



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 CDAO UK 2026 is where the UK's most progressive data leaders meet to challenge outdated thinking, share practical strategies, and define what's *next*.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**
- Nireesh Rajah, *Group Chief Data & AI Officer* – **DLA Piper**
- Deepika Adusumilli, *Chief Data and AI Officer* - **BT Group**
- Masood Alam, *Chief Data Architect* – **The Scottish Government**
- Bhushan Kokate, *Chief Data Analytics and AI Architect*– **MS Amlin**
- Vladimir Bendikow, *Chief Data Officer* – **Firstbank UK Limited**
- James Davies, *Chief Data Analyst Officer*- **By Rotation**
- Ed Brafman, *Director of Consumer Intelligence*- **Manchester United**
- Hazem El Taha, *Senior Vice President, Group Marketing Technology* - **HSBC**
- Amit Nandi, *Vice President Solutions & Data Architect* - **Barclays Investment Bank**
- Francesco Di Costanzo, *Chief Executive Officer*- **JAJA Finance**
- Ioannis Gedeon, *Global Head of Data & Analytics* – **UNICEF**
- Isabel Mendes, *Senior Director, Data & Analytics EMEA* - **Warner Bros. Discovery**
- 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**
- 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**
- Andy Isaacs, *Director of Data & Analytics* - **UK TV**
- Felix Sanchez Garcia, *Director of Data & AI* - **Unmind**
- Pedro Liaño, *Executive Director Data Intelligence* - **Bed Bath & Beyond**
- Beatrice Russell, *MDM Global Implementation Leader - Technology* – **AON**
- Patrick Osborne, *Head of Customer Insights & Analysis* - **QVC**
- Sharada Khanna, *Global Lead for Originations and Credit Bureau Data Strategy, Retail Banking* – **HSBC**
- Elena Streltsova, *Head of Data Analytics* - **Asahi Europe & International**
- Martin Nelson, *Data Platforms Adoption Lead and Product Owner*- **NFU MUTUAL**

- 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**
- Igor Stojkovic, *Data Science Lead* - **ING**

25th February, Wednesday

DAY 1

CDAO UK 2026

08:00 08:45	<i>Registration & Coffee in the Exhibition Area</i>
8:45 - 8:50	Chair's Opening Remark
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: 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, <i>Global Digital Core Deployment Senior Director</i> – Mars Sharada Khanna, <i>Global Lead for Originations and Credit Bureau Data Strategy, Retail Banking</i> - HSBC Beatrice Russell, <i>MDM Global Implementation Leader - Technology</i> – AON Martin Nelson, <i>Data Platforms Adoption Lead and Product Owner</i> - NFU MUTUAL James Davies, <i>Chief Analyst Officer</i> - 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. • 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 Speakers: Emma York, <i>Chief Data Officer</i> – London Stock Exchange Group Sanja Hukovic, <i>Group Director, Head of Model and AI Risk</i> - London Stock Exchange Group	
10:00 - 10:30	Panel Discussion: Data Leaders Under Pressure: Leading Through Regulation, Automation & Uncertainty Data Leaders 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: Francisco Mainez, <i>Senior Director, Global Head of Financial Crime Strategy</i> - Nium Subramanian Ramakrishnan, <i>Director - Head of Data and Analytics</i> - SquareTrade Pedro Liaño, <i>Executive Director Data Intelligence</i>, Bed Bath & Beyond Martin Nelson, <i>Data Platforms Adoption Lead and Product Owner</i>- NFU Mutual Premal Desai, <i>Head of Data & AI</i> - The Gym Group	
10:30-11:00	<i>Mid-Morning Coffee & Networking in the Exhibition Area</i>	
	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 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. 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
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11:30 – 12:00	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, <i>Chief Data Officer – FirstBank UK Limited</i>	Presentation: Operationalizing Agentic AI – Turning Autonomy into Scalable Business Impact Most enterprises are still figuring out what “agentic AI” means in practice — how to move from controlled pilots to production systems that can act, adapt, and deliver measurable value. In this session, Amit Nandi, Vice President Solutions & Data Architect at Barclays Investment Bank, will break down the <i>real-world challenges</i> and <i>technical shifts</i> required to make that leap: • From MLOps to AgentOps: what changes when models start taking actions, not just making predictions. • Governance in motion: aligning autonomous systems with evolving business objectives, risk, and compliance. • Future-proofing your architecture: balancing innovation with control to stay ahead of fast-moving AI trends. Amit Nandi- <i>Vice President Solutions & Data Architect, Barclays Investment Bank</i>
12:00 - 12:30	Discussion group: 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: 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.
12:30-13:30	<i>Lunch & Networking in the Exhibition Area</i>	
13:30-14:10	TRACK A Think Tank Sessions (<i>Focused problem-solving with no formal preparation</i>) Smart Boundaries – Ethics, Law & Data in the Real World 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 <i>actually</i> 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.	TRACK B Think Tank Sessions (<i>Focused problem-solving with no formal preparation</i>) Working Together, Apart: Building Impact Without Central Control What We'll Explore: • 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.

	Speakers: Francisco Mainez, <i>Senior Director, Global Head of Financial Crime Strategy</i> - Nium	
14:10-14:20	<i>10-minute changeover</i>	
14:20-15:00	Speakers from Track B joins	Speakers from Track A joins
15:00 - 15:30	<i>Afternoon Break & Networking in the Exhibition Area</i>	
15:30-16:00	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, not PowerPoint • The tools and habits that close the "last mile" gap • Why relationships—not reports—drive outcomes Speakers: Subramanian Ramakrishnan, <i>Director - Head of Data and Analytics</i> - SquareTrade Vladimir Bendikow, <i>Chief Data Officer</i> – FirstBank UK Unlimited James Davies, <i>Chief Analyst Officer- By Rotation</i> Patrick Osborne, <i>Head of Customer Insights & Analysis</i> - QVC	
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 Beatrice Russell, <i>MDM Global Implementation Leader - Technology</i> – AON	

16:30 – 17:00	Roundtable: 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
17:00-17:15	Chairs Closing Remarks
17:15 - 18:15	<i>Networking drinks and Prize Draw</i>
18:15	END OF DAY 1

26th February, Thursday
DAY 2
CDAO UK 2026

08:00 – 08:45	<i>Registration & Coffee in the Exhibition Area</i>
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	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 Speakers: Akhil Lalwani, <i>Chief Data Officer</i> – Allianz UK Deepika Adusumilli, <i>Chief Data and AI Officer</i> - BT Group Tom Trolez, <i>Director of Global Data & Analytics Solution Deliver</i> - Novartis Murtz Daud, <i>Director of Data & AI</i> – 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, <i>Chief Data Architect</i> – The Scottish Government
10:00-10:30	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, <i>Senior Director</i>, BlackRock Calum Conejo-Watt, <i>Head of Data Governance & Quality</i> – Lombard Odier Investment Tom Trolez, <i>Director of Global Data & Analytics Solution Deliver</i> - Novartis

	Felix Sanchez Garcia, <i>Director of Data & AI - Unmind</i> Igor Stojkovic , <i>Data Science Lead– ING</i>
10:30 - 11:00	<i>Mid-Morning Break & Networking in the Exhibition Area</i>
11:00- 11:30	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, <i>Director of Data & AI - NHS Business Services Authority</i>
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, <i>Chief Data Officer – Allianz UK</i>
12:00- 13:00	<i>Lunch & Networking in the Exhibition Area</i>

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 • Encouraging a leadership culture that challenges automation rather than defaulting to it	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, <i>Director of Data & Analytics</i> - UK TV Subramanian Ramakrishnan, <i>Director - Head of Data and Analytics</i> - SquareTrade
13:30-14:00	Discussion Group: Trust Layer: Architecting for Explainability, Provenance & Consent • What to expect: Exploring how organisations can strengthen <i>customer trust</i> by ensuring transparency, accountability, and control in how data and AI are used. Embedding <i>traceability and explainability</i> into data and AI workflows. Enabling <i>real-time consent and provenance</i> across the data journey. Designing a <i>trust layer</i> that unites technology, governance, and culture to protect customers and uphold ethical data use. • Participation: An open, collaborative discussion on how leaders are protecting <i>customer trust</i> while driving innovation with data and AI. No slides or formal presentation—just shared experiences, challenges, and ideas. Speakers: Masood Alam, <i>Chief Data Architect</i> – The Scottish Government Andy Isaacs, <i>Director of Data & Analytics</i> - UK TV	

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: JP Bhamu, <i>Director of Data & AI - NHS Business Services Authority</i> Calum Conejo-Watt, <i>Head of Data Governance & Quality – Lombard Odier Investment</i> Alan Strange, <i>Head of Underwriting & Analytics - Sophro</i>
14:45 - 15:15	<i>Afternoon Break & Networking in the Exhibition Area</i>
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, <i>Head of Data Governance & Quality – Lombard Odier Investment</i>
15:45- 16:15	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, <i>Chief Executive Officer- JAJA Finance</i>
16:15- 16:45	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. Speakers: Premal Desai , <i>Head of Data & AI- The Gym Group</i>

16:45 –17:00	Chairs Closing Remarks
17:00	END OF THE CONFERENCE