Artificial intelligence – impacts on mobility tax
Alister Taylor and Andy Cowan

Aim for this session

1 **AI Overview –** establishing a baseline

2 **Capabilities of AI –** what can you expect from AI?

3 **Global Talent Mobility Use Cases** – what are we seeing now?

4 **Global Talent Mobility Use Cases** – understanding the "art of the possible"

5 **So What?** – How can AI work for you?

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Why are you in this session?

A

Have a general interest in the topic

B

Did not like the other topics
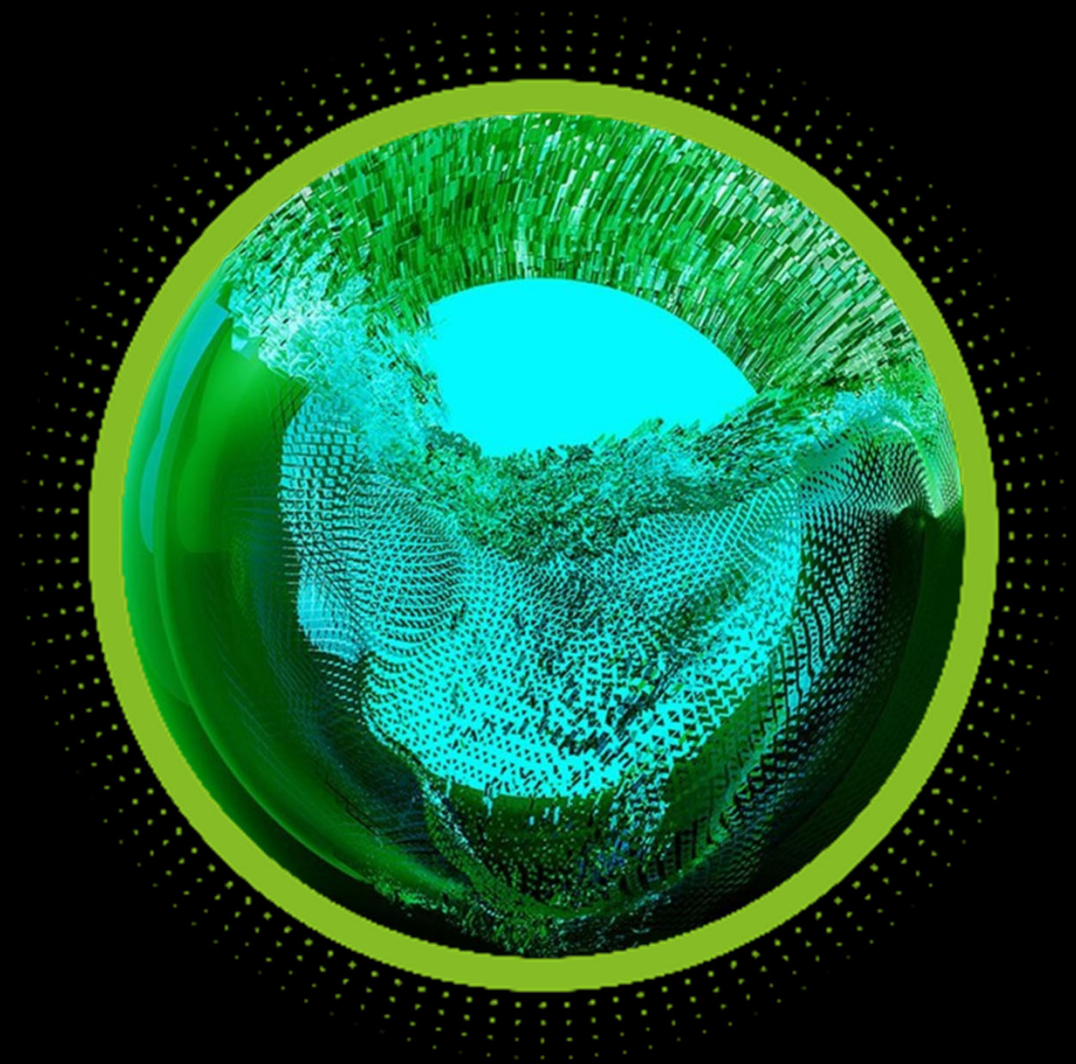
C

Want to understand the basics

D

Want to develop my existing knowledge

E

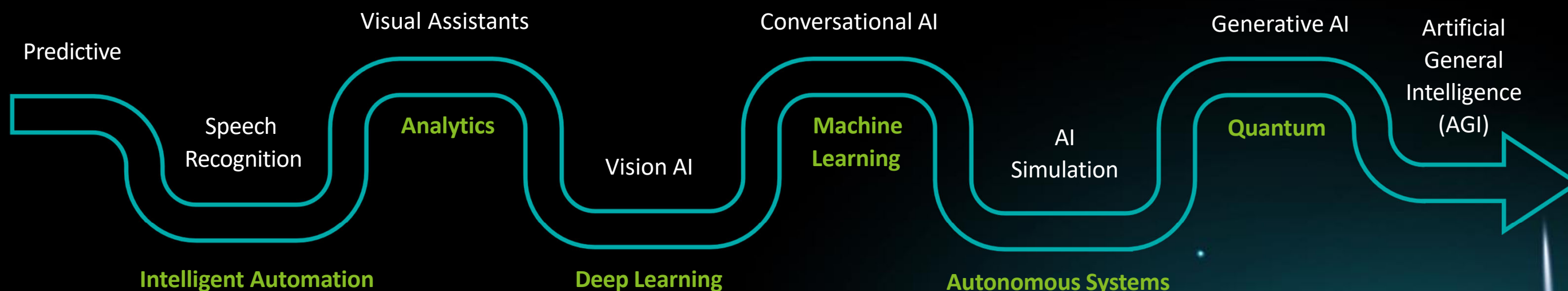Want to think about what actions I can take this week

AI Overview

Establishing a baseline

All Signals Indicate that AI Market Growth is Turbo Charging

Artificial Intelligence (AI) encompasses many technologies that work together to build innovative solutions that transform society and business.

Predictive

Visual Assistants

Conversational AI

Generative AI

Artificial General Intelligence (AGI)

Speech Recognition

Analytics

Machine Learning

AI Simulation

Quantum

Vision AI

Intelligent Automation

Deep Learning

Autonomous Systems

Economic Impact
AI augmentation will reach **$4.7 trillion of business value** by 2024 —Gartner[1]

Worldwide Revenues
Global revenues for AI software, hardware, and services is forecasted to surpass **$300B in 2024, representing a 17% five-year CAGR**[2]

Enterprise Application
79% of leaders reported full-scale deployment for **three or more types of AI applications – a 17% increase from 62% in 2021**[3]

Global Spending
Global spending on AI is forecasted to doubleover four years, growing from $50.1 billion in 2020 to more than $110 billion in 2024, a 20.1% five-year CAGR[4]

[1] Gartner, AI Augmentation Business Value
[2] IDC, "IDC Forecasts Strong Growth for AI"
[3] State of AI in the Enterprise, 5th Edition, Deloitte
[4] IDC, "Worldwide Spending on AI Systems is Expected to Double in Four Years"

Generative AI: Foundation

WHAT is Generative AI | artificial intelligence that creates original content across various modalities (e.g., text, images, audio, code, voice, video) that would have previously taken human skill and expertise to create

HOW does it work | Generative AI is powered by foundation models such as OpenAI's GPT-4 , NVIDIA's Megatron, and Google's PaLM, which are trained on vast amounts of data and computation to perform a broad range of downstream tasks

WHY now | innovations in machine learning and the cloud tech stack, coupled with the viral popularity of publicly released applications have propelled Generative AI into the zeitgeist

Potential Global Talent Mobility Impact: Generative AI solutions can address issues Global Talent Mobility leaders are facing such as the increased complexity of Global Talent Mobility, rising employee expectations, more useful data to support business needs, and cost optimization.

EXAMPLE MODALITIES

Text Generation
Prompt: Explain my colleagues the business impact of generative AI in 50 words

Image Generation
Prompt: A bowl of soup that is a portal to another dimension as digital art

Code Generation
Prompt: In python, code a program that predicts the likelihood of customer conversion

Video Generation
Prompt: A teddy bear painting a portrait

Audio Generation
Prompt: Play 'we have to reduce the number of plastic bags' in a sleepy tone

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Which word best describes how you would describe your main emotion when considering AI in the workplace?

A

Fearful

B

Excited

C

Indifferent

D

Hopeful

E

Uncertain

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How would you describe your readiness to adopting AI in the workplace?

A

Adopted already

B

Ready to adopt

C

Somewhat ready to adopt
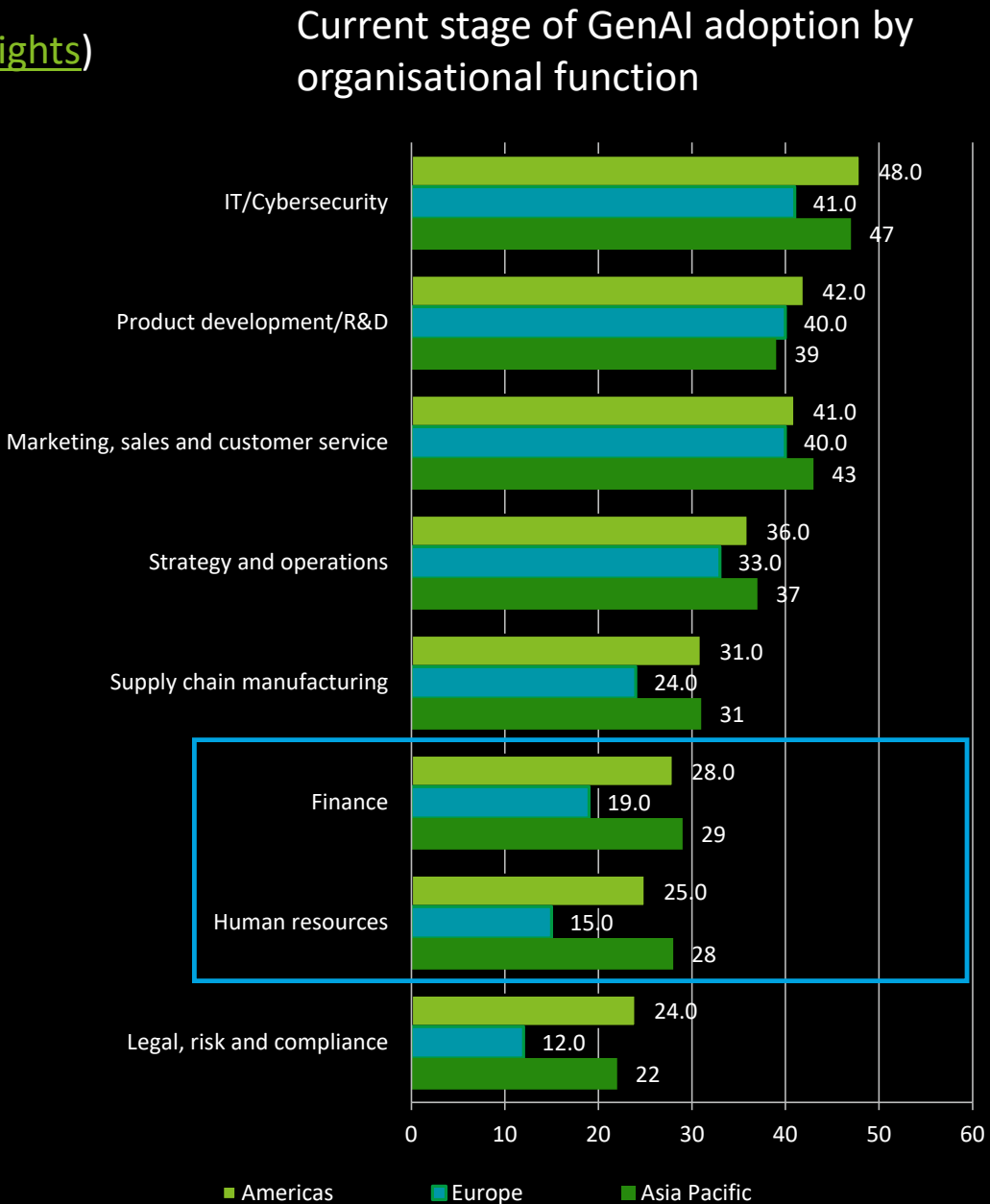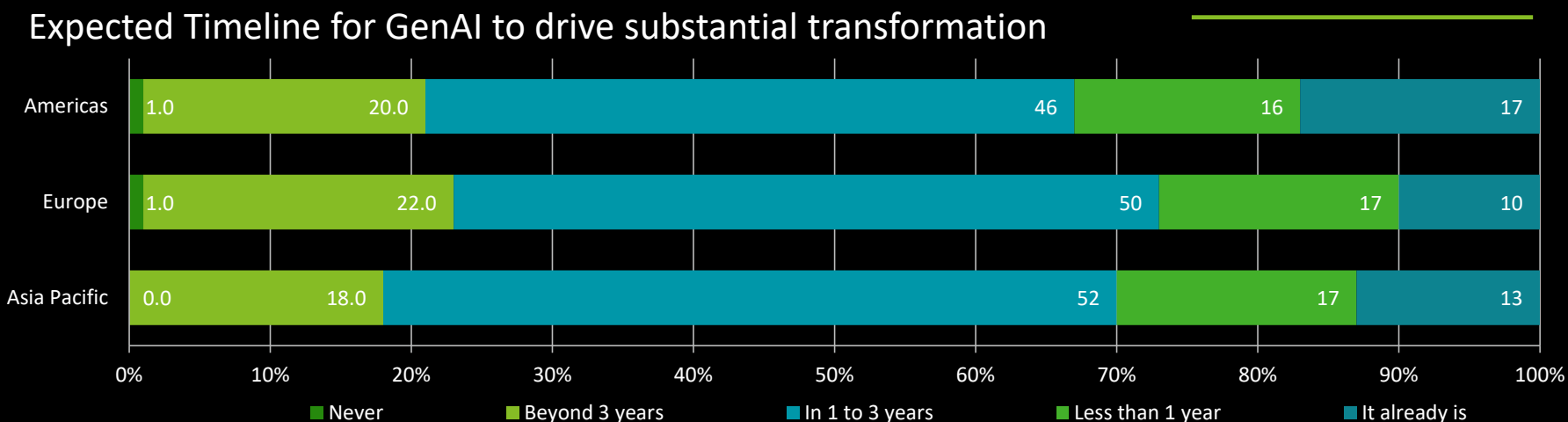
D

Starting to get ready to adopt
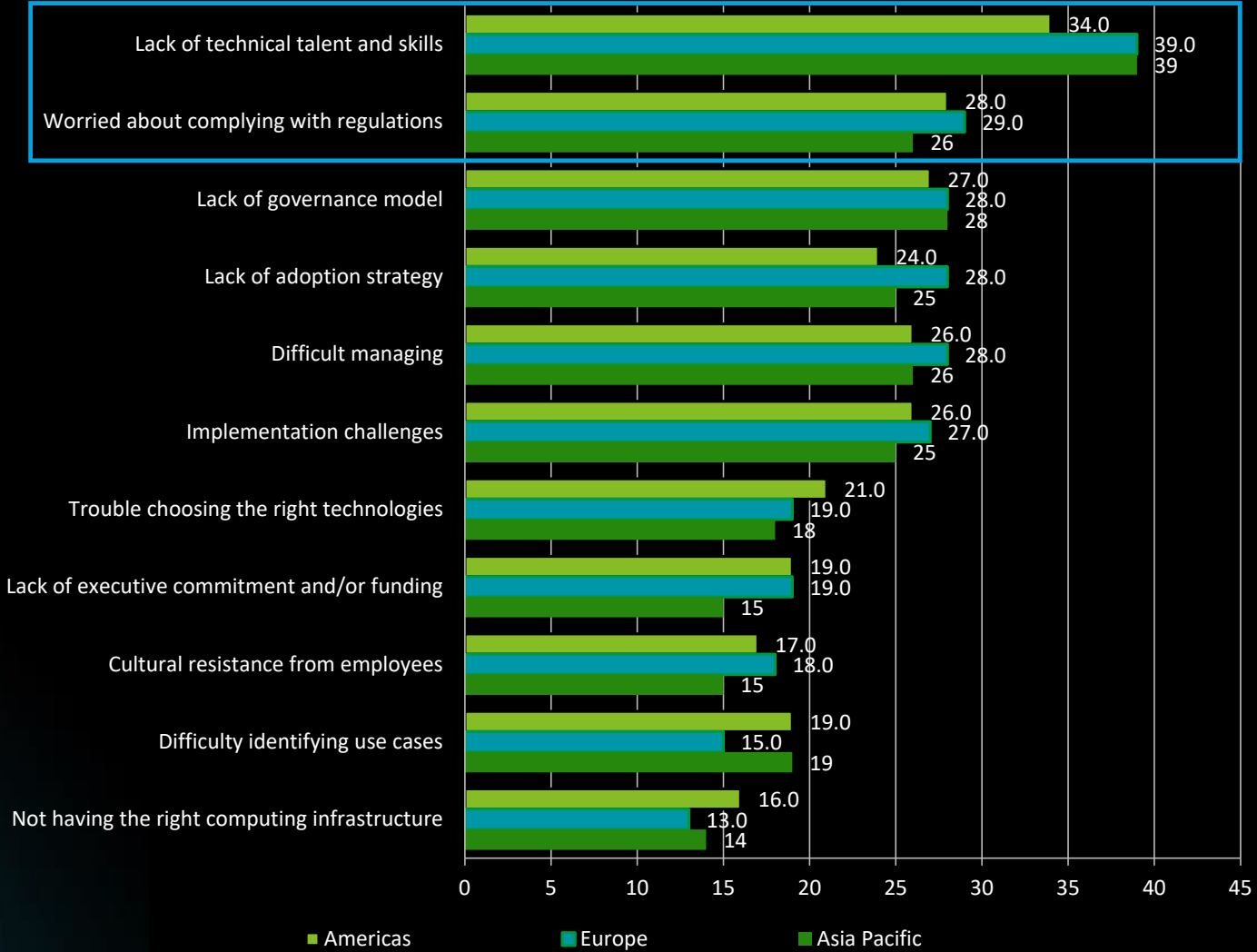
E

Adoption not on the horizon

The State of Generative AI in the Enterprise

Survey of over 2,800 global leaders to understand views on GenAI

([State of Generative AI in the Enterprise 2024 | Deloitte US](#) & [Generative AI in Europe | Deloitte Insights](#))
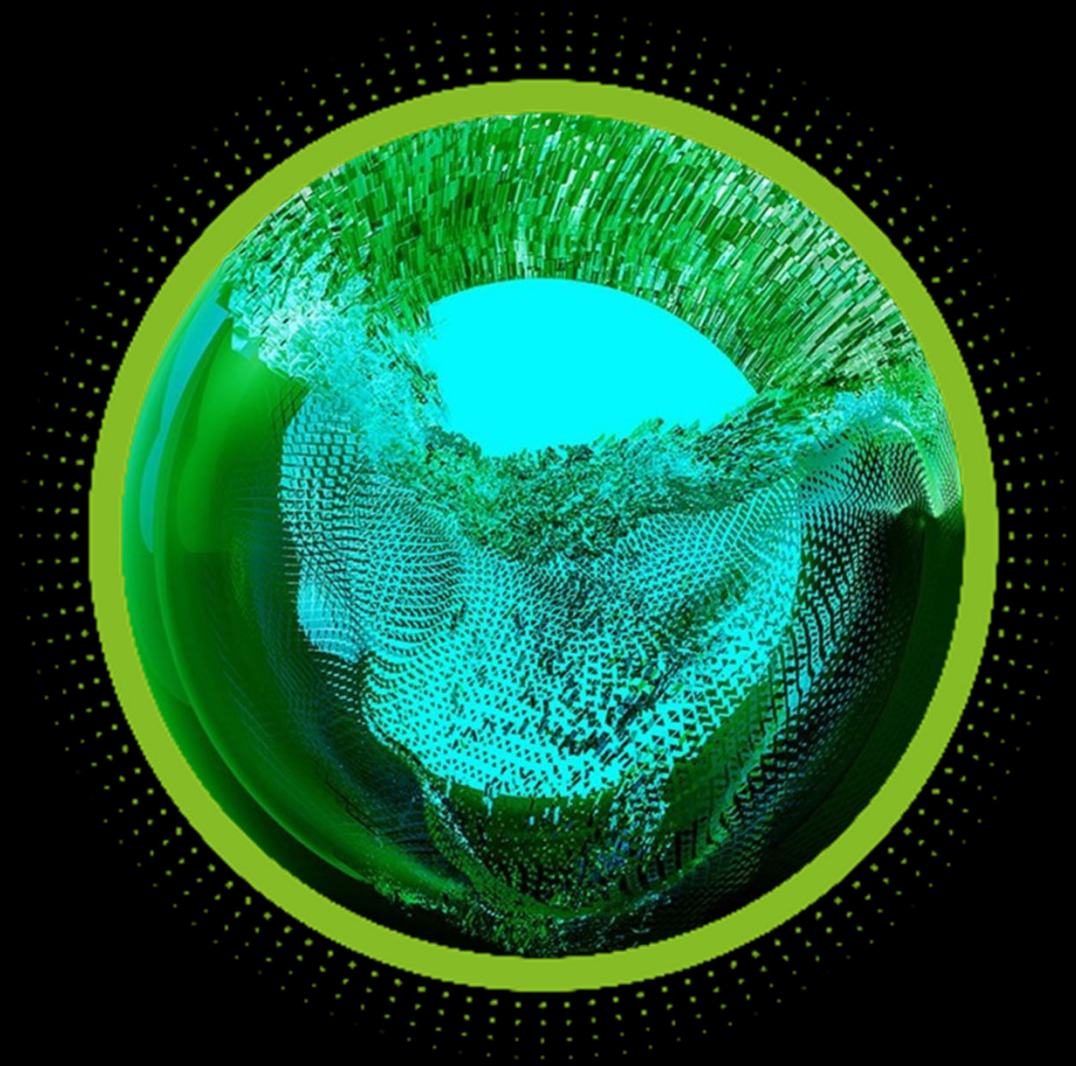
Current stage of GenAI adoption by organisational function

62% excitement

46% fascination

30% uncertainty

Asked what emotions they feel about generative AI, respondents express optimism, with an undercurrent of uncertainty. Will enthusiasm wane or grow with more experience in the coming year?

66%

A majority of organizations believe that the democratization of AI will have an overall positive net impact on society.

Expected Timeline for GenAI to drive substantial transformation

	Never	Beyond 3 years	In 1 to 3 years	Less than 1 year	It already is
Americas	1.0	20.0	46	16	17
Europe	1.0	22.0	50	17	10
Asia Pacific	0.0	18.0	52	17	13

Current stage of GenAI adoption by organisational function

	Americas	Europe	Asia Pacific
IT/Cybersecurity	48.0	41.0	47
Product development/R&D	42.0	40.0	39
Marketing, sales and customer service	41.0	40.0	43
Strategy and operations	36.0	33.0	37
Supply chain manufacturing	31.0	24.0	31
Finance	28.0	19.0	29
Human resources	25.0	15.0	28
Legal, risk and compliance	24.0	12.0	22

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Barriers to developing and deploying GenAI tools/applications

'Completing such a transition means an increased demand for skilled workers at a time when demographic trends mean companies will be competing for an ever-shrinking labour pool. This makes the lack of transparency of European businesses and reluctance to actively educate their workforce about AI's capabilities, benefits and value puzzling. Still, organisations will only realise generative AI's potential with the understanding and acceptance of employees. In particular, their fears about automation and job displacement need to be addressed.'

Barrier	Americas	Europe	Asia Pacific
Lack of technical talent and skills	34.0	39.0	39
Worried about complying with regulations	28.0	29.0	26
Lack of governance model	27.0	28.0	28
Lack of adoption strategy	24.0	28.0	25
Difficult managing	26.0	28.0	26
Implementation challenges	26.0	27.0	25
Trouble choosing the right technologies	21.0	19.0	18
Lack of executive commitment and/or funding	19.0	19.0	15
Cultural resistance from employees	17.0	18.0	15
Difficulty identifying use cases	19.0	15.0	19
Not having the right computing infrastructure	16.0	13.0	14

■ Americas   ■ Europe   ■ Asia Pacific

Capabilities of AI

What can it do?

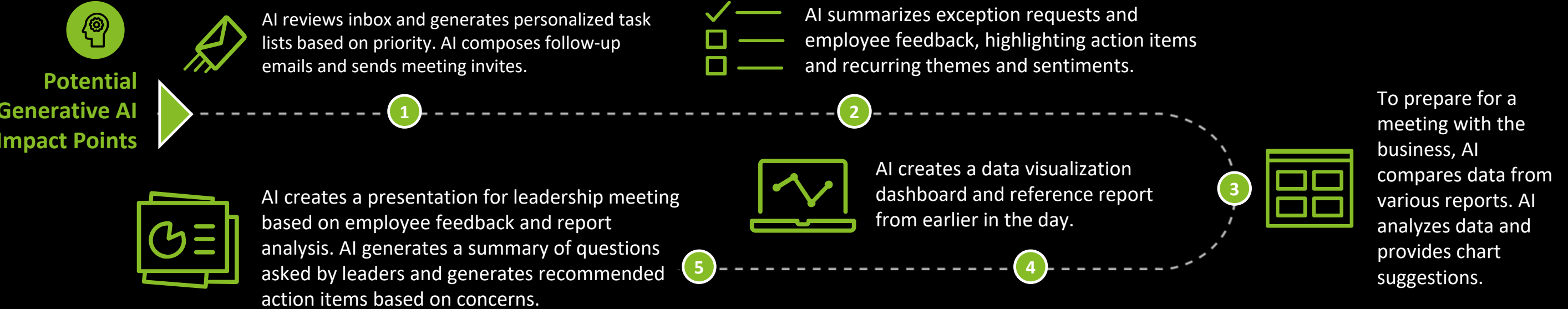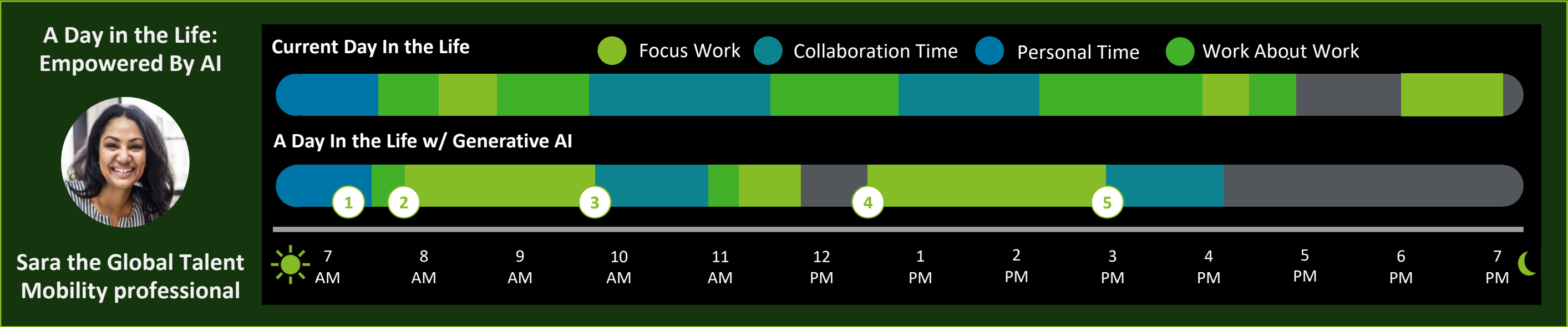# What does this mean for Mobility Tax?

Organizations don't often request AI solutions by name, instead they want...	Cheaper Solutions	Faster Workflows	Better Insights	...but AI capabilities are broad and can address a large array of challenges.
	Inefficient use of capital and non-optimal decision-making wastes resources	Mundane, repetitive tasks take away from mission-critical work. Speed to action is stalled in manual review and analysis	Outcomes are difficult to understand and test; data is large, non-integrated, and complex	

Classifications of Artificial Intelligence		**AUTOMATE** – Intelligent Automation	Having a bot execute processes that require little human judgement	Autocomplete	Hope ...all is well.
		SIMULATE – Agent-Based Simulation	Using large volumes to data to create a visual model or representation of predicted outcomes in the form of a digital twin	'Try On At Home' or 'See it in your Space' AR	
		INTERACT – Virtual Assistants	Machines engaging with humans in real-time, two-way dialog and learn human intent to provide advanced recommendations	Smart Assistants	
		PREDICT – Predictive Analytics	Using large volumes of data to enable machines to generate a series of predicted or possible outcomes	Movie recommendations	
		DETECT – Computer Vision	Identifying objects and patterns through analysis of documents, pictures and video streams	Airport Security using Eye Scanner	
		INTERPRET – Natural Language & Speech Recognition	Training machines to read documents, convert text and speech to data and derive insights from data	Auto-generated News Stories	
		CREATE – Generative AI	Algorithms that can create new content, including audio, code, images, text, simulations, and videos	Generated art	

What Could a Day Using Generative AI Look Like?

Gen-AI may make workers more productive and reallocate how time is typically spent at work

A Day in the Life: Empowered By AI

Sara the Global Talent Mobility professional

Current Day In the Life

● Focus Work ● Collaboration Time ● Personal Time ● Work About Work

A Day In the Life w/ Generative AI

① ② ③ ④ ⑤

☀ 7 AM 8 AM 9 AM 10 AM 11 AM 12 PM 1 PM 2 PM 3 PM 4 PM 5 PM 6 PM 7 PM ☾

Potential Generative AI Impact Points

① AI reviews inbox and generates personalized task lists based on priority. AI composes follow-up emails and sends meeting invites.

② AI summarizes exception requests and employee feedback, highlighting action items and recurring themes and sentiments.

③ To prepare for a meeting with the business, AI compares data from various reports. AI analyzes data and provides chart suggestions.

④ AI creates a data visualization dashboard and reference report from earlier in the day.

⑤ AI creates a presentation for leadership meeting based on employee feedback and report analysis. AI generates a summary of questions asked by leaders and generates recommended action items based on concerns.

Generative AI Myths & Facts

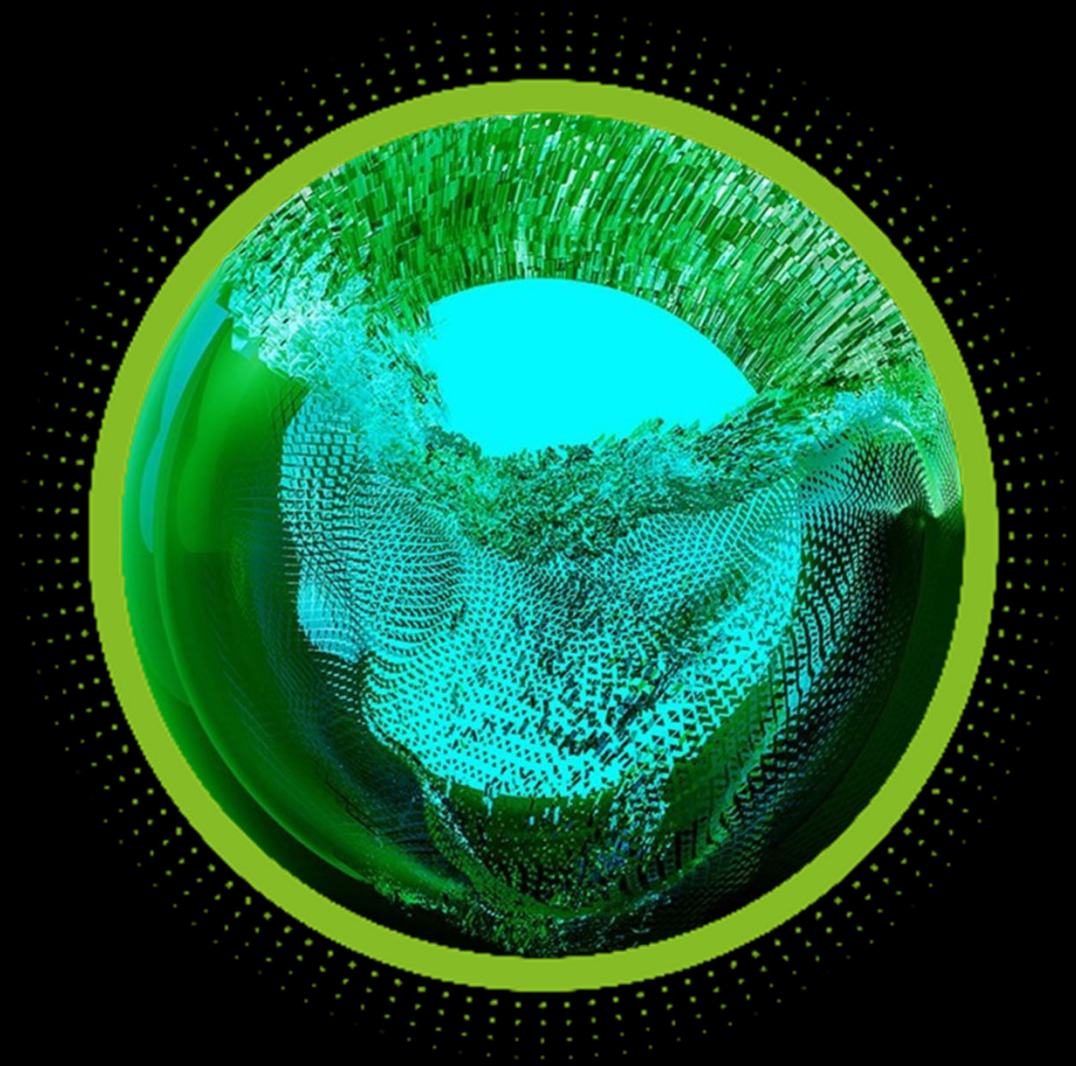| Myth	Facts
✕ Generative AI will make obsolete the need for humans to perform work	✓ Generative AI complements and accelerates the work of humans
✕ Generative AI creates completely novel and original content	✓ Generative AI are trained on existing data and therefore produce content based on patterns learned from that data
✕ Generative AI is always accurate or always produces high-quality content	✓ Generative AI models are only as good as the data that they are trained on
✕ Generative AI models can replicate human thought and emotion	✓ Generative AI can mimic human actions but cannot replicate human emotional intelligence

Global Talent Mobility Use Cases

What are we seeing now?

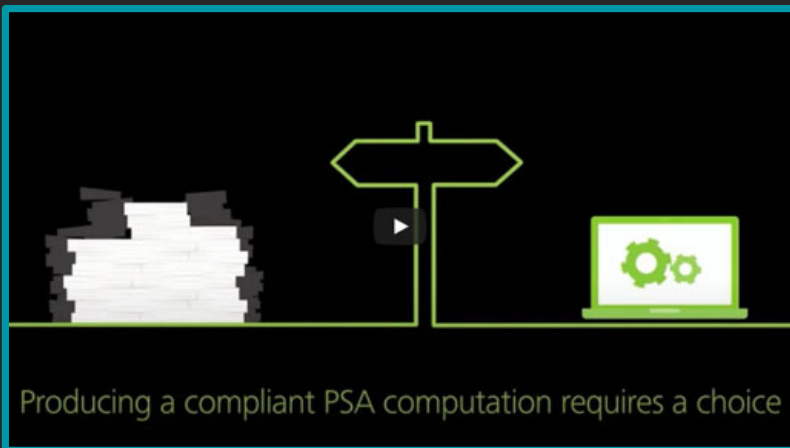# Use Cases for Global Talent Mobility

Many organizations are looking for ways to use AI in the workplace. The following are three examples of AI solutions that have been developed.

Avatar Creation

PSA Wizard

Producing a compliant PSA computation requires a choice

Mobility Forecaster

Gather Data: historical assignment data, business performance and external data are brought together

Develop Model: predictive models are created through ML to estimate cost components

Result: predicted values are fed into tax engines to produce a total assignment cost

Global Talent Mobility Use Cases
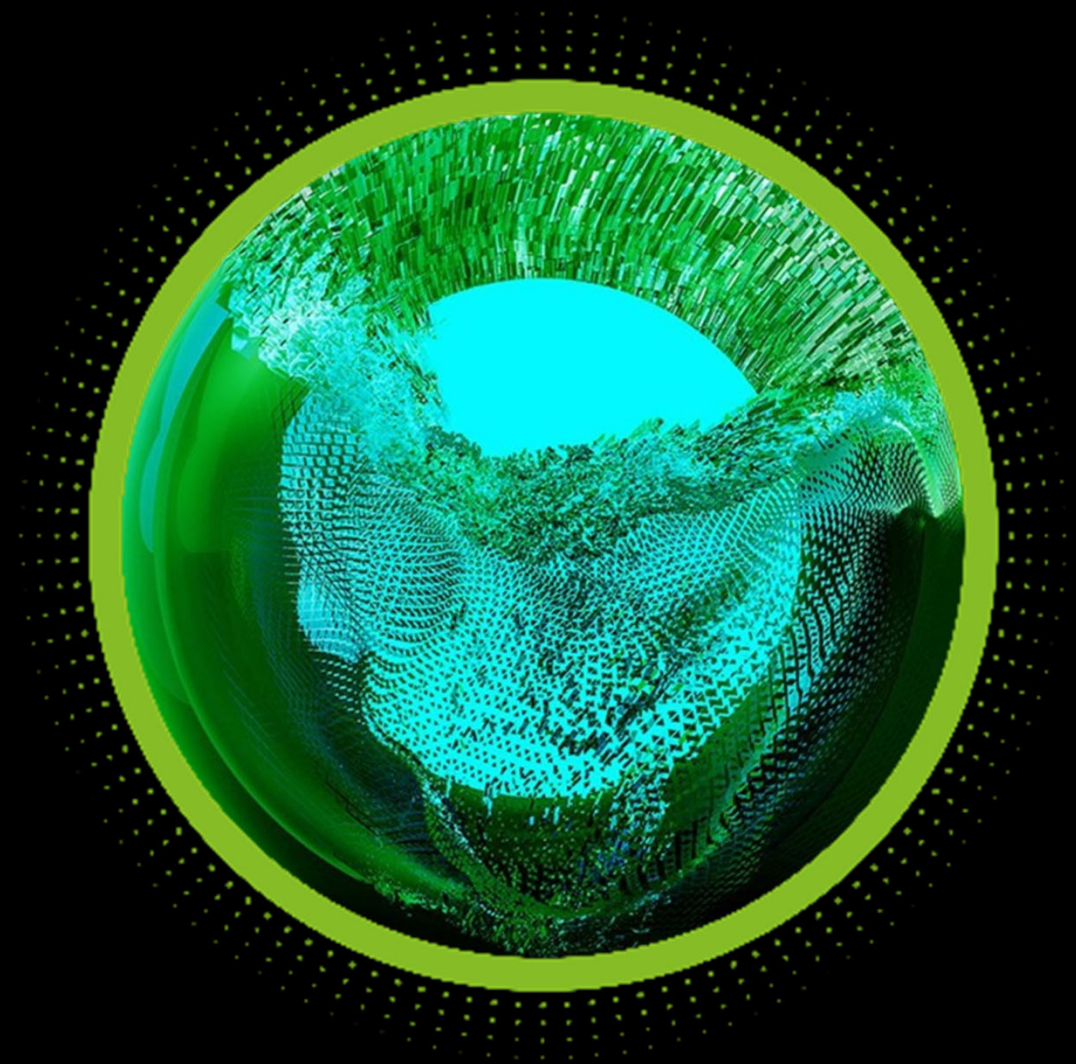
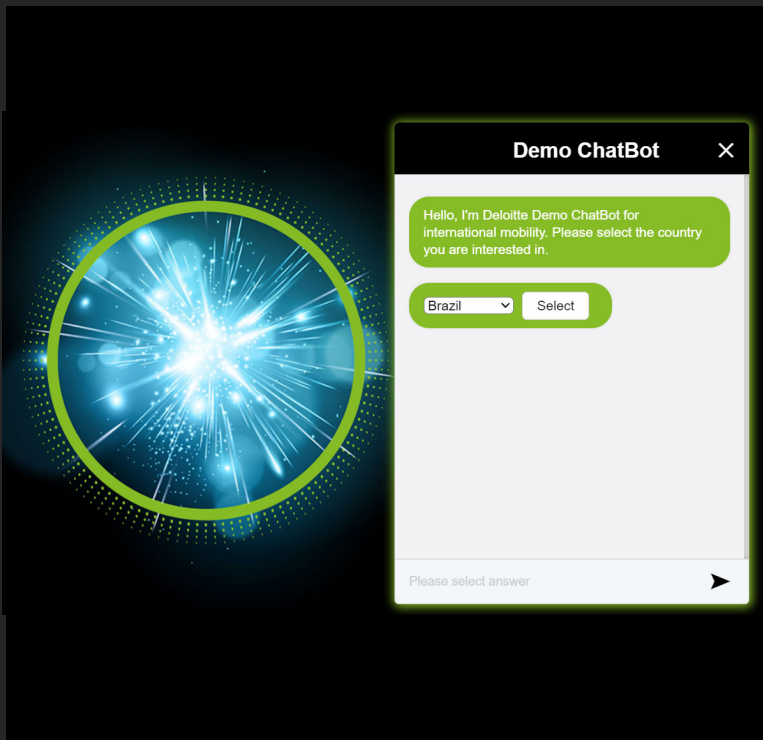Understanding the art of
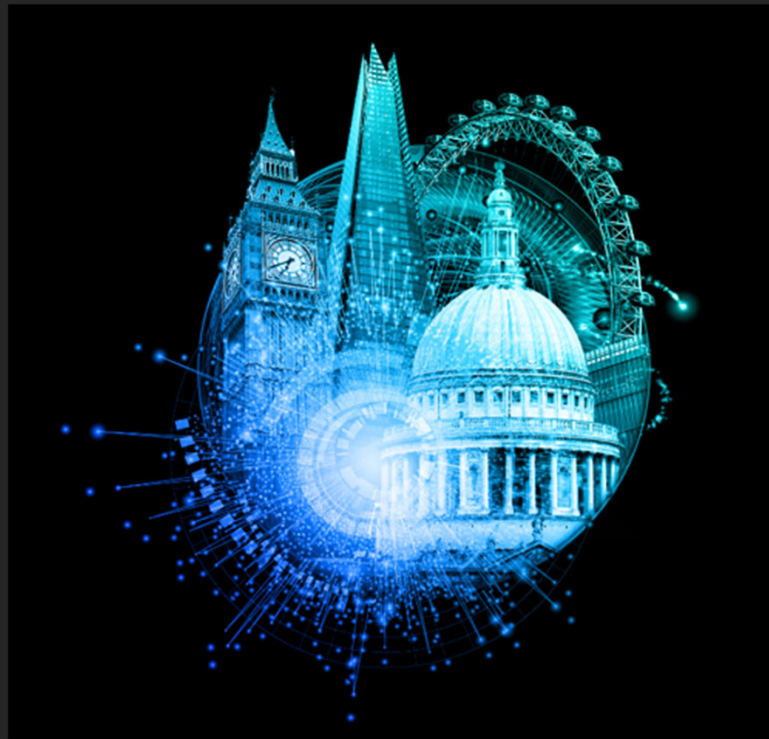the possible

Use Cases for Global Talent Mobility

Many organizations are looking for ways to use Generative AI in the workplace. The following are two examples where Deloitte are in various stages of development for Generatvie AI solutions.

Immigration Chatbot

PairD

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Does your organisation have an equivalent to PairD?
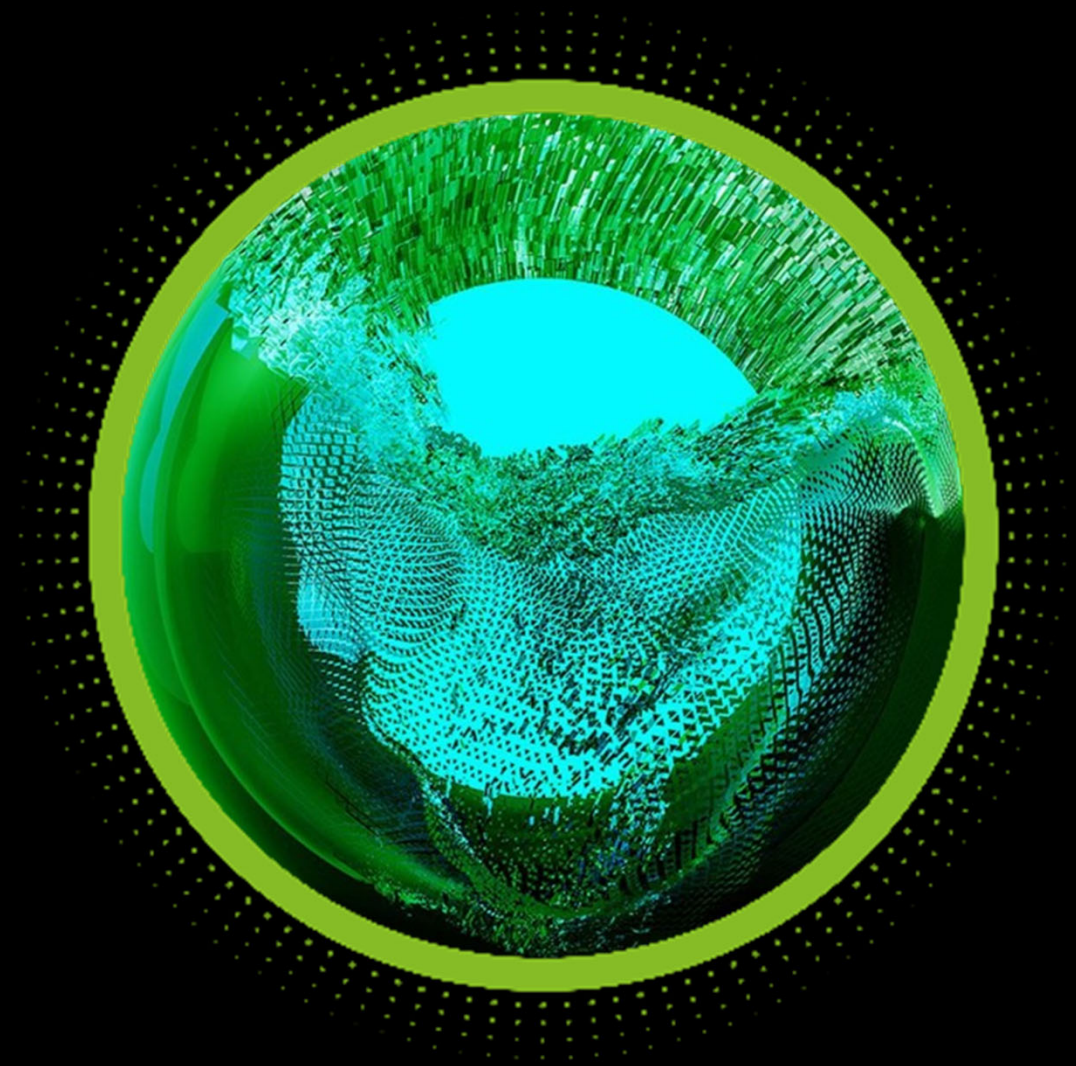
A

Yes

B

No

C

In development

D

Don't know

So What?

How can AI work for you?

Use Cases for Global Talent Mobility

Many organizations are looking for ways to use Generative AI in the workplace. The following represent three major categories of AI solutions that could have immediate impact and opportunity.

Reduce your admin

Providing **administrative support tools** to aid your day-to-day tasks such as **developing first draft documents and data analysis** in Word, Excel, PowerPoint, etc. Opportunities **to increase efficiencies.**

Elevate your role

Leveraging data to have a 'seat at the table' and engage in **conversations around new market entry, alignment to corporate strategy, ROI on assignments,** etc.
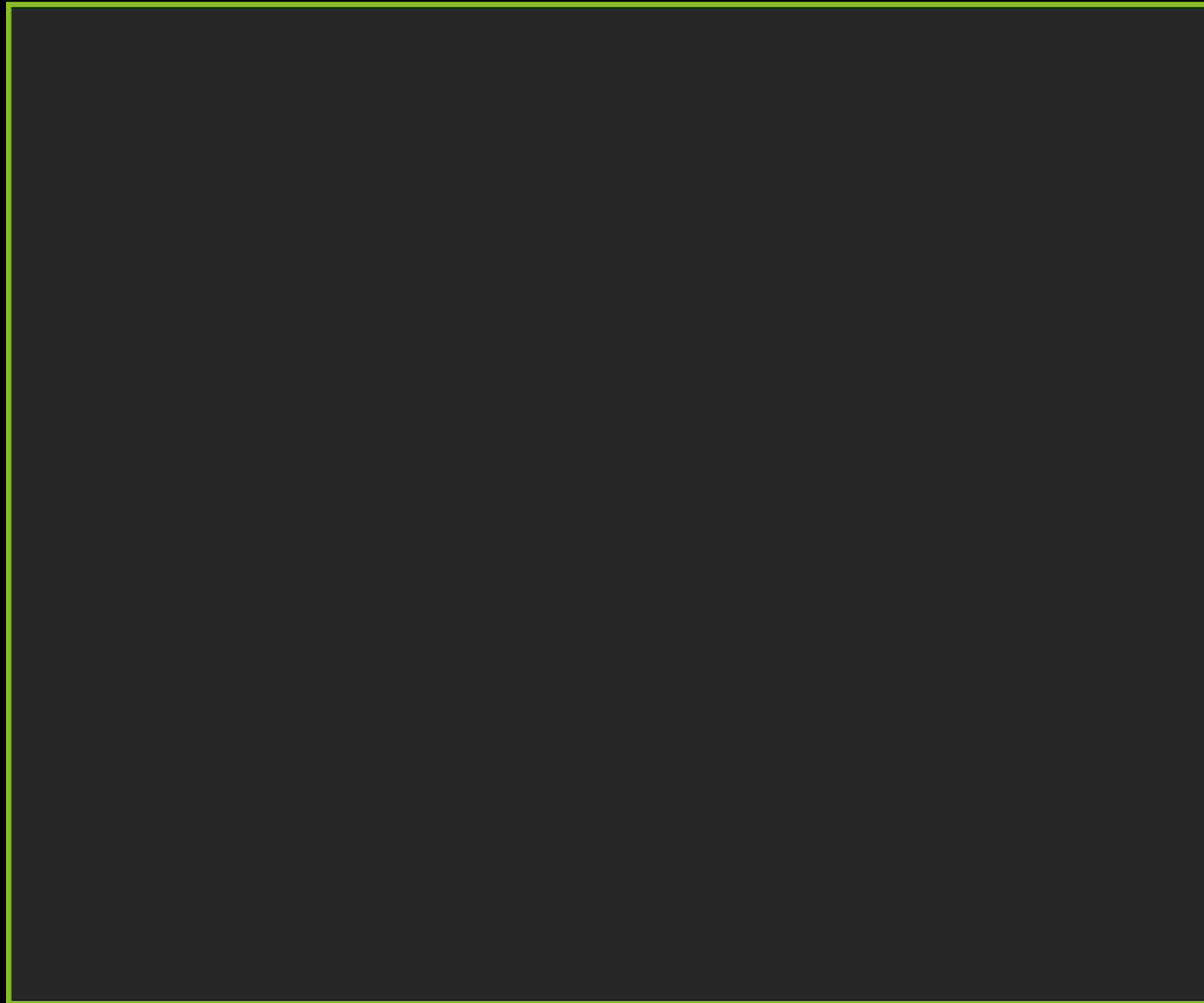
Transform the experience

Using Large Language Models (LLMs) to accelerate the deployment and maintenance of **mobility chatbots and digital assistants** to provide frontline support to employees, recruiters, and business stakeholders.

What uses are there in Mobility Tax?

What are some examples of where we can see AI being used:

How can you get started?

01 **Educate**
Educate yourself in the usage, risks, and capabilities of AI to establish a baseline of knowledge through training. Also monitor over time how the technology advances and the impact on business risks and opportunities, as they emerge.

02 **Connect**
Understand your **organization's AI strategy** and identify **opportunities to integrate and harmonize** your priorities with any existing infrastructure. Find **support and knowledge from both internal partners and third-party organizations** operating in this space.

03 **Research**
Conduct an **internal and external market scan** – what tools or solutions is your company already leveraging? What are third parties or current vendors developing around your needs? Request demos.

04 **Assess**
Make sure your team is prepared for change. Review end-to-end processes, roles, responsibilities, and skillsets to assess if your team is **performing the right jobs** and if there is a **need to upskill or identify new talent** to bridge the gaps.

05 **Value**
Develop a business case demonstrating the value of investing in generative AI through experience enhancements, cost and time savings, and better decision-making capabilities. **Create a roadmap and plan for how you will pilot GenAI** on your team.

06 **Examine**
Review your data – what data do you have available and how can it be leveraged? What insights do you want to be able to identify and what kind of information do you need to collect? What are your privacy and confidentiality considerations around data collection and usage for training for potential solutions?

Deloitte can you help you through **every step** of the process.

THANK YOU!

Deloitte.