

In a world where AI continues to move at an astonishing pace, this year we've focused on augmenting our own business via AI, we're working in partnership with our clients to do the same with them, and we're imagining and building new AI native offerings.

We've launched our first publicly available generative AI offering in our employment tax business. Our Deloitte Contract Intelligence IR35 service lens uses text extraction and interrogates contracts to assess IR35 risk.

In legal, our AI-enabled due diligence proposition accelerates traditional due diligence and augments our broader suite of OneM&A services. The launch of these new offerings illustrates the emerging theme of how tax and legal professionals are able to do their best work using AI whilst keeping the human firmly in the loop.

Internally, we've developed capabilities for our own practitioners, including AI agents that interrogate our knowledge, as well as AI tools to deliver reporting outcomes in areas such as research and development, transfer pricing, due diligence, and many more beyond.

Across both tax and legal, we're advising clients on their own adoption of AI, helping them to imagine how AI can create value, then implementing and integrating AI technologies at scale to deliver meaningful benefits at a time of really significant change.

And last year, we reported on the launch of our Paired tool. Our use and adoption of Paired continues and our Deloitte AI Institute has rolled out a major program of new functionality with significantly more workflows and a catalogue of pre-written prompts in our prompt library.

But let's focus back on us humans for a second. AI needs to be paired with people to really make an impact that matters. And we recognise the critical importance of AI fluency for our people. So, in line with our commitment to integrate AI fluency to our development pathways, we've rolled out tax and legal aligned AI training for our entire workforce.

We've deeply embedded the Syncygia platform to do this, using custom AI avatars to deliver really personalised training. We've also begun a formal secondment programme. This gives our people the really exciting opportunity to work in our data and AI team, deeply immersing themselves in the technical aspects of AI.

of data and AI. Then, bringing all of this knowledge back into the business, where they combine it with their commercial and tax or legal domain expertise to drive new and exciting developments both for us and for our clients.

We're also pleased to report that 39 of our people have now completed or are progressing through the CIOT Diploma in Tax Technology. So, what's next? Well, as we look forward to next year, our focus will remain on safely scaling these capabilities across our capabilities across our business.

Focusing deeply on outcomes, not processes, and offering the very best opportunities to leverage AI, enabling our people to be the leading lights in what AI means for the tax and legal industries. We'll continue to partner with our clients, assessing and responding to their changing needs as they adopt AI technologies into their existing ecosystems.

We'll remain close with HMRC discussing guiding principles for the use of AI in tax software with them. And finally, an exciting focus over the coming year is on agentic frameworks. These AI systems are designed to act autonomously.

They understand context. They adapt to changing environments and they can make decisions and execute tasks. We're embedding these capabilities into our teams and offerings to support smarter, more responsive solutions.

As part of our existing strategic partnership with Alphabet Google, we're excited to launch a programme of agentic experimentation. building agents and connectors in Google's agent space. So, watch this space and I look forward to reporting back next year.