

Learning Engagement Analysis Report

Analytics Team

2025-08-04

Table of contents

1	Data Loading and Processing	1
2	Analysis and Visualizations	1
2.1	Cumulative Card Proportion Analysis	1
2.2	Completion Rate Analysis	2
2.3	Detailed TET 2 Analysis	2
2.4	Hierarchical TET Analysis	2
2.4.1	TET Hierarchy Summary Table	2
2.4.2	TET Hierarchy Bubble Chart	12
2.4.3	Nested Bar Charts by TET Levels	13
2.4.4	TET Flow Analysis (Sankey-style)	14
2.4.5	Performance Heatmap by TET Levels	15
3	Summary	15

1 Data Loading and Processing

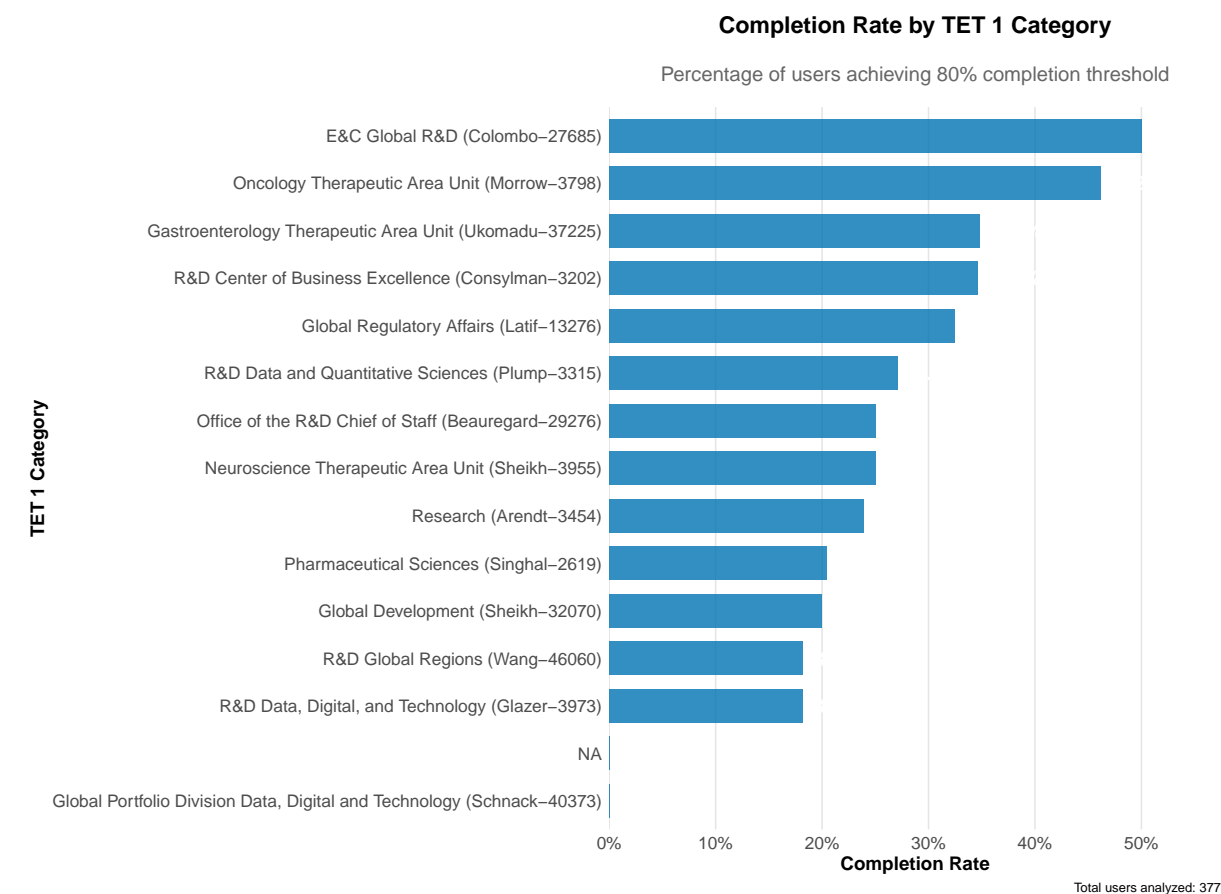
2 Analysis and Visualizations

2.1 Cumulative Card Proportion Analysis

pdf

2

2.2 Completion Rate Analysis



2.3 Detailed TET 2 Analysis

pdf
2

2.4 Hierarchical TET Analysis

2.4.1 TET Hierarchy Summary Table

Table 1: Hierarchical TET Performance Summary

TET 1	TET 2	TET 3
E&C Global R&D (Colombo-27685)		
E&C Global R&D (Colombo-27685)	NA	NA
E&C Global R&D (Colombo-27685)	RD E&C (Chiu-41152)	NA
Gastroenterology Therapeutic Area Unit (Ukomadu-37225)		
Gastroenterology Therapeutic Area Unit (Ukomadu-37225)	GI 279 (Heap-42425)	NA

Gastroenterology Therapeutic Area Unit (Ukomadu-37225)	GI2 Clinical Science (Rahman-27990)	(Therapeutic Unit (GI and Inflammation (Shikamura-2 Clinical Scien
Gastroenterology Therapeutic Area Unit (Ukomadu-37225)	GI2 Clinical Science (Rahman-27990)	GI2 Clinical
Gastroenterology Therapeutic Area Unit (Ukomadu-37225)	GI2 Clinical Science (Rahman-27990)	Dermatology Rheumatolog (Candela-435
Gastroenterology Therapeutic Area Unit (Ukomadu-37225)	GI2 Clinical Science (Rahman-27990)	GI2 Clinical
Gastroenterology Therapeutic Area Unit (Ukomadu-37225)	GI2 Early Clinical Development (Wennbo-32263)	Hematology & Nephrology (
Gastroenterology Therapeutic Area Unit (Ukomadu-37225)	GI2 Early Clinical Development (Wennbo-32263)	GI2 ECD Bio Research (TH
Gastroenterology Therapeutic Area Unit (Ukomadu-37225)	GI2 Global Program Management (Flynn-31221)	NA
Gastroenterology Therapeutic Area Unit (Ukomadu-37225)	GI2 Global Program Management (Flynn-31221)	GI2 Business (Thostenson-
Gastroenterology Therapeutic Area Unit (Ukomadu-37225)	GI2 Global Program Management (Flynn-31221)	GI2 Global A Management (Rohde-3030)
Gastroenterology Therapeutic Area Unit (Ukomadu-37225)	GI2 Global Program Management (Flynn-31221)	GI2 Program (Aird-42902)
Gastroenterology Therapeutic Area Unit (Ukomadu-37225)	GI2 Global Program Management (Flynn-31221)	NA
Gastroenterology Therapeutic Area Unit (Ukomadu-37225)	GI2 Rare GI & Inflammation Franchise (Umeh-44127)	NA
Global Development (Sheikh-32070)		
Global Development (Sheikh-32070)	Clinical Data Strategy and Operations (Tilak-45422)	Clinical Data and Standar (Evanchick-3
Global Development (Sheikh-32070)	Clinical Data Strategy and Operations (Tilak-45422)	Development and Digital S (Hoffey-4108
Global Development (Sheikh-32070)	Clinical Data Strategy and Operations (Tilak-45422)	Medical Writ (Harris-32530
Global Development (Sheikh-32070)	Clinical Data Strategy and Operations (Tilak-45422)	Testing, Inno Data Enabler (Wingate-472
Global Development (Sheikh-32070)	Clinical Site Startup & Engagement (Rackley-40218)	Global Feasib Equity (Robi
Global Development (Sheikh-32070)	Clinical Site Startup & Engagement (Rackley-40218)	Site Start Up (Anthony-403
Global Development (Sheikh-32070)	Clinical Site Startup & Engagement (Rackley-40218)	Study Site E (Lanning-416
Global Development (Sheikh-32070)	Clinical Supply Chain (Jamieson-32315)	Global Import Trade Compl (Burns-28496
Global Development (Sheikh-32070)	Clinical Supply Chain (Jamieson-32315)	Operations (Jamieson-32
Global Development (Sheikh-32070)	Clinical Supply Chain (Jamieson-32315)	Planning (La

Global Development (Sheikh-32070)	Clinical Supply Chain (Jamieson-32315)	Vendor Mana Operations (I
Global Development (Sheikh-32070)	Global Clinical Development Operations (Carlson-3792)	Business Ope (Allan-45424)
Global Development (Sheikh-32070)	Global Clinical Development Operations (Carlson-3792)	Centralized I RATIO (Fly
Global Development (Sheikh-32070)	Global Clinical Development Operations (Carlson-3792)	Clinical Oper (Morey-10603)
Global Development (Sheikh-32070)	Global Clinical Development Operations (Carlson-3792)	Clinical Oper Neuroscience (Anderson-35
Global Development (Sheikh-32070)	Global Clinical Development Operations (Carlson-3792)	NA
Global Development (Sheikh-32070)	Global Clinical Development Operations (Carlson-3792)	Oncology Cli (Daly-35968)
Global Development (Sheikh-32070)	Global Clinical Development Operations (Carlson-3792)	Partnership I Supplier Man (Holstine-399
Global Development (Sheikh-32070)	Global Clinical Development Operations (Carlson-3792)	Study Manag (Stephens-45
Global Development (Sheikh-32070)	Global Integrated Clinical Trial Data Services (Tilak-45422)	Clinical Data (Evanchick-3
Global Development (Sheikh-32070)	Global Integrated Clinical Trial Data Services (Tilak-45422)	Medical Writ (Harris-32530)
Global Development (Sheikh-32070)	Global Integrated Clinical Trial Data Services (Tilak-45422)	Trial Analyti Strategy (Ho
Global Development (Sheikh-32070)	NA	NA
Global Portfolio Division Data, Digital and Technology (Schnack-40373)		
Global Portfolio Division Data, Digital and Technology (Schnack-40373)	GPD DDT Data Management and Analytics (Noerholt-7260)	GPD DD&T GenAI & Inf Management (Benhadji-Sc
Global Regulatory Affairs (Latif-13276)		
Global Regulatory Affairs (Latif-13276)	China Regulatory Strategy Team (Liu-491)	NA
Global Regulatory Affairs (Latif-13276)	GRA MPD, Labeling and Advertising & Promotion (Ishida-2887)	GRA Advert Promotion (J
Global Regulatory Affairs (Latif-13276)	GRA MPD, Labeling and Advertising & Promotion (Ishida-2887)	GRA Labelin (Castro-3881
Global Regulatory Affairs (Latif-13276)	GRA MPD, Labeling and Advertising & Promotion (Ishida-2887)	GRA Labelin (Patel-38699)
Global Regulatory Affairs (Latif-13276)	GRA MPD, Labeling and Advertising & Promotion (Ishida-2887)	Global Label (Kocik-35546)
Global Regulatory Affairs (Latif-13276)	GRAD GI (Dixon-3321)	NA

Global Regulatory Affairs (Latif-13276)	Global Regulatory Affairs CMC & Devices (Venkateshwaran-3243)	GRA CMC & China (Wang
Global Regulatory Affairs (Latif-13276)	Global Regulatory Affairs CMC & Devices (Venkateshwaran-3243)	GRA CMC - Process, Pro and Systems
Global Regulatory Affairs (Latif-13276)	Global Regulatory Affairs CMC & Devices (Venkateshwaran-3243)	GRA CMC E (Momonoi-33
Global Regulatory Affairs (Latif-13276)	Global Regulatory Affairs CMC & Devices (Venkateshwaran-3243)	GRA CMC M Products, So
Global Regulatory Affairs (Latif-13276)	Global Regulatory Affairs CMC & Devices (Venkateshwaran-3243)	Diligence (Ri NA
Global Regulatory Affairs (Latif-13276)	Global Regulatory Operations (Schmidt-32296)	GRA Busines (Cohen-32599
Global Regulatory Affairs (Latif-13276)	Global Regulatory Operations (Schmidt-32296)	Regulatory P Excellence (S
Global Regulatory Affairs (Latif-13276)	Global Regulatory Operations (Schmidt-32296)	Regulatory S Publishing (N
Global Regulatory Affairs (Latif-13276)	Global Regulatory Policy and Innovation (Robertson-38167)	Global Regul and Innovatio (Muniz-38672
Global Regulatory Affairs (Latif-13276)	Global Regulatory Policy and Innovation (Robertson-38167)	Public Privat and Science I (Schmid-3951
Global Regulatory Affairs (Latif-13276)	Head of Regional Regulatory Affairs and Regulatory Advertising and Promotion (Relin-10662)	EUCAN RA (Relin-47582)
Global Regulatory Affairs (Latif-13276)	Head of Regional Regulatory Affairs and Regulatory Advertising and Promotion (Relin-10662)	GEM Regula + I-SEA (Ch
Global Regulatory Affairs (Latif-13276)	Head of Regional Regulatory Affairs and Regulatory Advertising and Promotion (Relin-10662)	International Clinical Trial (Brach-43259
Global Regulatory Affairs (Latif-13276)	Regulatory Affairs Japan (Enomoto-1041)	Marketed Pro Labeling (Mo
Global Regulatory Affairs (Latif-13276)	Regulatory Affairs Japan (Enomoto-1041)	Neuroscience (Sano-43393)
Global Regulatory Affairs (Latif-13276)	Regulatory Affairs Japan (Enomoto-1041)	Oncology (Ts
Global Regulatory Affairs (Latif-13276)	Regulatory Affairs Japan (Enomoto-1041)	Regulatory E Excellence (S
NA		
NA	NA	NA
Neuroscience Therapeutic Area Unit (Sheikh-3955)		
Neuroscience Therapeutic Area Unit (Sheikh-3955)	Neuroscience Clinical Science (von Rosenstiel-28203)	Neuroscience Science (Han

Neuroscience Therapeutic Area Unit (Sheikh-3955)	Neuroscience Global Program Management (Culp-31764)	NS Global A Management (Westmorelan
Neuroscience Therapeutic Area Unit (Sheikh-3955)	Neuroscience Global Program Management (Culp-31764)	NS TAU GP (Dribin-4478
Office of the R&D Chief of Staff (Beauregard-29276)		
Office of the R&D Chief of Staff (Beauregard-29276)	NA	NA
Oncology Therapeutic Area Unit (Morrow-3798)		
Oncology Therapeutic Area Unit (Morrow-3798)	Oncology Clinical Science (Tiu-38824)	Oncology Cli (Campana-36
Oncology Therapeutic Area Unit (Morrow-3798)	Oncology Clinical Science (Tiu-38824)	Oncology Cli (Chen-40557)
Oncology Therapeutic Area Unit (Morrow-3798)	Oncology Clinical Science (Tiu-38824)	Oncology Cli (Kase-28770)
Oncology Therapeutic Area Unit (Morrow-3798)	Oncology Portfolio Strategy and Operations (Haverfield-35840)	Onc Global A Management (Connelly-Pe
Oncology Therapeutic Area Unit (Morrow-3798)	Oncology Portfolio Strategy and Operations (Haverfield-35840)	Oncology Glo Management (Rounds-382
Oncology Therapeutic Area Unit (Morrow-3798)	Oncology Portfolio Strategy and Operations (Haverfield-35840)	Oncology TA Operations (Behizadeh-3
Oncology Therapeutic Area Unit (Morrow-3798)	Oncology Precision & Translational Medicine (Silver-38244)	Oncology Pre Translational (Bandyopadh
Oncology Therapeutic Area Unit (Morrow-3798)	Oncology Precision & Translational Medicine (Silver-38244)	Oncology Pre Translational (Koenig-4157
Oncology Therapeutic Area Unit (Morrow-3798)	Oncology Precision & Translational Medicine (Silver-38244)	Oncology Pre Translational (Yeh-38568)
Pharmaceutical Sciences (Singhal-2619)		
Pharmaceutical Sciences (Singhal-2619)	Analytical Development (Davies-1931)	AD Analytica (Burtscher-36
Pharmaceutical Sciences (Singhal-2619)	Analytical Development (Davies-1931)	AD Biologics (Seyfried-108
Pharmaceutical Sciences (Singhal-2619)	Analytical Development (Davies-1931)	AD Biologics (Poulin-3678
Pharmaceutical Sciences (Singhal-2619)	Analytical Development (Davies-1931)	AD Strategy (Burtscher-48
Pharmaceutical Sciences (Singhal-2619)	Analytical Development (Davies-1931)	AD Synthetic Early Stage (Karashima-1
Pharmaceutical Sciences (Singhal-2619)	Analytical Development (Davies-1931)	AD Synthetic Late Stage (A
Pharmaceutical Sciences (Singhal-2619)	Analytical Development (Davies-1931)	AD Technology Development Implementati (Meiyappan-
Pharmaceutical Sciences (Singhal-2619)	Analytical Development (Davies-1931)	NA
Pharmaceutical Sciences (Singhal-2619)	Biotherapeutics Process Development (Shivappa-3560)	BPD Pivotal Support (Sachslehner-

Pharmaceutical Sciences (Singhal-2619)	Biotherapeutics Process Development (Shivappa-3560)	BPD US & C Development
Pharmaceutical Sciences (Singhal-2619)	Biotherapeutics Process Development (Shivappa-3560)	Biotherapeut Development (Graninger-1)
Pharmaceutical Sciences (Singhal-2619)	Biotherapeutics Process Development (Shivappa-3560)	NA
Pharmaceutical Sciences (Singhal-2619)	Drug Product and Device Development (Linden-10647)	Device Evalu Characterizatio (Taylor-1055)
Pharmaceutical Sciences (Singhal-2619)	Drug Product and Device Development (Linden-10647)	Drug Product Development (Niwa-27718)
Pharmaceutical Sciences (Singhal-2619)	Drug Product and Device Development (Linden-10647)	Human Cent & Design (Chinthapalli)
Pharmaceutical Sciences (Singhal-2619)	Drug Product and Device Development (Linden-10647)	NA
Pharmaceutical Sciences (Singhal-2619)	Drug Product and Device Development (Linden-10647)	Oral Drug Pr Development (Kasina-3300)
Pharmaceutical Sciences (Singhal-2619)	Drug Product and Device Development (Linden-10647)	Parenteral D Development (Souillac-107)
Pharmaceutical Sciences (Singhal-2619)	Drug Product and Device Development (Linden-10647)	Strategy & D Engineering (Hoffman-393)
Pharmaceutical Sciences (Singhal-2619)	PS Program Leadership (Hewitt-37942)	NA
Pharmaceutical Sciences (Singhal-2619)	PS Program Leadership (Hewitt-37942)	PS Program (Adamson-38)
Pharmaceutical Sciences (Singhal-2619)	PS Program Leadership (Hewitt-37942)	PS Program (Chamallas-4)
Pharmaceutical Sciences (Singhal-2619)	PS Program Leadership (Hewitt-37942)	PS Program (Teshima-305)
Pharmaceutical Sciences (Singhal-2619)	Pharm Sci Strategy and Business Excellence (Baird-40903)	CMC Filing (Mani-39270)
Pharmaceutical Sciences (Singhal-2619)	Pharm Sci Strategy and Business Excellence (Baird-40903)	NA
Pharmaceutical Sciences (Singhal-2619)	Pharm Sci Strategy and Business Excellence (Baird-40903)	Strategy and Operations (Beauregard-)
Pharmaceutical Sciences (Singhal-2619)	Sustainability and Technology (Pistek-11882)	Collective Kn (Wildberger-)
Pharmaceutical Sciences (Singhal-2619)	Sustainability and Technology (Pistek-11882)	Sustainable C Innovation (7)
Pharmaceutical Sciences (Singhal-2619)	Synthetic Molecule Process Development (Hicks-33004)	Process Cher (O'Brien-454)
R&D Center of Business Excellence (Consylman-3202)	Center for External Innovation (Handley-32364)	Center for Ex Innovation (H)
R&D Center of Business Excellence (Consylman-3202)	Global Portfolio Strategy (Hossein-Nia-36374)	PRC Office & Excellence (Laudemann-)

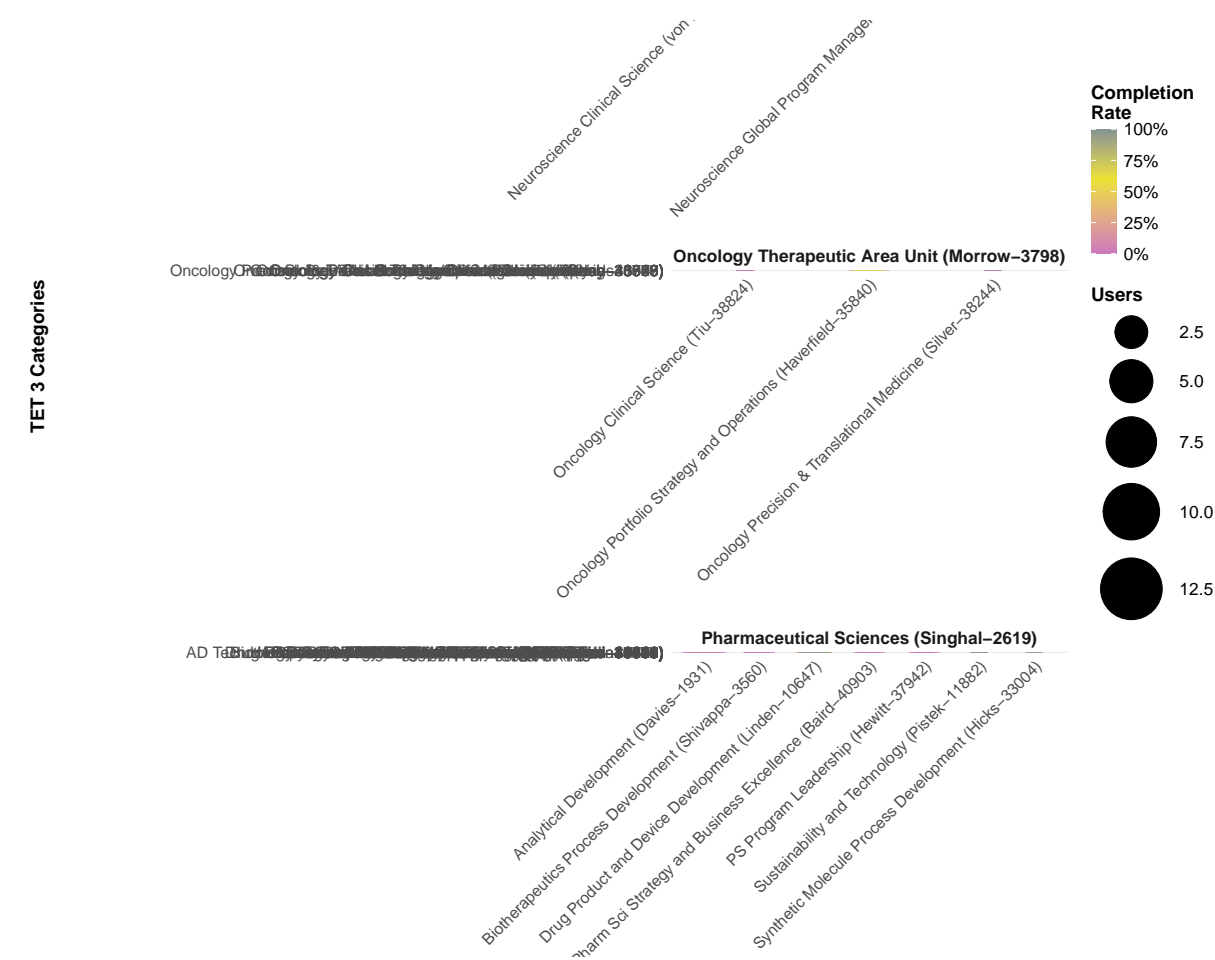
R&D Center of Business Excellence (Consylman-3202)	Global R&D Finance (Belge-36661)	Finance, R&D TDC-A (Kon)
R&D Center of Business Excellence (Consylman-3202)	Global R&D Finance (Belge-36661)	NA
R&D Center of Business Excellence (Consylman-3202)	R&D Asset Transition and Integration Office (Coffman-2814)	NA
R&D Center of Business Excellence (Consylman-3202)	R&D Business Operations (Tavares-42406)	R&D Business (Rieger-1355)
R&D Center of Business Excellence (Consylman-3202)	R&D Business Operations (Tavares-42406)	R&D External Management
R&D Center of Business Excellence (Consylman-3202)	R&D Business Operations (Tavares-42406)	R&D Lab Op (Etter-44361)
R&D Center of Business Excellence (Consylman-3202)	R&D Business Operations (Tavares-42406)	R&D Lab Pl
R&D Center of Business Excellence (Consylman-3202)	Strategy & Operations (Collins-30514)	Logistics (Fer)
R&D Center of Business Excellence (Consylman-3202)	Strategy & Operations (Collins-30514)	Center of Op Performance
R&D Center of Business Excellence (Consylman-3202)	Strategy & Operations (Collins-30514)	Finance Tech Solutions (O)
R&D Center of Business Excellence (Consylman-3202)	Strategy & Operations (Collins-30514)	NA
R&D Data and Quantitative Sciences (Plump-3315)		
R&D Data and Quantitative Sciences (Plump-3315)	Global Evidence & Outcomes (GEO) (Gondek-3323)	GEO GI2 (Devercelli-10)
R&D Data and Quantitative Sciences (Plump-3315)	Global Evidence & Outcomes (GEO) (Gondek-3323)	GEO Operat (Corcoran-33)
R&D Data and Quantitative Sciences (Plump-3315)	Global Evidence & Outcomes (GEO) (Gondek-3323)	GEO PDT & (Tzivelekis-41)
R&D Data and Quantitative Sciences (Plump-3315)	Global Evidence & Outcomes (GEO) (Gondek-3323)	R&D GEO (
R&D Data and Quantitative Sciences (Plump-3315)	Global Evidence & Outcomes (GEO) (Gondek-3323)	Real World L Excellence (L)
R&D Data and Quantitative Sciences (Plump-3315)	Patient Safety & Pharmacovigilance (Kugener-3284)	Compliance, Alliance (Bul)
R&D Data and Quantitative Sciences (Plump-3315)	Patient Safety & Pharmacovigilance (Kugener-3284)	EU QPPV O (Heim-3295)
R&D Data and Quantitative Sciences (Plump-3315)	Patient Safety & Pharmacovigilance (Kugener-3284)	GI2 and Neu (Rogers-3298)
R&D Data and Quantitative Sciences (Plump-3315)	Patient Safety & Pharmacovigilance (Kugener-3284)	GPV-RME (
R&D Data and Quantitative Sciences (Plump-3315)	Patient Safety & Pharmacovigilance (Kugener-3284)	MPD and PD (Hammad-40)
R&D Data and Quantitative Sciences (Plump-3315)	Patient Safety & Pharmacovigilance (Kugener-3284)	PSPV Affilia Management (Vermaat-261)
R&D Data and Quantitative Sciences (Plump-3315)	Patient Safety & Pharmacovigilance (Kugener-3284)	PSPV Opera (Caouette-32)

R&D Data and Quantitative Sciences (Plump-3315)	Patient Safety & Pharmacovigilance (Kugener-3284)	PSPV-Japan (Hayashi-192)
R&D Data and Quantitative Sciences (Plump-3315)	Quantitative Clinical Pharmacology (Oliver-37486)	Bioanalytical Sciences & T [BST] (Plavin)
R&D Data and Quantitative Sciences (Plump-3315)	Quantitative Clinical Pharmacology (Oliver-37486)	D&QS Busin (Oliver-33488)
R&D Data and Quantitative Sciences (Plump-3315)	Quantitative Clinical Pharmacology (Oliver-37486)	Global DMP (Betts-42959)
R&D Data and Quantitative Sciences (Plump-3315)	Quantitative Clinical Pharmacology (Oliver-37486)	Quantitative Pharmacolog (Bhattachary)
R&D Data and Quantitative Sciences (Plump-3315)	Quantitative Clinical Pharmacology (Oliver-37486)	Quantitative Pharmacolog (Faessel-3690)
R&D Data and Quantitative Sciences (Plump-3315)	Quantitative Clinical Pharmacology (Oliver-37486)	Quantitative Pharmacolog (Gupta-3760)
R&D Data and Quantitative Sciences (Plump-3315)	Quantitative Clinical Pharmacology (Oliver-37486)	Quantitative Pharmacolog
R&D Data and Quantitative Sciences (Plump-3315)	Quantitative Clinical Pharmacology (Oliver-37486)	Quantitative Pharmacolog (Wang-40621)
R&D Data and Quantitative Sciences (Plump-3315)	SQS Programming (Bukowiec-3316)	NA
R&D Data and Quantitative Sciences (Plump-3315)	SQS Programming (Bukowiec-3316)	SQS Delivery (Quinn-45959)
R&D Data and Quantitative Sciences (Plump-3315)	SQS Programming (Bukowiec-3316)	TAU Program (True-36082)
R&D Data and Quantitative Sciences (Plump-3315)	Statistical and Quantitative Sciences (Chi-46277)	Gastrointestinal Inflammation Statistics (H)
R&D Data and Quantitative Sciences (Plump-3315)	Statistical and Quantitative Sciences (Chi-46277)	SQS Onc Cel Regional Gro
R&D Data, Digital, and Technology (Glazer-3973)		
R&D Data, Digital, and Technology (Glazer-3973)	R&D DD&T DQS & Global Regions (Najdi-31452)	NA
R&D Data, Digital, and Technology (Glazer-3973)	R&D DD&T DQS & Global Regions (Najdi-31452)	R&D DD&T Regions (Che
R&D Data, Digital, and Technology (Glazer-3973)	R&D DD&T Development & Regulatory (O’Keefe-44994)	NA
R&D Data, Digital, and Technology (Glazer-3973)	R&D DD&T Digital Health Sciences (Datta-35513)	NA
R&D Data, Digital, and Technology (Glazer-3973)	R&D DD&T PharmSci Digital Solution Partners (Kaing-2639)	Design & De (Kasture-429)
R&D Data, Digital, and Technology (Glazer-3973)	R&D DD&T Research Technology & Lab Systems (Kuang-43545)	Business Par Shonan (Mat
R&D Data, Digital, and Technology (Glazer-3973)	R&D DD&T Research Technology & Lab Systems (Kuang-43545)	Pharm & Tra Capability (I
R&D Data, Digital, and Technology (Glazer-3973)	R&D DD&T S&O (Khan-33045)	NA

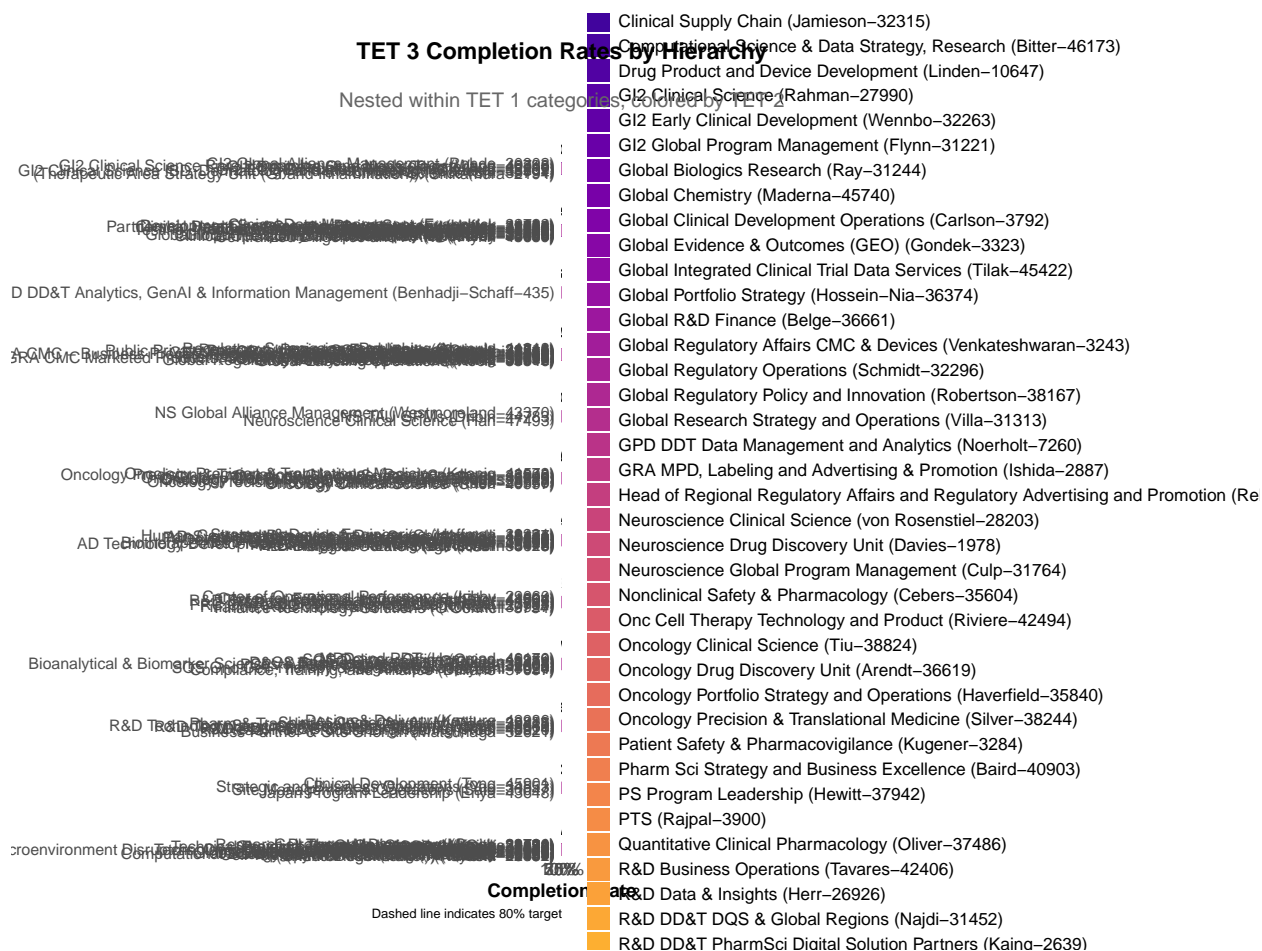
R&D Data, Digital, and Technology (Glazer-3973)	R&D DD&T Strategy and External Innovations Technology (Ramanathan-29392)	NA
R&D Data, Digital, and Technology (Glazer-3973)	R&D DD&T Technology Services (Ruel-44320)	Head, R&D I
R&D Data, Digital, and Technology (Glazer-3973)	R&D DD&T Technology Services (Ruel-44320)	Engineering
R&D Data, Digital, and Technology (Glazer-3973)	R&D DD&T Technology Services (Ruel-44320)	NA
R&D Data, Digital, and Technology (Glazer-3973)	R&D DD&T Technology Services (Ruel-44320)	R&D Techno
R&D Data, Digital, and Technology (Glazer-3973)	R&D DD&T Technology Services (Ruel-44320)	Architecture
R&D Data, Digital, and Technology (Glazer-3973)	R&D DD&T Technology Services (Ruel-44320)	(Tabacco-456
R&D Data, Digital, and Technology (Glazer-3973)	R&D DD&T Technology Services (Ruel-44320)	R&D Techno
R&D Data, Digital, and Technology (Glazer-3973)	R&D DD&T Technology Services (Ruel-44320)	Automation
R&D Data, Digital, and Technology (Glazer-3973)	R&D DD&T Technology Services (Ruel-44320)	(Popuri-4551
R&D Data, Digital, and Technology (Glazer-3973)	R&D Data & Insights (Herr-26926)	ShinrAI Cent
R&D Data, Digital, and Technology (Glazer-3973)	R&D Data & Insights (Herr-26926)	(Herr-39828)
R&D Global Regions (Wang-46060)	NA	NA
R&D Global Regions (Wang-46060)	R&D Global Regions Japan (Kajii-42355)	Japan Progra
R&D Global Regions (Wang-46060)	R&D Global Regions Japan (Kajii-42355)	(Enya-43648)
R&D Global Regions (Wang-46060)	R&D Global Regions Japan (Kajii-42355)	Site Manager
R&D Global Regions (Wang-46060)	R&D Global Regions, China & APAC (Wang-27015)	Operations (S
R&D Global Regions (Wang-46060)	R&D Global Regions, China & APAC (Wang-27015)	Clinical Devel
R&D Global Regions (Wang-46060)	R&D Global Regions, China & APAC (Wang-27015)	(Tong-45901)
R&D Global Regions (Wang-46060)	R&D Global Regions, China & APAC (Wang-27015)	NA
R&D Global Regions (Wang-46060)	R&D Global Regions, China & APAC (Wang-27015)	Strategic and
R&D Global Regions (Wang-46060)	R&D Global Regions, China & APAC (Wang-27015)	Operations (
R&D Global Regions (Wang-46060)	R&D Global Regions, Europe (Vermaat-11072)	NA
Research (Arendt-3454)	Computational Science & Data Strategy, Research (Bitter-46173)	CompChem-
Research (Arendt-3454)	Computational Science & Data Strategy, Research (Bitter-46173)	Cheminforma
Research (Arendt-3454)	Computational Science & Data Strategy, Research (Bitter-46173)	(Bitter-46869
Research (Arendt-3454)	Computational Science & Data Strategy, Research (Bitter-46173)	Computational
Research (Arendt-3454)	Computational Science & Data Strategy, Research (Bitter-46173)	Human Gene
Research (Arendt-3454)	Computational Science & Data Strategy, Research (Bitter-46173)	(Morrissey-46
Research (Arendt-3454)	Computational Science & Data Strategy, Research (Bitter-46173)	Technology, I
Research (Arendt-3454)	Computational Science & Data Strategy, Research (Bitter-46173)	Scientific Cor
Research (Arendt-3454)	Global Biologics Research (Ray-31244)	(Fachin-4687
Research (Arendt-3454)	Global Biologics Research (Ray-31244)	Global Biolog
Research (Arendt-3454)	Global Biologics Research (Ray-31244)	(Boriack-Sjoc
Research (Arendt-3454)	Global Biologics Research (Ray-31244)	Global Biolog
Research (Arendt-3454)	Global Biologics Research (Ray-31244)	(Magnay-349
Research (Arendt-3454)	Global Chemistry (Maderna-45740)	(Lead Genera
Research (Arendt-3454)	Global Chemistry (Maderna-45740)	(Mizukami-3
Research (Arendt-3454)	Global Chemistry (Maderna-45740)	(Lead Optim
Research (Arendt-3454)	Global Chemistry (Maderna-45740)	(Koike-31194
Research (Arendt-3454)	Global Chemistry (Maderna-45740)	(Lead Optim
Research (Arendt-3454)	Global Chemistry (Maderna-45740)	(Sato-46535)
Research (Arendt-3454)	Global Chemistry (Maderna-45740)	Global Chem
Research (Arendt-3454)	Global Chemistry (Maderna-45740)	(Cullis-3578)
Research (Arendt-3454)	Global Research Strategy and Operations (Villa-31313)	NA

Research (Arendt-3454)	Global Research Strategy and Operations (Villa-31313)	Research Pro Management
Research (Arendt-3454)	Global Research Strategy and Operations (Villa-31313)	Strategic Out (Bissonnette-
Research (Arendt-3454)	NA	NA
Research (Arendt-3454)	Neuroscience Drug Discovery Unit (Davies-1978)	(NeuroDegen (Tanaka-2838
Research (Arendt-3454)	Neuroscience Drug Discovery Unit (Davies-1978)	(NeuroMuscu (Iwashita-162
Research (Arendt-3454)	Neuroscience Drug Discovery Unit (Davies-1978)	(Orexin) (Kin
Research (Arendt-3454)	Neuroscience Drug Discovery Unit (Davies-1978)	NA
Research (Arendt-3454)	Nonclinical Safety & Pharmacology (Cebers-35604)	Chemical Tox (Yukawa-358
Research (Arendt-3454)	Nonclinical Safety & Pharmacology (Cebers-35604)	Investigative NCSP (Wagc
Research (Arendt-3454)	Nonclinical Safety & Pharmacology (Cebers-35604)	NA
Research (Arendt-3454)	Onc Cell Therapy Technology and Product (Riviere-42494)	Cell Therapy Manufacturin (Yuraszeck-3
Research (Arendt-3454)	Onc Cell Therapy Technology and Product (Riviere-42494)	Technical Pro Leadership & (Kodrasi-388
Research (Arendt-3454)	Oncology Drug Discovery Unit (Arendt-36619)	Cell Therapy (Magee-3372
Research (Arendt-3454)	Oncology Drug Discovery Unit (Arendt-36619)	Tumor Micro Disruptors, C Discovery Un (Abu-Yousif-
Research (Arendt-3454)	PTS (Rajpal-3900)	NRWS (Rajp
Research (Arendt-3454)	Target Validation Sciences (Davies-28037)	(GI and Infla (Hayashi-424
Research (Arendt-3454)	Target Validation Sciences (Davies-28037)	NA

2.4.2 TET Hierarchy Bubble Chart



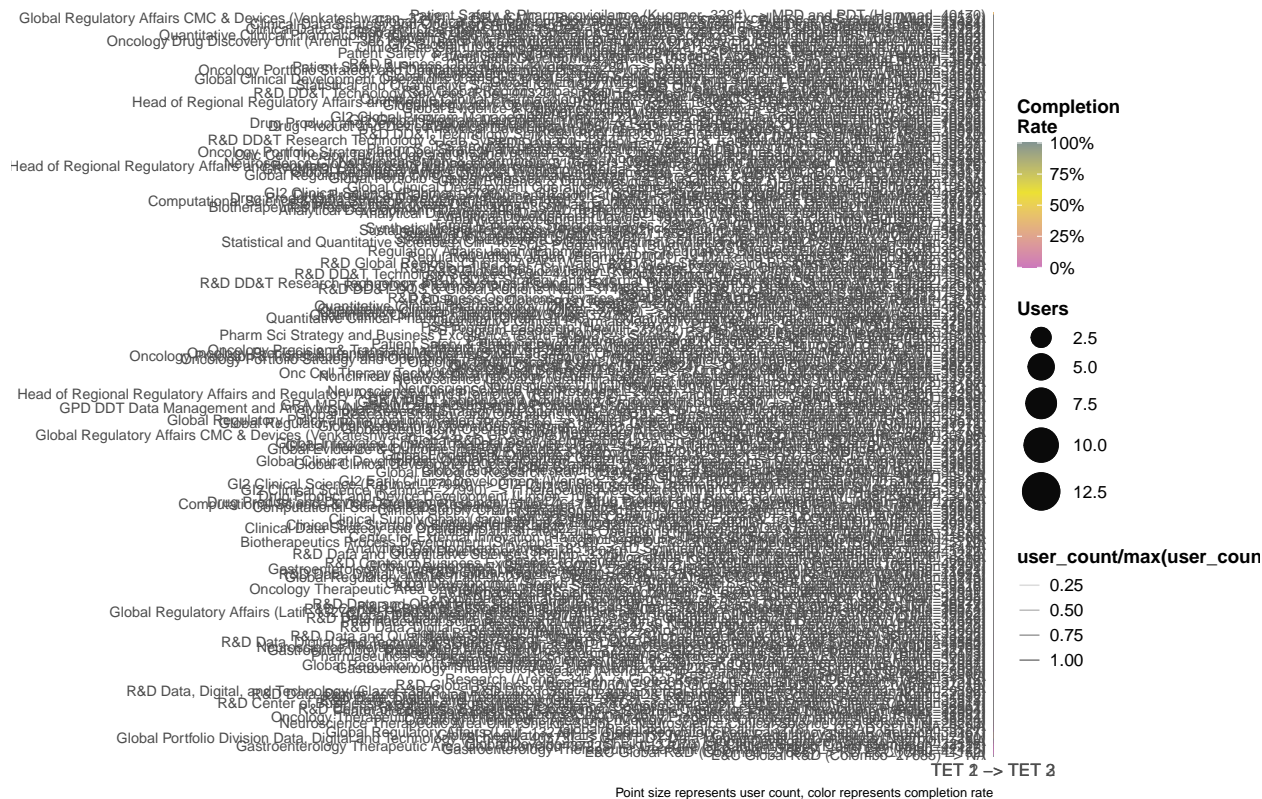
2.4.3 Nested Bar Charts by TET Levels



2.4.4 TET Flow Analysis (Sankey-style)

TET Hierarchy User Flow Analysis

Alternative flow visualization (PDF-compatible)



TET 3 Categories

Completion Rate

100%
75%
50%
25%
0%

Oncology Therapeutic Area Unit (Morrow-3798)

Pharmaceutical Sciences (Singhal-2619)

AD Technology Development (Davies-1931)

Process Development (Shivappa-3550)

Business Development (Linden-10647)

Business Excellence (Baird-40503)

Program Leadership (Hewitt-37942)

Quality and Technology (Patek-11882)

Process Development (Hicks-33004)

Oncology Clinical Science (Tiu-38824)

Oncology Portfolio Strategy and Operations (Havenfield-35340)

Oncology Precision & Translational Medicine (Silver-38244)

Office of the R&D Chief of Staff (Beauregard-29276)

Neuroscience Clinical Science (von Rosen-)

Neuroscience Global Program Management (C)

This analysis examines learning card completion patterns across different organizational levels:

- Key outputs generated: 1. Cumulative_Card_Proportion_by_Business_Unit.pdf - Progress tracking over time 2. Mean_Complete_80_Proportion_by_TET2.pdf - Detailed performance analysis

15