Dive headfirst into the data realm like never before at CDAO UK 2026 on 25-26th February in London at The Minster Building.

Data is now centre-stage — shaping competitive advantage, powering transformation, and influencing the boardroom. CDAO UK 2026 is where the UK's most progressive data leaders meet to challenge outdated thinking, share practical strategies, and define what's *next*.

What to Expect:

A Refined, Business-Led Agenda
Two focused tracks over 2 days:

- **Data Integrity & Trust at Scale** – Governance, ethics, privacy, and regulation that enable innovation, not block it.
- **Smarter Data Strategy for Business Impact** – Operating models, leadership, value delivery, and scaling what works.

GenAI Unplugged: Ask-Me-Anything
No slides. No script. Legal, technical, and ethical experts tackle *your* toughest questions on risk, IP, and responsible GenAI use.

Workshop: Future-Ready Governance
Build governance that's agile, adaptive, and autonomous — aligned to real-world tech stacks and team realities.

Live Poll Debate: Should Data Act Without Human Review?
Join the audience-driven debate on automation vs human oversight. You vote. Experts challenge.

Fireside Chat: The CDAO as Storyteller
Explore how top CDAOs frame data as influence — turning insight into action that lands with CFOs, COOs, and Boards.

Leadership Roundtable: Next-Gen Data Leaders
What defines a modern CDAO? Candid conversations on how to lead, scale, and build a resilient, future-ready data team.

Interactive Formats That Deliver:

Roundtables
Intimate, honest conversations across industries. Real insights. No filter.

Think Tanks
Hands-on problem-solving sessions where leaders unpack real challenges and co-create solutions.

Confirmed Speakers:

- Deepika Adusumilli, *Chief Data and AI Officer* - **BT Group**
- Vladimir Bendikow, *Chief Data Officer* - **FIRSTBANK UK LIMITED**
- Alexey Kryazhev, *Senior Vice President*- **Citi**
- Vijay Jairaj, *Executive Director, Responsible AI and Data Ethics*- **Standard Chartered**
- Hazem El Taha, *Senior Vice President, Group Marketing Technology*, **HSBC**
- Amit Nandi- *Vice President Solutions & Data Architect*, **Barclays Investment Bank**
- Adnan Salehin, *Vice President, Lead Software Engineer*, **JPMorgan**
- James Davies, *Chief Analyst Officer*- **By Rotation**
- Francesco Di Costanzo, *Chief Executive Officer*- **JAJA Finance**
- Dilshat Uteshev, *Executive Director, Head of AI*- **JPMorgan**
- Sally Bashuan, *Executive Director, Head of Global Data Governance*- **Federated Hermes**
- Kaushik Chaubal, *Senior Director*, **BlackRock**
- Beatrice Russell, *MDM Global Implementation Leader - Technology* – **AON**
- Peter Jackson, *Interim Global Head of Data Office* – **SCHRODERS**
- Sharada Khanna, *Global Lead for Originations and Credit Bureau Data Strategy, Retail Banking* - **HSBC**
- Martin Nelson, *Data Platforms Adoption Lead and Product Owner*- **NFU MUTUAL**
- Anwar Mirza, *Data Strategy and Governance* - **Ex TNT/FedEx**
- Euan Wielewski, *Head of Applied AI* - **Natwest**
- Subramanian Ramakrishnan, *Director - Head of Data and Analytics* - **SquareTrade**
- Kassim Hussein, *Head of Data and Analytics*- **Cleveland Clinic London**
- Calum Conejo-Watt, *Head of Data Governance & Quality* – **Lombard Odier Investment**
- Premal Desai , *Head of Data & AI*- **The Gym Group**
- Neeraj Tripathi, *Lead Software Engineer/PAM Architect*- **Mastercard**
- Igor Stojkovic , *Data Science Lead*– **ING**
- Pankaj Manek, *Data Manager*- **Cambridge & Counties Bank**

25th February, Wednesday

DAY 1

CDAO UK 2026

08:00 – 08:45	*Registration & Coffee in the Exhibition Area*
8:45 - 8:50	**Chair's Opening Remarks**
8:50- 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	**Panel Discussion: Data Leaders Under Pressure: Leading Through Regulation, Automation & Uncertainty** CDAOs are expected to stay fast, compliant, and strategic: all at once. This panel explores how to lead through constant change. - Adapting strategy when regulations evolve faster than your roadmap - Building credibility in the boardroom through risk-aware storytelling - Staying agile without weakening governance or trust - Leading teams through automation shifts without losing clarity or control Speakers: Subramanian Ramakrishnan, *Director - Head of Data and Analytics -* **SquareTrade**
09:30 - 10:00	**Presentation: Data as a Product: Turning Strategy into Delivery** Treating data as a product change everything — how you plan, who owns what, and what gets delivered. - What "data product" really means beyond the buzz - Who owns what, aligning roles, delivery, and accountability - How to embed product thinking into data roadmaps - Common pitfalls in execution, and how to avoid them

	Vladimir Bendikow, *Chief Data Officer* - **FIRSTBANK UK LIMITED**
10:00 - 10:30	**Expert Ask-Me-Anything: Navigating GenAI Risk, IP Challenges & Human Oversight** An informal, interactive session where you can ask your burning questions directly to a GenAI risk and data governance expert. Expect practical, on-the-spot answers about managing AI risk, navigating murky IP ownership, and ensuring human oversight in automated systems. Bring your questions: big or small.
10:30- 11:00	*Mid-Morning Coffee & Networking in the Exhibition Area*

	TRACK A: Data Integrity & Trust at Scale	TRACK B: Driving Business with Smarter Data Strategy
11:00- 11:30	**Private by Design – Using Data Without Losing Trust** Privacy isn't just a compliance box — it's a foundation for credibility. Here's how to use sensitive data responsibly, without eroding trust. - How to apply concepts like federated learning and differential privacy - Ways to stay compliant as global data laws evolve - How to balance innovation with user expectations on privacy - Communicating trust clearly, and what your data policy really tells users	**Data Culture That Sticks – Leading Through Disruption** Organisations are investing heavily in data, yet many struggle to consistently convert that investment into measurable business value. This keynote will set the tone for Track B by showing how to move beyond fragmented initiatives toward a disciplined, value-driven data strategy. Delegates will discover how to link business strategy with value streams and data drivers, ensuring that every investment in data translates into tangible outcomes at speed and scale. Drawing on proven frameworks and practical case studies, Anwar will demonstrate how to embed governance, controls and measures

into everyday business practice, data products and services.

The session will also explore how automation accelerates delivery, how literacy harmonises culture and how leaders can balance people, process, data and technology to unlock sustained advantage.

Key takeaways include:

- Placing value in context of business strategy, planning, prioritisation and execution
- Mapping the value journey and presenting it in a digestible manner
- Applying the right governance framework for sustainable data products and services
- Accelerating outcomes through automation of core framework components
- Leveraging data literacy as a cultural catalyst for adoption and scale

Anwar Mirza, Data Strategy and Governance - **Ex TNT/FedEx**

11:30 – 12:00	**Data You Can Trust – Building Auditability into Your Stack** If you can't trace it, you can't trust it. This session dives into what it takes to build transparency from source to decision. - How to map your data supply chain from raw input to insight - Best practices for validating external data and models	**From Governance to Agency: Empowering People in Data Systems** We talk a lot about compliance, but real trust comes when people feel ownership. This session explores how governance becomes a tool for empowerment, not just control. - Making transparency real, turning policies into something users and employees can act on

	• Managing risk from third-party APIs and embedded services • How to build transparency without adding operational drag	• Co-creating governance frameworks with the people who are directly impacted • Shifting from "tick-the-box" compliance to long-term trust and loyalty • Designing for agency, giving users real choices instead of just legal disclaimers
12:00 - 12:30	**Discussion group A: Invisible Governance – Control Without Friction** • How to implement policy-as-code inside platforms and workflows • Making compliance adaptive to real-world business needs • Empowering data teams to move fast while staying within the lines • What effective, "quiet" governance looks like in 2026	**Discussion Group B: From Insight to Action – Why Data Still Doesn't Drive Decisions** • How to get business teams to act on insight, not just view it • Embedding data into real workflows, not PowerPoint • The tools and habits that close the "last mile" gap • Why relationships—not reports—drive outcomes Speakers: Subramanian Ramakrishnan, *Director - Head of Data and Analytics -* **SquareTrade** Vladimir Bendikow, *Chief Data Officer -* **FIRSTBANK UK LIMITED** James Davies, *Chief Analyst Officer-* **By Rotation**
12:30- 13:30	*Lunch & Networking in the Exhibition Area*	
13:30- 14:10	TRACK A **Think Tank Sessions** (*Focused problem-solving with no formal preparation*) **Smart Boundaries – Ethics, Law & Data in the Real World**	TRACK B **Think Tank Sessions** (*Focused problem-solving with no formal preparation*) **Working Together, Apart: Building Impact Without Central Control**

	What We'll Explore:	**What We'll Explore:**
	• Where governance and ethics collide with real-world business demands • How to align responsible data use with stakeholder pressure for speed • Cross-border challenges: What happens when global rules conflict? • What ethical operations *actually* look like under pressure **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.	• How to make federated or hybrid data teams work in real life • Aligning pods or domains to shared goals and metrics • Managing data consistency without re-centralizing everything • Avoiding fragmentation across tools, talent, and vision **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.
14:10-14:20	*10-minute changeover*	
14:20-15:00	**Speakers from Track B joins to discuss Ethics, Law & Data in the Real World**	Speakers from Track A joins to discuss Working Together, apart: Building Impact Without Central Control
15:00 - 15:30	*Afternoon Break & Networking in the Exhibition Area*	
15:30-16:00	**Leading Through Data Fatigue – Keeping Teams Inspired in the Age of Overload** As data volumes grow and AI reshapes workflows, teams risk burnout, disengagement, and "data fatigue." This session explores how leaders can maintain momentum, inspire creativity, and keep purpose at the heart of data work. • Recognizing the signs of "data fatigue" in teams and organizations. • Building resilience and clarity when everything seems urgent.	

	• Storytelling and purpose as tools to keep teams aligned. • Creating psychological safety in highly technical environments. • Leadership practices for sustaining energy through disruption.
16:00 - 16:30	**Presentation: From Insight to Impact: Making Data Actually Change Things** Good insights aren't enough — the real challenge is getting them used. This session focuses on making data operational, not just visible. • Why insights often stall after delivery, and how to design for adoption from the start • Embedding data into daily decision-making — integrating it directly into tools, processes and frontline workflows • Building stronger collaboration between analysts, business leads and product teams to close the "last mile" gap • Choosing the right tools, rhythms and architecture to turn insight into timely, trusted, and actionable outcomes
16:30 – 17:00	**Panel Discussion: The Future Data Team: Adaptive, Interdisciplinary & Impact-Driven** • What skills and roles define the modern data team in 2026? • Moving from data scientists and analysts to product managers, UX designers, and prompt engineers. • How to build fluid teams that evolve with tech and business strategy. • Leveraging low-code, GenAI, and automation without shrinking the talent vision. • Ensuring diversity of thought and domain expertise drives innovation. Speakers: James Davies, *Chief Analyst Officer-* **By Rotation**
17:00- 17:15	**Chairs Closing Remarks**
17:15 - 18:15	*Networking drinks and Prize Draw*
18:15	END OF DAY 1

26th February, Thursday
DAY 2
CDAO UK 2026

08:00 – 08:45	*Registration & Coffee in the Exhibition Area*
8:45 - 8:50	**Chair's Opening Remarks**
8:50- 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	**Neurodiversity & Data: The Untapped Talent Advantage** Some of the most powerful insights come from minds that work differently. This session explores how to make space for them. • Building teams that embrace cognitive diversity, not just background or skillset • Designing tools and workflows that adapt to different ways of processing information • Making inclusion measurable — beyond recruitment, into retention and growth • Creating cultures where neurodiverse professionals thrive, contribute, and lead
09:30- 10:00	**Presentation: Rethinking AI: What's Worth Automating, and What's Not** When everything can be automated, the real skill is knowing when not to. This session challenges leaders to make smarter, sharper calls on automation. • How to identify the business areas where automation delivers real, measurable value

	• Recognising the processes that should stay human-led — and spotting early warning signs • Balancing speed and oversight in decisions that affect customers, risk, and reputation • Moving from "AI-first" hype to selective, high-impact deployment across the organisation Francesco Di Costanzo, *Chief Executive Officer* - JAJA Finance
10:00 -10:30	**Panel Discussion: LLMs in the Enterprise: Governance, Scaling & Responsible Use** • Identifying hidden governance and compliance gaps when teams adopt GenAI tools outside approved channels — and what data leaders often miss • Balancing the need for model customisation with the risks of using unverified datasets, breaching regulatory requirements, or exposing sensitive business information • Creating clear data policies that define acceptable LLM use while enabling innovation and measurable business impact • Educating teams on how LLMs really work — limitations, biases, data quality issues, and their impact on business decision-making Speakers: Kaushik Chaubal, *Senior Director*, BlackRock Calum Conejo-Watt, *Head of Data Governance & Quality* – Lombard Odier Investment Igor Stojkovic , *Data Science Lead* – ING
10:30 - 11:00	*Mid-Morning Break & Networking in the Exhibition Area*
11:00- 11:30	**Data Capital: Turning Enterprise Data into a Measurable Asset Class** If data is the new oil, where's the balance-sheet line for it? This session looks at how to turn enterprise data into something financial leaders can track, value, and manage like any other strategic asset. • How to quantify data as an asset — from classification and valuation models to real-world accounting methods • Building frameworks that connect risk, quality, and usage to financial value, enabling more informed investment decisions • Working with finance leaders to define data ROI in terms they trust — not just dashboards, but economic impact

	• Shifting the CDAO role from enabler to asset manager, with accountability over data's tangible contribution to the business
11:30-12:00	**Invisible Governance: Embedding Guardrails Without Slowing Innovation** Great governance doesn't get in the way — it guides without being seen. This session explores how to embed compliance and ethics directly into systems, without slowing teams down. • Building policy-as-code directly into platforms, data pipelines and AI models, so guardrails run silently in the background • Designing governance frameworks that respond in real-time to business events, not static rulebooks • Giving developers and data scientists built-in tools, defaults and nudges to support responsible choices without added friction • Moving from reactive compliance to proactive design — where trust and flexibility can scale together
12:00-13:00	*Lunch & Networking in the Exhibition Area*

13:00-13:30	**Discussion group: Prompt Engineering for Executives: How Leaders Should Interact with GenAI** • Hands-on techniques for framing prompts that lead to strategic insight, not surface-level answers • Understanding the limits of natural language interfaces — ambiguity, bias, and loss of nuance • Training leaders to be AI-literate, able to question and refine model outputs with confidence • Knowing when to rely on GenAI and when a decision needs real human judgment	**Roundtable: Decentralised Data Teams, Centralised Impact: What's the New Operating Model?** • Navigating federated vs centralised governance models and knowing when each works best • Aligning cross-functional pods to shared metrics, business outcomes, and data accountability • Avoiding fragmentation in tools, platforms, and decision-making culture across teams • Building lightweight coordination mechanisms that preserve speed without losing cohesion • Structuring roles and ownership so that autonomy doesn't become chaos Speakers:

	• Encouraging a leadership culture that challenges automation rather than defaulting to it	Subramanian Ramakrishnan, *Director - Head of Data and Analytics -* **SquareTrade**
13:30-14:00	**Roundtable: Trust Layer: Architecting for Explainability, Provenance & Consent** • **What to expect**: - Embedding traceability into your data and AI workflows. - Real-time consent and provenance in data supply chains. - What a "trust layer" looks like in practice—tech, process, and culture. • **Participation**: Simply join and share your organization's experience with democratising data—whether it's just getting started or fully implemented. No need for slides or formal input, just ideas and insights.	
14:00-14:45	**Workshop: Future-Ready Data Governance: Adaptive, Agile & Autonomous** **What You'll Learn:** • Modernising Governance for Today's Realities: Discover how traditional governance models are evolving to support faster innovation, self-service analytics, and decentralized teams—without sacrificing control. • Balancing Control with Flexibility:	

	Explore the challenges of enabling agile data access in complex environments while maintaining compliance, auditability, and trust across all functions. • Governance in the Age of Mesh, AI, and Autonomy: Learn how to structure policies and ownership models that work in distributed architectures, AI-enhanced workflows, and high-velocity decision-making contexts. **Workshop Outline:** 1 Introduction: Rethinking Data Governance for Modern Enterprises An overview of how data governance is shifting from gatekeeping to enablement and orchestration. 2 Core Challenges: Agility vs. Accountability A collaborative discussion on how to avoid the extremes of over-regulation and under-management, especially in self-service and AI-driven environments. 3 Governance at Scale: Frameworks that Flex Learn from real-world use cases on implementing modular, adaptive governance strategies that scale across geographies and business units. 4 The Future State: Autonomous & Embedded Governance Explore emerging trends in AI-led compliance, embedded policy-as-code, and governance that runs invisibly in the background of everyday workflows. How You Can Participate: ☑ No preparation needed! ☑ Share how your organization uses data or brainstorm potential opportunities. ☑ Engage in discussions, ask questions, and exchange insights. ☑ If you don't have direct experience, think about how data-driven strategies could benefit your industry. Speakers: Calum Conejo-Watt, *Head of Data Governance & Quality* – **Lombard Odier Investment**
14:45 - 15:15	*Afternoon Break & Networking in the Exhibition Area*

15:15-15:45	**Live Poll Debate: Should Your Data Be Allowed to Trigger Action Without Human Review?** A sharp, audience-driven debate on where data ends — and decision-making begins. • **Live audience poll** to kick things off and see where the room stands — then again at the end to track any mindset shifts. • **Debate on a big question:** Should AI be trusted to act on its own during a cyber threat in FS? • **Audience gets involved** — ask questions, share views, and see how your take compares to the room. Speakers: Calum Conejo-Watt, *Head of Data Governance & Quality* – **Lombard Odier Investment**
15:45-16:15	**Fireside chat: The CDAO as Storyteller – Turning Data into Decisions** Forget dashboards that no one reads. Today's CDAO must translate complexity into clarity — framing insights in ways that resonate with CFOs, COOs, and the Board. Learn how to bridge the gap between data science and business strategy and become the storyteller who drives action at the top. • Craft narratives that align data insights with executive priorities • Move from reporting metrics to influencing business decisions • Translate technical outputs into compelling business value stories
16:15-16:45	**Sustainable Data – Balancing Growth, Efficiency & Responsibility** As enterprises scale data and AI, the unseen costs—energy consumption, carbon footprint, and resource inefficiency—are growing. This session explores how data leaders can embed sustainability into data strategy without sacrificing innovation or performance. • Measuring and reporting the carbon footprint of data systems (cloud, storage, AI training). • Strategies for "Green AI" – optimizing models and infrastructure for efficiency. • Balancing cost savings, sustainability targets, and business growth. • Embedding ESG goals into data governance and procurement decisions. • The CDAO's role in aligning data strategy with corporate sustainability commitments
16:45 –17:00	**Chairs Closing Remarks**

17:00	END OF THE CONFERENCE