



15 SEPTEMBER, 2026

CDAO FSI UK

Europe's Most Senior Data & Analytics Event for Financial Services and Insurance

AI is no longer a pilot. It's a P&L line. And the pressure on data and AI leaders in UK financial services has never been more acute, or more visible.

Boards want ROI. Regulators want oversight. Business units want speed. And somewhere in the middle of all that? The CDAO, expected to deliver all three.

CDAO Financial Services & Insurance UK returns to London on **15th September 2026** at **America Square Conference Centre, EC3N**, right in the heart of the City, bringing together the data and AI leaders who are navigating that reality, not just theorising about it.

This isn't a conference for spectators. It's where the people doing the work come to compare notes, challenge assumptions, and get ahead of what's next.

What makes this one different:

- **Two tracks. Built for purpose.** Our split FS and Insurance tracks are shaped by practitioners, not programme committees, so every session speaks to the decisions you're making.
- **AI that has to prove itself.** From agentic AI in operations to real-time underwriting and fraud detection, we're cutting through the noise to show what enterprise AI looks like when it works, and what it costs when it doesn't.
- **The governance conversation, unfiltered.** Regulatory scrutiny is intensifying. Boards are asking harder questions. We'll tackle the AI governance tightrope head-on, with practical frameworks from people who've already faced the audit.
- **From cost centre to commercial asset.** How do you quantify what data is worth? How do you make that case in a budget freeze? We'll give you the language, the metrics, and the proof points that land in the boardroom.
- **The room matters.** Closed-door discussion groups. Honest roundtables. Peer conversations with CDOs, CAIOs, and data leaders who are dealing with the same internal battles, and willing to say so.

No filler. No keynotes that could've been a LinkedIn post. Just the sharpest thinking in UK FSI data and AI, in one room, for one day.

 **15th September 2026**  **America Square Conference Centre**, 1 America Square, 17 Crosswall, London EC3N 2LB

Questions about the programme? Get in touch with Conference Producer **Kathleen Vitug** at kathleen.vitug@coriniumgroup.com

Confirmed:

- Vladimir Bendikow, *Chief Data Officer* – **FIRSTBANK UK LIMITED**
- Oksan Orhan, *Chief Strategy, Transformation & Digital Officer* – **QNB SIGORTA**
- Meena Khan, *Chief Strategy & Product Officer* – **ZINDIGI**
- Wayne Cavanough, *Chief Information Officer* – **JAJA FINANCE**
- Sally Bashuan, *SVP Global Head of Data Governance* – **FEDERATED HERMES**
- Amit Nandi, *VP Solutions & Data Architect* – **BARCLAYS**
- Lashan Bartholomuez, *Vice President Design Authority Corporate Bank Data Services* – **DEUTSCHE BANK**
- Socrates Coudounaris, *VP Head of Enterprise Risk Management, EMEA Region* – **REINSURANCE GROUP OF AMERICA RGA**
- Yousra Aoudi, *Vice President, Quantitative Analyst II* – **BNY**
- Manish Baphna, *VP Engineering Manager / Java / Microservices* – **CITI BANK**
- Alan Strange, *Head of Underwriting & Analytics* – **SOPHRO**
- Vinod Chawda, *AI Governance Chief Strategy & Innovation Office* – **DEUTSCHE BANK**
- Mayank Bhundia, *Partner, Financial Services Digital & Data SME* – **PA CONSULTING**
- Roxanne Howdle-Rowe, *Group Head | Data Product | Chief Data and AI Office* – **LLOYDS BANKING GROUP**
- Jean Perez, *Director, Data Analytics & AI* – **COLLINSON GROUP / VALUEDYNAMX**
- Javier Morao, *EMEA Data & AI Head* – **CITI BANK**
- Cristina Gil Sevilla, *Head of Client Group Insights & AI* – **SCHRODERS**
- Sharada Khanna, *Global Lead Analytics, Retail Banking Originations* – **HSBC**
- Elena Konovalova, *Head of Data Analytics* – **PAYSEND**
- Tolu Awoyinka, *Managing Director* – **ARGENTIL GROUP**
- Poojya Manjunath, *(Chief Data and AI Office) Senior Data Lead* – **LLOYDS BANKING GROUP**
- Varalakshmi Venkatraman, *Head of Data Engineering* – **MARSHMALLOW**
- Calum-Conejo Watt, *Head of Data Governance & Quality* - **LOMBARD ODIER INVESTMENT MANAGERS**
- Aditya Sharma, *Head of Engineering, Data Platform & Analytics* – **TIDE**
- Aravindh Baskaran, *Head of Data Science* – **FORESTERS FINANCIAL**
- John Hill, *Head of Data Analytics, Automation & Systems* – **ABERDEEN**
- Benjamin Faife, *Data & Analytics Transformation Lead, Real Estate* – **INVESTEC**
- Darwin Castaneda, *Global Product Officer UW Risk Rating & Pricing GRS* - **LIBERTY MUTUAL**
- Katy Rose, *Performance and Data Team Manager* – **AMOVA ASSET MANAGEMENT**
- **IBM representative**
- Uwe Klemm, *Enterprise Solutions Architect Data Integrity* - **TRICENTIS**
- Beatrice Russell, *Global Data Management Office Leader* – **AON**
- Sahar Dolev-Blitental, *CMO* – **FLEXOR**
- Piyali Das, *Engineering Manager* – **LLOYDS BANKING GROUP**
- Stella Cabrera, *Senior Advisor, Global Strategic Relations & MENA Lead* – **EDM ASSOCIATION**

Pending:

- Ronan Brennan, *Strategy Manager* – *Artificial Intelligence* – **NATWEST GROUP**

15th September 2026

08:00 – 08:45	<i>Registration & Coffee in the Exhibition Area</i>
8:45 - 8:55	Chair's Opening Remarks <i>Stella Cabrera, Senior Advisor, Global Strategic Relations & MENA Lead – EDM ASSOCIATION</i>
8:55- 9:00	Speed Networking – Making new connections at CDAO FSI! 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 - 09:20	Opening Keynote Presentation: The Data & AI Maturity Gap, Why Some Financial Institutions Are Scaling AI While Others Are Stuck in Pilot Mode - Why many AI initiatives in financial services fail to move beyond pilot stage and the common organisational and data maturity barriers preventing enterprise scale. - What separates AI leaders from laggards including differences in operating models, leadership alignment, and business ownership of AI initiatives. - How governance is evolving from a control function into an AI enabler and what effective model risk and data governance looks like in AI-mature organisations. - Where leading financial institutions are prioritising investment across data platforms, talent, operating models, and AI infrastructure to accelerate adoption. - The critical foundations firms must fix first, whether that is data quality, architecture, skills, or business alignment, before AI can deliver measurable value.
09:20- 09:40	Presentation: From Chief Data Officer to Chief AI Officer, Redefining the CDAO Role - How the traditional CDO role is evolving in an AI-native financial services landscape. • Identifying the boundary between data leadership and AI leadership, and what overlaps require attention. - New organisational expectations for CDAO/CAIO executives, including collaboration with business units, compliance, and technology teams. - Key skills, mindset shifts, and leadership qualities required to succeed as a next-generation data and AI leader. - Insights from early adopters who have successfully transformed their CDO role into a CAIO function. <i>Vladimir Bendikow, Chief Data Officer – FirstBank UK Limited*</i>
09:40- 10:30	Panel Discussion: AI Governance That Actually Works, Lessons from Financial Institutions Under Regulatory Pressure - How UK FSI organisations are balancing innovation with regulatory scrutiny, including practical examples from retail banking, investment, and insurance sectors. - Strategies for data leaders to manage AI risk while maintaining progress on digital transformation and AI adoption.

	- Emerging governance models, frameworks, and board-level oversight structures that are proving effective in large-scale financial institutions. - How boards are increasing expectations for accountability, explainability, and risk mitigation in AI deployment. - Lessons learned from firms that have faced regulatory challenges or compliance audits around AI and data use. Moderator: Stella Cabrera, <i>Senior Advisor, Global Strategic Relations & MENA Lead</i> – EDM ASSOCIATION Panelists: Vinod Chawda, <i>AI Governance Chief Strategy & Innovation Office</i> – Deutsche Bank Socrates Coudounaris, <i>VP Head of Enterprise Risk Management, EMEA Region</i> –Reinsurance Group of America Meena Khan, <i>Chief Strategy & Product Officer</i> – Zindigi Piyali Das, <i>Engineering Manager</i> – LLOYDS BANKING GROUP	
10:30 11:00	Mid-Morning Coffee & Networking in the Exhibition Area	
11:00- 12:45	TRACK A Financial Services	TRACK B Insurance Chairperson: Katy Rose, <i>Performance and Data Team Manager</i> – AMOVA ASSET MANAGEMENT
11:00- 11:30	Presentation: Building Trustworthy AI at Scale in Financial Services - How financial institutions can move from AI experimentation to production-ready deployment - Embedding trust, transparency, and responsibility into AI systems from the ground up - Governance frameworks that enable innovation without increasing regulatory risk - Practical approaches to operationalising responsible AI across hybrid cloud environments IBM Representative	Presentation: Topic TBC RESERVED STRATEGY
11:30 – 12:00	Panel Discussion: GenAI & Agentic AI in Practice – From Pilot to Production - Where GenAI and agentic AI are delivering real, measurable value in banking operations today — beyond the pilots - The infrastructure, data, and governance foundations needed before	Panel Discussion: AI in Insurance – From Underwriting to Claims, Where Is It Actually Working? - How insurers and MGAs are moving beyond AI experimentation to deploy solutions that are delivering measurable impact across the value chain - Where AI is genuinely transforming underwriting

	deploying AI agents at scale - Managing risk and accountability when AI systems are making or influencing decisions - Lessons from early implementations, what worked, what failed, and what teams wished they'd known sooner Moderator Uwe Klemt, <i>Enterprise Solutions Architect Data Integrity - TRICENTIS</i> Panellists: Wayne Cavanough, <i>Chief Information Officer – Jaja Finance</i> Yousra Aoudi, <i>Vice President, Quantitative Analyst II – BNY</i> Manish Baphna, <i>VP Engineering Manager / Java / Microservices – Citi Bank</i> Sharada Khanna, <i>Global Lead Analytics and Commercialisation, Retail Banking Originations - HSBC</i> Elena Konovalova, <i>Head of Data Analytics – Paysend*</i>	decisions, risk selection, and pricing — and where human expertise remains non-negotiable - The role of AI in claims: accelerating processing, reducing leakage, and improving fraud detection without sacrificing customer trust - What good AI governance looks like in an insurance context: explainability, auditability, and keeping the regulator onside Moderator: Sahar Dolev-Blitental, CMO – Flexor Panellists: Oksan Orhan, <i>Chief Strategy, Transformation & Digital Officer – QNB Sigorta</i> Alan Strange, <i>Head of Underwriting & Analytics – Sophro</i> Varalakshmi Venkatraman, <i>Head of Data Engineering – Marshmallow*</i>
12:00 - 12:45	Discussion Group: Data Mesh vs Data Fabric - Comparing approaches: which architecture is delivering tangible results in UK banks? - Lessons from large-scale implementations: successes, pitfalls, and adoption challenges. - Organisational readiness considerations: governance, team structure, and culture. - Technology vs. culture: how to align data architecture strategy with operational and regulatory needs. Roxanne Howdle-Rowe, <i>Group Head / Data Product / Chief Data and AI Office – LLOYDS BANKING GROUP</i> Elena Konovalova, <i>Head of Data Analytics – Paysend</i> Tolu Awoyinfa, <i>Managing Director – Argentil Group</i>	Discussion Group: The Data-Driven Insurer - How insurers are restructuring their data functions for modern analytics and AI initiatives. - Operating model evolution: centralised, federated, or hybrid approaches. - Balancing legacy systems with modern data platforms to achieve a unified customer view. - Lessons from Lloyd's and GI markets on prioritising value, compliance, and innovation. Socrates Coudounaris, <i>VP Head of Enterprise Risk Management, EMEA Region – Reinsurance Group of America RGA</i> Darwin Castaneda, <i>Global Product Officer UW Risk Rating & Pricing GRS - LIBERTY MUTUAL</i>
12:45 – 13:45	<i>Lunch & Networking in the Exhibition Area</i>	
	TRACK A: Data Strategy & Commercial Impact	TRACK B: Technology, Architecture & AI Foundations Katy Rose, <i>Performance and Data Team Manager – AMOVA ASSET MANAGEMENT</i>

13:45-14:05	Presentation: From On-Prem to Cloud-First: A CDO's Live Data Transformation Playbook • The strategic decision to migrate all data to AWS on an aggressive timeline — why now, and what drove the move away from on-prem infrastructure • Building a partner ecosystem rather than going it alone. • Rethinking data governance: putting ownership in the hands of the business rather than a central team, and what that means in practice • Using AI as a pipeline accelerator from day one — how AI tooling is enabling clean, structured data rather than being bolted on later • Honest lessons from a transformation still in progress — what's working, what wasn't anticipated, and what the road to 2027 looks like	Presentation: LLMs Are Impressive. Enterprise Context Makes Them Useful. • Why the shift from traditional machine learning to large language models demands a fundamentally different approach to data architecture and data foundations • The talent challenge: what skills organisations actually need now versus what recruiters and the market think they need • How to approach data chunking, preparation, and structuring so that LLMs can consume and process it effectively • Managing hallucination risk in enterprise AI deployments — governance, validation, and keeping humans in the loop Javier Morao, <i>EMEA Data & AI Head – Citi Bank*</i>
14:05-14:30	Presentation: Open Banking and the CDO Agenda • Turning regulatory mandates into strategic opportunities for data sharing and innovation. • Open Finance use cases: enabling financial inclusion, better customer insights, and new revenue streams. • Data sharing strategies: APIs, consent management, and security considerations. • Leveraging ecosystems for competitive advantage while maintaining regulatory compliance. Jean Perez, <i>Director, Data Analytics & AI – Collinson group / Valuedynamx *</i>	Presentation: The Architecture Decisions That Will Define Your AI Future, Getting Data Infrastructure Right the First Time • Why the architectural choices financial institutions make today around cloud, data platforms, and integration will determine their AI capabilities for the next five to ten years • The most common infrastructure mistakes FS firms are making when building for AI — and how to course-correct without a full rebuild • Data mesh, data fabric, lakehouse — cutting through the noise to understand which architectural patterns are actually delivering results in production • How to design for flexibility and scale from the start, balancing immediate business needs with long-term AI readiness • What the most AI-mature financial institutions have in common architecturally — and the practical steps others can take to close the gap Aditya Sharma, <i>Head of Engineering, Data Platform & Analytics – TIDE</i>

14:30-15:00	Panel Discussion: Women Leading Data & AI Transformation in Financial Services • How the role of data and AI leaders is evolving as organisations move from data transformation into enterprise-wide AI adoption and cloud modernisation • Leading through constant change: balancing delivery pressure, long-term strategy, and stakeholder expectations across complex financial institutions • Building modern data organisations that combine technology, governance, people, and culture — not just platforms and tooling • The leadership skills becoming most important in the next generation of data executives, including influence, adaptability, communication, and cross-functional collaboration • Navigating leadership journeys in data and AI today, including visibility, mentorship, and creating more diverse leadership pipelines within financial services Moderator: Moderator: Stella Cabrera, <i>Senior Advisor, Global Strategic Relations & MENA Lead</i> – EDM ASSOCIATION Panelists: Poojya Manjunath, <i>(Chief Data and AI Office) Senior Data Lead</i> – Lloyds Banking Group Yousra Aoudi, <i>Vice President, Quantitative Analyst II</i> – BNY Cristina Gil Sevilla, <i>Head of Client Group Insights & AI</i> – SCHRODERS Sally Bashuan, <i>SVP Global Head of Data Governance</i> – Federated Hermes Varalakshmi Venkatraman, <i>Head of Data Engineering</i> – MARSHMALLOW Tolu Awoyinfa, <i>Managing Director</i> – ARGENTIL GROUP
-------------	--

15:00 - 15:30	<i>Afternoon Break & Networking in the Exhibition Area</i>
15:30-16:10	Panel Discussion: Agentic AI – Who's Accountable When the Machine Decides? A forward-looking debate on the governance, oversight, and accountability frameworks financial institutions need before deploying semi-autonomous AI systems. Where does human judgment stay in the loop, and where should it? • Where FS firms are safely testing agentic AI today and what safeguards they are putting in place before scaling. • Who ultimately owns AI-driven decisions, the CDO, CIO, risk function, or the business? How firms are structuring accountability models for AI agents. • Where financial institutions are drawing the line between full automation and human oversight, and how this varies across use cases like fraud, customer servicing, and operations. • The cultural, technical, and process changes organisations must make before trusting AI with higher levels of decision authority. Moderator: Mayank Bhundia, <i>Partner, Financial Services Digital & Data SME</i> – PA Consulting Panelists: Sally Bashuan, <i>SVP Global Head of Data Governance</i> – Federated Hermes Cristina Gil Sevilla, <i>Head of Client Group Insights & AI</i> – Schroders Calum-Conejo Watt, <i>Head of Data Governance & Quality</i> - Lombard Odier Investment Managers Aditya Sharma, <i>Head of Engineering, Data Platform & Analytics</i> – TIDE

	John Hill, <i>Head of Data Analytics, Automation & Systems</i> – Aberdeen*
16:10-16:40	Panel Discussion: The Modern Data Operating Model – Centralised, Federated or Product-Led? • Why the CDO operating model is evolving as organisations shift from governance-focused data teams toward value creation, AI enablement, and business alignment. • The rise of data products and how FS firms are introducing product ownership, SLAs, and internal customer thinking into their data functions. • Centralised vs federated data ownership and how institutions are balancing domain accountability with enterprise governance and regulatory control. • How leading firms are funding data teams and moving from cost-centre models toward value-driven investment tied to business outcomes. • Designing data organisations for AI scale including the skills, structures, and collaboration models needed to support enterprise AI adoption Panelists: Lashan Bartholomuez, <i>Vice President Design Authority Corporate Bank Data Services</i> – Deutsche Bank Meena Khan, <i>Chief Strategy & Product Officer</i> – Zindigi Sally Bashuan, <i>SVP Global Head of Data Governance</i> – Federated Hermes Aravinth Baskaran, <i>Head of Data Science</i> – Foresters Financial Benjamin Faife, <i>Data & Analytics Transformation Lead, Real Estate</i> – INVESTEC
16:40-17:00	Presentation: Building interoperable data assets leveraging deterministic models and agentic capabilities • Interplay of deterministic models and agentic to deliver scalable value that is robust and reliable • Overcoming applications that don't talk to each other – building connectivity at the right grain with the right controls • Centralised vs federated • Lessons learnt in a large global professional services firm's Data Management journey Beatrice Russell, <i>Global Data Management Office Leader</i> – AON*
17:00-17:10	Chairs Closing Remarks
17:10-18:00	<i>Networking drinks and Prize Draw</i>
18:00	END OF EVENT