

AeriNova Medtech

Organisational Sustainability Intelligence

UNDERSTANDING THE CONDITIONS SHAPING SUSTAINABLE PERFORMANCE, LEADERSHIP EFFECTIVENESS, ADAPTABILITY, AND ORGANISATIONAL BEHAVIOUR.



BE-WELL™ Framework

By



MAKING ORGANISATIONAL SUSTAINABILITY CONDITIONS MORE VISIBLE

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How To Read This Report

How to Read This Report

BE-WELL™ is an Organisational Sustainability Intelligence Framework. This report provides a point-in-time view of the organisational conditions experienced across the workforce.

The report is designed to help leaders understand the conditions that may influence sustainable performance, leadership effectiveness, adaptability, execution, and long-term organisational capability.

This report is not a measure of employee happiness, engagement, satisfaction, or individual performance.

BE-WELL™ examines conditions, not people. Its purpose is to make visible the factors that may influence how effectively individuals, teams, and organisations can perform, adapt, learn, and sustain results over time.

The findings should not be interpreted as proof of causality, diagnosis, or organisational judgement. Instead, they provide structured signals that may help identify strengths, emerging pressures, operational risks, and opportunities for improvement.

When reviewing the findings, focus on four questions:

What appears to be working well?

Which conditions consistently support performance and should be protected as the organisation evolves?

Where is pressure accumulating?

Which patterns suggest growing strain, imbalance, or reduced sustainability?

How evenly are conditions experienced?

Do organisational averages conceal important differences between regions, departments, functions, or roles?

What might this mean for future capability?

Are current conditions creating sufficient capacity for learning, adaptation, leadership development, and innovation?

The most valuable outcome of this report is not agreement on every finding. It is a constructive leadership conversation that turns insight into practical action.

Preparing for the Leadership Discussion

The greatest value of this report comes from the leadership conversation it enables.

Rather than treating the findings as fixed conclusions, use the report to identify the organisational conditions that appear to be supporting performance, the areas where pressure may be accumulating, and the practical changes that could strengthen sustainability over time.

As you review the findings, consider:

- Which insights confirm what leadership already senses?
- Which findings challenge assumptions about how work is currently sustained?
- Which conditions appear to support execution, adaptability, and capability?
- Which conditions may be requiring more effort, compensation, or recovery capacity than is ideal?
- Which one to three operating conditions should leadership test first?

The report is not intended to provide definitive answers. It is designed to support constructive discussion, shared interpretation, and practical experimentation. The most valuable outcome is not agreement with every finding, but a clearer understanding of the conditions shaping sustainable performance and the leadership actions that may improve them.

Viewing BE-WELL Through a Strategic Lens

The findings in this report can be viewed through three complementary strategic lenses.

These lenses do not provide definitive conclusions. They help leadership explore how current organisational conditions may influence future resilience, adaptability, and performance.

Execution Sustainability

Can current levels of delivery and performance be sustained without increasing pressure on people and teams?

Signals may include:

- Persistent workload pressure
- Reduced energy or recovery capacity
- Uneven experiences across critical functions
- Strong output supported by increasing effort

This lens explores whether performance is being generated by the system itself or maintained through additional adaptation and compensation by individuals and teams.

Capability Sustainability

Are current conditions strengthening or weakening the organisation's future capability?

Signals may include:

- Limited learning opportunities
- Weak leadership support
- Constrained autonomy or influence
- Reduced space for reflection, development, or improvement

This lens explores whether the organisation is building the capacity required to adapt, develop future leaders, and respond effectively to change.

Innovation and Adaptability Capacity

Does the organisation have sufficient cognitive bandwidth, flexibility, and organisational space to improve, innovate, and respond to emerging opportunities or threats?

Signals may include:

- Strong current delivery combined with declining energy
- High operational pressure limiting learning or experimentation
- Narrow recovery margins
- Patterns of Hidden Strain beneath stable performance

Innovation rarely emerges from exhausted systems. Sustainable innovation typically requires sufficient capacity to learn, collaborate, experiment, and adapt while continuing to deliver core business outcomes.

These lenses are intended to support discussion rather than provide answers. Their value lies in helping leadership connect current organisational conditions with future organisational performance.



BE-WELL Organisational Intelligence Framework

Executive Sustainability Profile

Executive Summary

AeriNova Medtech is showing a balanced but watchful organisation profile, with hidden strain beneath otherwise workable conditions. The profile should be read as an organisation-level signal about operating conditions, not as a judgement on individuals or teams. The clearest stabilising base is in Leadership and Empowerment, while Learning and Workload are the main pressure points to understand before leaders decide what to change.

The practical leadership reading is that capacity and pressure are co-existing. Foundation Indicator provides the strongest current platform for improvement, but should not be read as proof that this area needs no attention. Operational Readiness Indicator remains the clearest constraint to test against the everyday conditions that shape delivery. Learning is the most visible development focus; the useful question is where prioritisation, resource allocation, workload realism, or decision rhythm may need sharper attention.

The experience distribution adds a second lens. The overall distribution is mixed, with most dimensions clustering in the developing range rather than in the stronger bands. That points to a profile with functioning capacity, but not yet enough consistency to assume pressure is contained. This means leaders should avoid relying only on the average profile: the distribution should be used to test whether the same operating pattern is experienced consistently across the organisation.

Sustainability Intelligence Interpretation

AeriNova Medtech shows a broad system-pressure profile. The main executive reading is that several operating conditions require stabilisation before leaders treat the profile as an optimisation challenge. The conditions most important to test first are Balance, Workload and Energy, because they are most likely to shape whether current performance can remain repeatable under additional demand.

The priority is not to interpret each signal as a separate issue. Leaders should identify the small number of operating conditions that are creating the most pressure, then sequence action so the organisation can restore stability before adding further complexity. This profile shape is consistent with the later Hidden Strain signal. The detailed Risk Signals and Emerging Organisational Patterns sections remain the place for deeper signal testing; this section frames the executive priority.

Organisation Context

This assessment brings together 101 responses spanning 5 regions, 7 departments and 4 role groups. This breadth provides a cross-organisational perspective on how current operating conditions are experienced while preserving the variation visible across groups. The distribution views can help leaders explore where experiences may differ, but they do not establish representativeness, diagnose subgroups, rank teams, or prove cause.

Sector context: Other is a background lens, not an explanation of the BE-WELL result. Across sectors, current workforce evidence points to pressure around engagement, adaptation, trust, and sustainable performance

under changing work conditions. This is cross-sector context only. It should support reflection and should not be read as sector-specific evidence or proof of cause.

Reference: (Gallup, 2026; Deloitte, 2026).

Field	Organisation Context
Organisation	AeriNova Medtech
Organisation type	Medtech, SME / Private Company
Sector context	Other
Respondents	101
Regions	APAC, Europe, Ireland, North America, United Kingdom
Departments	Clinical / Medical Affairs, Commercial / Customer, Customer / Client Service, Executive / Leadership, Manufacturing / Operations, People / Support, Quality / Regulatory, R&D / Product
Roles	Director / Head of Function, Executive / C-suite, Frontline / Operations, Individual Contributor / Specialist, Manager / Team Lead, Other
Overall pattern	Balanced but Watchful with hidden strain

Interpretation Boundaries

- Organisation-level data is used for the main interpretation.
- The distribution charts for Region, Department, and Role are included as light distribution views only.
- Regional, Departmental, and Role breakdowns include bounded distribution interpretation only; they are not used for subgroup diagnosis or ranking in this pilot version.
- External context is included only to frame discussion; the BE-WELL interpretation remains based on the scan data.

Priority Signals To Validate

Use these as the highest-priority signals for executive discussion. The detailed interpretation remains in the Organisational Risk Signals section.

- Foundation Strain
- Operational Strain
- Capability Strain

Executive Leadership Question

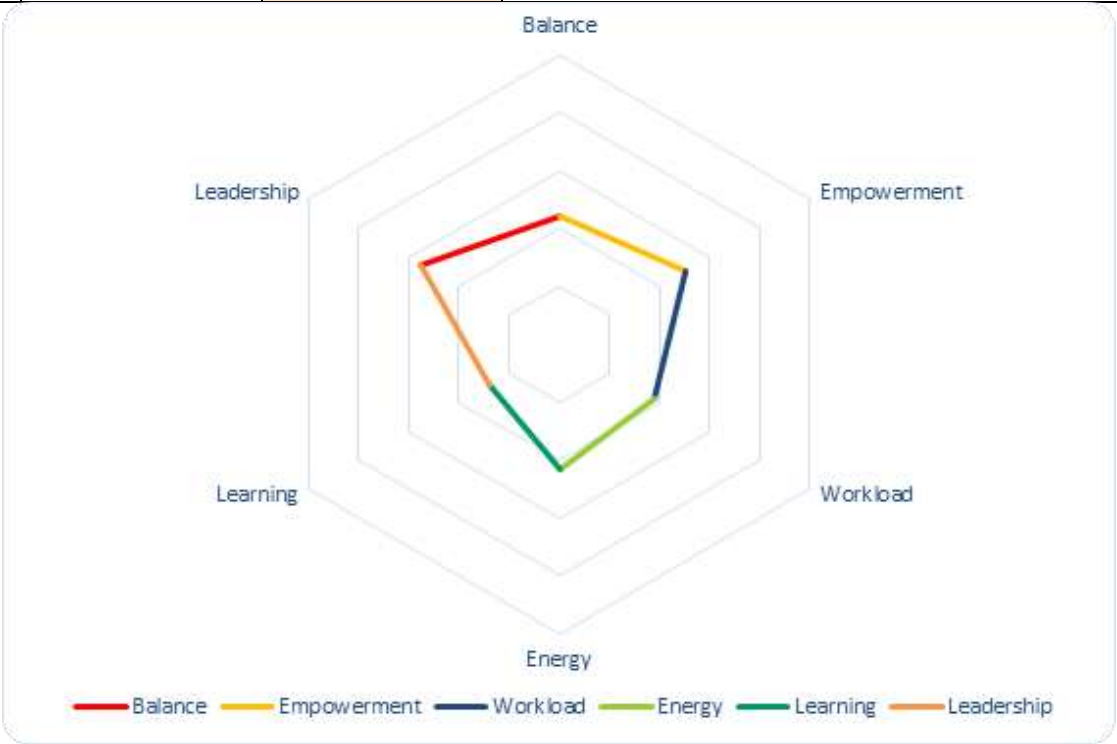
Which operating pressure, if reduced first, would make the largest difference to sustainable delivery over the next 90 days?

Dimension Profile

The dimension profile shows Workload and Learning as the lowest organisation-level conditions. Balance, Empowerment, Energy and Leadership sit in the moderate range, which indicates functioning capacity but also visible unevenness.

The practical interpretation is that the organisation should not treat each dimension as a separate issue. Workload, Balance, and Energy are likely to interact as one sustainability pattern, while Leadership, Empowerment, and Learning describe the conditions that can help or hinder improvement.

Dimension	Condition band	Pattern	Interpretation
Balance	Developing / uneven	Emerging Pressure	Early signs of uneven strain. This pattern appears meaningful based on the available responses.
Empowerment	Functional but watchful	Emerging Pressure	Early signs of uneven strain. This pattern appears meaningful based on the available responses.
Workload	Developing / uneven	Broad Risk	Significant but somewhat uneven weakness. This pattern appears meaningful based on the available responses.
Energy	Developing / uneven	Emerging Pressure	Early signs of uneven strain. This pattern appears meaningful based on the available responses.
Learning	Under pressure	Fragmented Risk	Localised or uneven weakness. This pattern appears meaningful based on the available responses.
Leadership	Stable	Emerging Pressure	This condition remains stable overall, while early signs of uneven strain may still be worth testing against the available responses.



Indicators Profile

In the indicator visuals, blue shows the part of the indicator currently appearing supportive. Red shows the part that may still need attention. The percentages are intended as quick visual summaries, not grades or validated risk probabilities.

Foundational Indicators

These indicators explore whether the stabilising base supporting sustainable performance is sufficiently strong and consistent.

Foundation Indicator

The Foundation Indicator combines Balance and Empowerment. It looks at the base that supports sustainable functioning: recovery, boundaries, and autonomy. A stronger score may suggest that the organisation has a steadier foundation for sustainable execution. A lower score may indicate that delivery is being sustained without enough recovery capacity, autonomy, or practical support underneath it.

	Condition band: Functional but watchful Foundation Indicator is usable but not yet consistent enough to treat as fully stable. Recovery, boundaries, and autonomy appear present, but the combined foundation should remain visible in leadership discussion. • Where are recovery, boundaries, or autonomy least protected in the current operating rhythm? • Which practical condition would most strengthen Balance and Empowerment without asking people to absorb more pressure? Clarify one decision, escalation, or recovery condition that would give people more practical autonomy.
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Stability-Pressure Alignment

Combines Balance, Empowerment, Workload, and Energy to show whether recovery capacity is keeping pace with operating demand.

	Condition band: Developing / uneven Stability-pressure alignment is developing: some recovery capacity is present, but balance, empowerment, workload, or energy may still be uneven under demand. • Where do recovery capacity and operating pressure appear aligned, and where might they become harder to maintain? • Which early adjustment to balance, empowerment, workload, or energy would most improve sustainability? Protect one recovery or pacing practice that helps recovery capacity keep pace with demand.
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Operational Indicators

These indicators explore how day-to-day performance is currently being sustained and whether operating conditions support effective delivery without unnecessary strain.

Operational Readiness Indicator

The Operational Readiness Indicator brings together Workload and Energy. It explores whether work demands and available energy are aligned enough to support steady delivery. A stronger score may suggest that work is clearer, more manageable, and supported by enough collective capacity. A lower score may point to pressure around workload design, prioritisation, energy drains, or the practical conditions needed for reliable execution.

	Condition band: Developing / uneven Operational readiness is mixed: some operational support is present, but workload and energy are not yet consistently working together. • Where does delivery appear most dependent on extra effort, workaround behaviour, or local compensation? • Which workload, priority, or energy condition would most reduce pressure in Workload and Energy? Choose one recurring demand, meeting load, handoff, or priority trade-off to simplify before adding new work.
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Behavioural Operating Alignment

Combines Leadership, Empowerment, Workload, Balance, and Energy to show whether leadership and working norms support sustainable performance.

	Condition band: Functional but watchful Behavioural Operating Alignment is partly supportive, but still uneven across the organisation. Leadership behaviour, autonomy, workload expectations, balance, and energy appear usable, but not yet consistent enough to treat the operating pattern as fully stable. • Which behavioural operating conditions are working, and which still feel uneven? • Where would clearer autonomy, workload expectations, recovery, or energy protection make the biggest difference? Make one room-to-act, workload, or recovery condition more explicit in leadership practice.
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Adaptive Indicators

These indicators explore whether learning, leadership, growth, renewal, and adaptation conditions are aligned enough to support future readiness.

Capability Readiness Indicator

The Capability Readiness Indicator combines Learning and Leadership. It looks at whether development and leadership support are helping longer-term capability. A stronger score may suggest that learning, feedback, direction, and leadership behaviours are supporting growth. A lower score may indicate that capability is being limited by unclear support, weak feedback loops, or insufficient space for learning

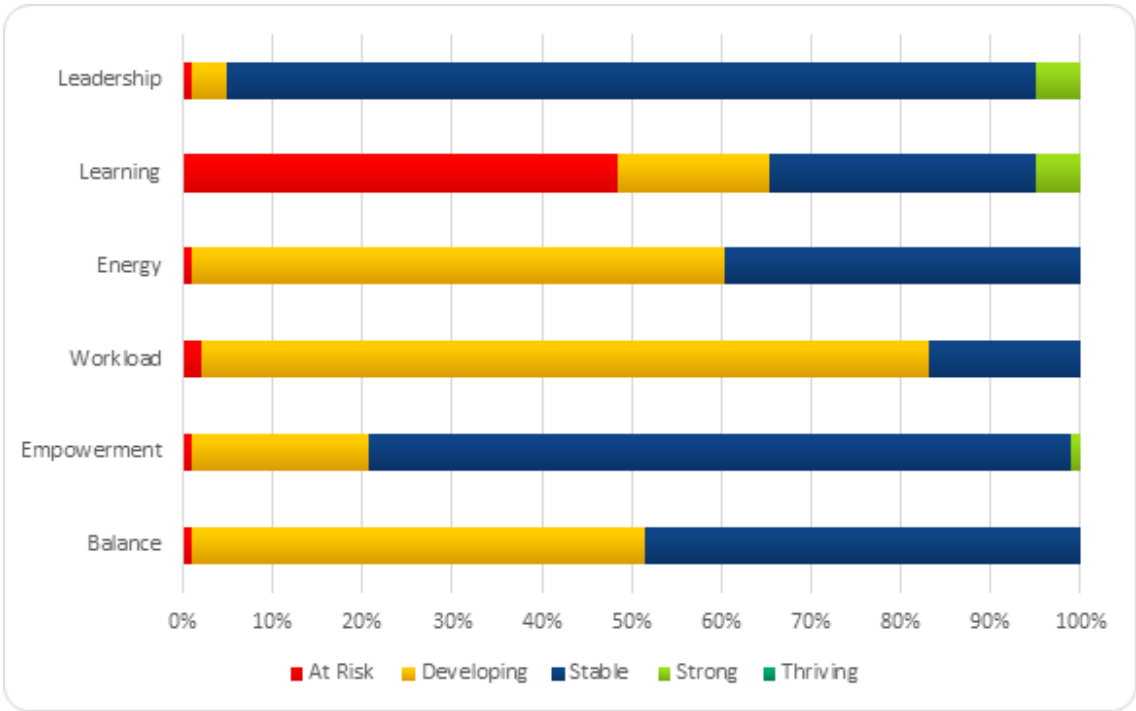
	Condition band: Developing / uneven Capability readiness is developing but uneven: there is some capacity for growth, but learning and leadership are not yet consistently reinforcing each other. • Where do learning, feedback, or leadership support appear least available for the work ahead? • What would make capability development more practical without adding pressure to Learning and Leadership? Create one clearer feedback, learning, or leadership-support routine around the most constrained capability condition.
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Growth Readiness Alignment

Combines Energy, Learning, Leadership, and Empowerment to show whether renewal and adaptation can progress without adding avoidable pressure.

	Condition band: Developing / uneven Growth readiness alignment is developing: some renewal capacity is present, but energy, learning, leadership, or empowerment may still need stronger alignment. • Which growth readiness conditions are present, and which still need stronger support? • Where could energy, learning, leadership, or empowerment be better aligned before asking for more adaptation? Choose one development step that is useful, visible, and not overloading the current operating base.
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Experience Distribution Across the Organisation



The overall distribution is mixed, with most dimensions clustering in the developing range rather than in the stronger bands. That points to a profile with functioning capacity, but not yet enough consistency to assume pressure is contained.

Additional contextual lenses are used only where the data supports a confidential comparison. These lenses support discussion and interpretation but are not used to explain individual responses or establish causality.

Sustainability Context Insights

These lenses explore whether sustainability conditions appear to differ by length of service, work arrangement, or people-management responsibility. They should be read as discussion prompts, not as causal explanations or subgroup judgements.

Length of Service Lens

A small emerging variation appears across length of service lens groups, mainly around Workload. This is not a major organisational signal, but it may be worth monitoring or validating in discussion. The more supported group appears to be Long Tenure; the group showing more pressure appears to be Early Tenure.

Work Arrangement Lens

Conditions appear broadly consistent across work arrangement lens groups. The largest observed variation is around Energy, but the pattern does not currently suggest a major sustainability difference in the available data. The observed difference is between Hybrid and Remote, but it remains limited.

People Management Lens

Conditions appear broadly consistent across people management lens groups. The largest observed variation is around Leadership, but the pattern does not currently suggest a major sustainability difference in the available data. The observed difference is between Matrix / Indirect Leadership and No People Management, but it remains limited.

Dimension	At Risk	Developing	Stable	Strong	Thriving	Dominant band	Pattern
Balance	1%	50%	49%	0%	0%	Developing	Mixed distribution
Empowerment	1%	20%	78%	1%	0%	Stable	Highly concentrated (Stable)
Workload	2%	81%	17%	0%	0%	Developing	Highly concentrated (Developing)
Energy	1%	59%	40%	0%	0%	Developing	Mixed distribution
Learning	49%	17%	30%	5%	0%	At Risk	Mixed distribution
Leadership	1%	4%	90%	5%	0%	Stable	Highly concentrated (Stable)

Organisational Risk Signals

Risk signals are interpretive prompts for leadership discussion, not diagnoses or conclusions. System-level signals describe the overall sustainability and alignment pattern in the organisation profile. Indicator strain signals show which BE-WELL indicator areas may need closer validation. The clearest high-pressure signals are Foundation Strain, Operational Strain and Capability Strain.

System-Level Signals

These signals summarise the broad organisation-level pattern: whether sustainability pressure or profile alignment should be tested before leaders move to action.

Signal	Level	Narrative
Sustainability Signal	MEDIUM	sustainability pressure is emerging; stability and pressure conditions are developing but still uneven.
Organisational Alignment Signal	MEDIUM	there are noticeable differences between dimensions, which may indicate emerging imbalance or inconsistent support.

Indicator Strain Signals

These signals show which combined BE-WELL indicator areas may need closer discussion. They should be used to focus inquiry, not to label a team, function, or subgroup.

Signal	Level	Narrative
Foundation Strain	HIGH	Foundational conditions appear under strain. The pattern suggests that recovery, boundaries, autonomy, or practical support may need clearer leadership attention.
Stability-Pressure Strain	MEDIUM	Stability-pressure alignment suggests that recovery capacity may not be keeping pace with operating demand. This is a useful signal to test in leadership discussion before deciding actions.
Operational Strain	HIGH	Operational readiness appears under strain. The pattern is worth testing against workload design, prioritisation, energy, and the practical conditions needed for steady delivery.
Behavioural Operating Strain	MEDIUM	behavioural operating alignment is developing but still uneven compared with the wider profile.
Capability Strain	HIGH	Capability readiness appears under strain. The pattern is worth testing against learning, leadership support, feedback, and the conditions needed for longer-term development.
Growth Strain	MEDIUM	growth readiness alignment is developing, with possible pressure in energy, learning, leadership, or empowerment.

Emerging Organisational Patterns

Sometimes the profile reveals a broader sustainability pattern that is not fully captured by any single dimension, indicator, or risk signal. When this happens, BE-WELL highlights it as an emerging organisational pattern. These patterns are not diagnoses, predictions, or fixed conclusions. They are leadership prompts that help test whether visible performance, adaptability, or stability may be relying on uneven underlying conditions. Not every report will contain an emerging pattern. When one is detected, it is shown below as a primary or secondary emerging pattern and should be validated through leadership discussion before action is chosen.

No emerging organisational pattern is visible in this profile at present. This means the report is best read through the organisation profile, risk signals, distribution view, and leadership questions rather than through a deeper hidden-pattern interpretation.

Key Organisational Strengths

- Protect Leadership and Empowerment as the stabilising base: these conditions can support improvement if leaders keep them visible in prioritisation and resourcing decisions.
- Use Foundation Indicator as a supporting capacity signal: it shows where the organisation has some base to learn, adapt, or maintain improvement effort.
- Treat the current profile as workable rather than as a crisis signal: the overall distribution is mixed, with most dimensions clustering in the developing range rather than in the stronger bands, so leadership action should be focused, realistic, and sequenced.

Signals To Explore

- Explore Learning and Workload as operating-system signals: test what in workload, prioritisation, recovery, decision rhythm, or capacity planning is making these conditions less stable.
- Use Operational Readiness Indicator to focus the discussion: ask where day-to-day delivery or sustainability conditions make performance harder to maintain.
- Validate Foundation Strain, Operational Strain and Capability Strain through leadership discussion, then connect each signal to one observable operating condition before deciding actions.

Suggested Leadership Actions

- Run a focused review of the work generating pressure in Learning: decide what must continue, what can pause, and what can be simplified within the next 30 days.
- Choose one priority signal from Foundation Strain, Operational Strain and Capability Strain and define one observable leadership experiment: what behaviour, decision rule, meeting rhythm, or escalation route will change?
- Use Leadership and Empowerment to support the action: decide how these stronger conditions can help improve Learning and Workload without simply adding more work.

Executive Discussion Questions

- Where is there too little room for development, reflection, or adaptation?

- What would improve Learning and Workload without simply asking people to absorb more work?
- Where can the stronger conditions in Leadership and Empowerment be used to support improvement?
- Which one operating norm should leadership test first, and how will the effect be reviewed?

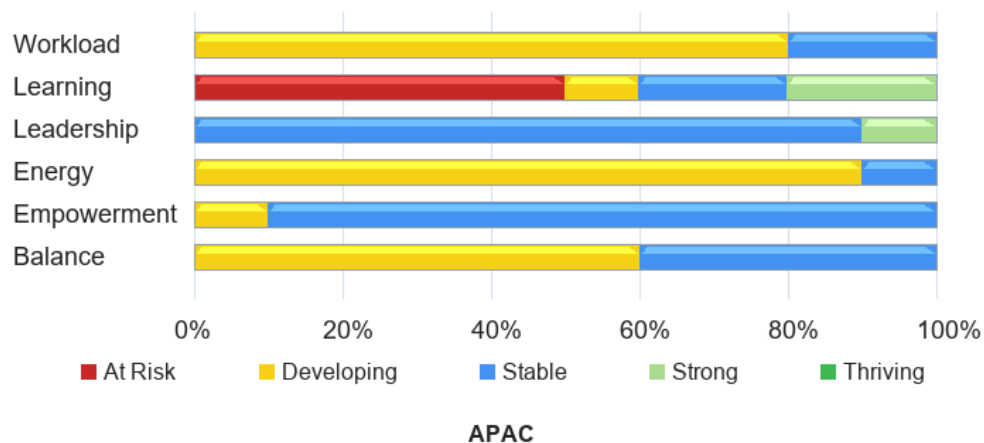
Appendix

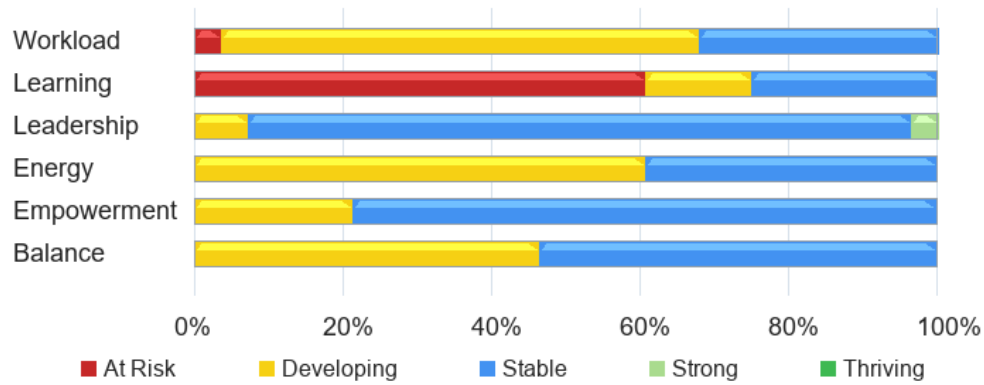
Regional Experience Breakdown

Free pilot scope: this section provides a light distribution interpretation only. It does not provide subgroup diagnosis, ranking, or causal explanation.

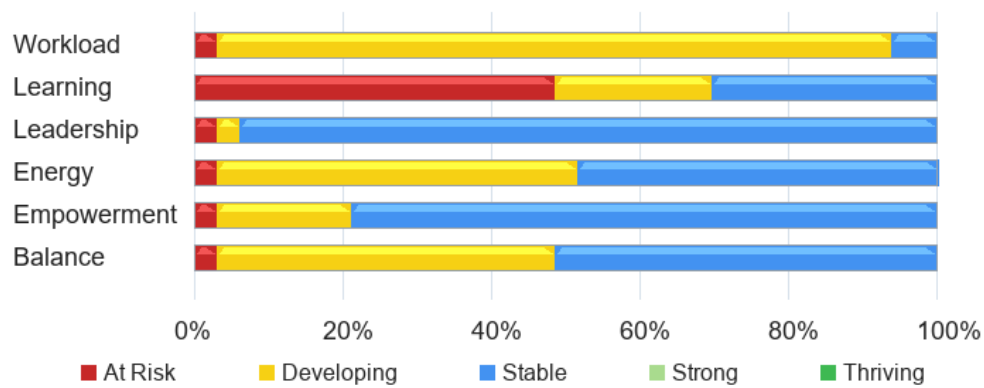
The regional experience breakdown suggests that pressure may be distributed unevenly across groups. APAC, Europe, Ireland, North America and United Kingdom show the clearest concentration in the developing range, which is worth validating in context.

- North America shows a heavier concentration in the at-risk or developing range, especially around Balance, Workload and Energy. This gives leaders a useful question to test locally around sustainability or support conditions, without treating the group as diagnosed.
- APAC shows a heavier concentration in the at-risk or developing range, especially around Balance, Workload, Energy and Learning. This gives leaders a useful question to test locally around sustainability or support conditions, without treating the group as diagnosed.
- Ireland shows a heavier concentration in the at-risk or developing range, especially around Workload, Energy and Learning. This gives leaders a useful question to test locally around sustainability or support conditions, without treating the group as diagnosed.
- Europe shows a heavier concentration in the at-risk or developing range, especially around Workload, Energy and Learning. This gives leaders a useful question to test locally around sustainability or support conditions, without treating the group as diagnosed.
- United Kingdom looks broadly mixed rather than sharply concentrated in one range. The main value of this view is to test where local context may be affecting consistency of experience.

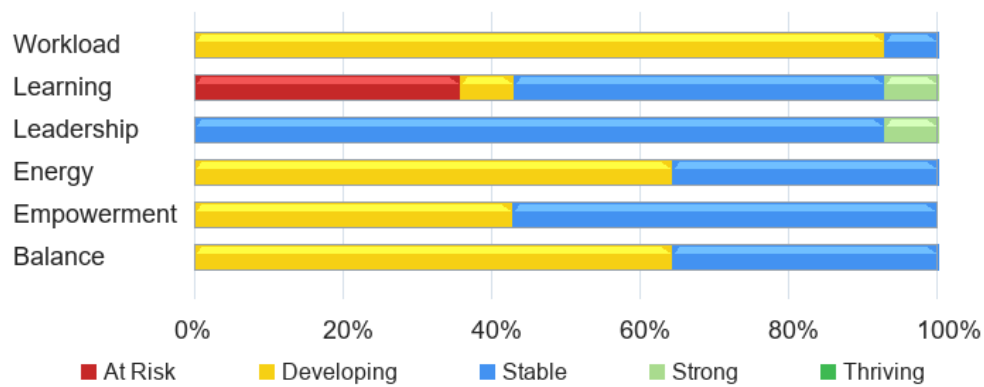




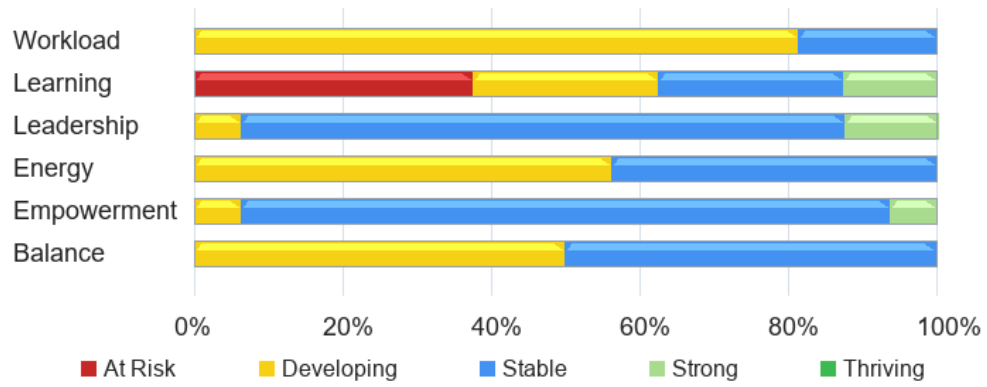
EUROPE



IRELAND



NORTH AMERICA



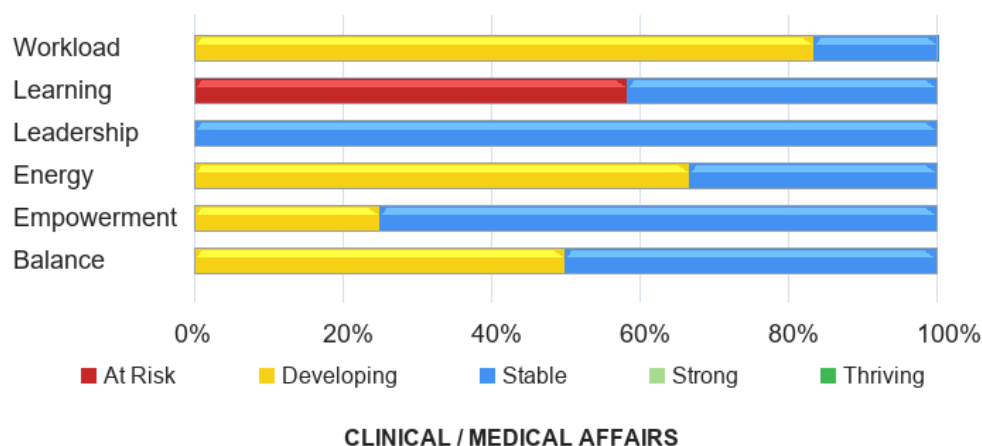
UNITED KINGDOM

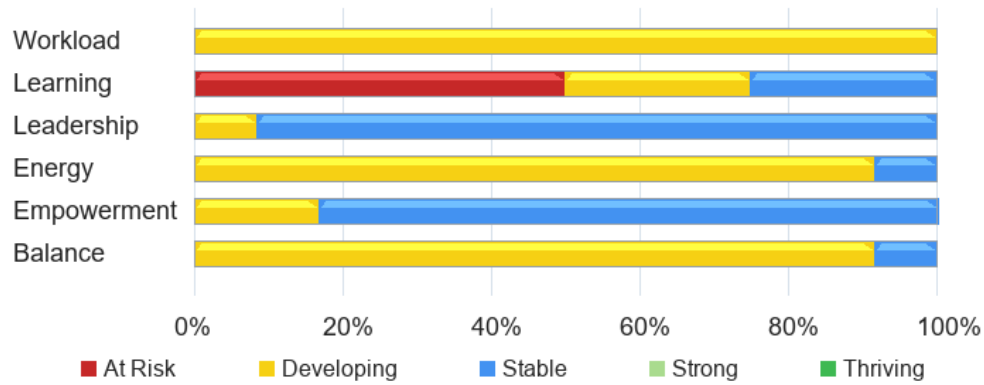
Departmental Experience Breakdown

Free pilot scope: this section provides a light distribution interpretation only. It does not provide subgroup diagnosis, ranking, or causal explanation.

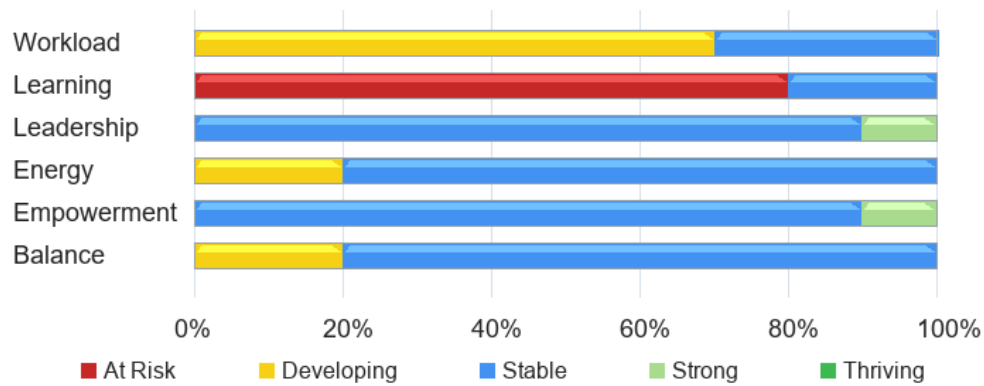
The departmental experience breakdown suggests that pressure may be distributed unevenly across groups. Clinical / Medical Affairs, Commercial / Customer, Manufacturing / Operations and Quality / Regulatory show the clearest concentration in the developing range, which is worth validating in context.

- Commercial / Customer shows a heavier concentration in the at-risk or developing range, especially around Balance, Workload, Energy and Learning. This gives leaders a useful question to test locally around sustainability or support conditions, without treating the group as diagnosed.
- Manufacturing / Operations shows a heavier concentration in the at-risk or developing range, especially around Balance, Empowerment, Workload, Energy and Learning. This gives leaders a useful question to test locally around sustainability or support conditions, without treating the group as diagnosed.
- Quality / Regulatory shows a heavier concentration in the at-risk or developing range, especially around Balance, Workload, Energy and Learning. This gives leaders a useful question to test locally around sustainability or support conditions, without treating the group as diagnosed.
- Clinical / Medical Affairs shows a heavier concentration in the at-risk or developing range, especially around Balance, Workload, Energy and Learning. This gives leaders a useful question to test locally around sustainability or support conditions, without treating the group as diagnosed.
- Executive / Leadership looks broadly mixed rather than sharply concentrated in one range. The main value of this view is to test where local context may be affecting consistency of experience.
- R&D / Product looks broadly mixed rather than sharply concentrated in one range. The main value of this view is to test where local context may be affecting consistency of experience.
- People / Support looks broadly mixed rather than sharply concentrated in one range. The main value of this view is to test where local context may be affecting consistency of experience.

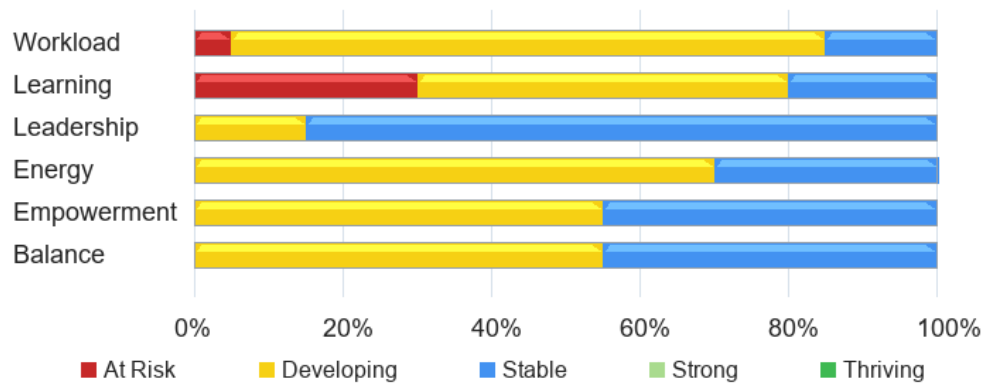




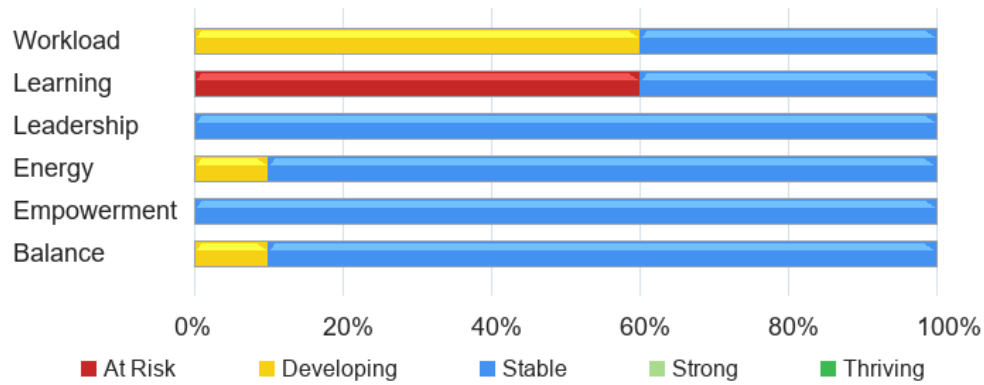
COMMERCIAL / CUSTOMER



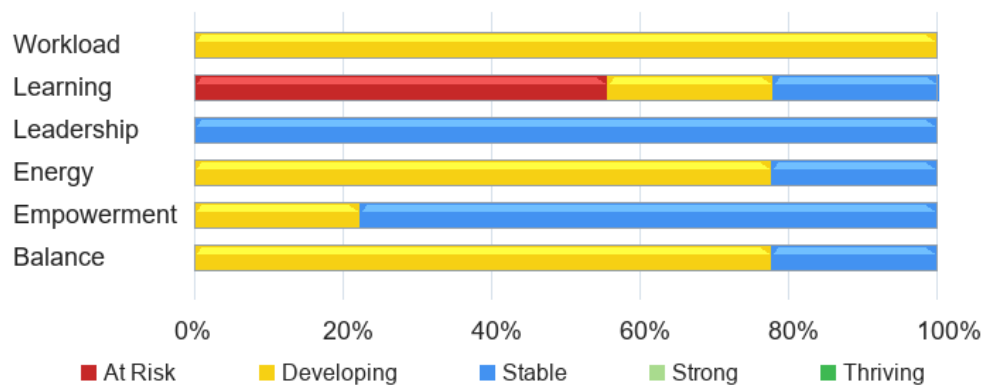
EXECUTIVE / LEADERSHIP



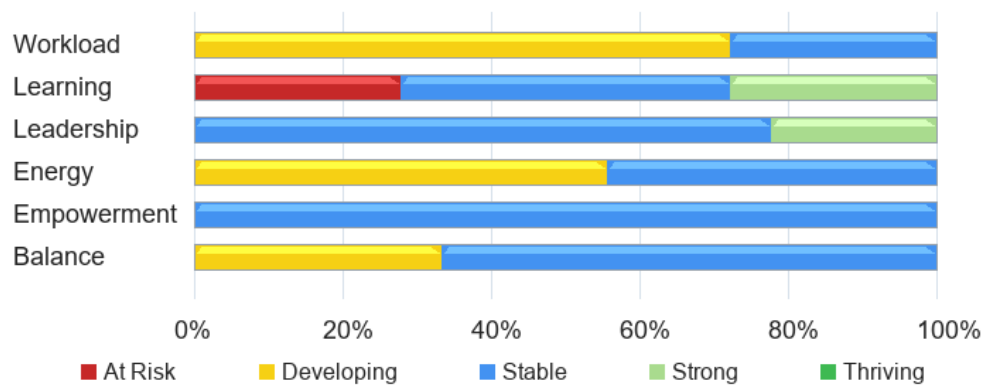
MANUFACTURING / OPERATIONS



PEOPLE / SUPPORT



QUALITY / REGULATORY



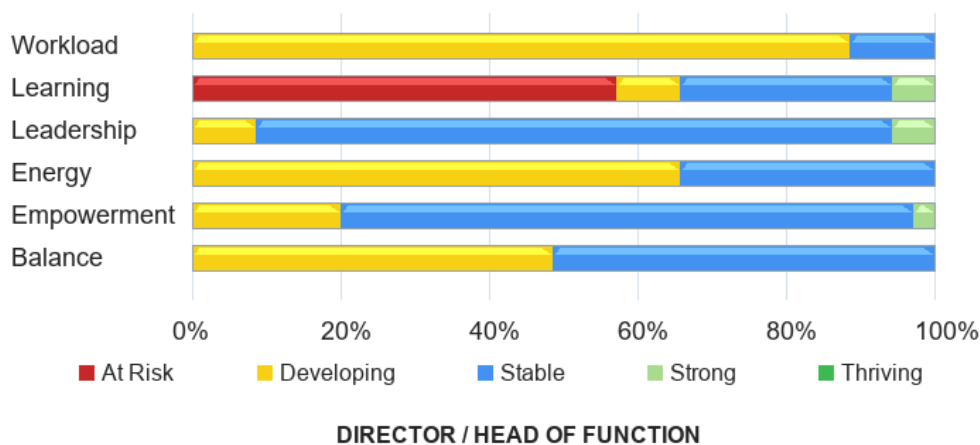
R&D / PRODUCT

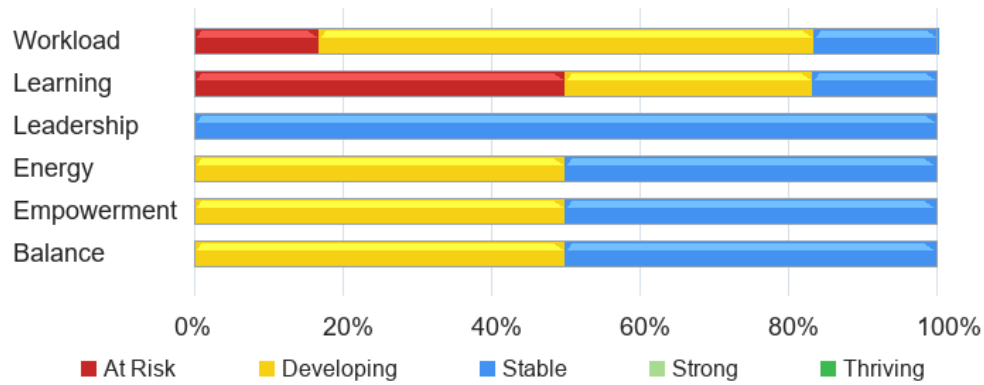
Role Experience Breakdown

Free pilot scope: this section provides a light role-level distribution interpretation only. It does not provide subgroup diagnosis, ranking, or causal explanation.

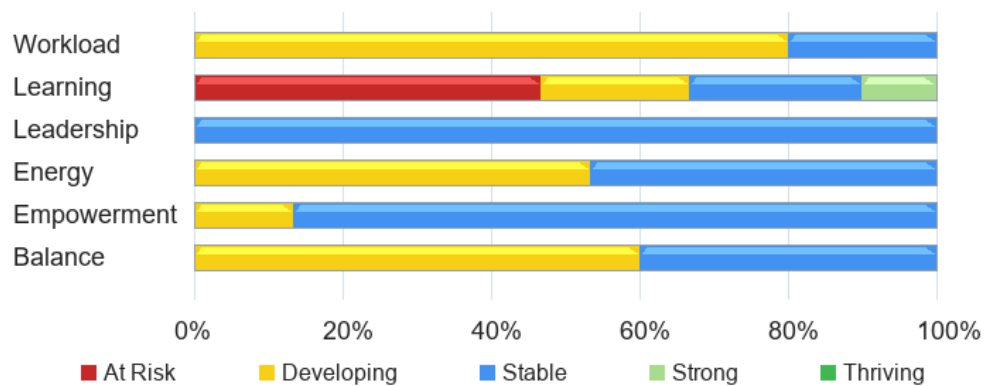
The role experience breakdown suggests that pressure may be distributed unevenly across groups. Director / Head of Function, Frontline / Operations, Individual Contributor / Specialist and Manager / Team Lead show the clearest concentration in the developing range, which is worth validating in context.

- Frontline / Operations shows a heavier concentration in the at-risk or developing range, especially around Balance, Empowerment, Workload, Energy and Learning. This gives leaders a useful question to test locally around sustainability or support conditions, without treating the group as diagnosed.
- Director / Head of Function shows a heavier concentration in the at-risk or developing range, especially around Workload, Energy and Learning. This gives leaders a useful question to test locally around sustainability or support conditions, without treating the group as diagnosed.
- Manager / Team Lead shows a heavier concentration in the at-risk or developing range, especially around Balance, Workload, Energy and Learning. This gives leaders a useful question to test locally around sustainability or support conditions, without treating the group as diagnosed.
- Individual Contributor / Specialist shows a heavier concentration in the at-risk or developing range, especially around Balance, Workload, Energy and Learning. This gives leaders a useful question to test locally around sustainability or support conditions, without treating the group as diagnosed.

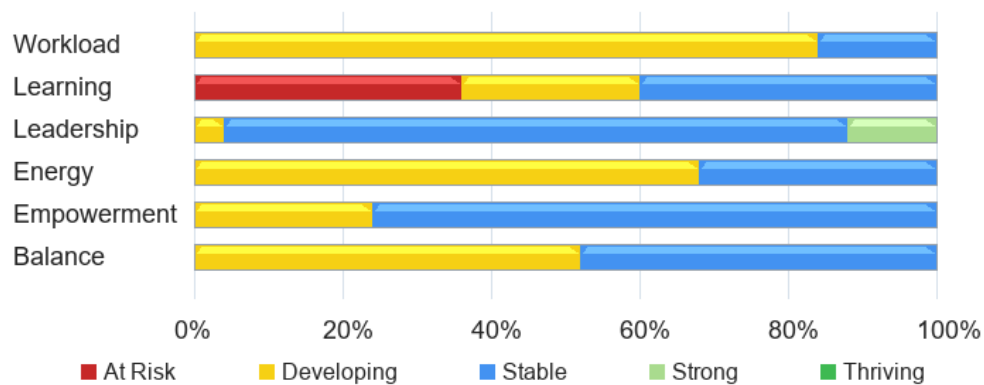




FRONTLINE / OPERATIONS



INDIVIDUAL CONTRIBUTOR / SPECIALIST

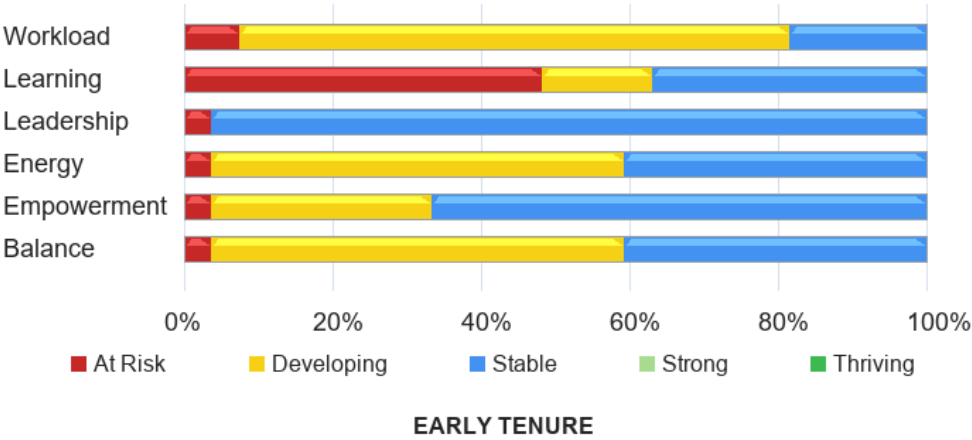


MANAGER / TEAM LEAD

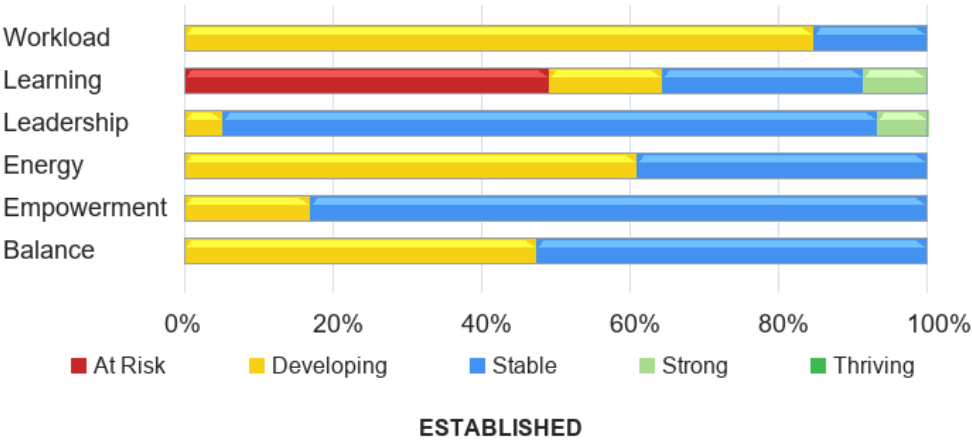
Length of Service Experience Breakdown

Free pilot scope: this section provides a light distribution view by tenure group only. It does not provide subgroup diagnosis, ranking, or causal explanation.

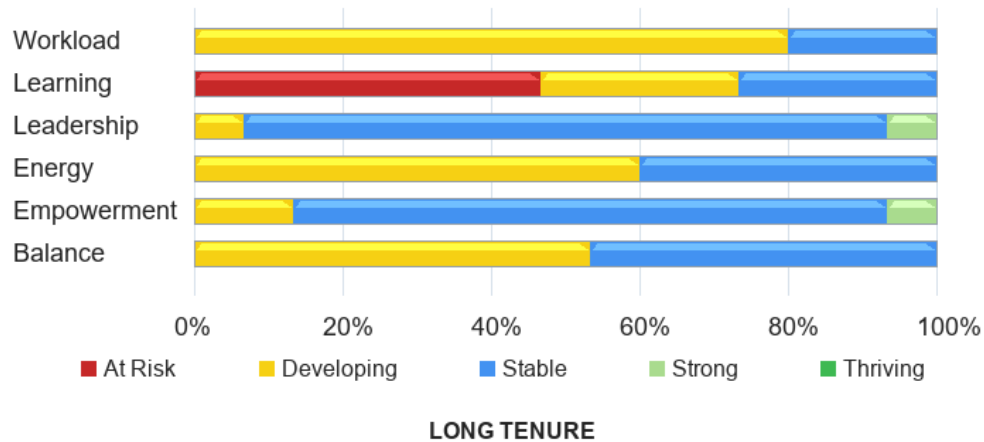
The length-of-service view explores whether sustainability conditions differ across career-stage groups, with particular attention to Balance and Workload. The chart points to Long Tenure as the clearest pressure signal and Established as the most supported pattern. This is a leadership discussion prompt, not evidence that tenure explains the pattern.



Early Tenure: Early-tenure employees are frequently exposed to the practical challenge of learning operating expectations while building role confidence. Where pressure appears in this group, leaders should test whether workload realism, onboarding clarity, and recovery capacity are strong enough to support sustainable contribution. The chart places this group between the clearest pressure and support signals, making it useful for testing whether the wider pattern is consistent.



Established: Established employees often reflect how current operating conditions have settled into normal practice. If this group appears more supported, it can help identify which routines, leadership support conditions, or learning pathways are helping execution sustainability. The chart suggests relatively stronger support around Balance and Energy; leaders should test which conditions are protecting that pattern.



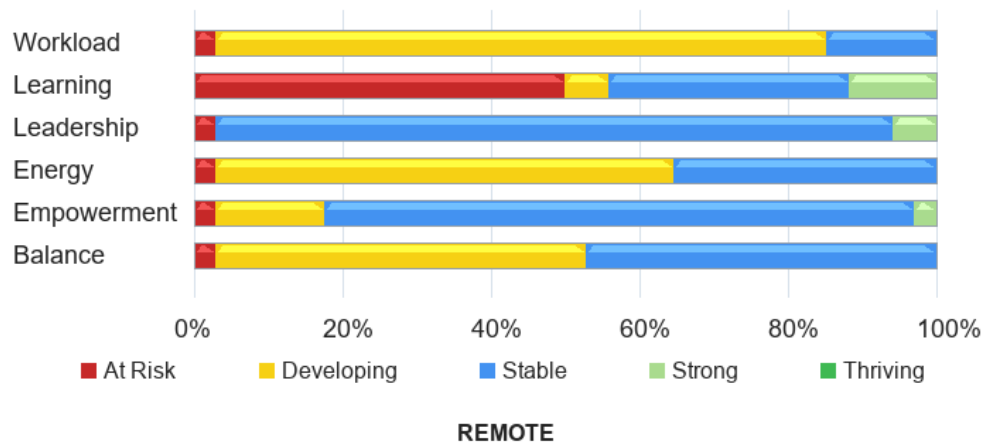
Long Tenure: Long-tenure employees often hold accumulated organisational knowledge, informal responsibilities, and historical context. Where workload and energy pressures concentrate in this group, execution sustainability can become more dependent on experienced contributors than the organisation intends. The chart suggests relatively more pressure around Workload and Learning; this is worth exploring as an operating-condition signal, not a diagnosis.

Reflection question: Which sustainability conditions appear to strengthen over time, and which pressures appear to accumulate with tenure?

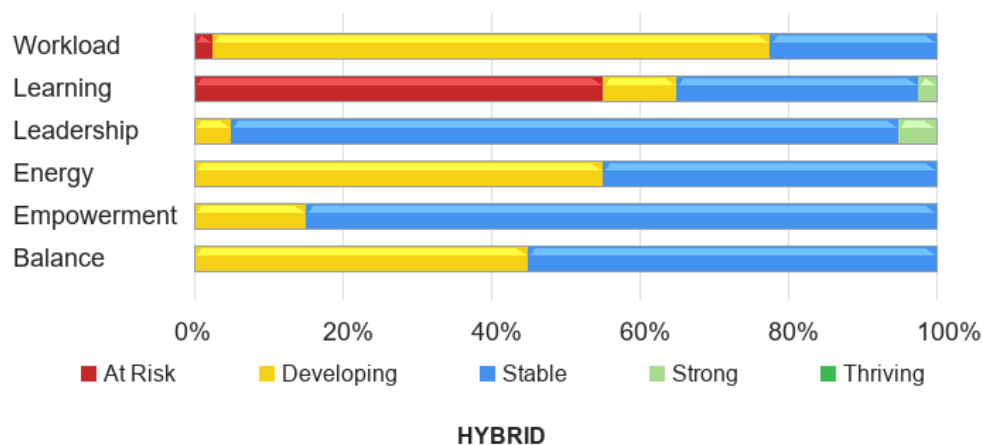
Work Arrangement Experience Breakdown

Free pilot scope: this section provides a light distribution view by work arrangement only. It does not provide subgroup diagnosis, ranking, or causal explanation.

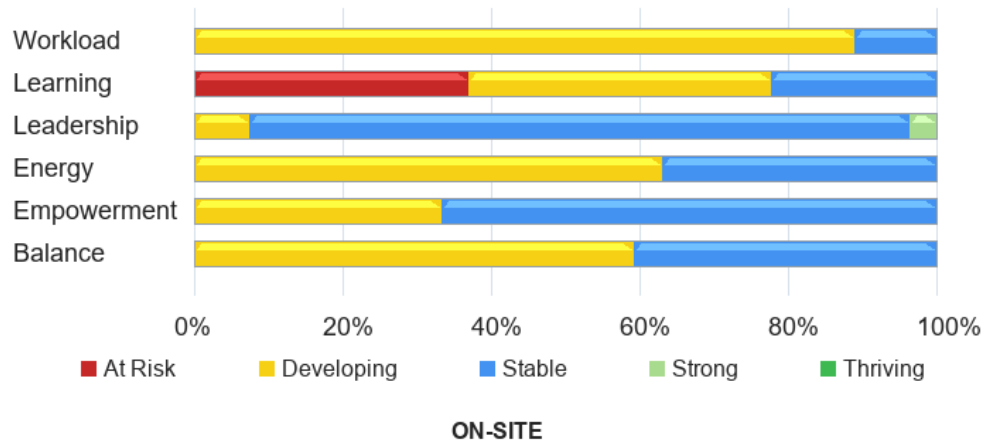
The work-arrangement view explores whether sustainability conditions vary across remote, hybrid, and on-site patterns, with particular attention to Energy and Empowerment. The chart points to On-site as the clearest pressure signal and Hybrid as the most supported pattern. This should be validated in leadership discussion before drawing conclusions.



Remote: Remote employees can experience sustainability through focus, flexibility, coordination quality, and clear leadership connection. Where the chart shows pressure, leaders should test whether distance is increasing decision friction, recovery load, or the effort needed to stay aligned. The chart places this group between the clearest pressure and support signals, making it useful for testing whether the wider pattern is consistent.



Hybrid: Hybrid employees commonly encounter both focused work advantages and transition costs between locations. If this group appears more supported, it may reflect practices that protect autonomy, coordination, and leadership access without adding unnecessary operational friction. The chart suggests relatively stronger support around Leadership and Empowerment; leaders should test which conditions are protecting that pattern.



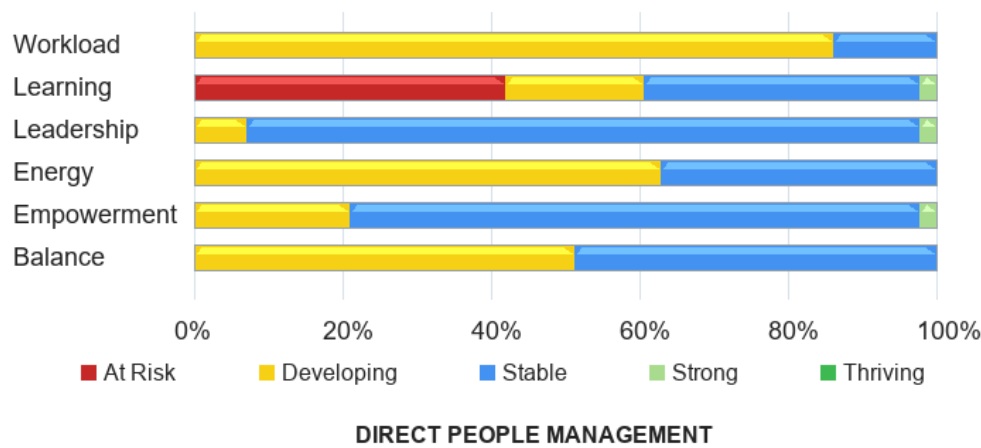
On-site: On-site employees are frequently exposed to visibility, interruptions, accessibility demands, and the immediate rhythm of operational work. Where pressure concentrates here, leaders should test whether execution demands are reducing recovery capacity or limiting adaptability. The chart suggests relatively more pressure around Energy and Balance; this is worth exploring as an operating-condition signal, not a diagnosis.

Reflection question: Which sustainability conditions appear consistent across work arrangements, and which seem most influenced by how work is organised?

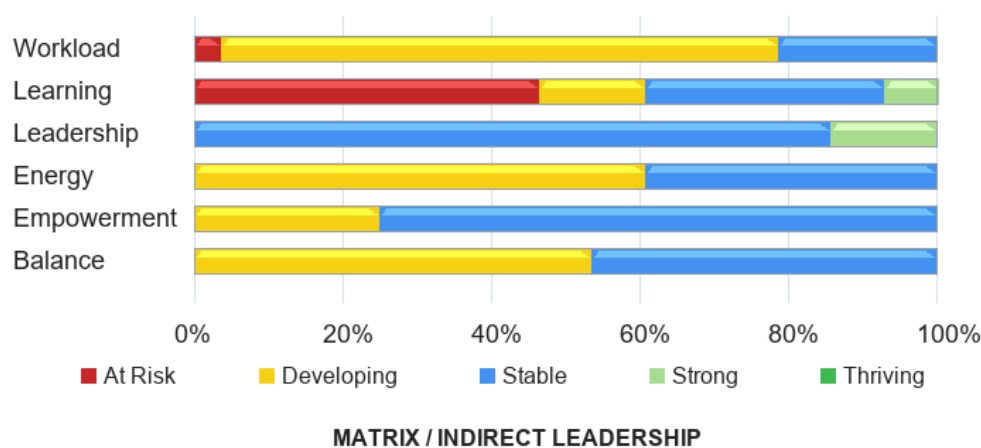
People Management Experience Breakdown

Free pilot scope: this section provides a light distribution view by people-management responsibility only. It does not provide subgroup diagnosis, ranking, or causal explanation.

The people-management view explores whether sustainability conditions vary across different responsibility patterns, with particular attention to Workload and Energy. The chart points to Direct People Management as the clearest pressure signal and Matrix / Indirect Leadership as the most supported pattern. This is a discussion prompt, not a judgement on any group or role.

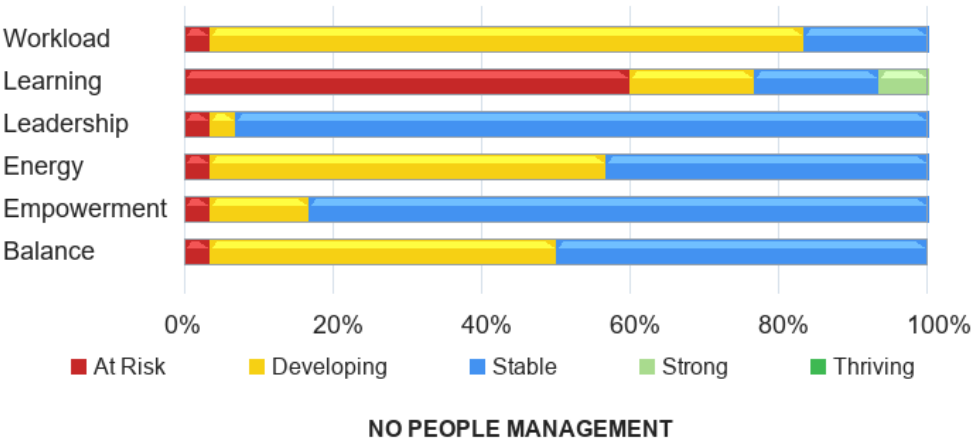


Direct People Management: Direct people managers often experience the combined load of delivery, people support, decision-making, and escalation. Where workload and energy pressures appear, leaders should test whether management responsibility is being matched by enough recovery capacity, resource clarity, and leadership support. The chart suggests relatively more pressure around Workload and Energy; this is worth exploring as an operating-condition signal, not a diagnosis.



Matrix / Indirect Leadership: Matrix or indirect leaders commonly encounter accountability without full control over priorities, resources, or decision rights. Pressure in this group can indicate that execution sustainability depends on alignment quality and decision-making conditions as much as individual effort. The chart suggests

relatively stronger support around Leadership and Balance; leaders should test which conditions are protecting that pattern.



No People Management: Employees without formal people-management responsibility can still influence delivery, coordination, and operational capacity. Where this group appears more supported, leaders should explore which conditions protect focus, autonomy, and sustainable contribution. The chart places this group between the clearest pressure and support signals, making it useful for testing whether the wider pattern is consistent.

Reflection question: Which leadership responsibilities create pressure that is not currently visible in workload, recovery, or resource planning?