



12-13 FEBRUARY, 2025

CDAO UK

Connecting you to what's next in data

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:**
 - **Track A: Leadership and Data Strategy**
Key Areas: Strategy, team leadership, talent retention, business growth.
 - **Track B: Data Value and Operational Excellence**
Key Areas: Data assessment, investment strategy, AI/ML trends, data management, governance.

Brand-New Formats for 2025: *(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.
- **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

Confirmed Speakers:

- Karl O'Hanlon, *Chief Data & Analytics Officer* – VEOLIA
- Oliver Kunze, *Chief Data Officer* – TBWA\ GROUP SINGAPORE
- Robert Lee, *Chief Data Architect* - HM REVENUE & CUSTOMS
- Vladimir Bendikow, *Chief Data Officer* - FIRSTBANK UK LIMITED
- Gurpreet Muctor, *Chief Data & Technology Officer* – WESTMINSTER CITY COUNCIL
- James Davies, CDAO - **BY ROTATION**
- Niresh Rajah, *Chief Data & AI Officer* - DLA PIPER
- Danielle Timmins, *Chief Data Analytics Officer* – FREERANGE CREATIVES

- Janthana Kaenprakhamroy, *Chief Executive Officer* – **TAPOLY**
- Barry Hostead, *Director of Data Management & Intelligent Platforms* - **JOHN LEWIS PARTNERSHIP**
- Matt Bryan, *Director of Analytics* – **SAMSUNG**
- **Murtz Daud, Director of Data & AI – BRITISH GAS**
- Mayesta Ewer, *Digital Intelligence Exploitation - Head of Department* - **FINANCIAL CONDUCT AUTHORITY**
- Andi McAleer, *Head of Data & AI Governance* – **FINANCIAL TIMES**
- Rebecca Ruane, *Head of Reader Revenue Insight* – **THE GUARDIAN**
- Peter Jackson, *Interim Global Head of Data Office* – **SCHRODERS**
- 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**
- Jean Ortiz Perez, *Director of Data & Analytics* – **VALUEDYNAMX**
- Ayushman Saha, *Head of Data Value* – **FINANCIAL TIMES**
- 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**
- 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**
- Basit Tanveer, *Head of Business Platforms & Data Engineering* - **LEBARA**
- Sudesh Jog, *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**
- Mohit Joshi, *Director of Data and ML Platforms* – **COLLINSON**
- Rajesh Dorai, *Head of Enterprise Architecture* - **WESTMINSTER CITY COUNCIL**
- Maraim Masoud, *Lead AI Engineer* - **MASTERCARD**
- Adam Sangster, *Analytics Lead* – **CHANNEL 4**
- Dr. Parves Khan, *Lead Business Transition Partner* – **CHANNEL 4**
- Byron Alcon, *Chief Technologist Z by HP Edge and AI-HP*
- Andrew Spires, *Senior Account Executive* - **TRICENTIS**
- Martin Tombs, *Vice-President, Global GTM for Analytics and Field CTO EMEA* – **QLIK**
- Steve Holyer, *Data Platform and Governance Leader EMEA North* – **INFORMATICA**
- Jawwad Rasheed, *Senior Principal, Global Transformation Lead* – **ALTERYX**
- Lee Edney, *Head of Global Business Value Consulting*- **ATACCAMA**
- Brendan Buckingham, *Data and AI Business Development SME* - **IBM**

12th February, Wednesday

DAY 1

CDAO UK 2025

08:00 – 08:45	<i>Registration & Coffee in the Exhibition Area</i>
8:45 - 8:55	Chair's Opening Remarks Danielle Timmins, <i>Chief Data & Analytics Officer</i> FREERANGE CREATIVES
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, <i>Chief Data & Analytics Officer – VEOLIA</i>
09:30 – 10:00	Panel Discussion: How can effective data management accelerate and drive digital transformation? <ul style="list-style-type: none">• 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? <i>Moderator: Byron Alcon, Chief Technologist Z by HP Edge and AI-HP</i> <i>Mohit Joshi, Director of Data and ML Platforms – COLLINSON</i> <i>Basit Tanveer, Head of Business Platforms & Data Engineering – LEBARA</i> <i>Sally Bashuan, Head of Data – FEDERATED HERMES LIMITED</i>
10:00 – 10:30	Expert Ask-Me-Anything on AI Ethics, Data Governance & Privacy An informal, interactive session where attendees ask questions directly to an AI ethics and data

	<p>privacy expert. The expert will answer questions on the fly, providing practical insights and advice on navigating regulations and building trustworthy AI systems.</p> <p>Kimberley Miles, <i>Data Protection Officer</i>- DUAL Niresh Rajah, <i>Chief Data & AI Officer</i> - DLA PIPER</p> <p><u>Focus Areas:</u> AI ethics, data privacy, regulatory challenges.</p>	
10:30 - 11:00	<p><i>Mid-Morning Coffee & Networking in the Exhibition Area</i></p>	
	<p>TRACK A:</p> <p>Data Value and Operational Excellence</p>	<p>TRACK B:</p> <p>Leadership and Data Strategy</p>
11:00 - 11:30	<p>Presentation: Married at First Insight: Bringing Together Channel 4’s Audience Insight Function</p> <p>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?</p> <ul style="list-style-type: none"> • 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. <p>Adam Sangster, <i>Analytics Lead</i> – CHANNEL 4 Dr. Parves Khan, <i>Lead Business Transition Partner</i> – CHANNEL 4</p>	<p>Presentation: Data for Dignity: Harnessing AI to Drive Financial Inclusion</p> <p>In this session, Danielle Timmins, Chief Data Analytics Officer at Freerange Creatives, will delve into how innovative applications of AI and data collaboration can enhance financial inclusion. Drawing on her experience addressing systemic barriers to financial access, Danielle will present real-world examples of ethical data usage driving transformative change. The talk will focus on actionable strategies to leverage AI for bridging gaps in financial access, empowering underserved populations, and fostering sustainable economic development.</p> <p>Takeaways:</p> <ul style="list-style-type: none"> • Ethical AI in Practice: Discover how AI and data can be used responsibly to combat financial exclusion. • Collaborative Models: Explore frameworks for partnerships between organizations to address systemic challenges. • Scalable Solutions: Gain practical strategies to implement AI

		<p>solutions with measurable impact.</p> <ul style="list-style-type: none"> • Case Studies: Learn from financial inclusion initiatives making a difference globally. <p>Danielle Timmins, <i>Chief Data Analytics Officer</i> – FREERANGE CREATIVES</p>
<p>11:30 – 12:00</p>	<p>Presentation: The New AI Reality — Playing the Long Game Drives Value Today and in the Future</p> <p>AI hype is softening as leaders expect value and results from AI investments. Don't get caught holding a bag of empty promises. Learn key strategies for getting value from your AI initiatives today while also preparing for long-term success. Benefit from the lessons learned from our over 40,000 customers, industry advisors, and Qlik itself — all distilled into an easy-to-follow approach to drive AI success today and tomorrow.</p> <p>Martin Tombs, <i>Vice-President, Global GTM for Analytics and Field CTO EMEA</i> - QLIK</p>	<p>Reserved IBM</p>
<p>12:00 – 12:45</p>	<p>Discussion group A: How Can We Maximise Data-Driven Business Outcomes for Lasting Impact?</p> <ul style="list-style-type: none"> • 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 translating data into actionable outcomes, and how can they be overcome? <p>Steve Holyer, <i>Data Platform and Governance Leader EMEA North</i> - INFORMATICA</p> <p>Baig Arsalan, <i>Global Data Science & AI Manager</i> – BARILLA GROUP</p> <p>Rebecca Ruane, <i>Head of Reader Revenue Insight</i> – THE GUARDIAN</p>	<p>Discussion Group B: How Can We Pioneer a 2025-Ready Data Culture That Redefines Leadership and Literacy?</p> <ul style="list-style-type: none"> • 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? • How does the integration of data literacy and leadership contribute to fostering innovation and accelerating business growth? <p>Andrew Spires, <i>Senior Account Executive</i> - TRICENTIS</p>

	<p>Sally Bashuan, <i>Head of Data – FEDERATED HERMES LIMITED</i></p>	
<p>12:45-14:00</p>	<p><i>Lunch & Networking in the Exhibition Area// Invite –only Networking Lunch by IBM</i></p>	
<p>14:00-14:40</p>	<p style="text-align: center;">TRACK A</p> <p style="text-align: center;">Think Tank Sessions (<i>Focused problem-solving with no formal preparation</i>)</p> <p>Real-Time Data Processing for Dynamic Insights</p> <ul style="list-style-type: none"> • 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. <p>Rajan Srivastwa, <i>Head of Engineering - Personalised Products - NATWEST MARKETS</i></p> <p>Mohit Joshi, <i>Director of Data and ML Platforms – COLLINSON</i></p>	<p style="text-align: center;">TRACK B</p> <p style="text-align: center;">Think Tank Sessions (<i>Focused problem-solving with no formal preparation</i>)</p> <p>Data Privacy and Governance in a Highly Regulated World</p> <ul style="list-style-type: none"> • 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. <p>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.</p> <p>Jawwad Rasheed, <i>Senior Principal, Global Transformation Lead -ALTERYX</i></p> <p>Nikhil Asthana, <i>Head of Data – GRANT THORNTON UK LLP</i></p> <p>Vladimir Bendikow, <i>Chief Data Officer - FIRSTBANK UK LIMITED</i></p>

14:40-14:50	<i>10-minute changeover</i>	
14:50-15:30	Audience from Track B joins to discuss <i>Real-Time Data Processing for Dynamic Insights</i>	Audience from Track A joins to discuss <i>Data Privacy and Governance in a Highly Regulated World</i>
15:30 - 16:00	<i>Afternoon Tea & Networking in the Exhibition Area</i>	
16:00 - 16:30	Presentation: Developing Data Strategy as an Integral Part of Business Planning Vladimir Bendikow, <i>Chief Data Officer</i> - FIRSTBANK UK LIMITED	
16:30 – 17:00	Panel Discussion: How Can We Supercharge Data Teams with Optimal Structures? <ul style="list-style-type: none"> • 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? <p>Barry Hostead, <i>Director of Data Management & Intelligent Platforms</i> - JOHN LEWIS PARTNERSHIP Mayesta Ewer, <i>Digital Intelligence Exploitation - Head of Department</i> - FINANCIAL CONDUCT AUTHORITY Jean Ortiz Perez, <i>Director of Data & Analytics</i> – VALUEDYNAMX Murtz Daud, <i>Director of Data & AI</i> – BRITISH GAS</p>	
17:15-17:30	Chairs Closing Remarks Danielle Timmins, <i>Chief Data & Analytics Officer</i> - FREERANGE CREATIVES	
17:30 - 18:30	<i>Networking drinks and Prize Draw</i>	

18:30	END OF THE DAY ONE
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13th February, Thursday

DAY 2

CDAO UK 2025

08:00 – 08:45	<i>Registration & Coffee in the Exhibition Area</i>
8:45 - 8:55	Chair's Opening Remarks
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>Presentation: Improving Customer Data Outcomes, a lifetime of lessons in 12 digits</p> <p>Great Customer Outcomes are reliant upon great identification of who the customer is across all IT systems. We have all seen the internal shenanigans that go on to keep customer data in sync across different systems inside and outside an enterprise.</p> <p>One area that crops up consistently is the customer's address, we move it around in numerous formats, validate it against the PAF, compare it with one another and basically write loads of code just to deal with the address, including how we share it from one organisation to another.</p> <p>This session provides a 12-step plan to solve that issue.</p> <p>Robert Lee, <i>Chief Data Architect</i> - HM REVENUE & CUSTOMS</p>
09:30 - 10:15	<p>Panel Discussion: Turning Insights into Action: Does Data-Driven Change Deliver?</p> <ul style="list-style-type: none"> ● 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

	<p>data accessibility?</p> <ul style="list-style-type: none"> • 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? <p>Kassim Hussein, <i>Head of Data and Analytics (Director Grade)</i> - CLEVELAND CLINIC LONDON</p> <p>Mike Leverington, <i>Director of Data Capability</i> – ITV</p> <p>Brendan Ellis, <i>Head of Data & Business Intelligence</i> – PANTHEON VENTURES</p> <p>James Davies, <i>CDAO</i> - BY ROTATION</p> <p>Sudesh Jog, <i>Vice President, Data & Analytics</i> – APETITO UK</p>
<p>10:15 - 10:45</p>	<p>Panel Discussion: Navigating the Ethical Landscape: Safeguarding Privacy in the Age of Big Data and AI</p> <ul style="list-style-type: none"> • 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? <p>Andi McAleer, <i>Head of Data & AI Governance</i> - FINANCIAL TIMES</p> <p>Janthana Kaenprakhamroy, <i>Chief Executive Officer</i> – TAPOLY</p> <p>Gurpreet Muctor, <i>Chief Data & Technology Officer</i> – WESTMINSTER CITY COUNCIL</p>
<p>10:45 - 11:15</p>	<p><i>Mid-Morning Coffee & Networking in the Exhibition Area</i></p>
<p>11:15- 11:45</p>	<p>Presentation: How data changed the way we CTV</p> <p>Connected televisions have revolutionized our viewing habits, offering seamless access to a world of content while generating vast amounts data about viewing behaviours. Discover how Samsung create the world’s largest TV viewing dataset via Automatic Content Recognition</p>

	<p>(ACR) and leverage this data via machine learning to deliver personalised consumer experiences and impactful advertising.</p> <p>Matt Bryan, <i>Director of Analytics</i> – SAMSUNG</p>	
<p>11:45-12:15</p>	<p>Presentation: Is data quality still the elephant in the room? Working with imperfect data</p> <p>Despite the critical role of data quality in AI and analytics, many organizations remain hesitant to invest in it. This keynote speech will explore the reasons behind the reluctance to address data quality challenges head-on. It will examine various factors contributing to this hesitation, from unclear value propositions to the temptation of launching AI use cases, perhaps prematurely. Many organizations still lack insight into the quality of their data, and even fewer understand how to extract maximum value from imperfect datasets. Few have developed effective strategies for leveraging less-than-perfect data. This talk will explore the real-world impact of data quality on business outcomes and customer experiences.</p> <p>Gareth Hagger-Johnson, <i>Director of Data Strategy</i> THE NOTTINGHAM</p>	
<p>12:15-13:15</p>	<p><i>Lunch & Networking in the Exhibition Area</i></p>	
<p>13:15-14:00</p>	<p style="text-align: center;">TRACK A</p> <p>Discussion group A: Disconnected Governance: The Hidden Obstacle to Data Strategy ROI</p> <ul style="list-style-type: none"> • Why do 87% of AI projects fail to scale, despite significant investments, often due to fragmented pilots, disconnected models, and persistent data silos? • How can businesses address decentralised data and disconnected governance, which remain key barriers to scaling AI initiatives and achieving measurable returns? • What impact can cohesive data governance have on ensuring data is reliable, actionable, and aligned with business goals, as poor data quality 	<p style="text-align: center;">TRACK B</p> <p>Discussion group B: Can Data-Driven Experiences Truly Personalize Customer Journeys Without Sacrificing Privacy and Human Touch?</p> <ul style="list-style-type: none"> • 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?

	<p>continues to cost organisations billions annually?</p> <ul style="list-style-type: none"> • How can embedding transparency and accountability into data workflows help build trust and deliver sustainable, scalable outcomes from AI and data investments? <p>Gurpreet Muctor, <i>Chief Data & Technology Officer</i> – WESTMINSTER CITY COUNCIL</p> <p><i>Reserved for IndyKite</i></p>	<ul style="list-style-type: none"> • Are there limits to automation in customer experiences, and how do companies balance human touch with data-driven efficiency? <p>Lee Edney, <i>Head of Global Business Value Consulting</i>- ATACCAMA</p>
<p>14:00-14:30</p>	<p>Workshop: Monetising Data: Turning Insights into Revenue</p> <p><i>What You'll Learn:</i></p> <ul style="list-style-type: none"> • Data as a Strategic Asset: How businesses can generate revenue from their data, such as through data-sharing partnerships or insights-based products. • 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. <p><i>Workshop Outline:</i></p> <ul style="list-style-type: none"> • 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. 	<p>Workshop: AI-Powered Analytics: The Next Frontier</p> <p><i>What You'll Learn:</i></p> <ul style="list-style-type: none"> • Harnessing AI for Analytics: Discover how AI transforms data analysis, enabling deeper insights and faster decision-making. • Applications of AI in Analytics: Explore real-world use cases, such as predictive modeling, automation, and customer personalization. • Preparing for an AI-Powered Future: Understand the skills, tools, and frameworks needed to integrate AI into your analytics strategy. <p><i>Workshop Outline:</i></p> <ol style="list-style-type: none"> 1. Introduction: Overview of AI in analytics and its role in reshaping business intelligence. 2. AI Applications in Action: Dive into practical examples of AI-driven analytics and their benefits across industries.

	<ul style="list-style-type: none"> • 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. <p><i>How You Can Participate:</i></p> <ul style="list-style-type: none"> • No preparation is needed! • Share how your organization uses data or could monetize it. • Participate in discussions and ask questions. • If you don't have direct experience, think about potential opportunities for your industry. <p>Brendan Ellis, <i>Head of Data & Business Intelligence</i> – PANTHEON VENTURES</p> <p>Ayushman Saha, <i>Head of Data Value</i> – FINANCIAL TIMES</p>	<ol style="list-style-type: none"> 3. Challenges and Opportunities: Discuss potential obstacles, such as data quality, bias, and ethical concerns, and how to address them. 4. Building AI Readiness: Learn about tools, skills, and strategies for successfully adopting AI-powered analytics in your organisation. <p><i>How You Can Participate:</i></p> <ul style="list-style-type: none"> • No prior AI experience required! • Share your thoughts on current analytics challenges or opportunities for AI adoption in your industry. • Engage in discussions and ask questions to deepen your understanding of AI-driven analytics. • Bring your curiosity and explore how AI can elevate your organization's analytics efforts.
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<p>14:30-15:15</p>	<p>Roundtable: Building the Next Generation of Data Leaders</p> <p>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.</p>	<p>Roundtable: Data Democratisation: Enabling Non-Technical Users</p> <ul style="list-style-type: none"> • 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
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	<ul style="list-style-type: none"> ● Focus Areas: Leadership development, talent strategy, future skills. ● Preparation: Minimal — 3 facilitators guide the discussion with key questions. ● Objective: Encourages reflection on talent development and sharing of leadership strategies to help organizations grow their data capabilities from within <p>Kevin Bould, <i>Associate Director of Digital Data and Technology</i> – TEENAGE CANCER TRUST</p> <p>James Davies, CDAO - BY ROTATION</p> <p>Sudesh Jog, <i>Vice President, Data & Analytics</i> – APETITO UK</p>	<p>just getting started or fully implemented. No need for slides or formal input, just ideas and insights.</p> <p>Kassim Hussein, <i>Head of Data and Analytics (Director Grade)</i> - CLEVELAND CLINIC LONDON</p> <p>Rajan Srivastwa, <i>Head of Engineering - Personalised Products</i> - NATWEST MARKETS</p>
<p>15:15 - 15:45</p>	<p><i>Afternoon Tea & Networking in the Exhibition Area</i></p>	
<p>15:45- 16:15</p>	<p>Presentation: Mastering the Art of Data Storytelling</p> <p>Data is everywhere but how much of it is communicated effectively? Lots of work goes into the curation of data sets only for it to fall at the last hurdle as the key insights are lost through poor visualisation and storytelling. This session will cover some of the foundations of data storytelling and data visualisation. This session will cover:</p> <ul style="list-style-type: none"> ● How important design thinking is in data visualisation ● How to make numbers resonate to their audience ● A framework for building best in class charts ● How to tell and sell your data story <p>Andrew Mason, <i>Head of Data and Analytics</i> - GRAINGER PLC</p>	
<p>16:15- 16:45</p>	<p>Fireside chat: The Data Paradox: When More Data Leads to Worse Decisions</p> <ul style="list-style-type: none"> ● 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? 	

	<ul style="list-style-type: none"> • 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? <p>Pankaj Manek, <i>Data Manager</i> - CAMBRIDGE & COUNTIES BANK Maraim Masoud, <i>Lead AI Engineer</i> - MASTERCARD</p>
16:45 – 17:00	Chairs Closing Remarks
17:00	END OF THE CONFERENCE