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

- **Premier Senior Event:** Engage at the foremost data and analytics conference in the UK and learn from C- level speakers across various industries.
- **Brand new agenda with two tracks across 2 days:**
  - <u>Track A: Leadership and Data Strategy</u>

  Key Areas: Strategy, team leadership, talent retention, business growth.
  - <u>Track B: Data Value and Operational Excellence</u>

  Key Areas: Data assessment, investment strategy, AI/ML trends, data management, governance.
  - <u>Track A: Ethics, Privacy, and Data Security</u>

  Key Areas: Privacy regulations, ethical AI, data protection, transparency, consent, risk management, cybersecurity.
  - <u>Track B: The Future of Data-Driven Customer Experiences</u>

  Key Areas: Personalization, customer insights, AI-driven engagement, real-time analytics, omnichannel strategies, data ethics, customer trust.

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

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

<u>Confirmed Speakers:</u>

- Karl O'Hanlon, *Chief Data & Analytics Officer* – **VEOLIA**
- Oliver Kunze, *Chief Data Officer* – **TBWA\ GROUP SINGAPORE**
- Robert Lee, *Chief Data Architect* - **HM REVENUE & CUSTOMS**
- Gurpreet Muctor, *Chief Data & Technology Officer* – **WESTMINSTER CITY COUNCIL**
- James Davies, CDAO - **BY ROTATION**
- Barry Hostead, *Director of Data Management & Intelligent Platforms* - **JOHN LEWIS PARTNERSHIP**
- McKinley Muir Hyden, *Director of Data Value & Strategy* – **FINANCIAL TIMES**
- Andi McAleer, *Head of Data & AI Governance* – **FINANCIAL TIMES**
- Peter Jackson, *Interim Global Head of Data Office* – **SCHRODERS**
- Alexios Spanos, *Head of Data* – **TARABUT**
- Clemence Grocholska, *Head of Data* - **NORTH TECHNOLOGY GROUP**
- Andrew Mason, *Head of Data and Analytics* - **GRAINGER PLC**
- Kassim Hussein, *Head of Data and Analytics (Director Grade)* – **CLEVELAND CLINIC LONDON**
- Patrice Gourlet, *Head of Data Strategy, Governance and Architecture* – **IMPERIAL BRANDS PLC**
- Sally Bashuan, *Head of Data* – **FEDERATED HERMES LIMITED**
- Rajan Srivastwa, *Head of Engineering - Personalised Products* – **NATWEST MARKETS**
- Euan Wielewski, *Head of Applied AI* – **NATWEST**
- Kevin Bould, *Associate Director of Digital Data and Technology* – **TEENAGE CANCER TRUST**
- Mike Leverington, *Director of Data Capability* – **ITV**
- Gareth Hagger-Johnson, *Director of Data Strategy* – **THE NOTTINGHAM**
- Seeta Halder, *Head of Data Insights* – **NOTTINGHAM BUILDING SOCIETY**
- Baig Arsalan, *Global Data Science & AI Manager* – **BARILLA GROUP**
- Pedro Rente Lourenço, *Group Head of Data & Analytics* – **LAING O'ROURKE**
- Nikhil Asthana, *Head of Data* – **GRANT THORNTON UK LLP**
- Sudesh Yog, *Vice President, Data & Analytics* – **APETITO UK**
- Kimberley Miles, *Data Protection Officer* – **DUAL**
- Pankaj Manek, *Data Manager* – **CAMBRIDGE & COUNTIES BANK**
- Brendan Ellis, *Head of Data & Business Intelligence* – **PANTHEON VENTURES**
- Mayesta Ewer, *Digital Intelligence Exploitation - Head of Department* – **FINANCIAL CONDUCT AUTHORITY**
- Mohit Joshi, *Director of Data and ML Platforms* – **COLLINSON**
- Srimanth Rudraraju, *Group Data Platforms Director* - **LLOYDS BANKING GROUP**
- David Teague, *Director: Customer Data and Analysis* – **BBC**
- Matt Bryan, *Director of Analytics* – **SAMSUNG**
- Rajesh Dorai, *Head of Enterprise Architecture* - **WESTMINSTER CITY COUNCIL**
- Adam Sangster, *Senior Insight Manager, Social & Product* – **CHANNEL 4**
- Parves Khan, *Lead Business Transition Partner* – **CHANNEL 4**

12th February, Wednesday

DAY 1
CDAO UK 2025

08:00 – 08:45	*Registration & Coffee in the Exhibition Area*
8:45 - 8:55	**Chair's Opening Remarks**
8:55- 9:00	**Speed Networking – Making new connections at CDAO UK!** During this 5-minute networking session, the aim of the game is to go and meet two people you don't already know.
09:00 - 09:30	**Presentation: Cultural Transformation and Collaborative AI: The Blueprint for Organisational Success** Karl O'Hanlon, *Chief Data & Analytics Officer* – **VEOLIA**
09:30 - 10:00	**How Can We Supercharge Data Teams with Optimal Structures? - Reserved** • How can organizations design a data governance framework that balances regulatory compliance, data security, and business agility? • What are the most effective approaches for integrating AI and machine learning capabilities within a data organization to drive innovation and maintain competitive advantage? • In the context of scaling data operations, what role do advanced data architectures and technologies (such as data lakes, data warehouses, and cloud platforms) play in enhancing organizational efficiency and data-driven decision-making? • How can senior data leaders foster a culture of data literacy and continuous improvement across the organization, ensuring that all employees are equipped to leverage data effectively?
10:00 - 10:30	**Expert Ask-Me-Anything on AI Ethics and Data Privacy** An informal, interactive session where attendees ask questions directly to an AI ethics and data privacy expert. The expert will answer questions on the fly, providing practical insights and advice on navigating regulations and building trustworthy AI systems. Kimberley Miles, *Data Protection Officer*- **DUAL**

10:30 - 11:00	*Mid-Morning Coffee & Networking in the Exhibition Area*	
	TRACK A: Data Value and Operational Excellence	TRACK B: Leadership and Data Strategy
11:00-11:30	**Presentation: Married at First Insight: Bringing Together Channel 4's Audience Insight Function** As Channel 4 embarks on its new Fast Forward strategy, we will explore how we're supporting the business through the development of a new centralised Analytics function. Will it be happy ever after? Or will the business stand us up at the altar? • Things we'll cover: • How we changed our operating model to overcome siloed data and insights teams. • How we plan to overcome functional silos between Analytics, BI and Research to deliver a source of truth to the business. • How the structure has enabled us to deliver holistic insights about our audiences. • The early wins we've had and lessons learned as we've gone through this transformation. Adam Sangster, *Senior Insight Manager, Social & Product* – **CHANNEL 4** Parves Khan, L*ead Business Transition Partner* – **CHANNEL 4**	**The Data Paradox: When More Data Leads to Worse Decisions** • With the exponential growth of data sources, leaders often face cognitive overload that makes it harder to discern valuable insights from noise. How can decision-makers prevent data overload from clouding strategic insights? • Having more data doesn't always equate to better decisions. What mechanisms can organizations put in place to prioritize quality over quantity in data use? • The allure of new tools and metrics can lead to decision-makers getting distracted by trends rather than focusing on data that drives real value. How can executives balance the use of cutting-edge data analytics with the risk of chasing trends that don't align with business objectives? • As leaders increasingly rely on data, they can lose sight of the importance of intuition. What role should human intuition play in decision-making when data-driven insights seem overwhelming or contradictory? Pankaj Manek, *Data Manager* - **CAMBRIDGE & COUNTIES BANK**

11:30 – 12:00	Ethics and Responsible AI: Navigating New Regulations - *Reserved* • As AI systems become more complex, how can organizations ensure that ethical principles are maintained across various industries? • Discussion on the evolving regulations around AI and data use, focusing on new legal frameworks like the EU AI Act, and how organizations can stay compliant globally. • Exploring best practices for identifying, addressing, and mitigating bias in machine learning models. This will cover fairness frameworks and transparent AI to avoid reputational and financial risks.	*Reserved TBA*
12:00 - 12:45	Discussion group A: How Can We Maximise Data-Driven Business Outcomes for Lasting Impact? • How can data strategy be better aligned with overarching business goals? • What are the most effective ways to measure the business value generated by data investments? • How do you ensure that data-driven decisions lead to operational improvements? • What are the common challenges in	Discussion Group B: How Can We Pioneer a 2025-Ready Data Culture That Redefines Leadership and Literacy? • How can organizations cultivate a leadership approach that values data as a strategic resource? • What are the persistent barriers that prevent organizations from fully embracing data confidence? • Why is it crucial to shift the perception of data to make it accessible to all employees, not just analysts?

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

15:30 - 16:00	*Afternoon Tea & Networking in the Exhibition Area*
16:00 - 16:30	**Presentation: Improving customer data outcomes, a lifetime's lessons in 10 digits** Robert Lee, *Chief Data Architect -* **HM REVENUE & CUSTOMS**
16:30 – 17:00	**Panel Discussion: How can effective data management accelerate and drive digital transformation?** • How does effective data management serve as a catalyst for digital transformation within organizations? • Real-world examples where data management has significantly accelerated digital transformation • How important is cross-functional collaboration in implementing successful data management strategies for digital transformation? • What roles do technologies like AI, machine learning, and analytics play in transforming raw data into actionable insights that drive innovation and decision-making? Mohit Joshi, *Director of Data and ML Platforms –* **COLLINSON**
17:15- 17:30	**Chairs Closing Remarks**
17:30 - 18:30	*Networking drinks and Prize Draw*
18:30	**END OF THE DAY ONE**

13th February, Thursday
DAY 2
CDAO UK 2025

08:00 – 08:45	*Registration & Coffee in the Exhibition Area*
8:45 -	**Chair's Opening Remarks**

8:55	
8:55-9:00	**Speed Networking – Making new connections at CDAO UK!** During this 5-minute networking session, the aim of the game is to go and meet two people you don't already know.
09:00 - 09:30	**What Does It Take to Transform AI Readiness into Tangible Collective Intelligence?** • What foundational AI concepts, such as machine learning and algorithm design, are crucial for establishing a robust groundwork for AI readiness? • How can organizations assess their AI readiness by evaluating infrastructure, data quality, and team skills to identify and address any critical gaps? • What strategies can be used to leverage AI tools for enhancing collective intelligence and improving team collaboration and decision-making? • How can organizations ensure their AI initiatives align with strategic goals and measure their success using key performance indicators (KPIs) to deliver real value?
09:30 - 10:15	**Panel Discussion: Turning Insights into Action: Does Data-Driven Change Deliver?** • How can we identify and prioritize which data to bring under governance when dealing with vast amounts of data? • What are the challenges of regulatory compliance when applying data governance, and how can we navigate them? • How can we enable versatile governance strategies to serve as a vehicle for tailored data accessibility? • What strategies can be employed to break up data silos across business units and accelerate data-led decision-making? • How can we achieve strong data governance by aligning stakeholder engagement with business culture and maturity? Jean Ortiz Perez, *Director of Data & Analytics* – **VALUEDYNAMX** Kassim Hussein, *Head of Data and Analytics (Director Grade)* - **CLEVELAND CLINIC LONDON** Mike Leverington, *Director of Data Capability* – **ITV** Brendan Ellis, *Head of Data & Business Intelligence* – **PANTHEON VENTURES** James Davies, CDAO - **BY ROTATION** Sudesh Yog, *Vice President, Data & Analytics* – **APETITO UK**

10:15 - 10:45	**Panel Discussion: Navigating the Ethical Landscape: Safeguarding Privacy in the Age of Big Data and AI** • How do organizations navigate ethical complexities in advanced analytics and machine learning? • What proactive strategies can businesses use to address emerging privacy risks in the evolving landscape of big data and AI? • Beyond compliance, how can organizations innovate to integrate ethical principles into their core data strategies? • In the age of encryption and decentralization, how do businesses balance data privacy with the need for accessibility • What tools and approaches enable organizations to transparently communicate and address ethical considerations in complex data models within the era of explainable AI? Andi McAleer, *Head of Data & AI Governance* - **FINANCIAL TIMES**
10:45 - 11:15	*Mid-Morning Coffee & Networking in the Exhibition Area*
11:15- 11:45	**How Can We Use Data to Meet Changing Customer Expectations in an Increasingly Digital World?** • How are businesses across industries using real-time data to adapt to customer needs in a fast-paced digital environment? • What role does AI play in anticipating customer behaviors and personalizing digital experiences at scale? • How can data leaders ensure the integration of data-driven solutions without compromising on customer privacy and trust? • What are the key strategies for balancing automation with the human touch to meet evolving customer expectations?
11:45- 12:12	**Privacy in the Age of Big Data: Navigating the Legal Minefield** • How can organizations balance the need for data-driven insights with increasingly stringent privacy regulations like GDPR and CCPA in the age of big data? • What strategies can companies implement to ensure compliance with data privacy laws while still leveraging personal data for business growth and innovation? • How do emerging technologies such as AI and machine learning complicate privacy concerns, and what legal safeguards should be in place to mitigate risks?

	• In an era where data breaches are becoming more common, how can businesses protect consumer trust while maintaining transparency about their data practices and legal obligations?
12:15-13:15	*Lunch & Networking in the Exhibition Area*

	TRACK A	TRACK B
13:15-13:45	**Workshop: Monetising Data: Turning Insights into Revenue**	**Roundtable Sessions** *(Strategic peer discussions with minimal preparation)*
	What You'll Learn:	**AI-Powered Analytics: The Next Frontier**
	• **Data as a Strategic Asset:** How businesses can generate revenue from their data, such as through data-sharing partnerships or insights-based products.	• **What to expect**: A fluid discussion on how AI is being integrated into data strategies across industries. Participants will share their insights on balancing innovation and governance when deploying AI in their organisations.
	• **Overcoming Challenges in Data Monetization:** Legal, ethical, and practical challenges and strategies for overcoming them.	
	• **Measuring ROI on Data Investments:** How to evaluate the financial returns on your data initiatives.	**Participation**: No preparation needed—just join in and share any high-level experiences with AI, even if it's a work-in-progress. The goal is to exchange thoughts on AI's potential and discuss common obstacles like data privacy or ROI.
	Workshop Outline:	
	• **Introduction:** An overview of data monetization and its significance in today's world.	
	• **Data as a Strategic Asset:** Learn about different revenue streams generated from data and share your own ideas.	
	• **Challenges & Solutions:** Discuss legal, ethical, and practical challenges, with real-world examples of overcoming them.	
	• **ROI on Data Investments:** Discover simple frameworks to measure the success of your data initiatives.	

13:45-14:30	**Roundtable: Building the Next Generation of Data Leaders**	**Roundtable: Data Democratisation: Enabling Non-Technical Users**
	Format: Interactive Leadership Roundtable	

Roundtable: Building the Next Generation of Data Leaders

Format: Interactive Leadership Roundtable

This session brings together data leaders to discuss how they are cultivating the next generation of data talent. What leadership skills are needed in future CDAO roles? How can senior leaders' mentor and upskill their teams to meet the demands of a rapidly evolving data landscape? Participants will share their mentorship approaches and discuss strategies for closing the talent gap.

- **Focus Areas:** Leadership development, talent strategy, future skills.
- **Preparation:** Minimal — 1 facilitator guides the discussion with key questions.
- **Objective:** Encourages reflection on talent development and sharing of leadership strategies to help organizations grow their data

Roundtable: Data Democratisation: Enabling Non-Technical Users

- **What to expect**: A conversational session where leaders discuss how they're enabling non-technical teams to access and use data, while maintaining security and quality standards. Focus is on balancing accessibility with governance.
- **Participation**: Simply join and share your organization's experience with democratizing data—whether it's just getting started or fully implemented. No need for slides or formal input, just ideas and insights.

Kassim Hussein, *Head of Data and Analytics (Director Grade)* - CLEVELAND CLINIC LONDON

Rajan Srivastwa, *Head of Engineering - Personalised Products* - NATWEST MARKETS

	capabilities from within Kevin Bould, *Associate Director of Digital Data and Technology* – **TEENAGE CANCER TRUST** James Davies, CDAO - **BY ROTATION** Sudesh Yog, *Vice President, Data & Analytics* – **APETITO UK**	
14:30 – 15:15	Discussion group A: Building Ethical Frameworks for Data Use • How can organizations create ethical guidelines that protect data privacy while still enabling innovation and data-driven insights? • What practices ensure transparency, accountability, and fairness in data governance to meet both ethical standards and stakeholder expectations? • How can businesses mitigate bias in AI models and integrate ethical principles to prevent discrimination in data use? • What steps must companies take to ensure their data practices remain ethical and compliant with evolving regulations like GDPR and CCPA across regions?	Discussion group B: Can Data-Driven Experiences Truly Personalize Customer Journeys Without Sacrificing Privacy and Human Touch? • How are companies leveraging AI and big data to deliver hyper-personalized customer interactions across digital platforms? • What role does predictive analytics play in anticipating customer needs and shaping more proactive service models? • How can businesses ensure data privacy and compliance while still using vast customer data to enhance experiences? • Are there limits to automation in customer experiences, and how do companies balance human touch with data-driven efficiency?
15:15 - 15:45	*Afternoon Tea & Networking in the Exhibition Area*	
15:45-16:15	Presentation: Data Transformation: Cultural change in a traditional sector Andrew Mason, *Head of Data and Analytics* - **GRAINGER PLC**	
16:15-16:45	Breaking Down Barriers: Powering Innovation Through Cross-Functional Data Collaboration • How can data teams effectively collaborate with business units, legal, and IT for meaningful impact? • What best practices can foster a culture where data is a shared resource rather than a siloed asset?	

	• How have cross-functional teams unlocked new insights and innovations through collaboration?
16:45 – 17:00	Chairs Closing Remarks
17:00	END OF THE CONFERENCE