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 CDAO UK 2026 is where the UK's most progressive data leaders meet to challenge outdated thinking, share practical strategies, and define what's *next*.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:

- Akhil Lalwani, *Chief Data Officer –* **Allianz UK**
- Emma York, *Chief Data Officer –* **London Stock Exchange Group**
- Deepika Adusumilli, *Chief Data and AI Officer -* **BT Group**
- Masood Alam, *Chief Data Architect –* **The Scottish Government**
- Vladimir Bendikow, *Chief Data Officer –* **Firstbank UK Limited**
- James Davies, *Chief Data Analyst Officer-* **By Rotation**
- Ed Brafman, *Director of Consumer Intelligence-* **Manchester United**
- Amit Nandi, *Vice President Solutions & Data Architect -* **Barclays Investment Bank**
- Francesco Di Costanzo, *Chief Executive Officer-* **JAJA Finance**
- Anna Gill, *Global Digital Core Deployment Senior Director –* **Mars**
- Sanja Hukovic, *Group Director, Head of Model and AI Risk -* **London Stock Exchange Group**
- Francisco Mainez, *Senior Director, Global Head of Financial Crime Strategy -* **Nium**
- Kaushik Chaubal, *Senior Director -* **BlackRock**
- Gael Decoudu, *Director Data Science -* **Chetwood Financial Services**
- JP Bhamu, *Director of Data & AI -* **NHS Business Services Authority**
- Murtz Daud*, Director of Data & AI –* **British Gas**
- Tom Trolez, *Director of Global Data & Analytics Solution Deliver –* **Novartis**
- Uzo Okelue, *Associate Director, Systems & Data -* **Aviva Investors**
- Andy Isaacs, *Director of Data & Analytics -* **UK TV**
- Subramanian Ramakrishnan, *Director - Head of Data and Analytics –* **SquareTrade**
- Ivonne Appleyard, *Senior Data Domain Owner / Data Product Owner –* **MERCK GROUP**
- Felix Sanchez Garcia, *Director of Data & AI -* **Unmind**
- Beatrice Russell, *Global Data Management Office Leader -* **AON**
- Elena Streltsova, *Head of Data Analytics –* **Asahi Europe & International**
- Patrick Osborne, *Head of Customer Insights & Analysis –* **QVC**
- Sharada Khanna, Global Lead Analytics and Commercialisation, Retail Banking Originations- **HSBC**
- Martin Nelson, *Data Platforms Adoption Lead and Product Owner-* **NFU MUTUAL**
- Rickie Glasgow, *Global Head of Data Governance -* **Northern Trust**
- Calum Conejo-Watt, *Head of Data Governance & Quality -* **Lombard Odier Investment**
- Aditya Sharma, *Head of Engineering - Data Platform & Analytics -* **Tide**

- Premal Desai, *Head of Data & AI -* **The Gym Group**
- Alan Strange, *Head of Underwriting & Analytics –* **Sophro**
- Atul Agarwal, Senior Director, Data Strategy - **Barclays Investment Bank**
- Igor Stojkovic, *Data Science Lead –* **ING**
- Kyle Jourdan, Head of AI Practice –**Qlik**
- James Robinson, *Principal Customer Engineer-* **Collibra**
- Gautam Singh*, Global Head – Data, Analytics & AI –* **WNS**
- Matthew Livermore, Director, Sales Engineering (EMEA) -**Perforce Software**

25th February, Wednesday DAY 1 CDAO UK 2026	
08:00 08:45	*Registration & Coffee in the Exhibition Area*
8:45 - 8:55	**Chair's Opening Remark**
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	**Panel: 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**: Anna Gill, *Global Digital Core Deployment Senior Director –* **Mars** Sharada Khanna, Global Lead Analytics and Commercialisation, Retail Banking Originations- **HSBC**

	Beatrice Russell, *Global Data Management Office Leader -*AON Martin Nelson, *Data Platforms Adoption Lead and Product Owner-* NFU MUTUAL James Davies, *Chief Analyst Officer-* By Rotation
09:30 - 10:00	**Co-Presentation: 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. • Designing governance frameworks that work for business, not static rulebooks • AI risk management and embedding Responsible AI principles seamlessly • Where data fits: foundations vs opportunities • Our tops tips on making governance visible where it matters and invisible where it shouldn't Speakers: Emma York, *Chief Data Officer –* London Stock Exchange Group Sanja Hukovic, *Group Director, Head of Model and AI Risk -* London Stock Exchange Group
10:00 - 10:30	**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?
10:30-11:00	*Mid-Morning Coffee & Networking in the Exhibition Area*
	TRACK A:	**TRACK B:**

11:00-11:30	**Panel Discussion: Data Leaders Under Pressure: Leading Through Regulation, Automation & Uncertainty** • 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: Francisco Mainez, *Senior Director, Global Head of Financial Crime Strategy* - **Nium** Subramanian Ramakrishnan, *Director - Head of Data and Analytics* – **SquareTrade** Martin Nelson, *Data Platforms Adoption Lead and Product Owner*- **NFU Mutual** Premal Desai, *Head of Data & AI* - **The Gym Group**	**Presentation by** Tom Trolez, *Director of Global Data & Analytics Solution Deliver* – **Novartis**
11:30 – 12:00	**Private by Design – Using Data Without Losing Trust** Presented by NEO4J	**Presentation: Trends 2026 Outlook - Powering the Future of AI** Everyone is looking for AI ROI. But with so many organisations invested — yet so few seeing a return — what needs to change? For decades, companies have dutifully marched back and forth, loosening the reins when much-needed advancement becomes stifled, then pulling back to feel safe by "restoring order." In 2026, however, the winning model when it comes to data doesn't rely on choosing the "right" side of this perpetual pendulum. It's about deriving power through orchestration across both sides. Join Kyle Jourdan, Head of AI Practice at Qlik, as he explores the trends reshaping AI

		adoption in 2026, and the strategic shifts leaders must make to move from experimentation to enterprise impact. Kyle Jourdan, Head of AI Practice **-Qlik**
12:00 - 12:30	Discussion group A: Practical Governance: How to Maintain 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 **Speakers:** Matthew Livermore, Director, Sales Engineering (EMEA) -**Perforce Software** Uzo Okelue, *Associate Director, Systems & Data* - **Aviva Investors** Elena Streltsova, *Head of Data Analytics –* **Asahi Europe & International** Atul Agarwal, Senior Director, Data Strategy - **Barclays Investment Bank**	**Discussion group B: 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. **Speakers:** Gael Decoudu, *Director Data Science -* **Chetwood Financial Services** Ivonne Appleyard, *Senior Data Domain Owner / Data Product Owner –***MERCK GROUP** James Robinson, *Principal Customer Engineer-***Collibra**
12:30-13:30	*Lunch & Networking in the Exhibition Area*	*Private Lunch Roundtable by* **WNS:** Delivering on Vision: Driving successful Agentic AI led transformations Gautam Singh, Global Head – Data, Analytics & AI -**WNS**

	TRACK A	TRACK B
13:30-14:00	TBC	Alteryx
14:00-14:30	**Presentation: Data as a Product: Turning Strategy into Delivery** Discover how leading organisations are transforming their data strategy by treating data as a true product. This session explores what "data as a product" really means, how to align ownership and delivery, and how to avoid the common pitfalls in execution. Learn how to turn vision into tangible business outcomes. • 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	**Presentation: Operationalizing AI: Infrastructure to Agents — Unlocking Business Value at Scale** The future of AI is autonomous. Amit Nandi will show how leading enterprises can evolve beyond MLOps to unlock new business value with LLMs and AI agents. Learn how to modernize your AI infrastructure to enable real-time, human-in-the-loop intelligence while ensuring governance and scale. • What executives need to know about the shift from MLOps to AgentOps • How to align AI systems with business objectives and compliance requirements • Strategies to future-proof your tech stack and stay ahead of emerging AI trends Amit Nandi- *Vice President Solutions & Data Architect-*Barclays Investment Bank
15:00-15:30	**Discussion Group A: Working Together, Apart – Building Impact Without Central Control** • How to make federated or hybrid data teams work in real life	**Discussion group B: Smart Boundaries – Ethics, Law & Data in the Real World** • Where governance and ethics collide with real-world business demands

	• Aligning pods or domains to shared goals and metrics • Managing data consistency without re-centralizing everything • Avoiding fragmentation across tools, talent, and vision **Speakers:** Elena Streltsova, *Head of Data Analytics –* **Asahi Europe & International** Ivonne Appleyard, *Senior Data Domain Owner / Data Product Owner –* **MERCK GROUP**	• How to align responsible data use with stakeholder pressure for speed • Cross-border challenges: What happens when global rules conflict? • What ethical operations look like under pressure **Speakers:** Francisco Mainez, *Senior Director, Global Head of Financial Crime Strategy –* **Nium** Gael Decoudu, *Director Data Science -* **Chetwood Financial Services**
15:00 - 15:30	*Afternoon Break & Networking in the Exhibition Area*	
15:30-16:00	Keynote Speaker TBC	
16:00-16:30	**Panel: 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 • 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 Unlimited** James Davies, *Chief Analyst Officer-* **By Rotation** Patrick Osborne, *Head of Customer Insights & Analysis -* **QVC**	
17:00-17:30	**Presentation: Master data: from implementation to operationalisation** • Driving leadership engagement • Data interoperability: organisational, technical, semantic • Managing data complexity • Setting up an operating model for lasting success Beatrice Russell, *Global Data Management Office Leader -* **AON**	

17:00-17:30	**Roundtable: 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 **Speakers:** Elena Streltsova, *Head of Data Analytics* – **Asahi Europe & International** Atul Agarwal, Senior Director, Data Strategy - **Barclays Investment Bank** Aditya Sharma, Head of Engineering - Data Platform & Analytics - **Tide**
17:30-17:35	**Chairs Closing Remarks**
17:35-18:30	*Networking drinks and Prize Draw*

26th February, Thursday
DAY 2
CDAO UK 2026

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	**Panel: 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 **Speakers:** Akhil Lalwani, *Chief Data Officer –* **Allianz UK** Deepika Adusumilli, *Chief Data and AI Officer -* **BT Group** Tom Trolez, *Director of Global Data & Analytics Solution Deliver -* **Novartis** Murtz Daud*, Director of Data & AI –* **British Gas**
09:30-10:00	**Presentation: The Evolving Role of the CDAO – Building the Foundations for Scalable, Responsible Transformation** • From Technology to Transformation: How the Chief Data Architect role is evolving to shape organisational strategy and outcomes. • Building High-Performance Teams: Turning data engineers and architects into change agents who can deliver at scale. • Data Foundations for AI: How to design resilient, secure, and adaptable data architecture to power responsible AI. • Governance and Agility: Balancing control and innovation in a public-sector context. • Empowering the Organisation: Driving data literacy and cross-functional collaboration across departments. Masood Alam, *Chief Data Architect –* **The Scottish Government**
10:00 -10:30	**Session and Speaker TBC**
10:30 - 11:00	*Mid-Morning Break & Networking in the Exhibition Area*

	TRACK A	TRACK B
11:00-11:30	Session and Speaker TBC	**Presentation: Data Contracts That Survive Scale: Shifting Trust & Governance Left** • Why most data contracts fail in production • What a real, enforceable data contract includes • How to embed governance and trust at ingestion • Practical enforcement patterns for regulated environments Aditya Sharma, *Head of Engineering - Data Platform & Analytics* - **Tide**
11:30-12:00	**Presentation: Trust by Design – Building Confidence in Your Data** Data trust isn't a given, it's engineered. This session explores how leading organisations are reshaping their data foundations to deliver transparency, accountability, and measurable business confidence at scale. Key takeaways: • Modernising data ecosystems to build trust and resilience • Turning governance into a business enabler, not a blocker • Creating full data lineage and auditability from source to insight • Embedding shared accountability across business, data, and compliance • Measuring trust: linking data quality, transparency, and confident decision-making Akhil Lalwani, *Chief Data Officer* **– Allianz UK**	**Presentation: 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

		JP Bhamu, *Director of Data & AI* - NHS Business Services Authority
12:00-12:30	Discussion Group A: Trust Layer: Architecting for Explainability, Provenance & Consent • How to build traceability into data and AI pipelines • Practical ways to manage real-time consent and provenance • What a functional "trust layer" looks like across tech, process, and teams • How to ensure transparency and accountability end-to-end Speakers: Masood Alam, *Chief Data Architect* – The Scottish Government Andy Isaacs, *Director of Data & Analytics* - UK TV	Workshop: Future-Ready Data Governance: Adaptive, Agile & Autonomous • **What you'll take away** • How data governance is shifting from control-heavy to **enablement and self-service** • Practical ways to **move faster with data** without losing compliance or trust • How to design governance that actually works for **AI, distributed teams, and real-time decisions** Workshop flow • **Governance today:** Moving away from gatekeeping toward enabling the business • **Speed vs control:** Where teams typically over- or under-govern — and how to find the right balance • **Governance at scale:** What flexible frameworks look like across teams, regions, and platforms • **Towards autonomy:** Using policy-as-code and automation to reduce manual oversight Speakers: JP Bhamu, *Director of Data & AI* - NHS Business Services Authority Calum Conejo-Watt, *Head of Data Governance & Quality* – Lombard Odier Investment Alan Strange, *Head of Underwriting & Analytics* - Sophro

12:30-13:30	*Lunch & Networking in the Exhibition Area*
13:30-14:00	**Panel: 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** Tom Trolez, *Director of Global Data & Analytics Solution Deliver* - **Novartis** Felix Sanchez Garcia, *Director of Data & AI* - **Unmind** Igor Stojkovic , *Data Science Lead*– **ING**
14:00-14:30	**Expert Ask-Me-Anything: Practical Perspectives from Data & Analytics Leaders** An informal, conversational session focused on how organisations are working with data, analytics and AI in practice today. Rather than definitive answers or deep technical detail, the discussion will centre on real experiences, lessons learned, and common challenges leaders encounter when turning data into value — from decision-making and operating models to skills, culture, and trust. Audience questions act as conversation starters, allowing the session to flow naturally and focus on what's most relevant in the room.
14:30-15:00	**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**

15:00-15:30	*Afternoon Break & Networking in the Exhibition Area*
15:30-16:00	**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**
16:00-16:30	**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:** Andy Isaacs, *Director of Data & Analytics -* **UK TV** Subramanian Ramakrishnan, *Director - Head of Data and Analytics -* **SquareTrade** Rickie Glasgow, *Global Head of Data Governance* -**Northern Trust**
16:30 −16:40	**Chairs Closing Remarks**
16:40	END OF THE CONFERENCE