary concern. The precision required to maintain controlled environments, as well as stringent cleanliness standards, is pivotal to the entire process.

2. Accelerating time-to-market

Enhancing the speed at which products reach the market is critical. Timely product introductions can make the difference between capitalizing on emergent opportunities and falling behind competitors.

3. Ensuring quality regulatory adherence and safety

Safeguarding product quality, adhering to regulatory frameworks including environmental, social, and governance regulations, and upholding safety standards remain non-negotiable imperatives. Any compromise in these areas could jeopardize public health and the company's reputation.

To address these priorities, it is imperative to develop solutions that minimize uncertainty and amplify reliability in life sciences manufacturing operations—while simultaneously trimming operational costs and upholding regulatory adherence. The inherently labor-intensive nature of certain processes within the industry tends to inflate internal operational expenditures. The necessity emerges for comprehensive end-to-end business workflows that fuel expansion through an innovation-driven approach. All this should be done while preserving reliability and resilience.

Simplify Life Sciences

GenAI could drive competitive domain plays



Life sciences companies that use GenAI as a catalyst to transform entire end-to-end processes could quickly find themselves with a competitive advantage. At this point, speed matters (with consideration for the appropriate guardrails). The sooner a company can train GenAI models while also doing the hard work to reimagine business processes, the sooner it can extract value and surpass competitors that did not move as quickly or make the same investments.

This creates an opportunity in quality management for manufacturing. The future of quality management will likely be a fully integrated approach that is built on a foundation of data and analytics. Historically, quality management has been reactive. GenAI, alongside traditional AI techniques, will make for highly proactive interventions. Tasks that were once costly and labor-intensive, such as documentation and reporting, will be completed within minutes.

In achieving the above, three key areas of consideration are:

1. Enhanced asset performance

Asset performance and management encompasses the strategic utilization of manufacturing assets to optimize operational and manufacturing efficiencies. In the contemporary landscape, advanced analytics engines are adept at aggregating data from diverse sources, enabling the visualization, monitoring, and predictive analysis of conditions essential for a reliability-focused maintenance approach. These tools leverage cutting-edge methodologies—including pattern recognition, predictive intelligence, and AI-driven machine learning (ML)—to discern aberrations within data patterns. As a result, they can contribute significantly to enhancing the dependability and availability of tangible assets.

Comprehensive asset maintenance tasks in ServiceNow offer the complete set of information necessary for the streamlined execution of work orders, facilitated through digital tablets or online platforms. This not only reduces the time spent on searching, but also amplifies the actual productive duration referred to as “wrench time.”

2. Vendor management


Orchestrating seamless communication and issue resolution among vendors and across the pharmaceutical organization can present challenges. However, by employing effective processes and precise execution, the opportunity arises to establish a centralized platform dedicated to enhancing vendor management.

The ServiceNow platform acts as a nucleus for vendors to submit queries, share vital information, and raise concerns. By harnessing a unified system designed for tracking and resolving vendor-related inquiries, the pharmaceutical sector can optimize its operational efficiency and elevate its industry standing. The realm of vendor management encompasses a series of pivotal steps that, when meticulously undertaken, yield substantial advantages.

3. Improved visibility and traceability

Life sciences organizations may be reprioritizing their need for visibility and traceability in their manufacturing processes. ServiceNow—together with advanced tracking technologies, such as RFID (Radio-Frequency Identification), barcoding, and QR codes—can be used to monitor the movement of products, materials, and equipment throughout the warehouse. In addition, visibility on ESG can be communicated to regulators and the market, helping organizations improve transparency of their sustainability efforts.

Organizations can incorporate Internet of Things (IoT) devices and sensors to monitor temperature, humidity, and other environmental conditions, ensuring the integrity of sensitive drugs. The data from IoT monitoring devices can be assessed using AI to identify potential issues, and it reactively alerts to avert the risk of loss or damage. Users can also assign unique identifiers to product batches, allowing for easy tracking of individual items, their origins, and their destinations—which is crucial for quality control and recalls.



By embracing such approaches, businesses can achieve a twofold advantage.

First, productivity can be substantially enhanced, leading to streamlined processes and optimized resource utilization. Second, the ability to proactively monitor manufacturing equipment and operations manages potential risks, ensuring smoother production cycles and prompt responses to anomalies.

Tap into a vast network of use cases

To better support your organization as you work to transform core business operations, **Simplify Life Sciences** gives organizations access to a portfolio of preconfigured use cases. These use cases are consistently applied across the life sciences marketplace as we continuously innovate alongside our clients. They range from the broad macro focus areas, such as removing operational friction, reducing process cycle time, and maintaining and safeguarding compliance, to the specific, such as more precise topic areas across the manufacturing life cycle.

Realize transformative value from GenAI

From algorithms to the lab, learn how GenAI is beginning to revolutionize the life sciences industry and what steps you can take for a competitive advantage.

Find out how

CLIENT SPOTLIGHT

In its efforts to build for the future, a leading pharmaceutical organization tapped Deloitte for support to **enhance efficiency** and **expedite response times** associated with incidents and vulnerabilities.

Before leveraging the ServiceNow platform, the organization was held back by:

- Manual tracking and resolution
- Minimal process automation and prioritization
- Siloed processes and tools
- Decentralized data and reporting capabilities

After implementing ServiceNow operational technology capabilities, the organization experienced:

- A reduction in annual incident volume
- A reduction of operational expenses and support resources
- An integration with technology operations and service management
- A 93% reduction in time to manage and maintain inventories of devices and configuration items





4

PROTECT OUR LICENSE TO OPERATE

In an environment as regulated as the pharmaceutical industry, compliance is an utmost necessity.

Stringent compliance regulations have created a foundational need for life sciences organizations to know the entire history of each piece of equipment across their processes and to situate them in secure, auditable, and traceable environments. But too often, they uncover this critical information manually or with laggard systems, leaving room for error and impeding efficiency.

Ensuring compliance through tech-enabled visibility

As both a workflow system and a source of record for troves of data, ServiceNow is uniquely positioned to help organizations maintain visibility of compliance, from tracking actions to producing audit records. The platform offers the capability to tag modules that require compliance with specific guidelines and automate additional levels of review, rigor, and approval across those systems accordingly. It can even manage controls and filings with external regulators.

Simplify Life Sciences

Bolstering compliance in R&D with GenAI



GenAI is already transforming the way life sciences organizations decide which disease areas to invest in. Not only is it being used to identify targets, develop molecules, and conduct clinical trials—it can also go so far as to submit findings for regulatory approval.

Protecting from cyber risks

Cybersecurity is also fundamental to a life sciences organization's ability to operate and thus should be deeply embedded into risk systems. In 2023, over 8.2 billion records were breached across all industries, with an average cost of US\$4.45 million, according to the [2024 Deloitte Cyber Threat Trends report](#). And there are no signs of a slowdown as major US pharmaceutical firms race to secure compromised IT systems after cyberattacks exposed operational and financial information. Without a proactive plan to protect against the growing cyberattack risk, organizations put brand reputation and credibility at risk.

Deloitte can help organizations leverage the capabilities of ServiceNow and integrate them with third-party tools to identify, respond to, and recover from vulnerabilities and incidents.

The platform illuminates key data that can be leveraged for critical decision-making. By providing users with the information required to make good business decisions, it can ultimately help to improve and streamline business operations. Because ServiceNow can provide comprehensive visibility across an organization's environments, it can serve as a source of truth for cybersecurity and risk functions across a life sciences organization's operations. This impact ranges from business applications to manufacturing equipment to technologies.

With support from Deloitte and ServiceNow, everything your organization seeks to protect from a compliance, risk, and cyber perspective can be monitored.

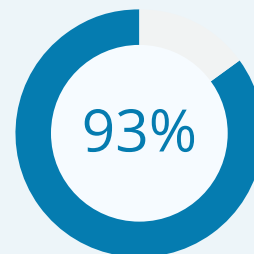
CLIENT SPOTLIGHT

Deloitte and ServiceNow aided a leading pharmaceutical organization in **reducing risk** associated with incidents and vulnerabilities and **tracking compliance** with stringent industry regulations.

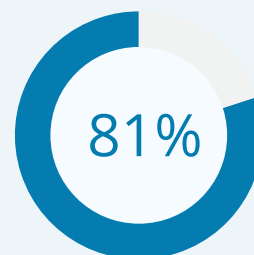
After implementing ServiceNow capabilities, the organization increased efficiencies for incident and vulnerability response as well as visibility of key compliance data. These efforts led to:



reduction in time to identify and react to security incident threat intelligence information



reduction in time to notify privacy teams to block malicious email addresses



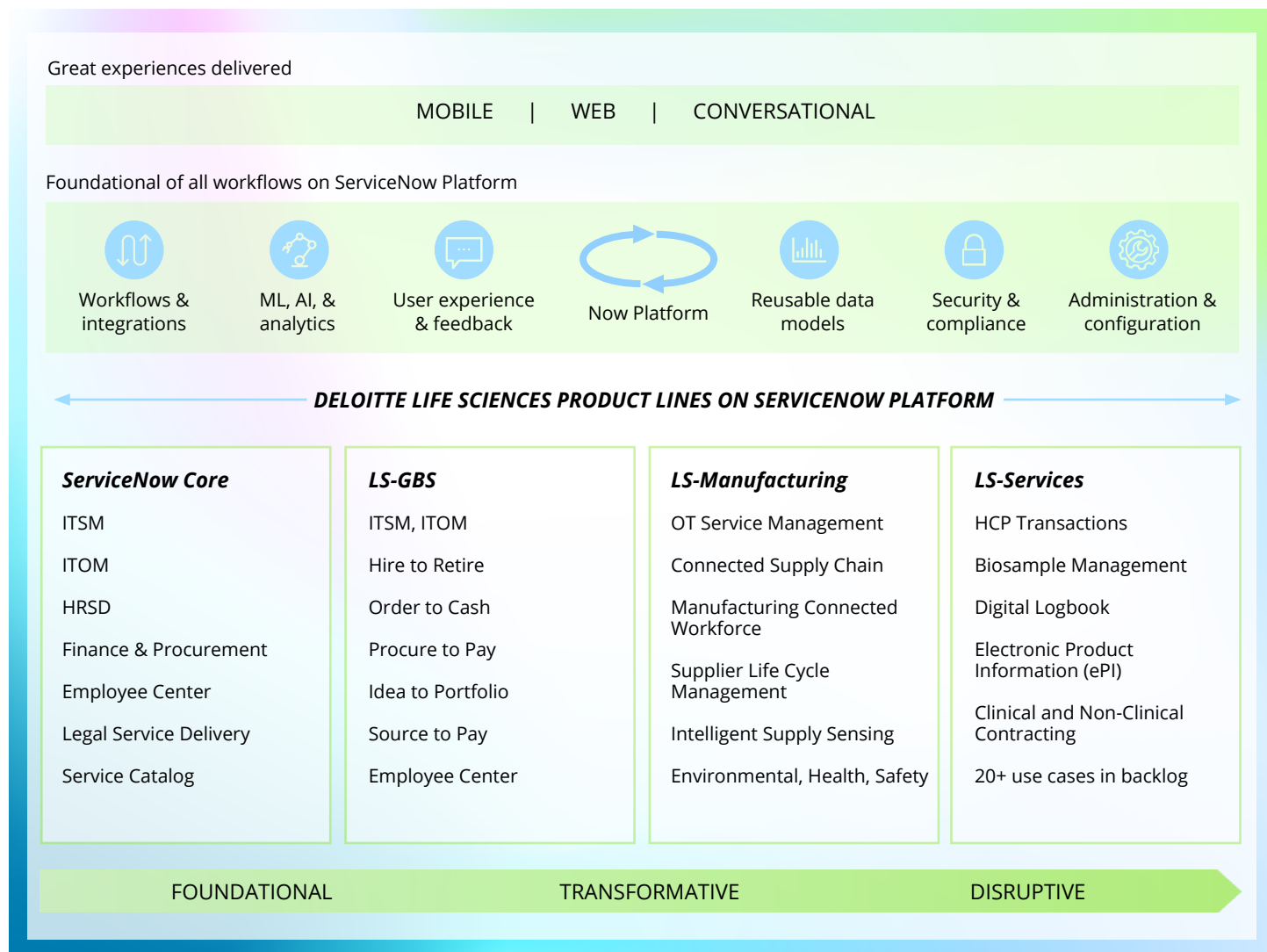
reduction in time to track vulnerability remediation efforts

IGNITE THE POWER OF YOUR PEOPLE AND AUTOMATION TO DRIVE INNOVATION IN THE LIFE SCIENCES INDUSTRY

Turn our insights into your impact with Simplify Life Sciences

Deloitte and ServiceNow can equip your organization to innovate at the heart of life sciences business operations—reducing cycle time and driving efficiency and productivity, and improving experience and compliance.

Digitally enabling core business processes in the life sciences industry



CONTACT OUR TEAM TO GET STARTED

Deloitte, together with the power of the ServiceNow platform, can give your life sciences organization critical tools to absorb today's continuous flow of disruptions. We deliver life sciences-driven solutions and offerings built on our leading IP that harness the latest innovative capabilities, infused with GenAI.

Our solutions are designed to help you thrive in the face of today's expectations as well as those yet to come. Together, we can take on the future of the life sciences industry by: inspiring through insight, scaling through technology, and transforming through people.

Realizing value in Simplify Life Sciences



- **Improved experience:** A single portal includes storefront access to services and knowledge. The portal is surfaced to internal and external customers through mobile, tablet, and desktop.
- **Capability-specific catalog:** Connect back and middle office capabilities through a life sciences service catalog spanning R&D, manufacturing, and more.
- **Life sciences business process workflows:** A portfolio of life sciences use cases digitizes high-value pain points and efficiency areas through digital workflow orchestration.
- **Automation and bionics layer:** Optimize life sciences business workflows delivered through ServiceNow by simplifying with Process Bionics, AI-enabled Now Assist, and Robotic Process Automation for end-to-end fulfillment.
- **Data-based knowledge:** Predictive insights, trend analysis, and reporting provide key data for leadership as they fine-tune operations.
- **Life sciences integration:** A ServiceNow pre-configured integration layer helps deploy data orchestration and automation across core life sciences business applications.



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