

KPMG Powered Cyber Identity and Access Management (IAM) enabled by Sailpoint

A KPMG Service for G-Cloud 15



KPMG - About us

Our UK Cyber team

We've worked with countless organisations across multiple sectors, including financial services, life sciences, healthcare, government, telecommunications, energy and natural resources, and legal services. Our clients range in sizes, span across geographies and industries and are subjects to various regulatory requirements and obligations.



330+ professionals

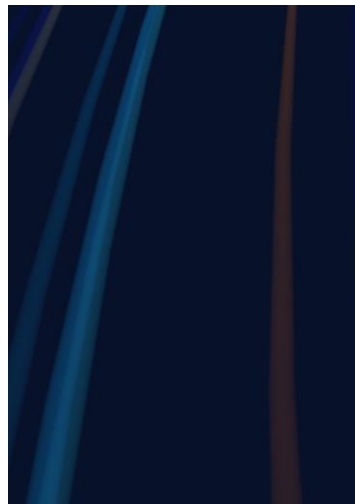
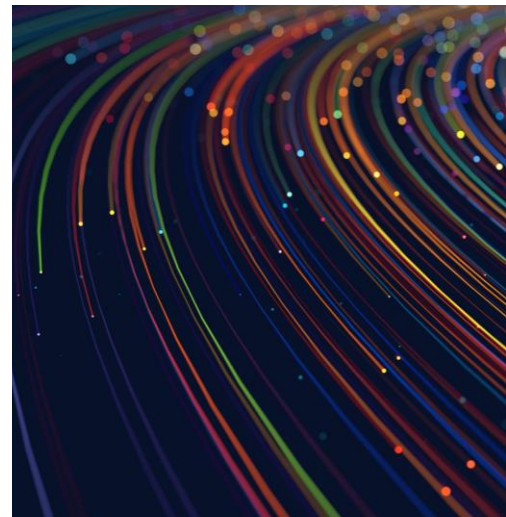
15 office locations

Part of a global team of
6200+ individuals

Our services

UK Cyber operates across 8 different service lines, catering to a wide range of governance and technical needs.

Cyber strategy 	Cyber risk 
Cyber and enterprise resilience 	Privacy compliance 
Cyber tech transformation 	Identity and access management 
Cyber defence services 	Cyber incident response 



Our Cyber team is complemented by our Connected Technology team.

We have access to a 2000-strong team of client-facing technologists combined with alliance partners, with a diverse range of skills and experience. This enables us to bring to our clients the most suitable resources, expertise and insights when needed.

We apply a data and technology driven approach to drive change through our digital transformation services.

KPMG Powered Cyber Identity and Access Management (IAM) enabled by Sailpoint



Service Description:

KPMG delivers strategy, implementation and systems integration. This service implements SailPoint IdentityNow in the cloud, using KPMG's proprietary methodology (Powered Identity) to accelerate delivery of business benefits.

KPMG works with all major vendors and delivers business-led improvements to access management controls e.g. Role Based Access Controls and Joiners, Movers, Leavers (JML).



What are the benefits of KPMG Powered Cyber enabled by SailPoint?

- Improve user experience by centralizing identity management
- Digital identity management reduces manual workload
- Risk reduction due to increased controls over the identity lifecycle
- Increased assurance over joiner, mover and leaver (JML) processes
- Reduced risk relating to malicious insiders
- Increased consistency and commonality amongst identities
- Increased auditability of identity lifecycle transactions
- Improves the ability to conduct regular governance of identities
- Improves non-repudiation of identities due to linking with an individual

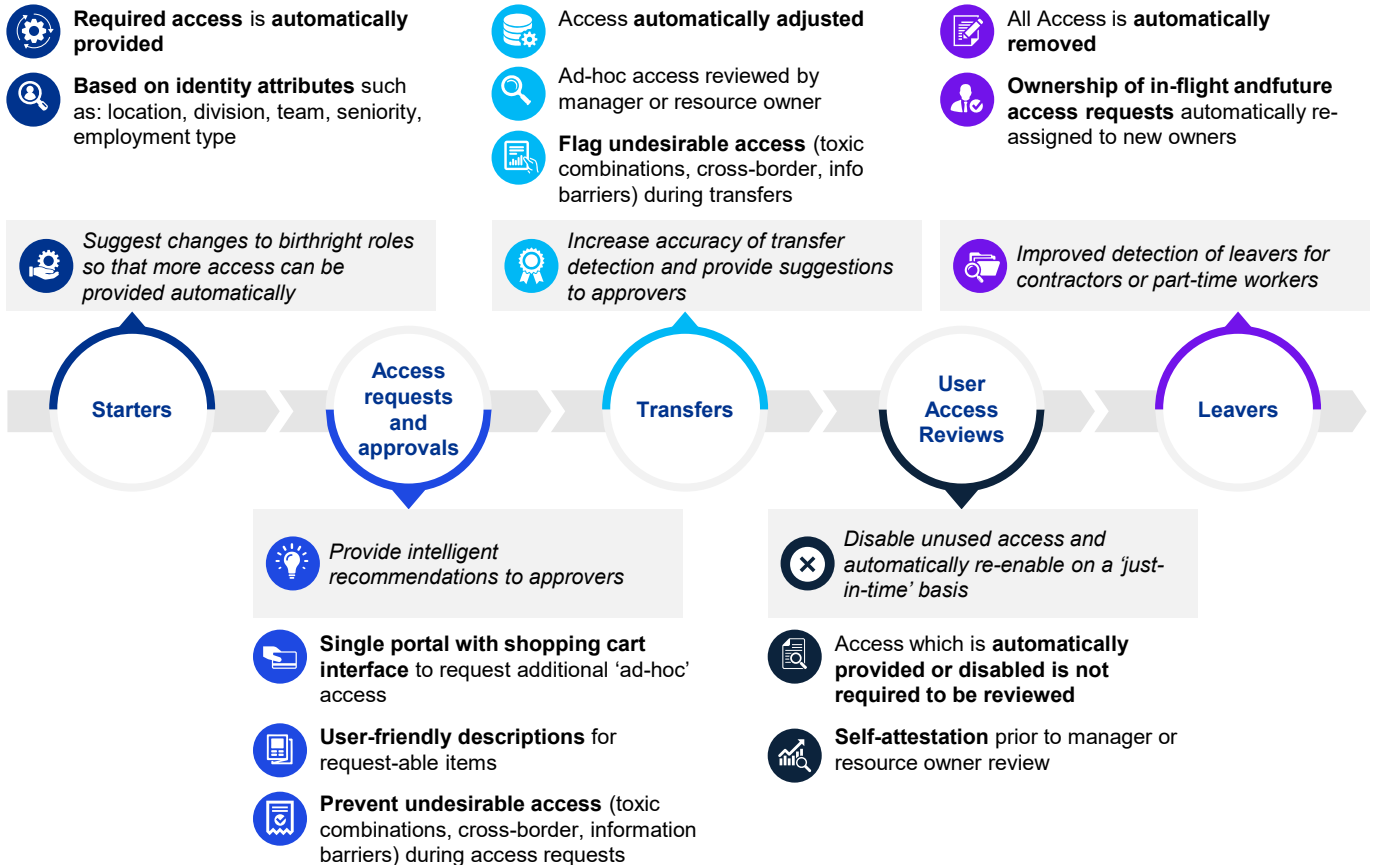


Our service features

- Experience with vendors: SailPoint (IdentityNow) Ping, Okta, ForgeRock and Microsoft
- Assurance and assessment of current state with recommendations
- Strategy, roadmap and target operating model (TOM) development
- Identification of quick wins from implementation experience
- Connection to legacy applications using customization
- Business process design and implementation
- Technology and vendor assessments
- Solution design and architecture
- Business requirements analysis and roadmap definition
- Role based access control (RBAC) design

KPMG Approach

Implement Target State Identity Management



Implement Target JML Process



KPMG Approach

Powered Identity

Powered Cyber identity management combines SailPoint's cloud identity platform, IdentityNow, with KPMG's Powered Enterprise methodology to accelerate the delivery of identity management programs and services.

Benefits

The Powered Cyber identity managements offering provides a formidable combination of leading practices and processes, proven technology solutions and a next-generation delivery framework.

- The **Powered operating model** shapes how identity and access management transformation plays through every layer of the organization.
- The **Powered execution suite** is a set of tools and processes that are designed to enable effective delivery of IAM projects, pre-populated with project management, issue and resource management and collaboration tools.
- The **Powered SailPoint journey** provides access to a pre-defined methodology that comprises the Powered Cyber delivery lifecycle.

Combining our industry recognised cyber transformation consulting capabilities with leading identity governance technologies from SailPoint, to deliver our tried and tested best thinking inside the box.

- Pre-configured golden build
- Leading practice governance and Operating Model
- Connector frameworks and factory
- Standardised deliverable and assets.



Case Study #1

Global Insurer

The challenge



- Our client, a leading global reinsurer, had a number of outstanding audit points arising from the lack of visibility into "who has access to what". The client, in order to address these audit points, embarked on an Identity and Access Management programme in 2012 that saw the replacement of their existing legacy automated provisioning tool with a strategic Identity Management platform. This project involved the management of 4500 users and covered the on-boarding of 30 business critical applications.

KPMG approach



- KPMG was selected to help the client deploy the strategic Identity Management platform.
- We followed an access governance led approach to the deployment i.e.; authoritative source data was reconciled prior to applications being on-boarded. Entitlement review was conducted across all on-boarded applications.
- Once periodic entitlement reviews were instituted as a BAU process, the platform was further enhanced to support access requests and Joiner, Movers and Leavers policies.
- Business and IT roles were on-boarded to conduct role based certifications for specific applications.
- KPMG helped with the remediation of orphan and dormant accounts, including the establishment of unique identifiers for every identity record.
- The project was successfully transitioned to deployment support after the deployment of core functionality.
- KPMG put together a multi location support team to help the client consolidate the functionality built and to support the continued roll-out of the platform across their application estate.

Client benefits



- Delivery of a comprehensive strategic user access programme that is supported by all divisions within the organization and satisfies the regulator.
- A clear vision of the target state and practical implementation phases for sustained growth.
- A multi location support team to help consolidate the functionality built and to support the continued roll-out of the platform across application estate.

Our Approach

Implementation Plan:

Identity and Access Management projects are delivered over four phases as follows:

Vision: In this phase the high-level scope, the project plan, the approaches and strategies for how the project will be implemented are documented and accepted. In addition, during this phase preparation for activities in the Validate phase take place.

Validate: In this phase the designs for the items in scope will be finalised, documented and accepted by the Customer to facilitate entry into the Construct phase.

Construct: In this phase the privacy processes and new products are configured, and integrations built in accordance with the design. A series of test phases collectively determine if the system was built in accordance with the design. Data is also cleansed in preparation for migration and tests will be conducted to confirm the ability to migrate and reconcile data from the legacy platforms to the new platform.

Deploy: During this phase, users are trained, data is migrated and the project transitions from implementation to Production.

Evolve: During this phase the new platform is in production and the Customer starts operating the target processes on it, with the agreed level of post-go live Hypercare support.

Timescales are driven by a number of variables including the scale and complexity of each Customer's scope together with quality of data and availability of resources.

We would agree the implementation plan, resource requirements and project milestones as part of the process of procuring our services.

Onboarding and offboarding support:

The range of on boarding activity required for clients adopting a KPMG Powered service would be agreed as part of the procurement of the service. As part of the service we build and agree a plan covering all relevant activities, planned times, durations, responsibilities, accountabilities and outputs.

Typical elements comprise:

Onboarding:

- Development of the project charter, if needed, and associated project guiding principles
- Assistance to develop / articulate the case for change
- Change management and communications strategy to aid who needs to be communicated with, how and when in relation to the changes the project is planning to implement
- Provision of orientation sessions in the Powered Methodology, Powered assets, Platform principles, Powered Execution Suite tools to prepare clients teams for the program, including workshop execution
- Engagement with client teams to understand the 'as is', to take into account in change impact assessment during workshops
- Definition of collective roles and responsibilities including that for outputs
- Execution of a Project kick off event and associated materials to formally launch the project and to aid new joiners in orientation

The migration of client data is often a critical path item on the on boarding plan. We work with our clients to assist them to transition data to the new Platform. As part of this we would provide standard templates and knowledge transfer to allow the client and/or their existing service provider to extract and provide data in the correct format.

Offboarding:

Each implementation has a post go live ("Evolve phase") in which KPMG will provide post go live support working with each Clients Business as Usual (BAU) team to fully transition on going service delivery to the Clients' BAU support team according to the agreed plan.

Service Details

The levels of data backup and restore, and disaster recovery you'll provide, such as business continuity and disaster recovery plans.

KPMG has comprehensive business continuity and physical security procedures in place to cover its day to day and business operations.

The KPMG Business Continuity and Readiness Statement Executive summary dated November 2022 includes the following:

The Business Continuity team follow the Business Continuity Institute best practice guidelines and comply with the International Standard ISO22301: 2012.

The firm has ISO27001 accreditation, the scope of the external audit extended for the first time in 2010 to include the Business Continuity Management across the UK firm externally audited every six months.

Incident & Crisis Management response: role holders are trained and exercised.

Business Recovery Readiness: Strategy

The firm's recovery strategy is based on the use of the KPMG UK office network to provide workplace and Information & Communications Technology contingencies in the event of the loss of one (or more) of the firm's offices.

The firm's business recovery strategy is based on using the offices throughout the UK as alternate site contingencies for building denial events with remote working at home and client site completing the response by leveraging KPMG's agile working capability: high capacity VPN, all staff have laptops and Smart phones.

Plans

Business Continuity Co-ordinators are responsible for the maintenance and execution of client service recovery plans.

The business recovery plans are reviewed within an ongoing programme of scenario based tabletop exercises.

The plans are maintained and centrally monitored using business continuity planning software. These plans are supported by the firm's infrastructure (ITS, Facilities and HR) support plans

Exercising

Business Recovery plans: exercised once every year.

Detailed audits of the content of all plans are completed annually

BCDR: Risk and Impact Mitigation:

KPMG has a three lines of defence Risk Governance model:

- i. Operational teams (ITS, HR, Physical Security etc) responsible for implementation of activities / adherence with policies and standards and day to day ownership & management of
- ii. Oversight - BCM as part of a wider Information Protection team within the Quality & Risk Management function defines strategy / policies, ensures compliance and provides assurance.
- iii. Independent Assurance – Internal Audit overseen by the Audit & Risk Committee, external audit (ISO27001 BCM audit on a biannual basis) and Client audits.

KPMG operates a twin data centre model, providing provision to manage disruptions affecting hosted IT infrastructure and business applications.

The primary and secondary data centres are dedicated data halls hosted in purpose built UI Tier III equivalent facilities. The buildings are separately owned by two of the market leaders in data centre colocation.

KPMG operates a twin data centre model, providing provision to manage disruptions affecting hosted IT infrastructure and business applications.

Service Details

BCDR Risk and Impact Mitigation, continued:

The data centres are sufficiently physically separated to minimise exposure to shared risk/threat occurrence, whilst within distances to support synchronous replication of data to minimise data loss opportunity in the event of DR.

Both facilities are located in the UK. Production IT systems are typically hosted on an active passive infrastructure design, providing high availability and managed failover between data centres, underpinned by resilient fibre links.

KPMG provides a disk to disk backup strategy supplemented by snapshot and clone solutions to provide the lowest RTO. Disk backups are replicated between data centres for additional assurance. Long term data retention is provided through a choice of archive disk or tape backup where required.

The KPMG network is fully resilient, with all offices linked by dual network paths into an MPLS Wide Area Network, providing connectivity to KPMG's Data Centres.

KPMG has several risk assessments for suppliers in place, which cover business continuity, health and safety and data security.

KPMG provides related consulting services to clients.



Pricing overview, including volume discounts or data extraction costs

Consulting Prices are as per the G

Cloud 14 rate structure.

Projects can be charged using either Fixed Price and Time and Materials approaches, according to the situation, and can be delivered on site and/or remotely.

Volume discounts would be considered on a case by case basis.

Typically, data extraction is addressed by clients with input from KPMG but we work closely with our clients to develop the data migration strategy and plan, providing templates with the target Platform format, to enable our clients to cleanse and map extracted data. We can apply varying levels of data migration automation techniques to address large volumes or complex requirements.

Service constraints like maintenance windows or the level of customisation allowed

Maintenance:

Cloud software is updated regularly to apply minor fixes and to a schedule for more significant updates. These types of maintenance activities are usually well documented and pre advised by the Cloud software vendor and, where notified, are considered in project planning and particularly design and regression testing activities. The Cloud software vendors which are the subject of a Powered implementation typically apply updates at times aimed at minimising disruption to project and day to day operational use.

Customisation:

Our approach is to 'configure rather than customise', adopting standard Cloud software functionality to enable ease of upgrade and to take advantage of new updates and releases with minimal issues. Most Cloud software vendors restrict the capability to customise the core application as it impacts on the ability to service and support a common code base and the associated financial model.

Service Details

Service levels like performance, availability and support hours

The service levels and support hours for Cloud software vendors are per the relevant authority's direct agreement with that vendor.

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How you'll repay or compensate buyers if you do not meet service levels

Any service credit regime for Cloud software vendors are per the relevant authority's direct agreement with that vendor.

KPMG can discuss specific service credit requirements on a case by case basis.

The ordering and invoicing process

The ordering process for G Cloud services is laid out in the 'G Cloud buyers' guide on the www.gov.uk website.

Invoicing arrangements will be as per the agreed G Cloud order form and will vary from engagement to engagement.

How buyers or suppliers can terminate a contract:

Our terms provide for a range of scenarios where both Buyer and Supplier are able to terminate contracts, to defined notice periods, for:

- convenience,
- failure to remedy a material breach and
- insolvency.

In addition, Supplier has the right to terminate if: (a) circumstances arise or have arisen which KPMG reasonably considers does or may impair its impartiality, objectivity or independence in respect of the provision of the Services; or (b) for legal, regulatory or other justified ethical reasons.

After sales support

KPMG can provide a range of services to assist users of this service post implementation ranging from managed services, staff secondment, impact assessments on the implementation due to cloud software vendor upgrade / major patches and associated regression testing.

Any technical requirements

Each Cloud software vendor provides details directly of their supported web browsers and personal computer and related requirements. These are not onerous and typically do not present an issue for the majority of organisations.

KPMG also uses a range of collaboration tools, as appropriate, to assist in the delivery of the Services. Microsoft Office 365 & Teams are used by all colleagues within the firm, with other tools such as Jira and Confluence being used if required for the project.

KPMG is also able to use other collaboration tools if used on client provided laptops.

Project team members will need to be provided with a software VPN and virtual machine or client laptop.



Contact Us

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kpmg.com/uk

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