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|  | Dear Colleagues,    At the beginning of this year, we began the implementation phase of our clinical operations redesign and introduced our new Clinical Data Acquisition and Management (CDAM) line function within the CDO organization. We are now pleased to provide further information on this new function.  The structure has been designed based on our past learnings to create an opportunity for a more collaborative and end to end delivery model. We will continue to retain Therapeutic Area focus through TA-aligned clusters, while increasing our focus on automation and analytics and continuing to strengthen our focus on domain and process.    We will do this by:   * Aligning Database Development (CDD) and Database Programming (DAP) teams to one cluster enabling seamless end to end delivery. * Creating a CDAM CoE (Centre of Excellence) as a separate cluster with a focus on Reporting, Analytics, Automation and Domain. This cluster will comprise of DRRA Associates, Functional Leads and existing CoE team members. The Global Librarian role that is being transitioned from the Clinical Data Standards and automation function will also be included in this cluster. * Consolidating the Existing AD FL role (Associate Director – Functional Lead) in a cluster. The role will report to the CoE Director position but will have functional reporting to a Functional Lead who will provide functional oversight to ensure renewed domain focus and capability development. * Consolidating CDD, DAP and DM teams in one cluster, to ensure an end-to-end delivery model for the NIBR portfolio that caters to the unique needs of early development.   Please find attached details of new CDAM Organization with existing team members aligned to their clusters. There is no change for the China and Japan teams reporting lines, they will continue to report into CDO LT members in China and Japan.  All reporting changes are effective immediately.  We appreciate that many of you have had to cope with ambiguity about the future shape, structure, and ways of working in GCO. Thank you for your patience and understanding, as well as your continued dedication and professionalism, in the midst of these changes.  Best Regards,  **Jagadeesh Rudraswamymath**  Global Head CDO (a.i) |

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