



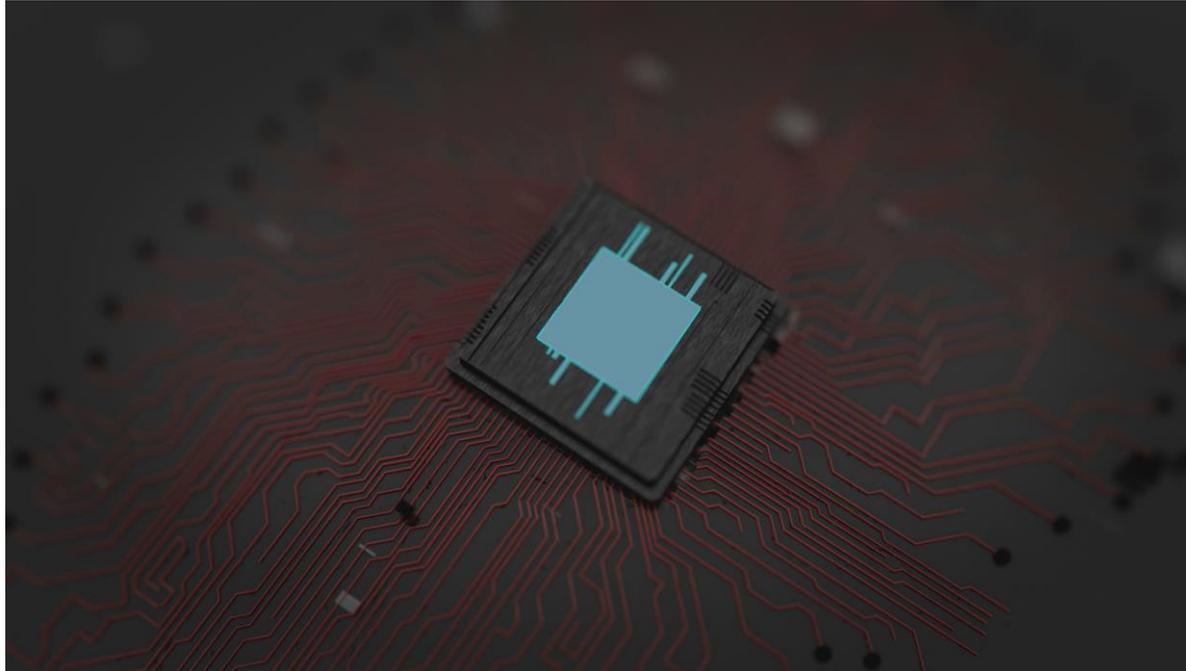
It Ain't what you do...  
(it's the way that you do it)

25<sup>th</sup> February 2026

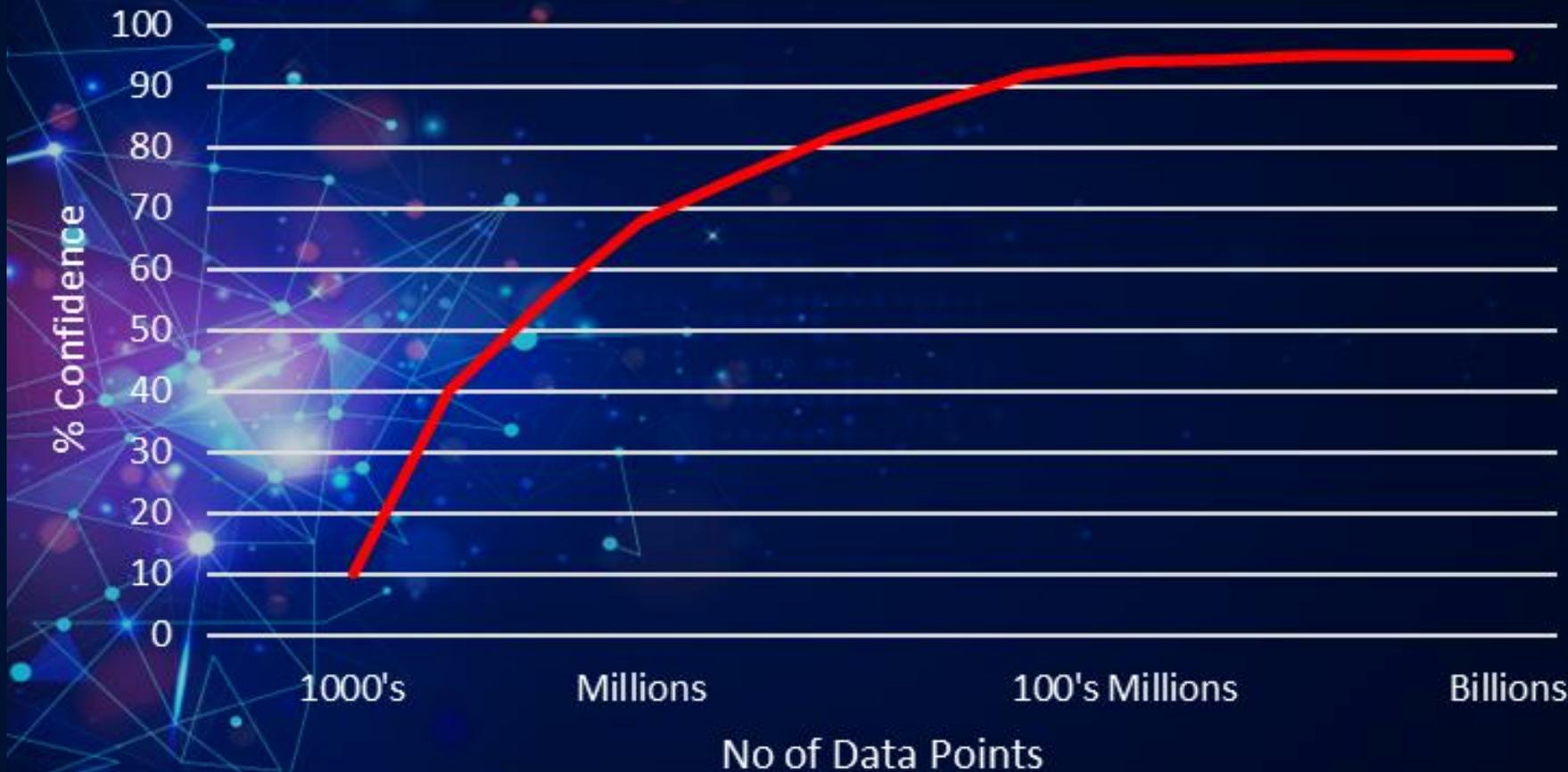
Nick Tudor, CEO

People "have to learn to use these tools for what they're good at, and not blindly trust everything they say"

Sundar Pichai, CEO Alphabet (Google), BBC Interview, Nov 2025



# AI is Always a Bet



We need to consider these 3 questions:

1. What will the system do? ← This is what developers are largely interested in
2. Can we give assurance that it won't do the things we don't want it to do?
3. Can we describe what happens, when [not 'if'] things go wrong?

2 & 3: Hard [even for non-AI systems]  
and what regulators are interested in

Safety Risk with AI  $\leq$  Safety Risk without AI

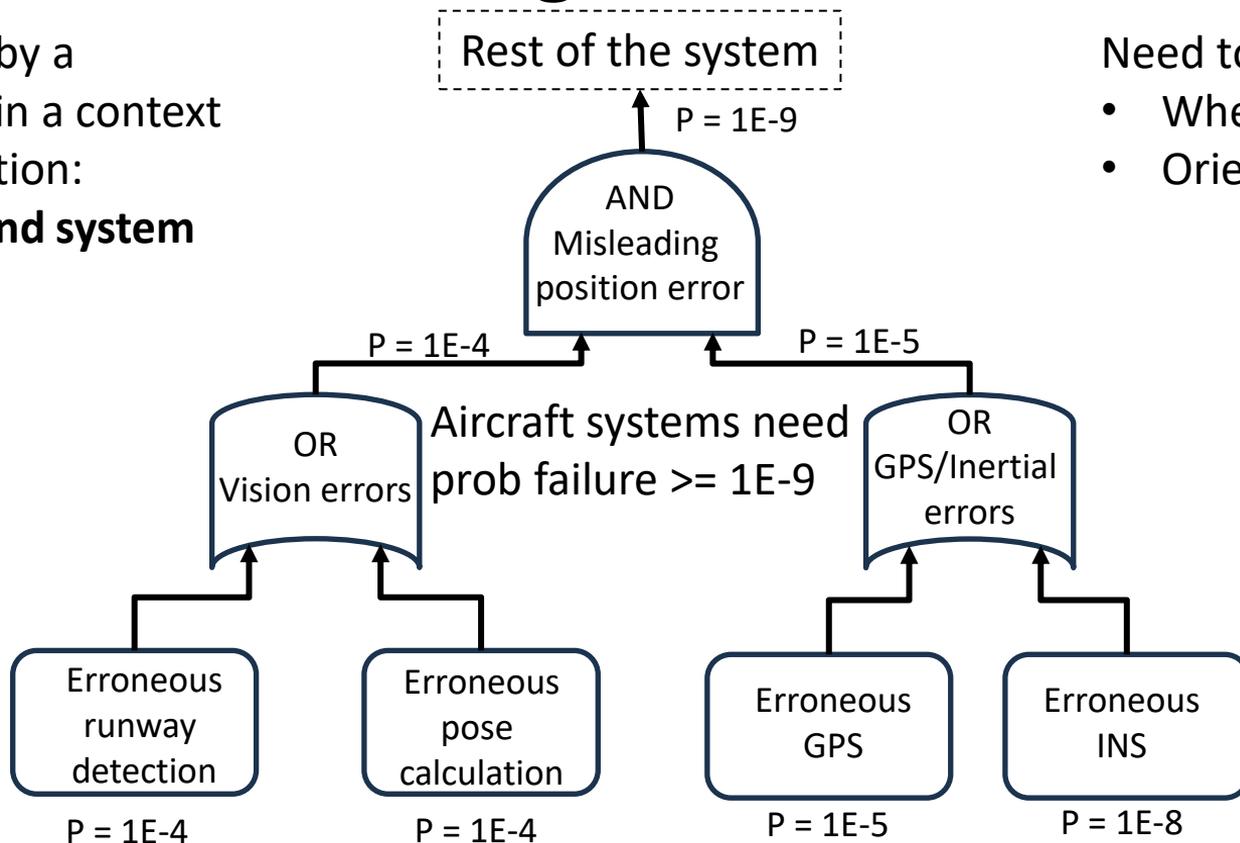
Need a convincing argument...  
...not smoke and mirrors

# Muddled Thinking or Smoke & Mirrors?

Presented by a  
developer in a context  
of certification:  
**An auto-land system**

Need to know:

- Where to land
- Orientation to runway

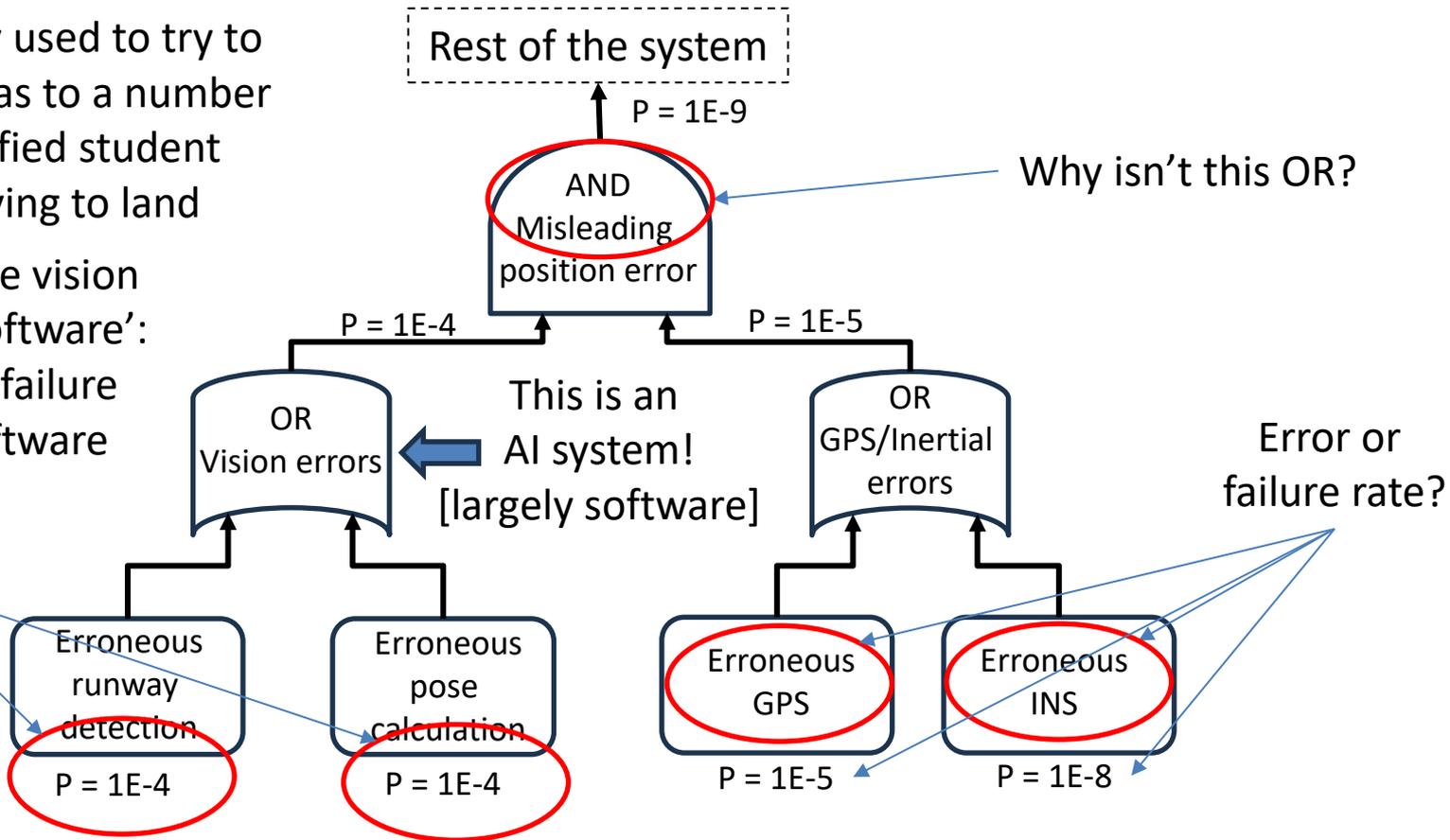


# Issues

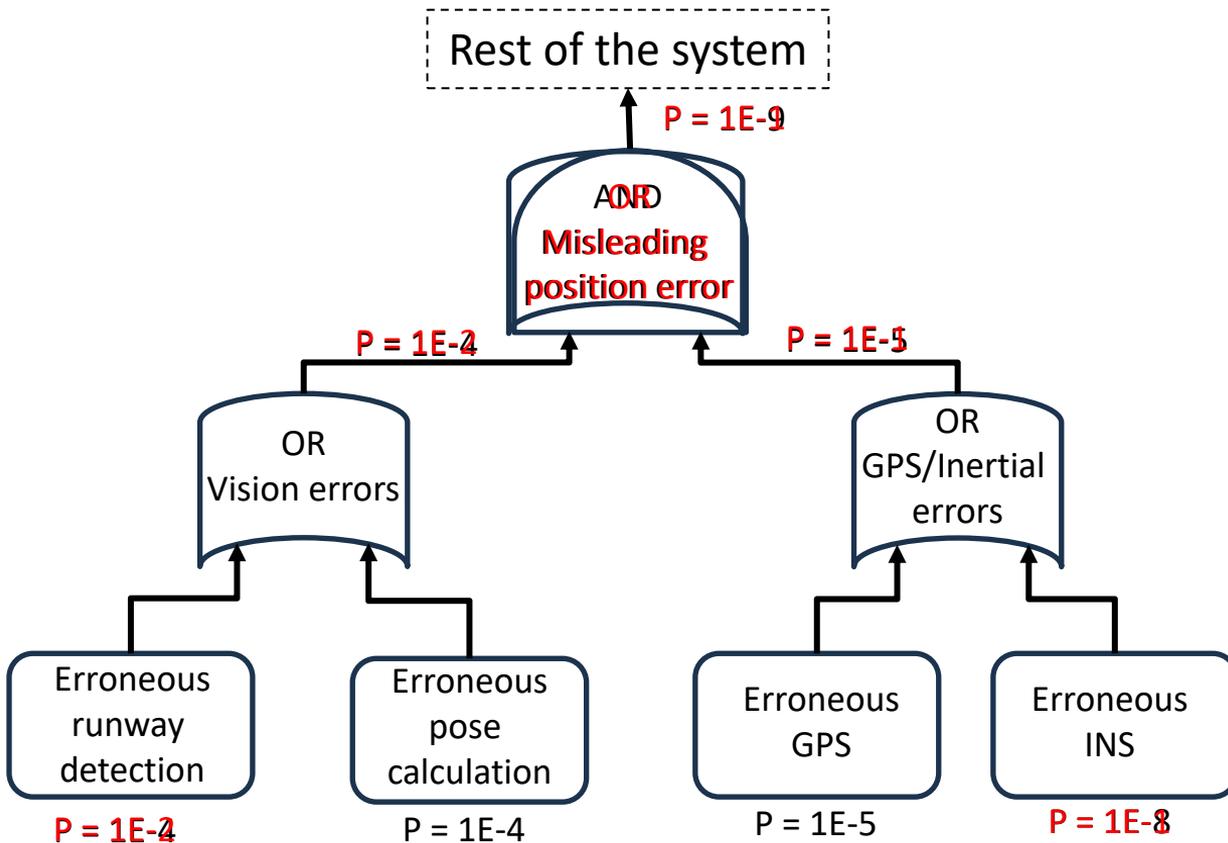
The analogy used to try to justify this was to a number of unqualified student pilots trying to land

Note that the vision system is 'software': there is no failure rate of software

Justification?



# Alternative view – ‘Erroneous’





Need to apply  
'systems thinking'

No single point  
of failure

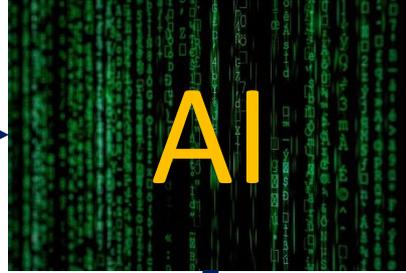
We need  
to add  
an  
independent  
monitor



i.e. “not blindly trust everything they say”



The environment

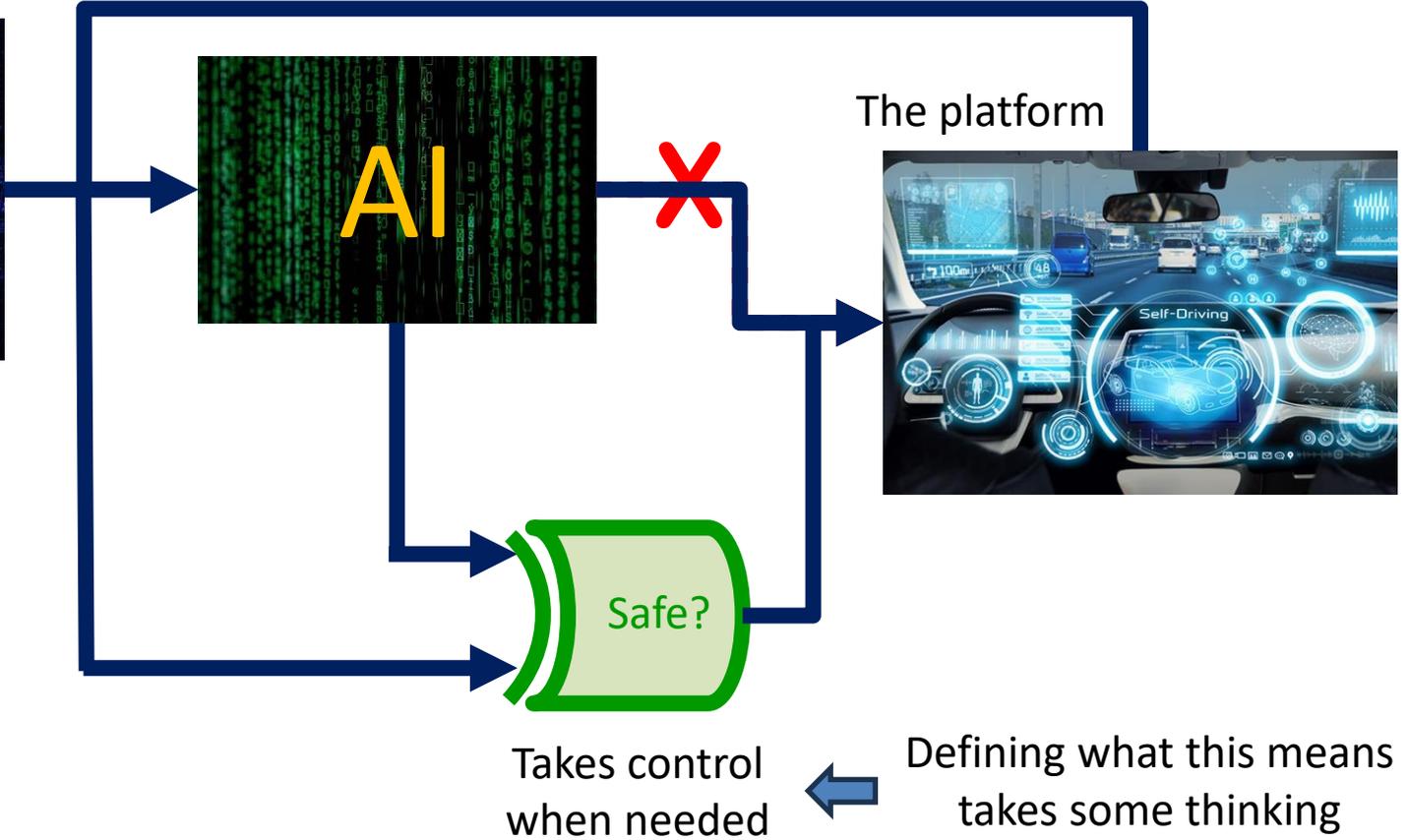


The platform



Takes control  
when needed

Defining what this means  
takes some thinking



How a monitor is designed and built must be:

Certifiable

Quick

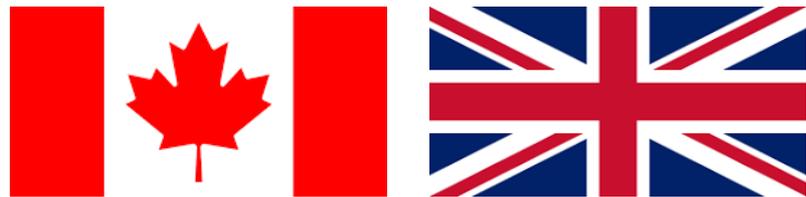
Cost effective

Accessible

Monitors developed and demonstrated for:

Underwater (maritime & nuclear decommissioning)

Maritime surface

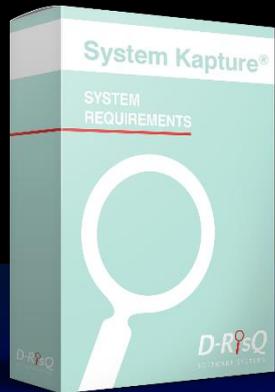


Land (nuclear decommissioning)

Air (critical national infrastructure)

# D-RisQ

SOFTWARE SYSTEMS



# Going back to Sundar's statement

People "have to learn to use these tools for what they're good at and not blindly trust ~~everything~~ they say"  
Anything?

One of Igor's former masters had made a tick-tock man, all levers and gearwheels and cranks and clockwork. Instead of a brain, it had a long tape punched with holes. Instead of a heart, it had a big spring. Provided everything in the kitchen was very carefully positioned, the thing could sweep the floor and make a passable cup of tea. If everything wasn't carefully positioned, or if the ticking, clicking thing hit an unexpected bump, then it'd strip the plaster off the walls and make a furious cup of cat.

...and finally...

Royal Society Motto

‘Nullius in verba’

‘take nobody's word for it'

**D-RisQ**  
SOFTWARE SYSTEMS

*Thank you*

[njt@drisq.com](mailto:njt@drisq.com)

*Changing the way the world does  
software*