



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 CDAO UK 2026 is where the UK's most progressive data leaders meet to challenge outdated thinking, share practical strategies, and define what's *next*.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

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*
- 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 Chaudhary, *Senior Director - BlackRock*
- Gael Decoudun, *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, *Data Analytics Manager - Estee Lauder*
- 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*
- Meena Munawar Khan, *Chief Product Officer – Zindigi*
- Katy Rose, *Performance and Data Team Manager - Amova Asset Management*
- 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*

- Emma McGrattan, Chief Technology Officer – **Actian**
- Franck Carassus, CSO – **Huwise**
- Yiu-Shing Pang, Data Sharing Manager - **UK Power Networks**
- Jay Reilly, SVP, Sales - Global Center of Excellence -**Precisely**

25th February, Wednesday

DAY 1

CDAO UK 2026

08:00 08:45	<i>Registration & Coffee in the Exhibition Area</i>
8:45 - 8:55	<p>Chair's Opening Remark</p> <p>Katy Rose, <i>Performance and Data Team Manager - Amova Asset Management</i></p>
8:55- 9:00	<p>Speed Networking – Making new connections at CDAO UK!</p> <p>During this 5-minute networking session, the aim of the game is to go and meet two people you don't already know.</p>
09:00 - 09:30	<p>Panel: The Future Data Team: Adaptive, Interdisciplinary & Impact-Driven</p> <ul style="list-style-type: none"> • What does the data team look like today, and how is it evolving? • Which new skills or roles are becoming part of data teams? • How are teams staying flexible as tools and business priorities change? • How are GenAI and automation supporting teams in day-to-day work? • How does diversity of skills and perspectives help teams deliver better outcomes? <p>Speakers:</p> <p>Anna Gill, <i>Global Digital Core Deployment Senior Director – Mars</i> Sharada Khanna, <i>Global Lead Analytics and Commercialisation, Retail Banking Originations- HSBC</i> Beatrice Russell, <i>Global Data Management Office Leader -AON</i> Martin Nelson, <i>Data Platforms Adoption Lead and Product Owner- NFU MUTUAL</i> James Davies, <i>Chief Analyst Officer- By Rotation</i></p>
09:30 - 10:00	Co-Presentation: Invisible Governance: Embedding Guardrails Without Slowing Innovation

	<p>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.</p> <ul style="list-style-type: none"> • 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 <p>Speakers:</p> <p>Emma York, <i>Chief Data Officer – London Stock Exchange Group</i> Sanja Hukovic, <i>Group Director, Head of Model and AI Risk - London Stock Exchange Group</i></p>
10:00 - 10:30	<p>Presentation: Boosting AI Success Through the Adoption of a Rich Data Culture</p> <p>As AI adoption accelerates, organisations face increasing pressure to move beyond experimentation and deliver outcomes they can trust. For AI to produce consistent and reliable results, initiatives must be grounded in effective data governance. Organisations that succeed go beyond technology alone, fostering a strong data culture that prioritises quality, accountability, and shared understanding across the business.</p> <p>Join this session to explore:</p> <ul style="list-style-type: none"> • Finding the right culture balance with data • Maximizing AI's impact with a successful data governance framework • Implementing quality controls to ensure the efficacy of your AI program <p>Emma McGrattan, Chief Technology Officer - Actian</p>
10:30- 11:00	<i>Mid-Morning Coffee & Networking in the Exhibition Area</i>
	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">TRACK A:</div> <div style="text-align: center;">TRACK B:</div> </div>

11:00- 11:30	<p>Panel Discussion: Data Leaders Under Pressure: Leading Through Regulation, Automation & Uncertainty</p> <ul style="list-style-type: none"> • 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 <p>Moderator: Jay Reilly, SVP, Sales - Global Center of Excellence - Precisely</p> <p>Speakers:</p> <p>Francisco Mainez, <i>Senior Director, Global Head of Financial Crime Strategy</i> - Nium Subramanian Ramakrishnan, <i>Director - Head of Data and Analytics</i> – SquareTrade Martin Nelson, <i>Data Platforms Adoption Lead and Product Owner</i>- NFU Mutual Premal Desai, <i>Head of Data & AI</i> - The Gym Group</p>	<p>Presentation by Tom Trolez, Director of Global Data & Analytics Solution Deliver – Novartis</p>
11:30 – 12:00	<p>Private by Design – Using Data Without Losing Trust</p> <p>Presented by NEO4J</p>	<p>Presentation: Trends 2026 Outlook - Powering the Future of AI</p> <p>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.</p>

		<p>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.</p> <p>Kyle Jourdan, Head of AI Practice -Qlik</p>
12:00 - 12:30	<p>Discussion group A: Practical Governance: How to Maintain Control Without Friction</p> <ul style="list-style-type: none"> • 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 <p>Speakers:</p> <p>Matthew Livermore, Director, Sales Engineering (EMEA) -Perforce Software</p> <p>Uzo Okelue, Associate Director, Systems & Data - Aviva Investors</p> <p>Elena Streltsova, Head of Data Analytics – Asahi Europe & International</p> <p>Atul Agarwal, Senior Director, Data Strategy - Barclays Investment Bank</p>	<p>Discussion group B: Leading Through Data Fatigue – Keeping Teams Inspired in the Age of Overload</p> <p>How are organisations seeing and recognising data fatigue in teams today?</p> <ul style="list-style-type: none"> • What's helping teams stay focused and resilient when everything feels urgent? • How are leaders using purpose and storytelling to keep teams aligned? • What helps create psychological safety in data and highly technical environments? • Which leadership practices are helping sustain energy and motivation through ongoing change? <p>Speakers:</p> <p>Gael Decoudou, Director Data Science - Chetwood Financial Services</p> <p>Ivonne Appleyard, Senior Data Domain Owner / Data Product Owner –MERCK GROUP</p> <p>Meena Munawar Khan, Chief Product Officer - Zindigi</p> <p>James Robinson, Principal Customer Engineer- Collibra</p>
12:30- 13:30	<i>Lunch & Networking in the Exhibition Area</i>	<p><i>Private Lunch Roundtable by WNS: Delivering on Vision: Driving successful Agentic AI led transformations</i></p> <p>Gautam Singh, Global Head – Data, Analytics & AI -WNS</p>

	TRACK A	TRACK B
13:30-14:00	TBC	Alteryx
14:00-14:30	<p>Presentation: Data as a Product: Turning Strategy into Delivery</p> <ul style="list-style-type: none"> • What “data as a product” really means (in practical terms, not buzzwords) • How ownership and accountability need to be set up to make it work • How to apply product thinking to data roadmaps and delivery • Common execution pitfalls organisations hit • What helps turn data strategy into real business outcomes <p>Vladimir Bendikow, <i>Chief Data Officer – FirstBank UK Limited</i></p>	<p>Presentation: Operationalizing AI: Infrastructure to Agents — Unlocking Business Value at Scale</p> <p>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.</p> <ul style="list-style-type: none"> • 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 <p>Amit Nandi- <i>Vice President Solutions & Data Architect-Barclays Investment Bank</i></p>
14:30-15:00	<p>Discussion Group A: Working Together, Apart – Building Impact Without Central Control</p> <ul style="list-style-type: none"> • How we make federated or hybrid data teams work in real life • How we keep domains aligned on shared goals and metrics without slowing delivery • Where we see data consistency and trust break down, and what’s helped without re-centralising • The main areas where we experience fragmentation — across 	<p>Discussion group B: Smart Boundaries – Ethics, Law & Data in the Real World</p> <ul style="list-style-type: none"> • Where do organisations feel the most tension between governance, ethics, and business pressure? • How are teams balancing responsible data use with the need for speed? • What challenges come up when rules differ across countries or regions? • What does ethical decision-making look like in practice, especially under pressure?

	<p>tools, ownership, or ways of working</p> <p>Speakers:</p> <p>Franck Carassus, CSO – Huwise Yiu-Shing Pang, Data Sharing Manager - UK</p> <p>Power Networks Elena Streltsova, <i>Head of Data Analytics – Asahi Europe & International</i> Ivonne Appleyard, <i>Senior Data Domain Owner / Data Product Owner –MERCK GROUP</i></p>	<p>Speakers:</p> <p>Francisco Mainez, <i>Senior Director, Global Head of Financial Crime Strategy – Nium</i> Gael Decoudre, <i>Director Data Science - Chetwood Financial Services</i></p>
15:00 - 15:30	<p><i>Afternoon Break & Networking in the Exhibition Area</i></p>	
15:30-16:00	<p>Keynote Speaker TBC</p>	
16:00-16:30	<p>Panel: From Insight to Action – Why Data Still Doesn't Drive Decisions</p> <ul style="list-style-type: none"> • Why do insights still fail to turn into action in many organisations? • What helps teams use data in day-to-day decisions? • Where are workflows breaking down between insight and execution? • What habits, tools, or relationships are helping close the “last mile” gap? <p>Speakers:</p> <p>Subramanian Ramakrishnan, <i>Director - Head of Data and Analytics - SquareTrade</i> Vladimir Bendikow, <i>Chief Data Officer – FirstBank UK Unlimited</i> James Davies, <i>Chief Analyst Officer- By Rotation</i> Patrick Osborne, <i>Data Analytics Manager - Estee Lauder</i></p>	
16:30-17:00	<p>Presentation: Master data: from implementation to operationalisation</p> <ul style="list-style-type: none"> • Driving leadership engagement • Data interoperability: organisational, technical, semantic • Managing data complexity • Setting up an operating model for lasting success <p>Beatrice Russell, <i>Global Data Management Office Leader -AON</i></p>	
17:00-17:30	<p>Roundtable: Sustainable Data – Balancing Growth, Efficiency & Responsibility</p> <ul style="list-style-type: none"> • How are organisations thinking about sustainability in data and AI today? 	

	<ul style="list-style-type: none"> • Where are teams starting to measure or reduce the footprint of data platforms and AI workloads? • How are leaders balancing cost, performance, and sustainability goals in practice? • What's helping embed sustainability into data governance and procurement, not just strategy decks? <p>Speakers:</p> <p>Elena Streltsova, <i>Head of Data Analytics – Asahi Europe & International</i> Atul Agarwal, Senior Director, Data Strategy - Barclays Investment Bank Aditya Sharma, Head of Engineering - Data Platform & Analytics - Tide</p>
17:30- 17:35	<p>Chairs Closing Remarks</p> <p>Katy Rose, <i>Performance and Data Team Manager - Amova Asset Management</i></p>
17:35- 18:30	<p><i>Networking drinks and Prize Draw</i></p>

26th February, Thursday
DAY 2
CDAO UK 2026

08:00 – 08:45	<i>Registration & Coffee in the Exhibition Area</i>
8:45 - 8:55	<p>Chair's Opening Remarks</p> <p>Katy Rose, <i>Performance and Data Team Manager - Amova Asset Management</i></p>
8:55- 9:00	<p>Speed Networking – Making new connections at CDAO UK!</p> <p>During this 5-minute networking session, the aim of the game is to go and meet two people you don't already know.</p>
09:00 09:30	<p>Panel: The CDAO as Storyteller – Turning Data into Decisions</p> <ul style="list-style-type: none"> • Why do dashboards and reports still fail to drive action at senior levels?

	<ul style="list-style-type: none"> • How are data leaders framing insights so they resonate with CFOs, COOs, and Boards? • What's helping teams move from reporting metrics to influencing decisions? • How are complex or technical outputs being translated into clear business value stories? <p>Speakers:</p> <p>Akhil Lalwani, <i>Chief Data Officer – Allianz UK</i> Deepika Adusumilli, <i>Chief Data and AI Officer - BT Group</i> Tom Trolez, <i>Director of Global Data & Analytics Solution Deliver - Novartis</i> Murtz Daud, <i>Director of Data & AI – British Gas</i></p>
09:30- 10:00	<p>Presentation: The Evolving Role of the CDAO – Building the Foundations for Scalable, Responsible Transformation</p> <ul style="list-style-type: none"> • 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. <p>Masood Alam, <i>Chief Data Architect – The Scottish Government</i></p>
10:00 -10:30	Session and Speaker TBC
10:30 - 11:00	<i>Mid-Morning Break & Networking in the Exhibition Area</i>
	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">TRACK A</div> <div style="text-align: center;">TRACK B</div> </div>
11:00- 11:30	<p>Session and Speaker TBC</p> <p>Presentation: Data Contracts That Survive Scale: Shifting Trust & Governance Left</p> <ul style="list-style-type: none"> • Why most data contracts fail in production • What a real, enforceable data contract includes • How to embed governance and trust at ingestion

		<ul style="list-style-type: none"> Practical enforcement patterns for regulated environments <p>Aditya Sharma, <i>Head of Engineering - Data Platform & Analytics - Tide</i></p>
11:30-12:00	<p>Presentation: Trust by Design – Building Confidence in Your Data</p> <p>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.</p> <p>Key takeaways:</p> <ul style="list-style-type: none"> 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 <p>Akhil Lalwani, <i>Chief Data Officer – Allianz UK</i></p>	<p>Presentation: Data Capital: Turning Enterprise Data into a Measurable Asset Class</p> <p>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.</p> <ul style="list-style-type: none"> 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 <p>JP Bhamu, <i>Director of Data & AI - NHS Business Services Authority</i></p>
12:00-12:30	<p>Discussion Group A: Trust Layer: Architecting for Explainability, Provenance & Consent</p> <ul style="list-style-type: none"> How are organisations building trust into data and AI systems today? 	<p>Workshop: Future-Ready Data Governance: Adaptive, Agile & Autonomous</p> <p>Takeaways:</p> <ul style="list-style-type: none"> What modern data governance looks like today (less control, more enablement)

	<ul style="list-style-type: none"> • Where are teams adding traceability or explainability into pipelines in practice? • How is consent and data provenance being managed day to day? • What does a working trust layer look like across technology, processes, and teams? <p>Speakers:</p> <p>Masood Alam, <i>Chief Data Architect – The Scottish Government</i></p> <p>Andy Isaacs, <i>Director of Data & Analytics - UK TV</i></p>	<ul style="list-style-type: none"> • How teams can move faster with data without breaking trust or compliance • How to make governance work for AI, distributed teams, and real business decisions <p>Workshop flow</p> <ul style="list-style-type: none"> • Governance today: Moving from gatekeeping to enabling teams • Speed vs control: Where organisations tend to over- or under-govern — and what works better • Scaling governance: What flexible, practical frameworks look like in real organisations • Looking ahead: How automation and policy-as-code can reduce manual effort over time <p>Speakers:</p> <p>JP Bhamu, <i>Director of Data & AI - NHS Business Services Authority</i></p> <p>Calum Conejo-Watt, <i>Head of Data Governance & Quality – Lombard Odier Investment</i></p> <p>Alan Strange, <i>Head of Underwriting & Analytics - Sophro</i></p>
12:30- 13:30	<p><i>Lunch & Networking in the Exhibition Area</i></p>	
13:30- 14:00	<p>Panel: LLMs in the Enterprise: Governance, Scaling & Responsible Use</p> <ul style="list-style-type: none"> • Where do governance and compliance most often break down when teams adopt LLMs outside approved channels? • How can organisations scale LLM use while controlling data quality, regulatory risk, and exposure of sensitive information? • What does effective LLM governance look like in practice — and how do you set guardrails that enable innovation rather than slow it down? • How well do teams understand how LLMs work, and how do limitations, bias, and data quality issues impact business decision-making? <p>Speakers:</p> <p>Kaushik Chaubal, <i>Senior Director - BlackRock</i></p> <p>Calum Conejo-Watt, <i>Head of Data Governance & Quality – Lombard Odier Investment</i></p> <p>Tom Trolez, <i>Director of Global Data & Analytics Solution Deliver - Novartis</i></p> <p>Felix Sanchez Garcia, <i>Director of Data & AI - Unmind</i></p>	

	Igor Stojkovic , <i>Data Science Lead– ING</i>
14:00- 14:30	<p>Expert Ask-Me-Anything: Practical Perspectives from Data & Analytics Leaders</p> <p>An informal, conversational session focused on how organisations are working with data, analytics and AI in practice today.</p> <p>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.</p> <p>Audience questions act as conversation starters, allowing the session to flow naturally and focus on what's most relevant in the room.</p>
14:30- 15:00	<p>Live Poll Debate: Should Your Data Be Allowed to Trigger Action Without Human Review?</p> <p>A sharp, audience-driven debate on where data ends — and decision-making begins.</p> <ul style="list-style-type: none"> • 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. <p>Speakers: Calum Conejo-Watt, <i>Head of Data Governance & Quality – Lombard Odier Investment</i></p>
15:00- 15:30	<i>Afternoon Break & Networking in the Exhibition Area</i>
15:30- 16:00	<p>Presentation: Rethinking AI: What's Worth Automating, and What's Not</p> <p>When everything can be automated, the real skill is knowing when not to. This session challenges leaders to make smarter, sharper calls on automation.</p> <ul style="list-style-type: none"> • 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 <p>Francesco Di Costanzo, <i>Chief Executive Officer- JAJA Finance</i></p>

16:00- 16:30	<p>Roundtable: Decentralised Data Teams, Centralised Impact: What's the New Operating Model?</p> <ul style="list-style-type: none"> • 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 <p>Speakers:</p> <p>Andy Isaacs, <i>Director of Data & Analytics - UK TV</i> Rickie Glasgow, <i>Global Head of Data Governance -Northern Trust</i></p>
16:30 -16:40	<p>Chairs Closing Remarks</p> <p>Katy Rose, <i>Performance and Data Team Manager - Amova Asset Management</i></p>
16:40	<p style="text-align: center;">END OF THE CONFERENCE</p>