Dive headfirst into the data realm like never before at CDAO UK 2025 on 12th - 13th February in London

- **Premier Senior Event:** Engage at the foremost data and analytics conference in the UK and learn from C- level speakers across various industries.
- **Brand new agenda with two tracks across 2 days:**
  - <u>Track A: Leadership and Data Strategy</u>
    Key Areas: Strategy, team leadership, talent retention, business growth.
  - <u>Track B: Data Value and Operational Excellence</u>
    Key Areas: Data assessment, investment strategy, AI/ML trends, data management, governance.
  - <u>Track A: Ethics, Privacy, and Data Security</u>
    Key Areas: Privacy regulations, ethical AI, data protection, transparency, consent, risk management, cybersecurity.
  - <u>Track B: The Future of Data-Driven Customer Experiences</u>
    Key Areas: Personalization, customer insights, AI-driven engagement, real-time analytics, omnichannel strategies, data ethics, customer trust.

<u>Brand-New Formats for 2025:</u> *(The sessions highlighted in bright blue)*

- **Expert Ask-Me-Anything**: AI Ethics and Data Privacy – Get answers from leading experts on the ethical implications of AI and navigating data privacy concerns.
- **Data Strategy War Room**: Scenario-Based Decision Making – Join this immersive scenario-planning workshop, designed to simulate complex, real-world decision-making scenarios and help leaders develop robust strategies.
- **Workshop**: Monetising Data: Turning Insights into Revenue – Discover how to unlock the financial potential of your data by transforming insights into revenue-driving actions.
- **Leadership Roundtable:** Building the Next Generation of Data Leaders – Discuss how to cultivate the next wave of CDAO talent.
- **Interactive Sessions:**
  Roundtables: Join open discussions to share cross-industry insights and strategies on leadership, data value, and operational excellence.
  Think Tanks: Participate in focused problem-solving groups designed to tackle specific challenges

Confirmed Speakers:

Karl O'Hanlon, *Chief Data & Analytics Officer* – VEOLIA
Gurpreet Muctor, *Chief Data & Technology Officer*- WESTMINSTER CITY COUNCIL
Srimanth Rudraraju, *Group Data Platforms Director* - LLOYDS BANKING GROUP
Robert Lee, *Chief Data Architect* - HM REVENUE & CUSTOMS
David Teague, *Director: Customer Data and Analysis* – BBC
Matt Bryan, *Director of Analytics* – SAMSUNG
Andi McAleer, *Head of Data & AI Governanc*e - FINANCIAL TIMES
Mike Leverington, *Director of Data Capability* - ITV
Euan Wielewski, *Head of Applied AI* - NATWEST
Rajan Srivastwa, *Head of Engineering - Personalised Products* - NATWEST MARKETS
Barry Hostead, *Director of Data Management & Intelligent Platforms* - JOHN LEWIS PARTNERSHIP
Jean Ortiz Perez, *Director of Data & Analytics* – VALUEDYNAMX
Kassim Hussein, *Head of Data and Analytics (Director Grade)* - CLEVELAND CLINIC LONDON
Rajesh Dorai, *Head of Enterprise Architecture* - WESTMINSTER CITY COUNCIL
Sudesh Yog, *Vice President, Data & Analytics* - APETITO UK
Kevin Bould, *Associate Director of Digital Data and Technology* – TEENAGE CANCER TRUST
Pankaj Manek, *Data Manager* - CAMBRIDGE & COUNTIES BANK

Invited/ TBC:

- Albert King, *Chief Data Officer* - NHS NATIONAL SERVICES SCOTLAND
- Haaike Braakhuis, *Global Director, Data & Analytics* - UNILEVER
- Di Mayze, *Chief Data & AI Officer* - MARKS AND SPENCER
- Nicolas Hess, *Chief Data Officer* - SHELL
- Julie Bruce, *Chief Data Officer - LSEG Markets* - LSEG (LONDON STOCK EXCHANGE GROUP)
- Peter Eckley, *Head of Data and Analytics Strategy Division* - BANK OF ENGLAND
- Dan Robertson, *Chief Data & Analytics Officer* - BUPA
- Jonathan Saunders, *Group Chief Data Officer* - DIRECT LINE GROUP
- Dr. Magdalena Wienken, *Director, Data Science* - ASTRAZENECA

12ᵗʰ February, Wednesday DAY 1 CDAO UK 2025

08:00 – 08:45	*Registration & Coffee in the Exhibition Area*

8:45 - 8:55	**Chair's Opening Remarks**
8:55- 9:00	**Speed Networking – Making new connections at CDAO UK!** During this 5-minute networking session, the aim of the game is to go and meet two people you don't already know.
09:00 - 09:30	**CDAO Insider: The Next Big Things in Data and Analytics for 2025** Generative AI and machine learning are transforming industries by automating workflows and driving innovation, making them vital for extracting insights from large datasets. As AI adoption rises, strong data governance is key to maintaining data integrity, security, and compliance. Companies are using AI and analytics to improve efficiency, cut redundancies, and boost productivity, reshaping business operations. Innovations in sectors like healthcare and finance show how data-driven strategies provide a competitive edge. These trends will continue to shape the future of digital transformation, with data and AI at the heart of business growth.
09:30 - 10:00	**How Can We Supercharge Data Teams with Optimal Structures?** • How can organizations design a data governance framework that balances regulatory compliance, data security, and business agility? • What are the most effective approaches for integrating AI and machine learning capabilities within a data organization to drive innovation and maintain competitive advantage? • In the context of scaling data operations, what role do advanced data architectures and technologies (such as data lakes, data warehouses, and cloud platforms) play in enhancing organizational efficiency and data-driven decision-making? • How can senior data leaders foster a culture of data literacy and continuous improvement across the organization, ensuring that all employees are equipped to leverage data effectively?
10:00 - 10:30	**Expert Ask-Me-Anything on AI Ethics and Data Privacy** *(Speaker TBA)* An informal, interactive session where attendees ask questions directly to an AI ethics and data privacy expert. The expert will answer questions on the fly, providing practical insights and advice on navigating regulations and building trustworthy AI systems. Focus Areas: AI ethics, data privacy, regulatory challenges.
10:30 - 11:00	*Mid-Morning Coffee & Networking in the Exhibition Area*

	TRACK A: Data Value and Operational Excellence	TRACK B: Leadership and Data Strategy
11:00- 11:30	Data Governance in Action: Execution Strategies • How can organizations establish dynamic and adaptive data governance frameworks that align with evolving business goals and regulatory requirements? • What are the best practices for implementing automated data quality assessment and remediation tools in large-scale data environments? • How can senior leaders foster cross-departmental collaboration to break down data silos and achieve holistic data management? • What strategies can be employed to ensure comprehensive data lineage and metadata management for improved transparency and traceability of data assets?	The Data Paradox: When More Data Leads to Worse Decisions • With the exponential growth of data sources, leaders often face cognitive overload that makes it harder to discern valuable insights from noise. How can decision-makers prevent data overload from clouding strategic insights? • Having more data doesn't always equate to better decisions. What mechanisms can organizations put in place to prioritize quality over quantity in data use? • The allure of new tools and metrics can lead to decision-makers getting distracted by trends rather than focusing on data that drives real value. How can executives balance the use of cutting-edge data analytics with the risk of chasing trends that don't align with business objectives? • As leaders increasingly rely on data, they can lose sight of the importance of intuition. What role should human intuition play in decision-making when data-driven insights seem overwhelming or contradictory? Pankaj Manek, *Data Manager* - CAMBRIDGE & COUNTIES BANK

11:30 – 12:00	**Ethics and Responsible AI: Navigating New Regulations** • As AI systems become more complex, how can organizations ensure that ethical principles are maintained across various industries? • Discussion on the evolving regulations around AI and data use, focusing on new legal frameworks like the EU AI Act, and how organizations can stay compliant globally. • Exploring best practices for identifying, addressing, and mitigating bias in machine learning models. This will cover fairness frameworks and transparent AI to avoid reputational and financial risks.	**Panel Discussion: Turning Insights into Action: Does Data-Driven Change Deliver?** • How can we identify and prioritize which data to bring under governance when dealing with vast amounts of data? • What are the challenges of regulatory compliance when applying data governance, and how can we navigate them? • How can we enable versatile governance strategies to serve as a vehicle for tailored data accessibility? • What strategies can be employed to break up data silos across business units and accelerate data-led decision-making? • How can we achieve strong data governance by aligning stakeholder engagement with business culture and maturity? Jean Ortiz Perez, *Director of Data & Analytics –* VALUEDYNAMX Kassim Hussein, *Head of Data and Analytics (Director Grade) -* CLEVELAND CLINIC LONDON Mike Leverington, *Director of Data Capability* - ITV
12:00 - 12:45	**Discussion group A: How Can We Maximise Data-Driven Business Outcomes for Lasting Impact?** • How can data strategy be better aligned with overarching business goals? • What are the most effective ways to measure the business value generated by data investments? • How do you ensure that data-driven decisions lead to operational	**Discussion Group B: How Can We Pioneer a 2025-Ready Data Culture That Redefines Leadership and Literacy?** • How can organizations cultivate a leadership approach that values data as a strategic resource? • What are the persistent barriers that prevent organizations from fully embracing data confidence?

	improvements? • What are the common challenges in translating data into actionable outcomes, and how can they be overcome?	• Why is it crucial to shift the perception of data to make it accessible to all employees, not just analysts? • How does the integration of data literacy and leadership contribute to fostering innovation and accelerating business growth?
12:45-14:00	*Lunch & Networking in the Exhibition Area*	
14:00-14:40	**TRACK A** **Think Tank Sessions (***Focused problem-solving with no formal preparation)* **Real-Time Data Processing for Dynamic Insights** • **What to expect**: A solution-oriented think tank where senior leaders can discuss challenges with real-time data infrastructure. The session will guide participants through a collaborative problem-solving approach focused on scaling real-time analytics. • **Participation**: Come ready to engage in a dialogue about current challenges and opportunities in real-time data processing. Even if you don't have a specific plan, you'll contribute by brainstorming with other senior leaders on practical solutions.	**TRACK B** **Think Tank Sessions** *(Focused problem-solving with no formal preparation)* **Data Privacy and Governance in a Highly Regulated World** • **What to expect**: A practical discussion on how organizations are dealing with increasing regulations while maintaining data-driven innovation. Participants will work through governance frameworks that protect data while allowing for business insights. **Participation**: No preparation is necessary—just bring your experience with data privacy challenges and collaborate with others to develop workable solutions for navigating regulatory landscapes.
14:40-14:50	*10-minute changeover*	
14:50-15:30	Audience from Track B joins to discuss *Real-Time Data Processing for Dynamic Insights*	Audience from Track A joins to discuss *Data Privacy and Governance in a Highly Regulated World*

15:30 - 16:00	*Afternoon Tea & Networking in the Exhibition Area*
16:00 - 16:30	**From Data to Decisions: Aligning Strategy with Business Goals** • How can organizations ensure their data strategy is effectively aligned with their overall business objectives? • What are the common pitfalls organizations face when their data strategy does not align with their business strategy, and how can these be avoided? • What role does data governance play in aligning data strategy with business goals, and what are the best practices for implementing it? • How can organizations measure the impact of data-driven initiatives on their business performance, and what metrics should be used?
16:30 – 17:00	**Panel Discussion: How can effective data management accelerate and drive digital transformation?** • How does effective data management serve as a catalyst for digital transformation within organizations? • Real-world examples where data management has significantly accelerated digital transformation • How important is cross-functional collaboration in implementing successful data management strategies for digital transformation? • What roles do technologies like AI, machine learning, and analytics play in transforming raw data into actionable insights that drive innovation and decision-making?
17:15- 17:30	**Chairs Closing Remarks**
17:30 - 18:30	*Networking drinks and Prize Draw*
18:30	END OF THE DAY ONE

13th February, Thursday
DAY 2

CDAO UK 2025

08:00 – 08:45	*Registration & Coffee in the Exhibition Area*
8:45 - 8:55	**Chair's Opening Remarks**
8:55- 9:00	**Speed Networking – Making new connections at CDAO UK!** During this 5-minute networking session, the aim of the game is to go and meet two people you don't already know.
09:00 - 09:30	**What Does It Take to Transform AI Readiness into Tangible Collective Intelligence?** • What foundational AI concepts, such as machine learning and algorithm design, are crucial for establishing a robust groundwork for AI readiness? • How can organizations assess their AI readiness by evaluating infrastructure, data quality, and team skills to identify and address any critical gaps? • What strategies can be used to leverage AI tools for enhancing collective intelligence and improving team collaboration and decision-making? • How can organizations ensure their AI initiatives align with strategic goals and measure their success using key performance indicators (KPIs) to deliver real value?
09:30 - 10:00	**Data Strategy War Room: Scenario-Based Decision Making** Format: Scenario Planning Workshop Designed specifically for data leaders, this interactive workshop presents real-world, high-stakes scenarios requiring immediate strategic responses. Participants will collaborate in small groups with fellow senior executives to tackle challenges such as data breaches, AI implementation pressures, and sudden regulatory shifts. *Role of Participants:* You will quickly assess situations and outline strategic responses through practical, quick-thinking, and collaborative decision-making. *Key Focus Areas:* Risk management Crisis response Scaling AI solutions

	Preparation: No extensive preparation is needed. Just bring your experience and readiness to engage in scenario-based decision making. Facilitators will guide you through the scenarios designed for immediate response. **Why Join:** This workshop offers a valuable opportunity to sharpen your strategic planning skills, collaborate with other leaders, and practice making high-impact decisions in real time.	
10:00 - 10:30	**Navigating the Ethical Landscape: Safeguarding Privacy in the Age of Big Data and AI** • How do organizations navigate ethical complexities in advanced analytics and machine learning? • What proactive strategies can businesses use to address emerging privacy risks in the evolving landscape of big data and AI? • Beyond compliance, how can organizations innovate to integrate ethical principles into their core data strategies? • In the age of encryption and decentralization, how do businesses balance data privacy with the need for accessibility • What tools and approaches enable organizations to transparently communicate and address ethical considerations in complex data models within the era of explainable AI? Andi McAleer, *Head of Data & AI Governanc*e - **FINANCIAL TIMES**	
10:30 - 11:00	*Mid-Morning Coffee & Networking in the Exhibition Area*	
	TRACK A **Ethics, Privacy, and Data Security**	**TRACK B** **The Future of Data-Driven Customer Experiences**
11:00- 11:30	**Privacy in the Age of Big Data: Navigating the Legal Minefield** • How can organizations balance the need for data-driven insights with increasingly stringent privacy regulations like GDPR and CCPA in the age of big data? • What strategies can companies implement to ensure compliance	**How Can We Use Data to Meet Changing Customer Expectations in an Increasingly Digital World?** • How are businesses across industries using real-time data to adapt to customer needs in a fast-paced digital environment?

	with data privacy laws while still leveraging personal data for business growth and innovation? • How do emerging technologies such as AI and machine learning complicate privacy concerns, and what legal safeguards should be in place to mitigate risks? • In an era where data breaches are becoming more common, how can businesses protect consumer trust while maintaining transparency about their data practices and legal obligations?	• What role does AI play in anticipating customer behaviors and personalizing digital experiences at scale? • How can data leaders ensure the integration of data-driven solutions without compromising on customer privacy and trust? • What are the key strategies for balancing automation with the human touch to meet evolving customer expectations?
11:30 - 12:15	**Discussion group A: Building Ethical Frameworks for Data Use** • How can organizations create ethical guidelines that protect data privacy while still enabling innovation and data-driven insights? • What practices ensure transparency, accountability, and fairness in data governance to meet both ethical standards and stakeholder expectations? • How can businesses mitigate bias in AI models and integrate ethical principles to prevent discrimination in data use? • What steps must companies take to ensure their data practices remain ethical and compliant with evolving regulations like GDPR and CCPA across regions?	**Discussion group B: Can Data-Driven Experiences Truly Personalize Customer Journeys Without Sacrificing Privacy and Human Touch?** • How are companies leveraging AI and big data to deliver hyper-personalized customer interactions across digital platforms? • What role does predictive analytics play in anticipating customer needs and shaping more proactive service models? • How can businesses ensure data privacy and compliance while still using vast customer data to enhance experiences? • Are there limits to automation in customer experiences, and how do companies balance human touch with data-driven efficiency?
12:15- 13:30	*Lunch & Networking in the Exhibition Area*	

13:30-14:15	TRACK A	TRACK B
	Workshop: Monetising Data: Turning Insights into Revenue	**Roundtable Sessions** *(Strategic peer discussions with minimal preparation)*
	What You'll Learn:	AI-Powered Analytics: The Next Frontier
	• **Data as a Strategic Asset:** How businesses can generate revenue from their data, such as through data-sharing partnerships or insights-based products. • **Overcoming Challenges in Data Monetization:** Legal, ethical, and practical challenges and strategies for overcoming them. • **Measuring ROI on Data Investments:** How to evaluate the financial returns on your data initiatives.	• **What to expect**: A fluid discussion on how AI is being integrated into data strategies across industries. Participants will share their insights on balancing innovation and governance when deploying AI in their organisations. • **Participation**: No preparation needed—just join in and share any high-level experiences with AI, even if it's a work-in-progress. The goal is to exchange thoughts on AI's potential and discuss common obstacles like data privacy or ROI.
	Workshop Outline:	
	• **Introduction:** An overview of data monetization and its significance in today's world. • **Data as a Strategic Asset:** Learn about different revenue streams generated from data and share your own ideas. • **Challenges & Solutions:** Discuss legal, ethical, and practical challenges, with real-world examples of overcoming them. • **ROI on Data Investments:** Discover simple frameworks to measure the success of your data initiatives.	
	How You Can Participate:	
	• No preparation is needed! • Share how your organization uses data or could monetize it.	

	• Participate in discussions and ask questions. • If you don't have direct experience, think about potential opportunities for your industry.	
14:15-15:00	**Roundtable: Building the Next Generation of Data Leaders** Format: Interactive Leadership Roundtable This session brings together data leaders to discuss how they are cultivating the next generation of data talent. What leadership skills are needed in future CDAO roles? How can senior leaders' mentor and upskill their teams to meet the demands of a rapidly evolving data landscape? Participants will share their mentorship approaches and discuss strategies for closing the talent gap. • **Focus Areas:** Leadership development, talent strategy, future skills. • **Preparation:** Minimal — 1 facilitator guides the discussion with key questions. • **Objective:** Encourages reflection on talent development and sharing of leadership strategies to help organizations grow their data capabilities from within Kevin Bould, *Associate Director of Digital Data and Technology* – TEENAGE CANCER TRUST	**Roundtable: Data Democratisation: Enabling Non-Technical Users** • **What to expect**: A conversational session where leaders discuss how they're enabling non-technical teams to access and use data, while maintaining security and quality standards. Focus is on balancing accessibility with governance. • **Participation**: Simply join and share your organization's experience with democratizing data—whether it's just getting started or fully implemented. No need for slides or formal input, just ideas and insights. Kassim Hussein, *Head of Data and Analytics (Director Grade) -* CLEVELAND CLINIC LONDON
15:00 - 15:30	*Afternoon Tea & Networking in the Exhibition Area*	
15:30-16:00	**Can We Truly Eliminate Bias in AI? Exploring the Challenges of Fair Algorithms**	

	• How can we detect and reduce bias in AI models that are trained on historically skewed data? • What roles do diverse data sets and inclusive teams play in ensuring fairness across AI systems? • How do regulatory bodies address the ethical implications of biased AI in sectors like healthcare and finance? • Is there a trade-off between AI accuracy and fairness, or can both be achieved simultaneously through advanced techniques?
16:00-16:30	**Breaking Down Barriers: Powering Innovation Through Cross-Functional Data Collaboration** • How can data teams effectively collaborate with business units, legal, and IT for meaningful impact? • What best practices can foster a culture where data is a shared resource rather than a siloed asset? • How have cross-functional teams unlocked new insights and innovations through collaboration?
16:30 – 16:45	**Chairs Closing Remarks**
16:45	**END OF THE CONFERENCE**