



# Risk & Regulatory: Graduate Programme

<b>Business Area</b>	Business Consulting
<b>Length of programme</b>	3 years
<b>Qualifications you'll work for</b>	CFA or Investment Management Certificate/Diploma
<b>Location</b>	Nationwide
<b>Entry requirements</b>	<p>As a general rule, you'll be expected to meet the following requirements:</p> <ul style="list-style-type: none"><li>– Minimum grade B GCSE(*) Maths</li><li>– Minimum grade B GCSE(*) English Language</li><li>– Minimum of 320 UCAS tariff points(*)</li><li>– Minimum 2:1 degree or above in any discipline</li></ul> <p>Note: (*) Or equivalent</p>

Please note, we only consider a candidate's 'top' 3 A Level grades and do not accept General Studies.

At KPMG, we look at more than just your academic results. We will review your application, together with your performance in our assessments, to ensure that you have the best opportunity to demonstrate your potential. We will be considering your strengths and achievements against KPMG's capabilities alongside a number of other metrics, including technical background and/or experience, to ensure that you have the skills to succeed at KPMG.

Our Financial Services Risk & Regulatory and Capital Markets teams act as advisers to global clients who want to keep on top of current issues and industry best practices in an evolving marketplace in the financial sector.

We work closely with international regulators and financial institutions and have built our reputation by applying our KPMG colleagues' technical and practical experience to our clients' needs. We not only provide clients with value-adding thought leadership – but our graduates too.

Graduates in this area follow a three year programme based in either the Risk, Regulatory or Capital Markets team. Following the credit crisis and resulting global economic challenges, the subjects of risk and regulation both continue to have a high profile. So understandably, these issues are not only a key focus for our clients, governments and regulators – they are considered areas of high priority, change and growth within KPMG as well.

## In depth

During the application process for the Risk, Regulatory and Capital Markets Graduate Programme you will have the potential opportunity to work across all sectors.

### Banking Risk and Regulatory

Banking Risk & Regulatory work involves understanding clients' issues and providing support, advice and project delivery across their boards, risk functions and finance functions.

The majority of the work performed by the Risk team falls into the following main areas:

- Recognition analyses, identifies and designs ways to reduce the key risks that a business faces, such as market risk, the risk from borrowers defaulting, the risk of cash flow uncertainties or risks involved in business processes.

- Value Quantification measures the amount of risk and analyses its behaviour as markets and economies change.
- Governance advises on good practice in the overall management and control of risk in large, complex financial service organisations.
- Banking Authorisation helping overseas banks and UK start-ups to obtain a banking license.
- Prudential advising banks on capital and liquidity regulation.

### Insurance Risk and Regulatory

Here we help clients to respond to intervention and change from the Financial Conduct Authority and the Prudential Regulation Authority. The work is varied and could include helping and supporting:

- Clients to respond to the latest regulatory developments such as creating recovery and resolution plans;
- Boards to develop their regulatory strategy;
- The Financial Conduct Authority/Prudential Regulation Authority by performing investigative work;
- The transformation and realignment of their risk operating model;
- Firms to deal with legacy issues such as payment protection insurance.

### Wealth and Asset Management

KPMG's Wealth and Asset Management Regulatory practice looks after the interests and helps a broad range of clients, from global asset managers with operations in multiple jurisdictions to smaller wealth managers who are predominantly UK focused. To be most impactful, we hone in on three broad areas: Governance, Risk and Compliance (GRC); Regulatory Change and Conduct Matters.

### Capital Markets

The Capital Markets team closely works with banks and financial intermediaries, performing a variety of large and complex financial transactions. The majority of engagements over the past few years have focused on delivery of Brexit and MiFID II to multiple banking clients. Capital Markets has a large population of FS PMO skilled staff. Deliverables being taken to market at this time focus on:

- Governance, Risk and Compliance (GRC)
- Brexit
- Non-Financial Regulatory Reporting (NFRR)
- Securities Financing Transactions Regulation (SFTR)

### What to expect

The work will be varied and flexible. As no two projects will be the same, it means you'll get to grips with a whole range of business issues by working closely with our clients and colleagues across KPMG. It is the start of a challenging and interesting career and, as a graduate, will usually include:

- Building relationships with our clients;
- Understanding key client issues to identify the right approach;
- Analysing and reviewing data, reports and documentation;
- Performing competitor analysis to identify and share industry best practice;
- Writing reports and presentations;
- Project management using KPMG methodologies;
- Supporting business development and new offerings we can take to our clients.

As the projects are so diverse, some of the more technical aspects of the work will be developed over time through training, specialist courses, placements and on-the-job experience. However, typically your work will be:

- Highly varied, project based;
- Across locations – between our offices and client sites, both local or overseas, for anything from days to months;
- Multidisciplinary and often spanning teams across Banking Risk and Regulatory, as well as other KPMG practices such as Transaction and Restructuring, Management Consulting and Audit.

Through client work, skills training and professional qualifications, we'll support you throughout your career with the blend of development opportunities you need to reach your potential.

Enjoying a wide variety of client and internal work, you'll need the adaptability and flexibility to work in different roles with a diverse range of people – often under challenging deadlines.

### Training and development

Within the Risk & Regulatory Graduate Programme, the qualification you will study for depends on which team you join.

If you join Banking Risk & Regulatory, you'll study for the Chartered Financial Analyst (CFA). Within Insurance Regulatory you'll study for the CFA or the Investment Management Certificate/Diploma. Both of these qualifications will help to broaden and deepen your knowledge and experience of the financial sector.

Targeted training courses and the chance to gain vital on-the-job experience are also a key part of the Risk & Regulatory Graduate Programme.

KPMG has a large full-time Professional Qualification & Accreditation (PQA) team dedicated to giving you the best chance of passing your exams first time. KPMG's programmes are underpinned by an online portal so you can access technical content and learning activities, share information, and contact your tutors - all the support you need at the click of a button.

By joining KPMG you'll be joining a long list of graduates who've already excelled in their professional exams.

**Please see below for case studies**



**Name:** Amy

**Business Area:** Advisory – Business Consulting – People Banking Risk

**Based:** London

### Why KPMG?

Having studied mathematics at university, I wanted a role where I could use the skills I gained from my degree but also one that offered me variety. Risk Consulting gives the opportunity to work with new clients and on new projects on a regular basis, so plenty of variety. I chose Risk Consulting at KPMG because of the firm's reputation in the financial services industry, and due to the approachable, friendly nature of the employees I spoke to throughout the recruitment process.

### Qualifications and support

I am currently studying for the CFA qualification. As a graduate on the Risk and Regulation team, you don't start studying for your qualification until almost a year into the job. This gives you time to settle in and learn more about the team and your role before starting to study. KPMG support you throughout the qualification, and give you plenty of college and study days off, which puts graduates in a great position to do well.

### Day-to-day

I have been involved with a number of different projects since starting at KPMG. The work I've been involved with so far has included an Internal Audit of an asset management firm and a model validation for a large building society. At the moment, I am based on client site at an investment firm helping them to implement major changes in the business in advance of a new regulation coming into force. Day-to-day, the job can be quite different depending on the project you're delivering, so you learn a huge amount on the graduate scheme at KPMG.

### My advice

For the recruitment process, the best thing you can do is to prepare for each stage so that you feel more confident on the day. In terms of joining KPMG, I would urge you to make the most of all the opportunities available to you. You will learn and develop so much more if you take every opportunity to work with new clients, and on different types of project.

### Working with clients

On my current project, I work closely with clients every day. Building relationships with clients is a key part of what we do in the advisory teams. So, having the chance to get exposure to do this from the start of your career is a great opportunity.

### Social life

When you first start at KPMG, there will be a number of events and socials organised. This enables you to get to know the team and your colleagues, which helps you settle into KPMG life. There are also a range of sports teams and clubs which are always looking for new members to join. You can even start your own if there isn't one available already. KPMG is such a big organisation that there are always great social activities to get involved in.

### Further career opportunities at KPMG

Career opportunities at KPMG are vast. There will be opportunities at most levels to try out work in a new team or sector, or even a secondment to a different another KPMG member firm in the global network. Whatever opportunity you are looking for, there will be many people to help you achieve it.



**Name:** Peter  
**Business Area:** Restructuring – ACA Integrated  
**Based:** Newcastle upon Tyne

### **The recruitment process**

I applied to the KPMG graduate scheme in the latter half of the year. After successfully completing the online application and aptitude tests, I was invited to have a telephone interview. The recruiter made me feel at ease and was able to answer some questions I had at the end. I was soon invited to attend an assessment centre, where some of the tasks included a day-to-day simulation and a written exercise. The final and most memorable step in the recruitment process was the final interview, where I met with the People Leader. During the interview, we had a great conversation about working at KPMG and the values we consider important to us. Overall the process was quick, comfortable and informative.

### **Why KPMG?**

Whilst studying mathematics with finance at university, I learnt a fair amount the risks and regulations that apply to financial institutions. I was lucky enough to find that KPMG offered a graduate scheme that catered to this very area and so it was an obvious choice when applying. The firm has a strong reputation within financial services and work closely with institutions of all types and sizes. I felt that KPMG was also be able to provide me with the support and opportunities to advance my career.

### **Day-to-day**

Working within consulting I find that day-to-day activities often vary. Within my first year I was placed on a long term remediation project with a large UK bank where I was able to learn about financial products and treating customers fairly. More recently, my projects have been shorter and I have often had to manage multiple pieces of work at the same time. This variation provides you with a breadth of experience and you will soon be able to find what specific areas area available to focus on.

### **My advice**

At KPMG you will find that that you are very much responsible for your own career development. Whilst there are training events and performance managers, a lot of your success will derive from the effort you put into your work and the connections you make. Although this may sound daunting, I have found it a fantastic aspect of the job as I have built soft skills that will last a lifetime.

### **Working with clients**

At KPMG it is imperative that clients have a positive experience when working with us. Every relationship that is built and strengthen is another opportunity to provide a service. I have had one-on-one conversations with clients, communicating important issues that will be considered when running their day-to-day business. It is a fantastic opportunity to apply your knowledge and build trust with others.

### **Social life**

There are many events to socialise with your intake within your first couple of years at university. These will often be grouped with training courses and are a great way to build your network. Within my own team we regularly have events, such as bowling and mini golf, attended by all colleagues, from partners to graduates.

### **Further career opportunities at KPMG**

Due to the sheer size of KPMG, there are a plethora of opportunities to explore. I have personally had the experience of working in a different team from my own for four months due to my interest in that sector. One of the most impressive things about the working environment here is that people want you to achieve your goals and will support you in any way they can.





**Name:** Jourdan

**Business Area:** Advisory – Business Consulting – People Banking Risk

**Based:** London

### **The recruitment process**

The recruitment process was multi-faceted and tested a range of skills and competencies. The first stage involved online numerical and verbal reasoning tests, following which successful candidates were required to complete a telephone interview. I subsequently attended two, half-day assessment centres where my writing and analytical skills were tested, alongside my soft skills and verbal communication. The final stage of the process was a face-to-face Partner interview, which included a ten minute presentation.

### **Why KPMG?**

My initial interest stemmed from reading graduate literature which promoted KPMG; the company seemed forward-thinking, innovative and culturally a good fit for me. After conducting some further research, I realised that my legal background was well-suited to the Regulatory Team and applied for the role. An open evening at the Leeds Office confirmed that KPMG was the right choice; the people I met were down-to-earth, knowledgeable and passionate about their role (they also had a good sense of humour!)

### **Qualifications and support**

Until recently, the CISI Wealth Management Masters was a qualification option for the Risk & Regulatory cohorts. The CISI offering has now been replaced with the Investment Management Certificate (IMC) and Investment Advice Diploma (IAD) technical module, which is more closely tailored to the demands of our day-to-day role. I begin studying for the qualification in Autumn; this will involve a mixture of college tuition and self-study. In the lead up to exams, generous study leave is given to graduates so that they can concentrate on revision.

### **Day-to-day**

My experience of KPMG has been that there is no 'typical' day-to-day. I've worked on a variety of engagements spanning a range of different areas, including; Client Money and Assets (CASS), Suitability (in relation to trades) and the Senior Manager and Certification Regime (SMCR). Flexibility and resourcefulness is important; unexpected and unusual tasks frequently land in my inbox!

### **My advice**

Do your research on the recruitment process – there is a wealth of online material that can assist with preparation. Think sensibly about why you wish to join KPMG and in particular the stream you are applying for; what makes it stand out for you? Seize the opportunity to practice interview questions and technique, whether this is with a relative, friend or University Careers department. As a graduate analyst, enthusiasm and a positive approach goes a long way. Ask plenty of questions and embrace opportunities to grow your internal network.

### **Working with clients**

Building strong client relationships is central to our work at KPMG and therefore client-facing skills are incredibly important. I've been fortunate to gain early client exposure and the opportunity to develop these skills organically; my input has gradually increased as my knowledge and confidence has grown.

### **Social life**

KPMG promotes a healthy social life and I have made some great friends during my time here. Formally, there are events such as Grad Forums and team socials to get involved with, but informally, there is usually someone to grab a glass of wine with on a Friday evening! Currently, I'm looking forward to the upcoming Wealth and Asset Management summer time event.

### **Further career opportunities at KPMG**

Exciting secondment opportunities frequently arise at KPMG, both internally and externally and on a national and international basis. As a member of the Regulatory Team, a coveted external secondment opportunity is to the FCA; this is a fantastic chance to view the market through the Regulator's lens and gain a deeper understanding of what keeps our clients up at night.



**Name:** Daniel

**Business Area:** Advisory – Business Consulting – Regulatory

**Based:** Leeds

### Why KPMG?

After graduating from university, I chose KPMG Risk Consulting as the Financial Services industry, particularly the changes in the regulatory landscape, was of particular interest to me and I believed this was an exciting time to be in the market. KPMG's status in the market and the reputation and relationships they have with the regulators and across the industry secured my decision.

### Qualifications and support

I am currently studying for the CISI Wealth Management Masters. The firm has supported me both financially and with ample study time to ensure I get the best possible results. The firm also provide a wealth of internal training courses which have helped develop my knowledge of how we help our clients now and going forward in the future.

### Day-to-day

I have mainly been involved in the consumer credit sector of the market following the fairly recent introduction of FCA regulation to this section of the financial services market. The work has ranged from regulator led reviews in the payday and debt management space, to assisting mortgage providers ensure they are compliant. I have also assisted on a short Internal Audit project giving my insight into other areas of the firm. Furthermore, I have developed project management skills by assisting in the day-to-day running of projects.

### My advice

KPMG is a truly diverse organisation and has a wide range of service offerings, spend some time to research the service lines and find something you are interested in or passionate about. Once you have narrowed down your choices, it's important to prepare for each stage of the recruitment process, to be able to demonstrate your skills and competencies and to illustrate the enthusiasm you have for your selected role.

### Working with clients

During my time with the firm I have worked with a wide range of clients of varying levels of seniority, ranging from front line staff to CEOs and CFOs. The teams we work in always possess a wide range of skills and experience and we often work in cross-functional teams across the advisory department. This allows us to cover a wide array of issues and challenges facing our clients.

### Social life

We are allocated time to perform Corporate Responsibility activities in the community and we have very strong relationships with schools in the local area, helping children develop key skills to assist them in their future careers. There is also a good sense of comradery with our working teams, as we regularly organise nights out and social events at the end of big projects, or to celebrate achievements. I have also helped to create a network amongst regional graduates to build more cross-team relationships.

### Further career opportunities at KPMG

Upwards career progression at KPMG is only limited by your own desires and ambitions. For the right person there is unlikely to be another firm that can provide you with the opportunities and scope to develop your career. At most career levels there is opportunity to work across the UK firm through temporary or formal secondments, and if it's right for you, there are opportunities to be seconded to clients, regulators or even other KPMG member firms worldwide. As a graduate in the UK firm, I have had regular discussions with senior management about my career progression within the firm and have always been encouraged to discuss the direction in which I'd like to take my career.

## FAQs

### What other training will be available to me?

KPMG will support your development throughout your career, with a well-established and highly innovative training programme. These programmes will help you to hone your core consulting skills whilst developing your knowledge of our approach to work. You'll also learn on the job through client exposure and unique access to our amazing breadth of knowledge and experience.

### Will I get the opportunity to work in different business areas of the wider KPMG UK firm?

As a professional services firm, KPMG in the UK support their clients in a variety of different ways and as you develop skills on your graduate programme, you will often find yourself working on teams with colleagues from other areas of the firm. Opportunities for you to work on projects in other teams where you can utilise the skills you have developed or gained through your studies will also help you become a more rounded individual and also increase your internal and external networks.

### What happens after I finish my Graduate Programme?

The Graduate Programme is just the start. It will give you a strong foundation, great client experience, professional training and advisory skills. There are opportunities to progress a really varied career as you build specialist skills and knowledge. Throughout your career you'll be offered ongoing support and opportunities to develop your expertise, both on challenging client projects and through training.

### Is there much travel involved in the role?

Depending on the project, you can expect to work in the office some of the time. However, a large part of our work is delivered at our clients' offices. We work where we are needed – in London, in another parts of the UK, or even on the other side of the world! If you're thinking of applying you need to be comfortable with the idea of travelling and balancing that with studying for your professional qualifications.

### KPMG is such a big organisation, how do I integrate myself and get to know people?

You are right, we are a large organisation with thousands of people working in the UK firm, but you are joining a graduate programme that is in a function within KPMG. Each function contains teams within it too, so initially you will be part of this smaller team and you will instantly feel part of that team when you join and meet those working alongside you on a day to day basis. There are lots of ways for you to start building your networks outside of your immediate team and we encourage you to do this – but at a pace that you feel comfortable with.

## Contact us

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