

### Secure DevOps

DevOps is a philosophy based on combining the traditional roles and responsibilities of development teams and IT operations teams to accelerate the delivery of business value through the two teams. When work flows smoothly through development and IT operations, new software features come to market more frequently and the business becomes more competitive and adaptive in a constantly shifting market.

The central concept of secure DevOps is the integration of security into the development and IT operations teams. By adding security into the original mix, the velocity for security changes increases as well. The likelihood of vulnerabilities being introduced is reduced, and banks are able to more quickly mitigate risks that remain. It is paramount that banks focus on custom implementations for their environment and goals. This includes discussing tangible actions within IT, development and security to enhance the existing culture, processes and technologies in the transition to secure DevOps capabilities. Across the three groups, necessary changes to the cultures of the groups are similar. Because of the vast changes to various processes, the individuals involved must be willing to undertake new programs and processes and different approaches to traditional work. And because of the assortment of new processes and technologies adopted in order to support secure DevOps, it is crucial banks encourage their workforce to share challenges and failures.



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## Tax technology

**Within the banking sector, digitalization is impacting every facet of a bank's operations, including tax accounting. Banks hold an immense amount of data about their customers – both retail and commercial – and the effective use of tax technology depends on a bank's ability to organize and use that data.**

### Regulators providing a catalyst for change

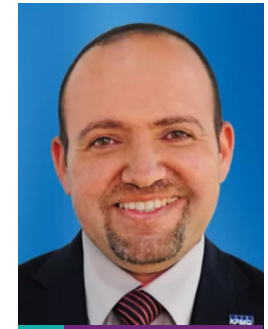
Tax administrations around the world are going digital. They are using sophisticated technology tools and platforms that allow them to have full visibility of every step of the supply chain that impact taxation.

Organizations are struggling not only with trying to keep up with global updates but also when attempting to implement the required changes and when trying to create a tax technology strategy that includes e-invoicing and digital reporting. However, banks and other organizations should view tax modernization as a huge opportunity. Vast amounts of new data can be utilized to optimize their operations and the customer experience, and the technology used to gather this data can lead to a more integrated, digitalized operation.

### Tax technology

Technology will play a role, but — as with the introduction of any new technology — its effectiveness depends on a bank's capacity to use and manage technologies, both from a people and operating model perspective. Banks need to implement end-to-end operating models for tax before technology introduced. From a governance perspective, it is wise to have a voice at board-level to make sure the needs of the tax team are not ignored when setting up such systems.

Modernizing a bank's tax system often does not mean technology first, but rather the other way around — first modernizing its operating model, then its people, and then the compatible technology. With more changes coming to the tax environment in Jordan, the need for a strong tax operating model to support the management of tax risk is becoming ever more urgent.



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