



WELL-BEING OUTLOOK 2023:

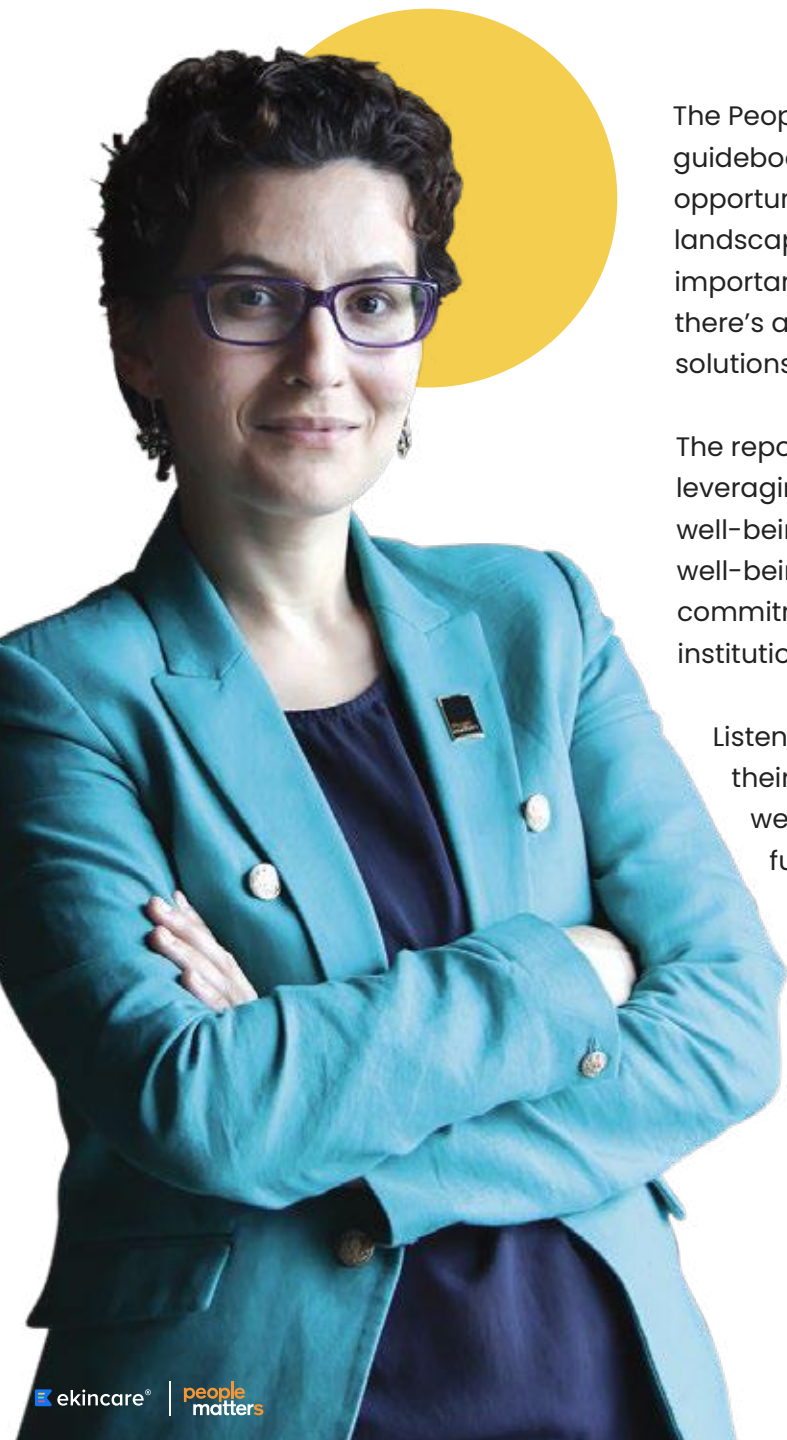
A guidebook to reimagine
employee well-being

Contents

Introduction	05
Key Findings	06
Employee engagement reigns as the top objective of well-being programs	07
Personalisation and Flexibility: major forces reshaping well-being	11
Listening to your employees: revamping well-being program for 2023	14
Employee feedback central to fostering a more robust culture of wellness	17
Expert Voices	20

Foreword

Workplace well-being initiatives are the cornerstone of a healthy, well-tuned productive company geared for growth today. As we enter the new financial year, it is important to see how the well-being landscape is poised to evolve.



The People Matters and ekincare Well-being Outlook 2023: A guidebook to reimagine employee well-being is a great opportunity to collaborate with ekincare and explore the landscape in detail. Empowering employees remains an important theme through the report where we find that there's a rising focus on offering personalised, flexible solutions to employees and creating a culture of well-being.

The report's finding on how 92% of companies are leveraging employee feedback and usage metrics of well-being programs to build a more robust culture of well-being is an important trend. It highlights the commitment of companies to better shape their culture and institutionalise well-being efforts.

Listening to HR leaders across different industries share their journeys of implementing and improving their well-being programs in the year ahead has helped further contextualise the survey findings and provide actionable insights.

We hope you find reading the report an insightful experience.

Happy reading!

Ester Martinez

CEO and Editor-in-chief,
People Matters

Foreword

We are thrilled to introduce the ekincare and People Matters Well-being Outlook 2023: A guidebook to reimagine employee well-being.

At ekincare, we have been championing the cause of employee well-being for eight years, and we are delighted to partner with People Matters in bringing this report to you.

We firmly believe that employee well-being is not just a feel-good factor but a critical component of a company's success. The report rightly points out that companies need to take a multi-dimensional approach to employee well-being to mitigate the impact of the pandemic. Technology is pivotal in driving healthier outcomes in the workplace if it is personalised, timely and integrated to give deep insights to HR leaders.

The report's finding that over 89% of companies design well-being programs with employee demand for personalisation in mind is a testament to the growing importance of employee-centricity. The report also features insights from top HR leaders across different industries in implementing and improving their well-being programs.

We hope you find the report insightful and informative. We remain committed to championing holistic well-being for India Inc. employees and their families, and we look forward to continuing this journey with you.



**Dr Noel
Coutinho**

**Kiran
Kalakuntla**

**Srikanth
Samudrala**

Founders, ekincare

Introduction

Holistic well-being initiatives that address the different dimensions of well-being—physical, emotional, social, and financial—prove necessary to improve employee health and well-being. At a time when the world of work was undergoing massive disruptions, well-being initiatives were a vital tool in addressing employee concerns, raising employee morale and engagement, and ensuring employee productivity.

The People Matters and ekincare Well-being Outlook 2023: A guidebook to reimagine employee well-being explores answers to some pressing questions about employee well-being in the new world of work. Questions like how companies are transforming their well-being programs and what they are doing in 2023 to ensure they remain ahead of the curve when providing the right and relevant benefits are explored in depth.

Well-being Outlook 2023 delves into different aspects of formulating a well-being program using quantitative data and leader interviews. In addition, the guidebook will further elucidate companies' approaches to building the right mix of healthcare and well-being services and explore how these factors differ from large enterprise companies to mid-market and, finally, small companies.



Key findings

89%

of companies state that Personalisation is the top employee trend impacting wellness programs, while for 86%, it is Flexibility.

81%

stated that increasing employee engagement was the primary objective in the coming year.

92%

of companies state that leveraging employee feedback and usage metrics of well-being programs helped improve and foster a culture of well-being at the workplace.

62%

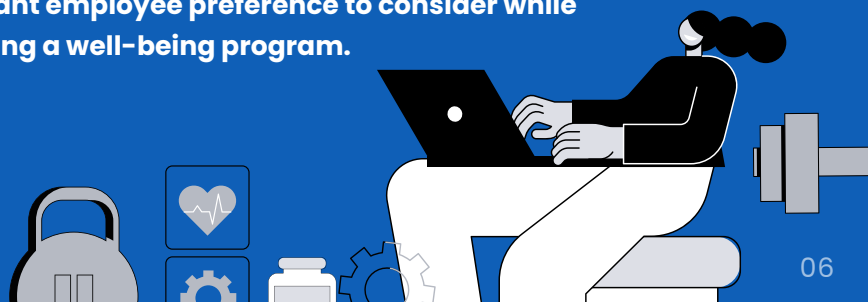
of companies stated that understanding employee requirements through surveys and providing customised options was important while creating the right well-being portfolio.

51%

of companies reported emotional well-being as an important dimension to focus on. 49% of companies focus solely on physical well-being, and over 46% address well-being holistically.

72%

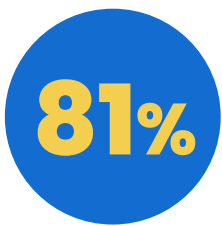
of respondents said gamified engagement was an important employee preference to consider while designing a well-being program.



01.

Employee engagement reigns supreme as the top objective of well-being programs

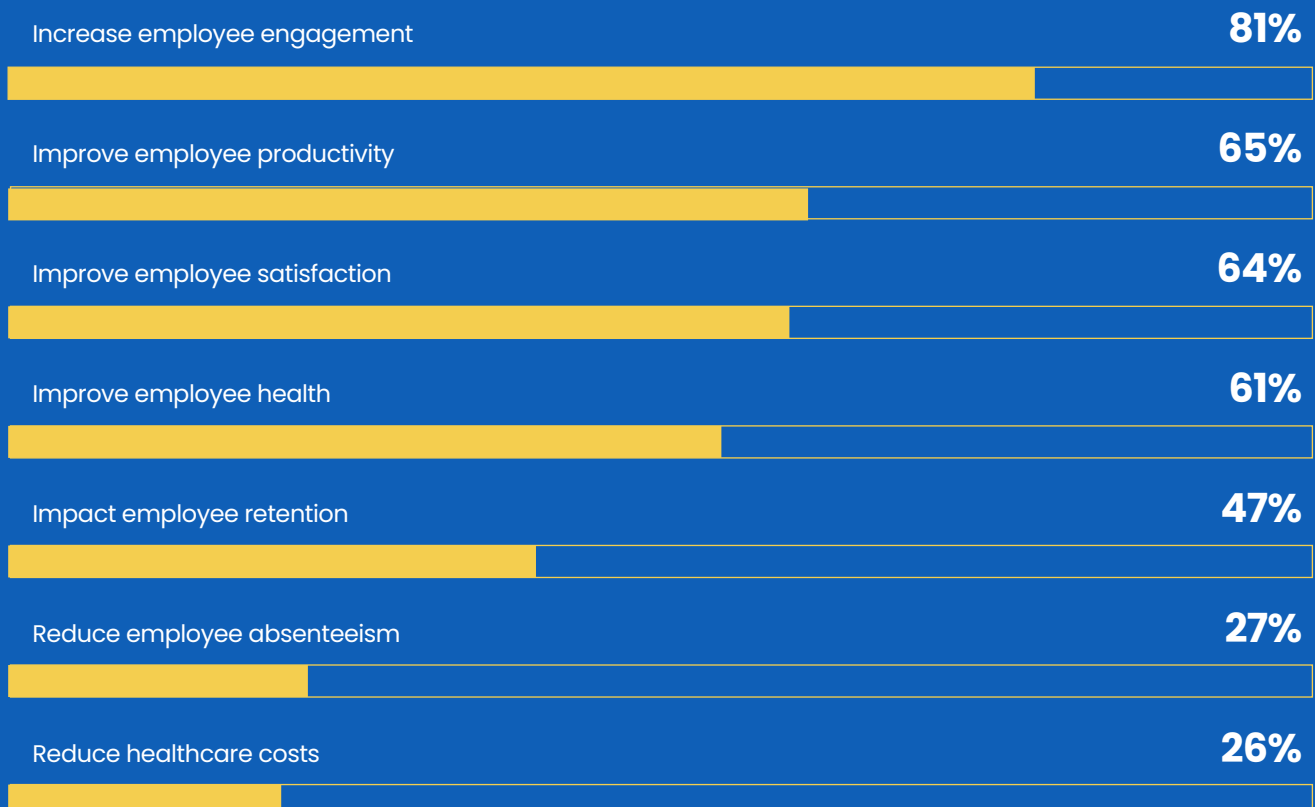
Employee well-being is central to people management practices and today plays a much larger role than ever before. As the employee well-being landscape continues to evolve, the Well-being Outlook 2023 found a further alignment of well-being objectives with overall talent management goals. No longer are well-being programs limited to simply focus on improving well-being indicators but akin to other HR initiatives are part of larger employee engagement and retention initiatives.



81% stated that increasing employee engagement was the primary objective. This is followed by improving other employee metrics like productivity (65%) and satisfaction (64%)

These findings echoed sentiments of top HR leaders in the country who said that 2023 was going to be a year where many build in newer means like gamification and social communities to spur engagement. It's no surprise then that 72% of respondents said gamified engagement was a critical employee preference while designing a well-being program.

Top-most objective of employee health and well-being strategy





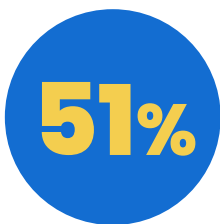
Arun Dinakar

Chief People Officer,
Birlasoft



Well-being is like a dormant volcano. People often think dormant volcanoes cannot burst and thus build habitation around them. But it is essential to keep an eye on the dormant volcano lest it burst and create unpredicted havoc. Similarly, well-being requires regular and robust attention today to proactively address problems and ensure they are prepared.”

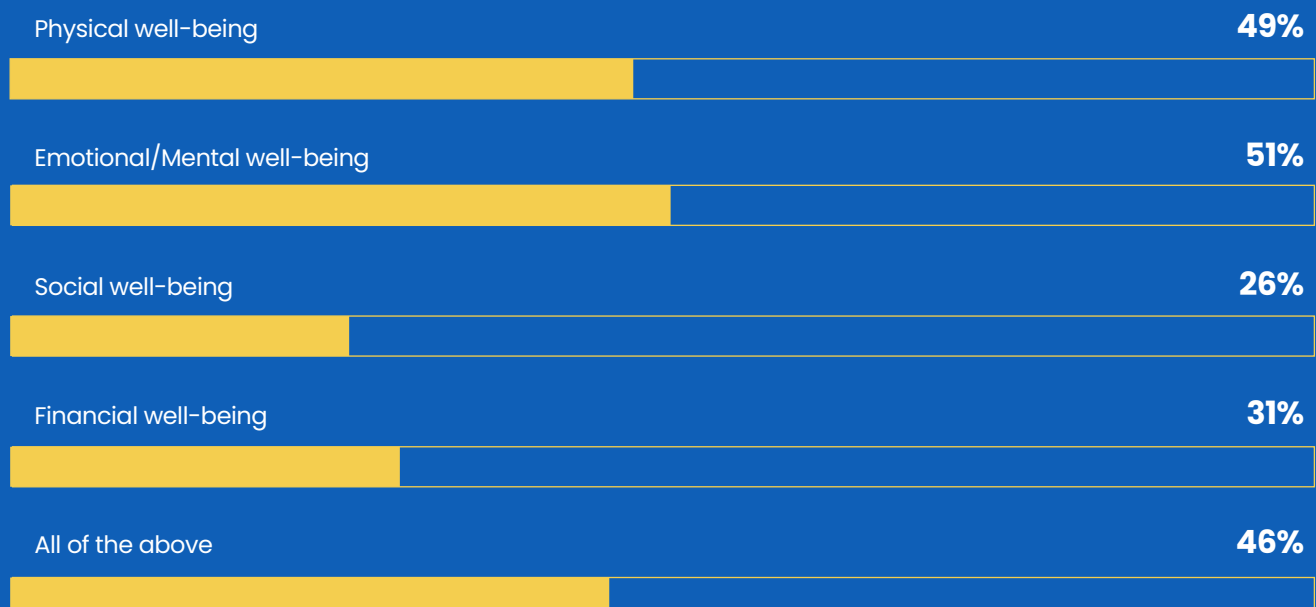
The study notes the relevance of mental and emotional well-being has seen a major uptake.



51% of companies reported emotional well-being as an important dimension to focus on. This was more than physical well-being (49%) and focus on well-being more holistically (46%).

However, social well-being remains a critical area of focus in an age of hybrid work with distributed work, with only 26% of companies focusing on it.

Dimensions of well-being that companies primarily focus on





Lakshmanan M.

Chief Human Resources Officer,
L&T Technology Services Limited



Physical and mental well-being of employees is often the difference between business success and stagnation. I feel that this balance can be achieved through a greater focus on driving awareness of the challenges of the 21st-century workplace.

This would have to be backed by greater employee engagement, cutting across hierarchies and traditional setups.



Puja Agarwal Rungta

Director - Corporate HR and Compensation and Benefits,
Happiest Minds Technologies



Holistic well-being doesn't focus only on leading indicators which align with operational performance and are easily quantifiable, like the no. of participants, how frequently people are joining the programs etc.

It also needs lagging indicators like the impact of the program on the quality of life, loyalty, helping in changing habits etc.

02.

Personalisation and Flexibility: major forces reshaping well-being

The world of work has been in a state of flux. Employee preferences have shifted post the pandemic and companies with multi-generational workforce require to pay close attention to how employee demands are evolving.



of companies, Personalisation is the top employee trend impacting wellness programs, while for 86%, it is Flexibility.

Another 72% of the companies surveyed reported that gamified engagement is an important factor to consider while designing well-being programs.

Today responding to these growing employee demands are critical for employee engagement and driving greater value from investments into building robust well-being initiatives.



Indrani Chatterjee

Chief People Officer-Group,
Allcargo Group



When we look at the engagement and impact of our wellness policies, we look at a broad range of metrics from people satisfaction scores, glassdoor ratings and even attrition rates. This provides a larger picture of the returns we are getting from our investment in wellness programs.

Looking ahead at 2023, it's important to look at areas where HR leaders plan on upgrading their well-being programs. Top areas include:



Increase awareness and raise adoption

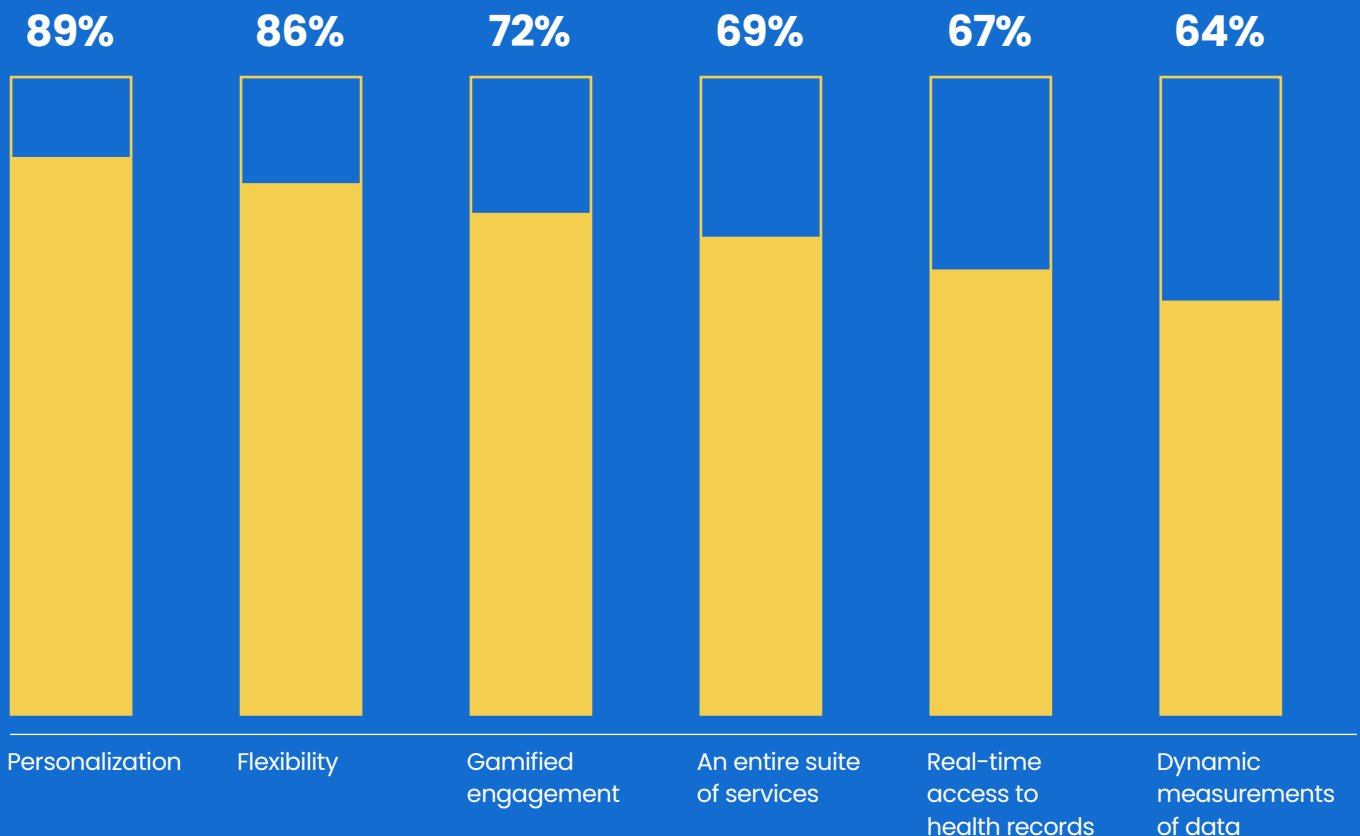


Involve senior leaders in prioritising well-being programs

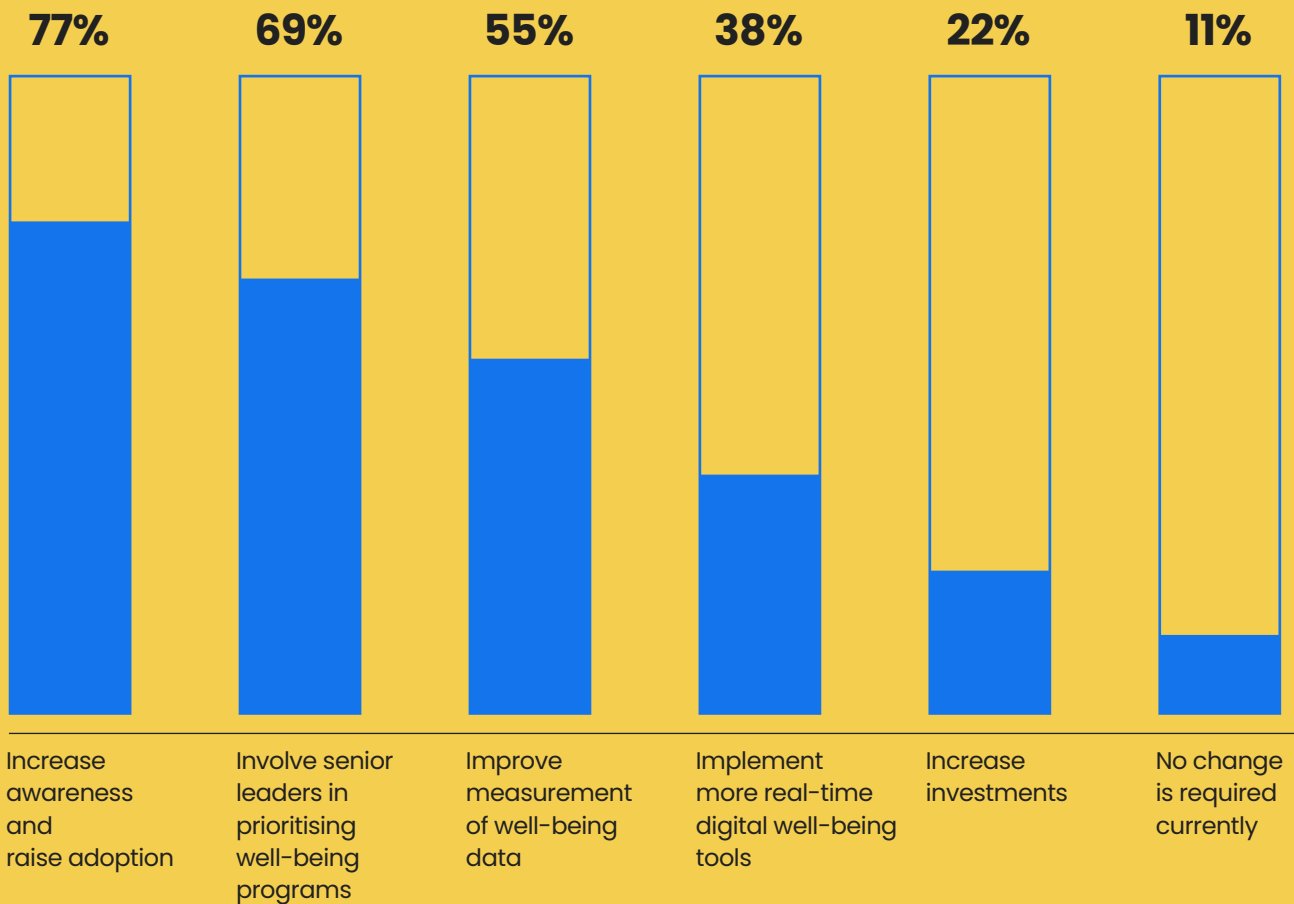


Improve measurement of well-being data

Top employee preferences considered while crafting wellbeing programs



Key priority areas for upgrading well-being programs in 2023



Vasanth Balachandhran

Director - Pay, Benefits & Global Mobility,
Target



We believe that a truly holistic approach should encompass the needs of a multi-generational workforce and so, personalisation of wellness programs for a diverse workforce will continue to be a key theme for us.

In 2023, the top expectations from digital healthcare and well-being solutions are



Real-time access to well-being initiatives



Superior engagement and adoption



Customisable and offer personalised services



Puja Agarwal Rungta

Director - Corporate HR & Compensation & Benefits, Happiest Minds Technologies



Embedding digital tools in wellness programs can significantly enhance your wellness program and broaden its reach. For many, it leads to better returns and ensures employees only get what they need with its ability to personalise offerings.



Arun Dinakar

Chief People Officer, Birlasoft

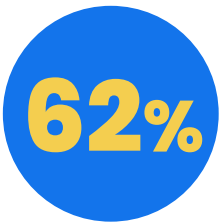


Well-being can no longer be prescriptive today. People have their preferences and understand what works for them. So we need to educate them about the need, make them aware of the available options and alternatives, help them appreciate the need, and then let them make the choices.

03.

Listening to your employees: Understanding employee requirements through surveys remains key in creating customisable well-being programs

A major portion of companies today are listening to their employees while designing their wellness portfolios.



of companies stated that understanding employee requirements and providing customised options was the top factor driving the creation of the right well-being portfolio.

Well-being Outlook 2023 survey found that over 59% of companies preferred leveraging industry best practices to build a set of offerings that met the basic requirements and then customised based on employee requirements. Another 50% said they preferred highly customised solutions from the get-go.



**Vasanth
Balachandran**

Director - Pay, Benefits & Global Mobility,
Target

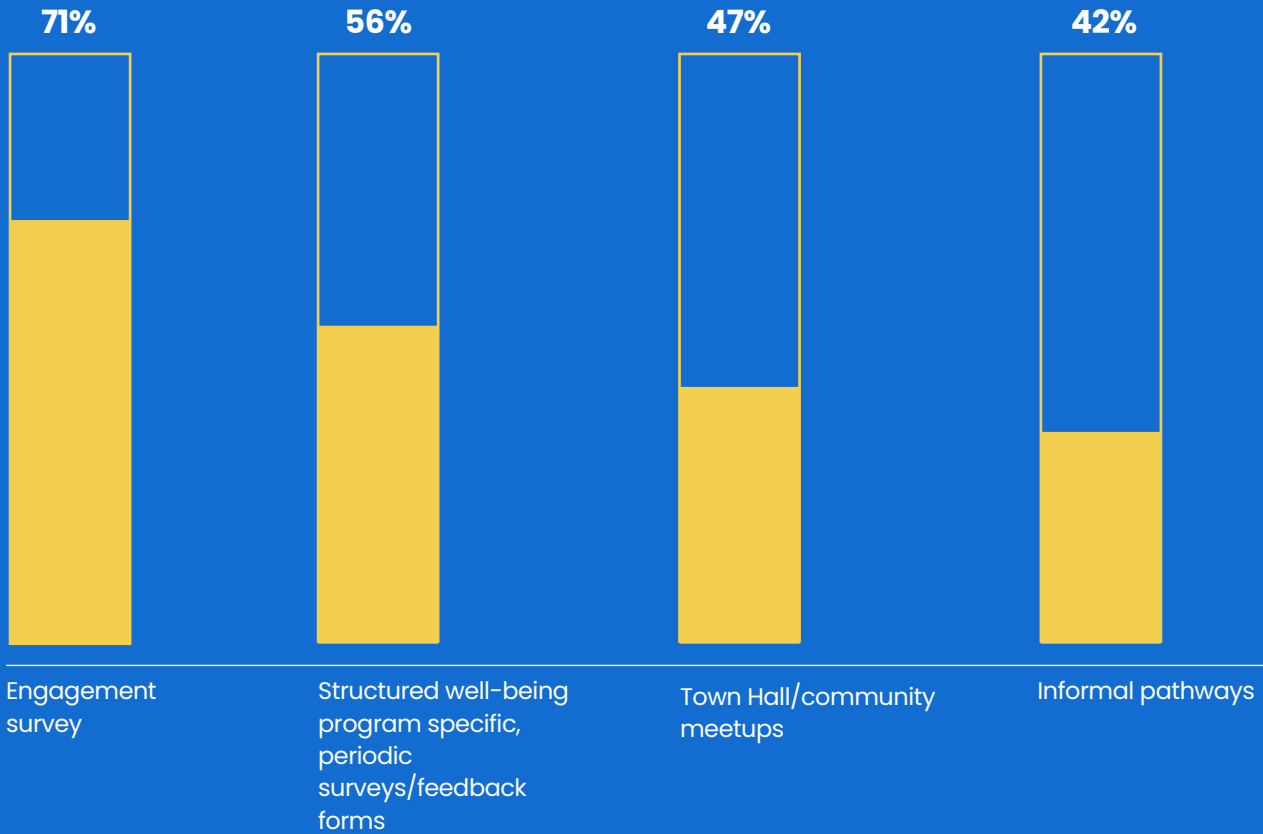


We try to stay close to the pulse of the industry through periodic external market benchmarking surveys that help us learn more about unique health and wellbeing interventions in the industry. Additionally, quarterly team member pulse surveys are conducted to gauge perceptions and is a great way to ensure we make our programs more appealing and engaging.

71%

of companies state employee engagement surveys are their primary way to collect feedback. Structured well-being program-specific surveys and feedback forms were the second most preferred tool at 56% while 47% of companies used different types of community meetups and interactions.

Top listening tools for well-being



Manoj Shikarkhane

Chief Human Resource Officer,
LTIMindtree



We also conduct a deep study of employee data from all aspects – self feedback, performance appraisal data, manager and leadership inputs, employee engagement survey results, employee sentiments on collaboration platforms (Workplace, Viva ENGAGE), exit interview feedback, etc. to understand the issues at the ground level. Basis this, we provide holistic wellbeing solutions.



Lakshmanan M.

Chief Human Resources Officer,
L&T Technology Services Limited



We would continue to deepen our feedback reception and listening mechanism while adopting smarter data analysis models for further expediting our assessment based on the periodic employee feedback surveys. This is a part of our vision for a sustainable future, wherein the well-being of our employees is a major driver for continued success.



04.

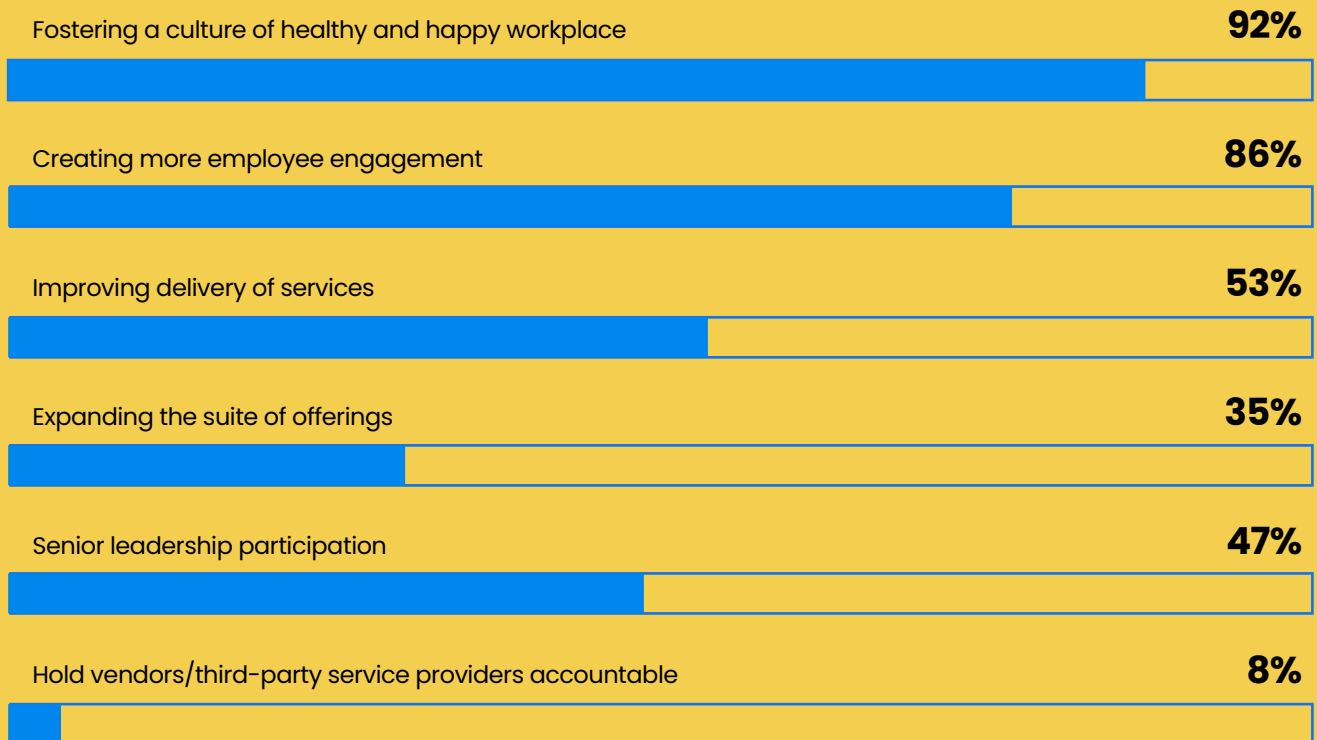
Employee feedback central to fostering a more robust culture of wellness

Embedding employee well-being into the very culture of the company is crucial for its continuance. Creating the culture of well-being and care is critical today to ensure well-being remains central to how employees interact with their companies. And to create a robust culture of care and well-being, it's vital that the employee voice is heard.



92% of companies leverage employee feedback to foster a culture of wellness and improve their wellness performance. Additionally, over 86% use feedback to create better engagement, while 53% use it to improve the delivery of their well-being initiatives.

Ways to leverage employee feedback and usage metrics



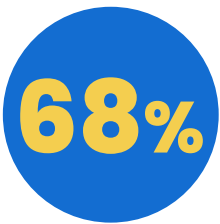


Indrani Chatterjee

Chief People Officer-Group,
Allcargo Group



There are different elements of creating a culture of well-being. They range from ensuring a physically and psychologically safe working environment to championing a transparent culture that encourages people to be seen and heard and empowers them to grow and innovate.



68% of companies have a structured way of incorporating employee feedback into their well-being programs.

Over 44% record employee feedback quarterly, while another 30% record it annually.

Do companies have a structured way of incorporating employee feedback into your well-being programs?



● Yes 65%

● No 35%

Do companies think employees' usage of healthcare benefits should be a part of performance review conversations in 2023?



● Yes 80%

● No 20%

80%

of companies feel employees' usage of healthcare benefits should be a part of performance review conversations in 2023 to further boost adoption and engagement

“

If there was a flowchart of steps to take, the first thing that organisations need to do is to ensure that they understand the fabric of the organisation. Then create the right basket of communication programs to enhance appreciation of the need for holistic well-being based on their understanding of the company's culture.



Arun Dinakar

Chief People Officer,
Birlasoft



Indrani Chatterjee

Chief People Officer-Group,
Allcargo Group

“

Organisations today need to understand that employee well-being cannot be managed in isolation; it is integral to everything we do at the workplace, from policies to processes to culture. Keeping well-being central to how companies build flexible and agile workplaces and making it relevant to a multi-generational workforce will be key to its success.



EXPERT VOICES

WE ARE IN THE TWILIGHT ZONE OF WELL-BEING TODAY



Arun Dinakar

Chief People Officer,
Birlasoft

Enterprises must prepare for the shift in the workplace. The workplace today has enlarged due to remote work, and employees are growing comfortable working away from the office. Unfortunately, this doesn't always translate well with the traditional concept of well-being. The current amorphous definition of the workplace needs to include the old ways of connecting and finding the proper support.

Additionally, jobs and workforce composition are also changing. The past two years have seen the erosion of older work engagements, and today newer rules of working like moonlighting are slowly emerging. The success of well-being initiatives will require enterprises to comprehend the changes in their workforce structure and build proper wellness practices.

Build the right holistic approach

One way to ensure that enterprises address the need for holistic well-being is through technology. I am thankful for the nuanced technology stacks and the people today building solutions to address well-being as a business problem. Adopting a technology stack that responds to your specific needs is the way ahead.

Enterprises also need the right endpoint solutions for well-being that integrate well with their core technology stack. Otherwise, they might only be able to leverage some of the potentials of the well-being endpoint solution. Anything that doesn't have technology as core today is likely to fail.

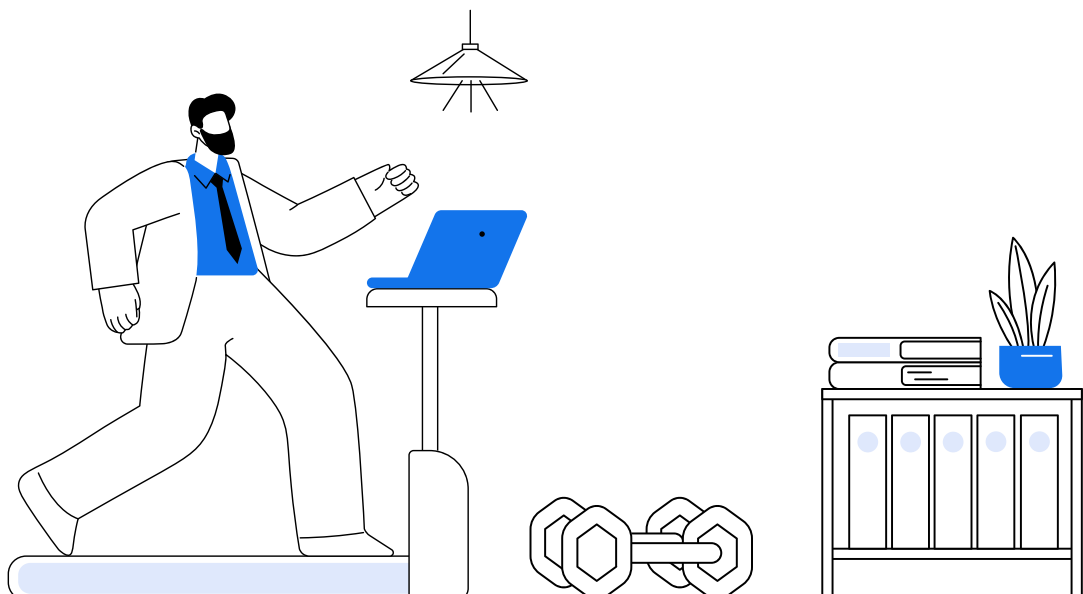
Rethink engagement through well-being

Enterprises must also design and implement awareness and education programs appropriate for a multi-generational workforce. Adoption can only rise when well-being is appreciated within the enterprise. However, the fact remains that appreciation follows awareness, where technology can play a pivotal role in offering relevant features to make well-being more impactful.

At Birlasoft, talent tribes were a vital initiative we forged to drive close social engagement among our employees. It was a purely voluntary program to drive gamified engagement and help address social well-being. Talent tribes helped drive the correct holistic wellness agenda and remain an employee-centric process. For the coming year, we will use a more robust technology underlay to drive and make wellness initiatives more engaging.

Have people responsible for driving well-being

To drive well-being holistically and impactfully, somebody must be accountable within the enterprise. They need someone who works as part of the more extensive charter and is responsible for making the necessary wellness decisions. Keeping this in mind and utilising technology better, we plan to appoint a Chief Wellness Officer to oversee the well-being closely and ensure the right people's decisions are being taken. It is essential to have a dedicated resource for well-being to make the right changes at the right time.



PERSONALISATION AND MAKING WELL-BEING OFFERINGS RELEVANT TO EMPLOYEES ARE CRITICAL



Puja Agarwal Rungta

Director - Corporate HR and Compensation and Benefits,
Happiest Minds Technologies

Adopting a holistic wellness strategy today requires focusing on all possible aspects that affect us daily. The focus is no longer on offering traditional benefits, perks and wellness incentives but on helping employees feel valued and supported personally and professionally.

Holistic wellness is an approach where life is viewed from 360 degrees, encompassing key dimensions like – mental & emotional, physical, social, career and financial wellness. In 2023, this will prove vital.

Such a transformation, however, requires organisations to adopt a long-term strategy as it's a gradual process of adoption, one that has to evolve continuously based on the changing needs of the workforce. Wellness programs are integral to our organisation and were implemented based on factors like engagement, cost, effort, and return.

Digitise well-being for better impact

Digitisation in wellness has helped organisations accelerate their programs using the right tech. It has fueled the adoption of programs by making them easily accessible. It has also enabled HR to track the efficiency and effectiveness of the program, hence providing agility to organisations to act quickly based on relevance.

The most common use of technology includes personalised offerings, engagements, easy tracking and incentivisation, and accessibility. Technology can enable HR professionals to better monitor their wellness programs' efficacy and ensure they remain impactful, socialise, and help people connect at and outside work. Our focus is to consolidate the well-being offerings under the same umbrella, which can provide flexibility and personalisation to cater to individual needs more effectively.

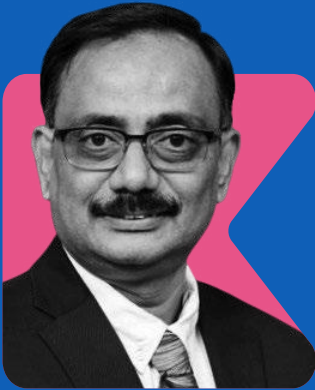
Build wellness communities

Our well-being programs are driven by the people, for the people and of the people. This has helped us curate the programs based on the actual needs and be the wellness champions by sharing their transformation journey and inspiring many others. Happizest, for example, is also a collaborative council representing people across the business, location and age group to understand, identify, conceptualise and launch initiatives for people in different segments.

Moving forward in 2023, we aim to strengthen engagement by designing well-being programs for communities aligned with shared interests and everyday needs. These programs should also cater personally to employees with interests taken on their life cycles.



TECHNOLOGY IS VITAL TO WELL-BEING SUCCESS



Lakshmanan M.

Chief Human Resources Officer,
L&T Technology Services Limited

Well-being programs must consider our employees' needs when designing them to ensure successful adoption and success. Furthermore, with the rising levels of environmental stress, it has become essential for organisations to focus on their employees' holistic well-being and development. Therefore, ensuring employee well-being is a significant focus area for L&T Technology Services (LTTS). We follow a multi-level 'Ask' and 'Give' approach to address their emerging needs and preferences while regularly collating, collecting, and collecting their feedback and responses through surveys and sessions.

Our entire gamut of services is supported by the right technologies to make them impactful in driving results.

Integrate digital touchpoints in your well-being programs

As the nation's largest pure-play R&D services company, we have developed sensor-driven intelligent systems and solutions that boost employee health and well-being. Our teams are at the forefront of developing wearable technologies for our customers. We leverage our existing deep domain knowledge to unlock the true value of digital in delivering heightened levels of employee well-being. The convergence of sensors and wearable devices with wellness is amplified in this Phygital (physical meets digital) era. In addition, we leverage machine learning to identify colleagues working overtime and advise them to take breaks and focus on work-life balance. We want to explore this spectrum further.

Move beyond the check-in-the-box approach

At LTTS, we ensure that our efforts go beyond the check-in-the-box approach. Our well-being initiatives imbibe this spirit, enabling us to deliver results with sincerity and focus.

A personal touch is required to succeed, so managers periodically conduct 1-1 wellness sessions with team members and chart structured reports for personal and professional development. In addition, we conduct periodic evaluations of our various employee programs and rely on data to make changes. For instance, in collaboration with our EWAP partners, we launched organisation-wide surveys on emotional well-being, work-life and stress levels. This data is collected periodically, analysed and reviewed for pattern identification and has a significant role in shaping our subsequent decisions.



GIVING YOUR EMPLOYEES THE OPPORTUNITIES TO GROW AND FLOURISH IS CRITICAL TO THEIR WELL-BEING



Indrani Chatterjee

Chief People Officer-Group,
Allcargo Group

As part of my people strategies, one of the first things I prioritise is a 'culture' that encourages employee well-being. Several elements are part of this process, from ensuring a physically and psychologically safe working environment to championing a transparent culture that encourages people to be seen and heard and empowers them to grow and innovate. This transparency, combined with a growth mindset at an organisational level, also calls for a solid Rewards & Recognition program.

Create a culture of holistic care

A core element of our people strategies is care which incorporates three dimensions: organisation, employees and society. The focus is to give employees the right opportunities to flourish in the organisation, and it is one of the most significant aspects of employee well-being. This encompasses the proper career progression, followed by exciting job opportunities, visibility and developmental initiatives that enhance professional well-being.

While medical facilities, flexibility and work-life balance are all equally important, the biggest motivation for employees at the workplace comes from recognising their contributions and seeing their careers grow. To enable a culture that focuses on well-being we have deployed digital solutions. Having a digital mindset is an important HR priority, and we have used the digital platform to offer medical consultations, counselling sessions, yoga classes and even healthcare awareness workshops.

Finally, organisations today must understand that employee well-being cannot be managed in isolation; it is integral to everything we do at the workplace, from policies to processes to culture. At the same time, employers also need to encourage their people to take ownership of their wellness at the workplace because while an organisation plays a critical role in employee health and well-being, healthcare is also a personal responsibility.

Focus on engagement as an important metric

When we look at the engagement and impact of our wellness policies, we look at a broad range of metrics from people satisfaction scores, our GPTW (Great Place to Work) points that have been on a steady rise, glassdoor ratings and even attrition rates. This provides a larger picture of the returns we are getting from our investment in wellness programs.

Looking ahead, instant gratification and recognition will be fundamental in designing wellness programs. We are increasingly hiring young talent today who are outcome-driven and actively seek growth opportunities. Ensuring your talent's performance is recognised at the right time will be critical. As a result, we have implemented policies that go beyond year-end increments and have monthly and quarterly reviews.



HUMANISE YOUR WORKPLACE AND MAKE IT A BETTER PLACE FOR EVERYBODY TO WORK



Manoj Shikarkhane

Chief Human Resource Officer,
LTIMindtree

While the hybrid work environment has freed up commute time and opened opportunities for learning, upskilling, and hobbies, it has also blurred the line between work and personal life, accelerating stress and burnout. While it has provided opportunities for the much-desired family time and the ease of juggling home and office priorities, it has reduced the opportunities for collaboration, camaraderie, and belongingness at work.

At LTIMindtree, the focus of our Wellness program has been to support our employees in adapting to this new normal and creating the right balance in their lives.

Pay attention to what employees want

Before designing our well-being program, we carefully studied the industry's best practices and engaged in a diagnostic study to understand the needs of our employees. This proved to be a game changer for the organisation. Employees sometimes feel overwhelmed in managing the multiple roles they play in their lives. Our well-being program aims to equip and support them to manage all aspects of their life.

We also conduct a deep study of employee data from all aspects – self-feedback, performance appraisal data, manager and leadership inputs, employee engagement survey results, employee sentiments on collaboration platforms (Workplace, Viva ENGAGE), exit interview feedback, etc. to understand the issues at the ground level. Based on this, we provide holistic well-being solutions.

Our framework, "Wheel of Wellness", fosters employee well-being by developing respectful cultures, providing competent and supportive leadership, and implementing healthy workplace initiatives to encourage a good life balance, create safe and healthy work practices and increase employee involvement.

Measure impact and tweak programs timely

Enabling the best employee well-being is the priority for us at LTIMindtree. It is not merely physical well-being & counselling services but many other components that will make our employees happier & healthier. We believe in measuring well-being through a softer aspect of (VOI) Value on Investment rather than a performance-backed metric.

At LTIMindtree, showing empathy and having compassion for our employees' issues will create an emotional bond between our employees and us, humanise your workplace and make it a better place for everybody to work.

Our holistic wellness strategy ensures the workforce stays healthy, motivated, and productive. We leverage the Wheel of Wellness to cover all aspects, including physical, emotional, social, financial, intellectual, and occupational. For example, our program on Talent Management addresses the intellectual and career development needs of our employees.



AWAWARENESS OF WELL-BEING PROGRAM IS NECESSARY TO CREATE THE PULL FACTOR



Leena Wakankar

Head - Human Resources,
ASK Group

We focus on digital and physical well-being solutions used today to optimise a holistic approach. The digital solution is available on the go and valuable in emergencies. But well-being is also a habit and discipline. A digital solution provides a platform to set reminders and take up things at one's own pace while monitoring them for progress.

We monitor and upgrade well-being programs annually and seek feedback once a year. But we are open to new initiatives if it impacts employees positively and immediately.

Technology tools are an imperative

We have seen digital tools like electronic health records, wearable devices, and telehealth accelerate the role of well-being in the Company. In 2023, the digital healthcare paradigm will see a paradigm shift. I see the following aspects of employee well-being change in 2023 due to technology:

- **Connected Digital Care:** Healthcare providers can track critical parameters in real time, and recording critical data through the app will make well-being more meaningful.
- **AI in Diagnostics:** Basis medical reports and, more importantly, based on the sensor's diagnosis can be faster as early warning signals will be available
- **Increase Security for Data:** with digital and data availability, an individual's medical history and data privacy must be maintained and protected. So advanced IT security needs to be invested in, or we run the risk of digital tools failing.

Make the focus on well-being necessary for employees

We consider employee well-being as an additional benefit which an employee can avail and the need has to be felt by the employee. Employees are aware of the requirement and want to consider wellness programs as they also care for themselves and their families and their overall well-being. Our approach is to create awareness before we launch a program so that the pull factor is high.

At ASK Group, we prefer to create well-being programs from scratch. In 2023, while the approach may remain the same on health and fitness, we foresee more initiatives by organisations than exercise programs or yoga sessions. Organisations realise the importance of health-related programs, for example – Heart Health Program, Diabetes Reversal Program, Thyroid control program, and weight loss programs, but focus on specific medical issues. With health concerns across age groups, specific programs will gain attention but may gain momentum next year.



WELL-BEING TECHNOLOGY IS CENTRAL TO SOLVING COMPLEXITIES AND DEVELOPING PERSONALISED SOLUTIONS



Vasanth Balachandhran

Director - Pay, Benefits & Global Mobility,
Target

At Target, our focus is on driving a holistic well-being program that covers the physical, financial and mental well-being needs of our team members and goes beyond to include their families. A genuinely holistic approach should encompass the needs of a multi-generational workforce. So, personalising wellness programs for a diverse workforce will continue to be a key theme for us.

Adopt a multifaceted approach to designing wellness programs

We stay close to the pulse of the industry through periodic external market benchmarking surveys that help us learn more about unique health and well-being interventions in the industry. Quarterly team member pulse surveys are conducted to listen to what our employees demand. They help gauge perceptions about, and response to our programs and how we care about their well-being and the feedback is a great way to ensure we make our programs more appealing and engaging.

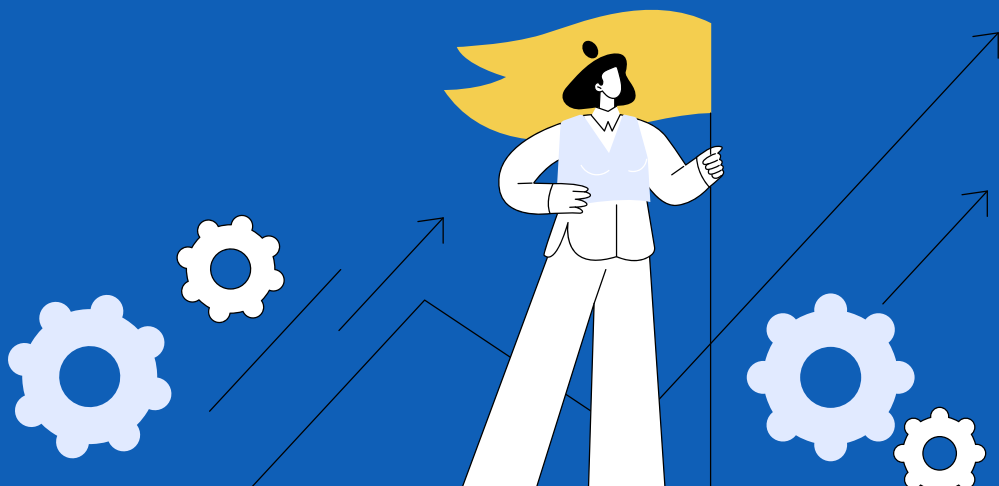
Multiple metrics are tracked for each well-being program to understand utilisation patterns, engagement levels and service quality metrics. These help us create actionable insights and help evolve our programs' design, delivery and experience.

Focus on personalisation and flexibility

Digital solutions enable the personalised delivery and consumption of well-being programs in a simplified, accessible manner leading to increased adoption. An example is that our team members have access to the entire value chain of primary health care from the comfort of their homes, including a 24x7 virtual doctor consultation over a chat or video call, digitalised prescriptions and home delivery of the prescribed medicines, all from one platform.

We are working to make our data more intuitive and derive insights from it that will help make our programs more personalised to recognise individual differences in preferences. This will help generate personalised communication to team members on offerings that appeal to them so they can consume a program when and where they are likely to need it most.

Improved flexibility through the personalisation of programs which caters to the unique nature of our team members' requirements and making well-being programs/solutions more inclusive and accessible is a priority for 2023. Intelligent/personalised communication driven by data insights to ensure our team members can maximise the value received from our portfolio and going beyond session-based interventions to a year-long self-help approach are other vital areas where we want to expand.



Acknowledgements



ROOPESH BALAKRISHNA

VP, Marketing

DEVIKA AGASHE

Manager, Brand & Communications

SHIVA THALLAPALLI

Manager, Design

ekincare, Skootr Forest, Block C, RMZ Futura
Plot No. 14 and 15, Phase 2, HITEC City, Hyderabad,
Telangana 500081

www.ekincare.com



DEEKSHA KAMOTRA ARORA

AGM – Brand Reachout (Digital)

DHRUV MUKERJEE

Assistant Manager- Content

ROHIT LOCHAB

Senior – Graphic Designer

JAISON FERMAY

Senior Associate – Graphic Designer

SALONI GULATI

AGM – Global Sales & Partnerships

503-505, 5th Floor, Millennium Plaza, Tower A,
Sector 27, Gurgaon – 122009

www.peplematters.in

Disclaimer: The information contained herein has been obtained from sources believed to be reliable. People Matters and ekincare disclaim all warranties as to the accuracy, completeness, or adequacy of such information. People Matters and ekincare will bear no liability for errors, omissions, or inadequacies in the information contained herein or for interpretations thereof. The material in this publication is copyrighted. No part of this can be reproduced either on paper or electronic media without permission in writing from People Matters. Requests for permission to reproduce any part of the report may be sent to People Matters Media Pvt. Ltd.

**WELL-BEING
OUTLOOK 2023:
A GUIDEBOOK TO
REIMAGINE
EMPLOYEE
WELL-BEING**