Pioneers and Pathfinders: Gus Neate

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Steve Poor
Hi. This is Steve Poor, and you're listening to Pioneers and Pathfinders.

Our guest this week is Gus Neate. Gus is the CEO and co-founder of WilsonAI. WilsonAI, in turn, is a startup using AI to streamline legal operations for businesses. Gus is an Oxford graduate who began his career as an engineer before pivoting to law, working as a private equity lawyer at Clifford Chance. His diverse background also includes co-founding a tutoring company and working in product management at a legal tech startup. As an in-house lawyer, Gus witnessed firsthand the inefficiencies caused by repetitive legal tasks—an experience that continues to inspire his innovative work at WilsonAI.

Today, Gus shares how his engineering background shaped his approach to legal problem-solving, the journey of building WilsonAI, and his vision for how AI can empower legal teams. He also offers valuable advice for those entering the legal tech space. Let's listen in.

Gus, how are you? Thanks for joining me today on the podcast. I really appreciate you making the time.

Gus Neate
Awesome. Thanks, Steven. Great to be on with you. Delighted to be here.

Steve Poor
I know we're catching at the end of your work day in London. I hope it's a good start to the week.

Gus Neate
Yeah, absolutely. It's been a great start, and really delighted to be on speak to you. Thanks for making the time.

Steve Poor
Thanks. So let's, let's start with, you're the co founder and CEO of WilsonAI. I want to talk about your journey as to how you got there. But first, let's start with just talking a little bit about what is WilsonAI.

Gus Neate
Yeah, absolutely happy to jump in. So what we do is we automate legal work for mostly in house legal teams, but increasingly, we're also seeing demand from law firms. The three big things we do are redlining of contracts. So Wilson will go and fully mark a document up for you. We're seeing some exceptional feedback on that. Also, term extraction from historic documents. So obviously, keeping track, understanding what you've agreed to previously, deviations. Wilson's very strong and combining that with new drafting. And the last area is kind of legal, Q and A and research, those are the three big things people are using Wilson for, and you've just had a launch. That's right, yeah, so we actually did a Public Self Serve launch earlier this month, which we've had a really strong reception for. So tons of people have onboarded. One thing we're really excited about is we were getting really strong feedback

with our early customers that we were building with, and then we made it so that you can actually hit the website, try out Wilson right now. We saw really strong feedback and adoption there, which is super exciting. So we've been really busy onboarding more teams and also working with them based on their feedback as well.

Steve Poor
That's great. And we'll put a link in the show notes for those of you listening that want to click over into Wilson AI's website. We'll come back to Wilson AI, but let's talk a little bit about your professional journey that leads you to this moment in time. You've got a Master's of Engineering from Oxford. You then went into law. Tell us a little bit about that journey. What were the twists and turns that got you to combine those two disciplines?

Gus Neate
Yeah, that's a good point. It's unusual to do that change. I know a few people have, but it's mostly people are going from kind of, you know, your humanities or your art subjects. For me, I always loved maths and physics and was very technical at university, but I thought law was a really interesting area where there's huge potential to apply the concepts from maths and engineering to allow making things more efficient. I also thought one thing that was very interesting there was that actually a lot of the techniques and the precision of engineering and law are very similar. So when someone's coding, if you miss a comma or a semicolon, the script will no longer compile. And the same applies in contracts. You know, one tiny tweak can completely change the meaning of a contract. So I was interested in the level of depth of both disciplines, and that was something that I found really fascinating. Funnily enough, the way I actually got into it originally, as I entered an essay competition run by Clifford chance, which is one of the largest law firms in Europe. It was on ethical business regulation, so I wrote about that, and then was invited in, and that was how I kind of got into the legal industry originally.

Steve Poor
That's fascinating. You talk about being focused on legacy industries that have been resistant to change. That's an unusual description of someone's aptitude. What sort of brought you to that realization? Why that interest?

Gus Neate
Yeah, it's a really good point. So I think the, I guess, the resistance to change, I think, is interesting is, I think lawyers, for a long time, didn't have good tools built for them, so they were just hard to use. So having used quite a lot of legal tech myself, I think historically, there's always been a promise that legal and AI, it was going to be able to huge things, and people try and use a tool, and they couldn't work out how to do it. It wasn't satisfying. It wasn't helpful. I think that's interesting, because it's unlike in software, you're seeing software engineers are saying, AI is making my job 10 times 100 times quicker as I say, I'm still finding it hard. I think it's because not enough people with both legal backgrounds and engineering backgrounds go and build tools really specifically for lawyers to meet their pain points. But I think that's what made it particularly exciting for me, is that you can see people who could have amazing tools, but currently don't have them. And I think that's gradually changing. You're starting to see lawyers for I probably think that maybe the first time say this tech is actually really, really good, and

it's making my life so much easier. I'm really glad I have it. I'm not sure I've ever heard most lawyers have that experience previously.

Steve Poor
Oh, I think that's right. I think that we've seen a couple of sea changes over the last half decade or so, first with the pandemic, when people are moving to a virtual environment, and then with generative AI coming out and hitting it in the way you're talking about, I think we've seen more receptivity to the tech as you're saying. And I take it you've seen the same with Wilson AI.

Gus Neate
Absolutely, I think you're right to think of it that way, as we've seen a lot of people's journey has been that they're starting to dip their toe into technology. Obviously, the pandemic was a huge shift, and then, having gone through those sorts of shifts, people now who start dipping their toe into using generative AI or using AI solution to do more, they're also finding that actually, it really is a little different this time. And you can get a lot further than you would with previous tools, and you don't necessarily need a huge amount of time to get up to speed on how to use them. They can be really intuitive. That's one of the things we focus on so much. We don't want to have for lawyers to feel like they have to be trained. We want it to be so easy and intuitive that you just land on it. Okay, that is really good, and I understand it straight away.

Steve Poor
You spent a couple of years at Clifford chance in their private equity group. Tell me what you learned from that experience that you're now applying at Wilson.

Gus Neate
I mean, I think the well, I cut to the two biggest things, I think I learned a couple chance. The number one was like relentless client focus, which I which I loved. So it was all about getting really close to the business objectives of the client and helping them to achieve those I think that's the it's a level of kind of customer, I would call it now customer success, or customer service, that I think is being obsessive about ensuring your clients achieve their outcomes and doing really exceptional work. I really love that, and seeing people who are really good at that, I thought was awesome. And the other big thing I learned was pretty much that really, I think, in fields like law, where it's very trust based, is it really all about the people? And I've seen that working starting my own company, it's the same thing. High quality people are really hard to find and extremely important. And having a fantastic team, that's how people achieve really great things. And so I think I definitely saw that in the high performance environments of law firms, and I think we're trying to replicate that at Wilson, to have a really high quality of people. So we care a lot about that.

Steve Poor
What caused you to make the leap into entrepreneurship? I know Wilson AI is not the first startup you've created. Where does that entrepreneurial street come from?

Gus Neate

I think I've always been super interested in getting as close as possible to helping people solve their problems. And so I went on to convent from Clifford Chance and worked in house. And I one thing I saw there was that sometimes the tooling in house that was available at that time wasn't as good as what you would have in the law firms. So I was interested potentially build tools for those teams. And I also thought that it's very interesting that the incentives are exactly right in the in house legal team. Often they're hugely swamped by tons of different things going through. And it makes a ton of sense for the business to move faster by automating what you can. You allow the lawyers to focus on the high value strategic work, but actually, ultimately, the business is what gets the best outcomes. Because if you're signing contracts more quickly, fundamentally, you're booking revenue faster, or you're doing you're closing your transactions more quickly, which is what I tend to see teams really care about.

Steve Poor
Yeah, but there's a leap between, I see a problem and hey, I think I'll go found the company to fix it.

Gus Neate
I think you're absolutely right. I think having experienced the problems and then seeing what was different, I mean, obviously with the release of ChatGPT, there was a clear step change in what was possible. Since then, the trajectory things are moving extremely quickly. So it's becoming more and more possible to create exceptional experiences, I think, for lawyers. So it now is, I would say, a very unusually good time to be able to help teams with these problems. It's completely different what you can do now versus two to three years ago.

Steve Poor
You founded a tutoring business before moving into law. What did you learn from that for a couple of years? What did you learn from that experience that's informed your work at Wilson?

Gus Neate
Yeah, I think that was a really good point, actually. So I love doing the tutoring business, very different business marketplace and all about really connecting the best tutors with the best clients. I think the two things I learned was really enjoyed working with my co founder mike on that business, and I love working with my co founder Alex now. And it was clear to me that the person you're working with is extremely important in starting a company. The other piece I found there was it was really our early customers, both in the tutoring business and in the legal tech business that have enabled us by working very closely with them, we found that the following customers were all by providing a good service to them. So really, the earliest customers making sure they have a great experience for us, I've always seen is what then leads to more customer referrals, more support in making sure that what you're delivering is exactly what people want. So I think certainly a ton of learning is around staying close to your customers as the kind of key thing to delivering a good service and defining more customers.

Steve Poor
As you look back on it, is there anything you would have done differently in that first experience. We all learn from...

Gus Neate

Yeah, it's a funny one. Actually, you're completely right. So interestingly, that is a big area that one of the big things I would change is that I would have made it more tech enabled. So we actually did most of the business there. We would manually match tutors into the right people. We didn't really have any software. It wasn't possible say to we would manually recruit from Oxford and Cambridge. We'd recruit top students, and then we'd go and find we went out and traveled around the world meeting people who wanted tuition to access top institutions. But we didn't do any of that in a kind of an automated fashion, and we didn't use a huge amount of technology. Huge amount of technology actually, in that business. If I was doing it again, I think there's a ton of opportunity there to maybe identify and match, for example, tutors to students based on kind of you could run through both of their backgrounds, understand where they have shared commonalities. That wasn't really practical at that point with technology, but I think there's a ton of options now. With Wilson, a lot of what we are doing is implementing some of that on the technology side, so tech really drives everything we're doing, which I think will lead to higher quality outcomes for our customers.

Steve Poor
And you focused on in house teams, largely because of the incentives you were talking about earlier.

Gus Neate
That's exactly right. It's interesting. That was where we started, and we were working with teams really closely to build, based on their feedback. Increasingly, we've actually also seen law firms reaching out wanting to use Wilson. One thing I did find very interesting is I spoke with a law firm the other day, and they said, Well, interestingly, if I can turn this around in three days, but all my competitors take 10 days to turn it around, all the business will then flow to me. So we started to see, actually, some really strong incentives for law firms to really just speed up their turnaround times, which is obviously a very different incentive to what's operating in house. But I thought that was really interesting, but we felt in house was a great place to start. Perfect incentives, really interesting, and a great scale of team for us to really hone the product working extremely closely with those businesses.

Steve Poor
I know you've raised some funding to help you get started. What kind of market is there out there for funding of startups, and what are they looking for? What kind of questions are you getting?

Gus Neate
Yeah, that's a great question. So I think the market at the moment for AI funding is, I would say it's strong, it's a good, it's a good. You're in a good position if you're running an attractive AI company, because there is a huge amount of potential in the world right now to change the way people work using AI. And venture capitalists are very aware of that and aware that the wins will be enormous. I think what we saw, that they were looking for, which I think is very important, is a scale of ambition that is very unusual and very large. I think that's it very important. So I guess the power law in venture capital means that for most funds, their single most successful investment is more important than all of the other investments they make. Investments they make put together. So what does that really mean in terms of what they're looking for? They need you either to be absolutely enormous or for it not to work, but the in between isn't as important. So it's important to have a really big vision. And we think that the way we see the legal industry operating in five to 10 years is likely to be very different:

obviously, a lot more augmentation, with AI, a lot faster services, and the overall pie becoming a lot larger, is how I see that panning out.

Steve Poor

I think that's right. Talk to me a little bit about your design phase. You touched a little bit on it by referencing to working with teams as to their input. Between the founding of the company and the launch, how did you go about designing the product. What kind of user input did you get? What kind of teams did you connect with?

Gus Neate

Yeah, so we connected with a range of teams, but often they were fast scaling companies that then had large quantities of legal work coming through, but constrained size and the number of lawyers they had. What that then meant is they're turning to tools to say, okay, what can we safely automate and what can we then allow our lawyers to focus on? That's very strategic. We worked extremely closely with those teams, so we'd obviously, we'd go to their offices to onboard them and meet them in person. Then every week, we'd be talking about where they're using it, where they're finding it most helpful. And our product roadmap was really driven entirely, and still is driven entirely by conversations we have with customers all the time. So I spend a huge amount of my time on calls with customers to understand issues and where they want to see Wilson move next. What you know, what for them makes the biggest difference for the AI to be able to do. And then we build that. I work very closely with our engineering team to make sure we're building what people really find the most helpful.

Steve Poor

You're not the only legal tech startup. You're not the only one to automate workflows. What makes you different? What's your what's your differentiation in the market?

Gus Neate

Yeah, you're absolutely true. There's, there's a lot of noise out there in the legal AI space at the moment. What we've found ... we found probably two things. I would say, that we're getting exceptional feedback on that, I think a little different in the market. The first one is, we have a native word editor in the browser, so that what that means is, when you come in and you talk to a document, Wilson can go and redline in that word browser, and that's an extremely quick way and easy way to go and redline and make drafts or make red lines of contracts. We're seeing very good feedback on the quality of that in terms of, say, formatting, ease of working with Word documents, and ability to have ... It feels a lot like, often it feels a lot like people are using chat GPT, but it's actually working across the legal contract. In Word, we're seeing very good feedback on that. And similarly so that redlining process is the number one thing. And the second thing I would mention is it's really around the UX. So a lot of what we do at Wilson comes out of the box with certain playbooks. So that means the setup is incredibly easy. It comes out of the box with prompts that we see lawyers finding extremely helpful. And we've had lawyers test those to find so that out of the box you're seeing, okay, this is the best prompt to review a third party contract versus your template and understand all of the differences and how you should go back. What that means is you get up to speed and your time to value is a lot quicker. So we're seeing people just hit Wilson and find it very easy to get good value out of it really quickly.

Steve Poor
There are twin pressures that that raises. One is quickly, let's use AI and move fast. But then there's also a do it right? How do you deal with those pressures, both in the sales environment as well as a practical matter for the technology?

Gus Neate
Yeah, it's a great point. So I think it's important to be clear about where the limitations lie. So one thing we've spent a lot of time working on is citations. So what Wilson does is it cites specific sections in Word documents or specific boxes and PDFs as to where it found things. We recommend people during their review go through and click on each of those to double check it, so we don't view Wilson's entire replacement for what lawyers are doing. It's an augmentation process. So you can have the AI like like that you mentioned, I think that we sometimes call it like an AI paralegal. That's because it's like having a junior member of your team run through a document, for example, and then allow you to go through double check each item that they've done. But we do recommend doing that checking, and we make that as easy as possible.

Steve Poor
Adoption is always a challenge with technology, and I think that a lot of legal tech startups sort of ignore the or don't understand the change management associated with because this technology is actually easy to use, but there is a change to people's behavior necessary to actually adopt to it. I noticed that you seem to between the word integration, between Slack integration. It seems like you're trying to embed Wilson into the normal workflow of an attorney. Have I got that right? And how are you dealing with the adoption problem?

Gus Neate
Well, a few things. I mean, I think the number one thing like you mentioned, is make it easy to use out of the box. But we do, we do go to where people work. So we know that lawyers usually are using, they're using Word files, they're using emails, they're using PDFs, and we make it really easy to run comparisons, have red lines, do all of the things that lawyers are completely used to, and make that seamless. But we also do do for larger enterprise customers, we run training sessions. We've also run online webinars and training for example, how do you get the best prompts? How do you check and ensure AI outputs are reliable for things like research as well? And we work with teams, so we often help with one thing we've seen that's really cool is the top users often then share their prompts around a company and so that others can benefit from it. That's one of the things I've really enjoyed doing is you do training someone finds they can do something pretty exceptional with the tool, and then the next training session, you jump on that person shares their prompt with everyone else, who then can benefit from that person having kind of really upskilled themselves. I think that that's a cool example.

Steve Poor
Are there metrics associated with Wilson? How do your customers, How do your clients measure success?

Gus Neate

Yeah, so there's two things. I mean, often it's around the amount of time saved in terms of reviewing contracts. We tend to see that six between 60 to 80% depending on the contract type, and then based off of that, the key metrics you can look at usually are obviously SLAs within teams, so the time to turn around contracts reduces. That then often means you're either booking revenue more quickly or onboarding your suppliers more quickly, for example, or closing deals more quickly. That's a key area. The other areas we often see is in these fast scaling teams. We will often see companies thinking, okay, so if I can use AI for these areas, can I scale my company headcount without necessarily having to scale legal headcount at the same rate? Because the lawyers are able to just focus on high value items. I've got a large amount being automated. They're getting through more and more of the MSAs that we've got coming through, I don't necessarily need additional hires, because actually, the AI is able to allow those people do 10 times more work themselves.

Steve Poor
Is that an example of a success story? I'd be interested in, without getting into any proprietary client information...

Gus Neate
Yeah.

Steve Poor
Give us an example of some of the early successes that Wilson has had.

Gus Neate
Yeah, absolutely. So some of the early examples of success we've seen is that teams no longer have as many things coming through. The legal team at all, so it's self served into, say, the sales team, who are using Wilson to redline contracts. And then it's only when there's, like, a red flag item that Wilson's picking up that that goes to the lawyers. What that then means is that they're getting through their contracts a ton more quickly. Sometimes it depends on some of the measures we've seen. It's 40 to 60% increase in turnaround times so teams are getting through that's often what you're really talking there is say where it was taking three weeks to get your sales contract done. You're often seeing that's being reduced down to less than a week to have that turned around and get them all the way through to signed. So that's one of the examples we're seeing often. That's in scaling businesses.

Steve Poor
Talk a little bit about the sales process. Is this your first experience selling a product into legal space?

Gus Neate
Yeah, it is the first time selling into legal space. And I think we've seen some, yeah, we had some interesting learnings experiences there.

Steve Poor
Oh, that's what I was going to ask you. You know, having lived my life in the legal industry, I'm always amazed by the challenges of selling products into the market. What's been your biggest surprise?

Gus Neate

Yeah, I think one of the big Well, actually, it's interesting. Interestingly, one of the biggest surprises we've seen is that it's about kind of generating, I think, alignment across the business on what the key outcomes people are looking for and where, and making sure that everyone's brought along on that journey. So we've often seen, sometimes you can get in touch with the legal team, but you need to make sure that all the stakeholders are on board. So we tend to talk with the GC, CEO, and CFO. We often see and then also all the members of the legal team that are using the software, sometimes members of the sales team. But I think everyone's often aware, in their own way, of the potential that AI can do on the legal side. But different people have very different perspectives, and we like to try and bring each of those people on the journey. So you might say the CFO is super excited to be able to identify pricing provisions in the contract. The sales team is super, super excited to be able to turn around red lines much more quickly, or no longer need to go to legal for NDAs. But the legal team are actually excited, because they're going to get more consistency in their contracts and reduce the risk. But all of those are slightly different reasons why people are interested in using the tool, and so we try and help to, like, amalgamate that into something that's easy to digest for the organization. It's a complicated process, though, isn't it? It is a complicated process. I mean, I think one thing that's exciting to see is that I think attitudes are increasingly very positive. People are sort of increasingly being wowed by what they can do. So it's nice to see that a lot of people, there's a big belief, I think, at the moment, that it is possible to have better outcomes through using these tools. So that's been really nice, and we've seen some amazing customers help lead along that that journey as well.

Steve Poor

There are lots of challenges that face legal tech startups, the tech itself, the regulatory environment, sales, as we're talking about finding talent, building trust in the product. Talk to us a little bit about what's been your biggest challenge, and how have you overcome it?

Gus Neate

Yeah, I think, I mean, I would say in the early days, the biggest thing that we've been working on is making sure the tech works really, really well, and we continue to be focused on that. So it's about making sure that the reviews are really fast and really accurate and they stand up to lawyer review. So a lot of what we're doing is making sure that Wilson's outputs are trustworthy, high quality, and when lawyers look at them, they agree with the outputs. Increasingly, we're even starting to be able to now feed that through. So you can see, for a specific organization, if a lawyer gives a piece of feedback that that's not how they would review a contract the next time, Wilson wouldn't make that mistake. But that on the tech side, it's actually really hard to do. You may see a bit of talk at the moment about, you know, AI is making it much, much easier to build software that that's true, but it's making it a lot easier to build more basic apps or landing pages, but actually to build really high quality, trustworthy software for lawyers that they can rely on, we found that that's actually remains hard, and we spend a ton of time focusing on it. So David product, and focusing on making the best product out there, that's the main thing we're focusing on.

Steve Poor

In terms of people, how have you found the market for talent you talked about? It's not that easy to build this technology. Yeah, it's not that easy to find really qualified people, either. How have you differentiated yourself in the marketplace in that respect?

Gus Neate
Absolutely. I mean, I couldn't agree more that it's extremely hard to find top talent. There's massive demand for people with the skills that we're looking for. The way we've always found that is usually we've been able to, we advertise roles, and we've had some fantastic applicants coming through there. But we also but we also go through networks that we know really strongly. Sometimes you'll see coming out of university programs, there are exceptional, exceptional people that we can directly reach out to. We're lucky that my co founder, Alex, worked in various hedge funds, including de Shaw. I was at Clifford Chance. So we have, we're lucky to have good networks in the legal and engineering space that mean that we can also sometimes ask people, we've got advisors, we can say, What do you think of this particular candidate, and we can get a sense of who's really strong in the field. It helps having both been in those fields for a little bit of time as well.

Steve Poor
So we've talked a little bit about this, but let's be a little more specific, for a team that's adopting Wilson AI, once it's fully integrated, how does the lawyer's role change? What does the day after look like for the team?

Gus Neate
So the way the massive change, I would say, is that lawyers find themselves spending more time on strategic decision making and less time on the more menial like redlining or identification of risks or identification of key points. So if someone was maintaining a tracker of all the key terms across your sign contract, then that tracker will be automatically maintained. You might then draw the insight and suggest that you're going to make an amendment to how you review contracts, because you can see you always have a deviation on a particular point. When it comes to new contracts coming in. Instead of identifying where a counterparty has made changes you need to review or how to go back, you're jumping straight into, oh, I can see all of the areas they've made changes. I have risk levels for what for those edits, and then I also have proposed red lines to go back. Do I agree or not? So you become much more of a reviewer and less of a doer. So like we're seeing seniority of people in terms of the quality of work they're doing accelerating. That's what we tend to see.

Steve Poor
And you talked about, you touched on this a little bit earlier in the conversation about where you see the role of the in house lawyer going. And you talked about that in the context of, that's one things investors are looking for, that ambition. Talk to us a little bit how you see the impact of technology on the practicing lawyers.

Gus Neate
Yeah, I think so there's, there are two things I think there. I think of it as augmentation. So I think it's interesting that you'll be able to see lawyers do 10 to 100 times more work over the next five years than they can currently do. I think what that will mean is much higher qualities of client outcome, but also

that lawyers are then across more things, so they're more of a managerial role. So being able to edit risk stances and approaches, they're kind of directing teams of AI tools that assist them. I think that will lead to more work potentially being done by a smaller group of people, and then those people might also be on the in house side. I think that's interesting. So you're certainly starting to see in some of the teams we're working with, people will use Wilson to go further than they were able to previously due to resource constraints in house. So you're able to go a bit further on the review of, you know, even like an M&A deal, people can get quite a long way on their initial due diligence internally, and then they will be handing over to external counsel. So that role is changing as well. It's interesting times, isn't it? It's, yeah, it certainly is. I think, I think it's exciting though as well, because there's still a ton of work, and it's interestingly, the type of work that people are doing now, that sort of nuance and taste of lawyers for where the risks are, or whether or not quality of AI outputs is high. I mean, that's something that's been built up, usually over a long period of time, and it's still extremely valuable. So no change there.

Steve Poor
How do you see Wilson evolving to meet this marketplace? I mean, you obviously have ambitions over the next few years. Take me out, five years, three years, two years, two months, whatever the right timeframe is.

Gus Neate
Yeah, of course. I mean, I think the big thing that we're starting to see increasingly, which I think is very exciting, is we're interested in continuing working with lawyers, we see Wilson, the AI, doing a large part of the work, and then handing off to lawyers. I think that's very interesting. We're starting to see that in, say, in in house teams, you might have a first review done, and then will says, Actually, I need a lawyer here. I think there's some extremely interesting potential to be partnering with lawyers or law firms there so that people can use have AI reviews. And then Wilson's able to identify the perfect lawyer who should jump in to give that niche item of tax advice that is required, specifically from a lawyer where the AI has handled the initial case. I think that's very exciting. I think we'll see more and more work in that area.

Steve Poor
So, you've gone from being an engineer to a lawyer now to a startup. What mindset shifts were necessary as you went through those various roles?

Gus Neate
It's interesting. What, actually, I think the biggest shift is probably from engineering into law. That's that was a big, big change. In engineering, it was entirely, entirely maths and physics, effectively, that I was doing. And then it was a real change to get into going through long documents, understanding and learning all the case law going through law school. I think that was a huge shift. But I think what I have always enjoyed about it is there's a real attention to detail that lawyers apply to things, and so do engineers. I really enjoyed that, and then now we bring that through my role now at Wilson is very changing, but it's extremely people focused. So I love the opportunity to talk with our new customers, our existing customers, to talk with new people joining the team, to be able to talk to people like yourself about that today, I think it's super exciting to be able to interact with people. I've been really

enjoying that and starting to sort of shape Wilson through being able to meet more and more people. I think that's been useful.

Steve Poor
So if you were to meet someone, say, five years your junior, 10 years your junior, that's thinking about going into from an engineering to a law degree is looking at following your path. What kind of advice would you give them?

Gus Neate
I think one thing is that my career path, it always, hasn't always been clear how things will link together, but I've often found that they do. So if you have an interest, it's worth pursuing it. So I pursue the interest in law on the basis that I just thought would be an interesting essay competition to go into. Didn't necessarily know that, having gone into that it would lead to knowing the right people to be able to do other things, to be able to then go and start a legal tech company. So often, I found that going deep on your experiences where you're interested, often it will then align, over time, you'll be able to, like link different ideas that other people might not have had. That's something that I found interesting, but it wasn't always clear to your younger self. So if you're really interested in something, it's worth pursuing that, I think, because there's often opportunity at the end of that, especially between things that seem very different.

Steve Poor
You know, it's funny. You say that in retrospect, you look back and you think those things all tied together, that all made sense, even at the time, it was like, Oh, I think I'll join an essay contest.

Gus Neate
Exactly. Yeah. I think it ties together in retrospect, but at the time, you don't necessarily know it's going to tie together so well. So maybe it's all about finding ways to tie things together.

Steve Poor
Well, thank you, Gus. Thank you so much for the time. I really appreciate it. It's been great. We'll watch, I'm sure the continued success of Wilson AI.

Gus Neate
Thank you so much, Steve. I really appreciate it. Thank you for making the time. Really enjoyed getting to talk today.

Steve Poor
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