

How speed, scale, and constant demand shape mental wellbeing in e-commerce

Summary

E-commerce does not slow down. Orders come in waves, timelines keep shrinking, and work stretches across shifts to keep pace. Over time, this rhythm begins to slip out of sync. Fatigue carries forward, pressure becomes routine, and signs of distress often remain unspoken.

In our work with organisations in this space, this appears as high levels of anxiety, very low help-seeking, and support accessed only when issues have already escalated.

This case study looks at how these patterns build within daily operations, and what begins to change when support meets people where they are.

Inside India's E-commerce Industry

India's e-commerce and quick commerce industry runs on immediacy. Orders are placed in seconds, picked within minutes, and delivered within hours, sometimes in under ten. Behind this is a system that operates continuously across warehouses, dark stores, delivery routes, and customer support queues.

The scale is significant. According to [Redseer](#), the market is expected to grow from around \$125 billion to over \$300 billion by 2030, with nearly 60% of demand coming from Tier 2 and Tier 3 cities. Quick commerce alone is expanding at 70% to 80% annually, reshaping expectations around speed and availability.

At the centre of this system is a large, distributed workforce. Delivery partners, warehouse staff, support teams, and corporate functions work across shifts to keep operations moving. Many roles involve 10-to-12-hour workdays, variable schedules, and continuous performance tracking through timelines, ratings, and service levels.

As demand becomes more immediate and widespread, the system adapts quickly. The people within it are expected to do the same, often with little room to pause.

Where the strain begins to show

As the system scales, the pressure does not stay contained within operations. It begins to show in how work is experienced across shifts, roles, and routines. What looks like efficiency on the surface often carries a different weight underneath.

The pace remains constant, but recovery does not always keep up. Over time, strain builds not as isolated incidents, but as a pattern that runs through everyday work.

Continuous operations

- 24 by 7 workflows with rotating and extended shifts
- Peak periods driving 2 to 3 times increase in workload
- Quick commerce growth 70% to 80% compressing timelines
- Ongoing reports of fatigue and sleep disruption

Recovery remains incomplete for many employees across shifts.



Performance pressure

- Work governed by strict SLAs delivery timelines and customer ratings
- Customer support teams handling continuous complaints and escalations
- High levels of overthinking fatigue and mental load
- Stress linked directly to work conditions and shift patterns

Pressure is continuous and closely tracked.

Widespread distress

In our work with organisations in this space the extent of strain becomes clearer.

- Up to 86% of employees report anxiety
- 87% show signs of depression
- Common concerns include stress anxiety overthinking fatigue and sleep issues

Distress is not limited to a small group. It reflects a broader baseline.

Low help seeking

According to our internal reports:

- Help seeking remains at **1 to 2%**
- **Utilisation as low** as 0.31% in some cases
- Engagement often described as **limited or fragmented**

There is a clear gap between need and usage.

Late stage intervention

According to our internal reports:

- Most employees enter support at **mid stage or crisis stage**
- **7% to 8%** fall into high risk categories including **suicide risk**
- In some observations suicide risk indicators reach **28%**
- Early signs often remain **unidentified or unaddressed**

Support is accessed when issues have already escalated.

Awareness and stigma

Employees may choose not to use counselling even when available due to **time constraints, low awareness, perceived stigma**, and the belief that support is only needed in more serious situations.

Barriers are cultural as much as structural.

Access challenges

- Frontline environments show **lower engagement and visibility**
- **Access remains uneven** across roles and locations
- Implementation challenges include awareness gaps, stigma and engagement drop offs

Support systems struggle to integrate into daily work routines.

Business impact

- Stress linked **absenteeism**
- **Higher attrition** in high pressure roles
- **Reduced consistency** during peak demand periods

What begins as individual strain gradually affects operational stability.

Designing support within the flow of work

The approach was not to introduce support as a separate layer, but to build it into how work already happens. This meant adapting to shift-based schedules, distributed teams, and roles where time, access, and attention are limited.

Making support visible in everyday work

Awareness was built as an ongoing presence rather than a one-time rollout.

- **Regular communication** through mailers, platform notifications, and internal channels
- **Simple, clear messaging** to explain what support looks like and when to use it
- **Integration into onboarding** and routine employee communication
- **Consistent visibility** across both corporate and operational environments

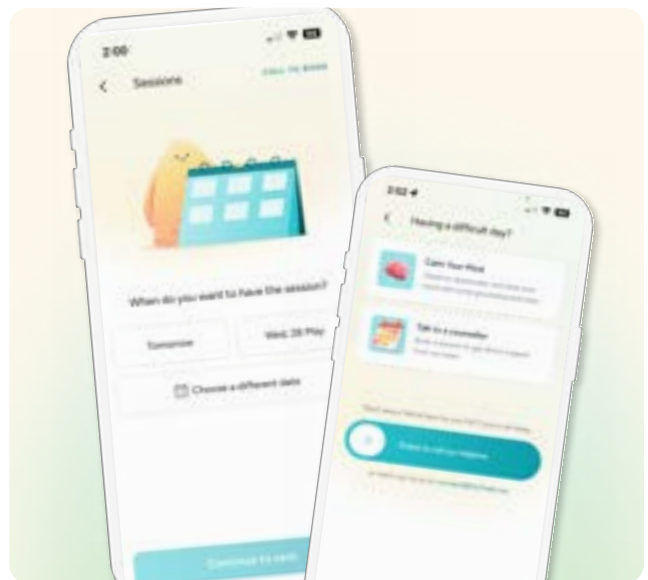
“Earlier, I didn’t really understand what the service was for. The newer communication broke it down clearly and showed when to actually use it. That’s what made me try it.”

Customer Support Associate, 26

Reducing effort required to seek support

Access was simplified to remove friction at the point of need.

- **Direct access** to counselling through phone and digital platforms
- **No multi-step approvals** or complex processes
- **Multiple entry points** including self-referral and guided access
- **Availability** aligned to shift timings and varied work schedules



“My shifts keep changing, so I thought this wouldn’t work for me. But I could just call when I had time. That made a difference.”

Warehouse Executive, 29

Extending reach beyond corporate teams

Given the distributed nature of the workforce, efforts were designed to reach employees across roles and locations.

- Communication **adapted for frontline and operational settings**
- **Use of regional languages** such as Hindi, Tamil, Bengali, Kannada, etc., to improve comfort and understanding during sessions
- **Formats suited for employees** with limited screen time or fixed locations

“The session was in my language, which made it easier. Otherwise, I don’t think I would have spoken much.”

Delivery Partner, 32

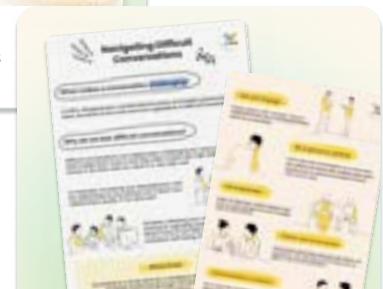
Creating multiple ways to engage

Not all employees are ready for one-on-one support. Different formats allowed for gradual entry.

- **Webinars** on stress, sleep, fatigue, and daily challenges
- **Interactive formats** such as Ask the Expert sessions
- **Access to self-help tools, assessments, and recorded content**
- **In-person sessions** for warehouse teams and delivery partners, designed for shift timings and on-ground accessibility



Monthly Mailers



Interactive Formats

“I joined one session just to listen. Later I realised I needed more help and booked a counselling session.”

Operations Analyst, 27

Equipping managers to respond early

Managers were positioned as the first point of observation and support.

- Training to identify early behavioural and emotional signs
- Guidance on starting conversations without escalation
- Clear pathways for referral and escalation when required



“Earlier, I would notice something was off but wouldn’t know what to say. Now I feel more comfortable checking in.”

Team Lead, Last Mile Operations, 34

Sustaining engagement over time

Efforts were designed to remain consistent rather than episodic.

- Ongoing campaigns aligned to relevant themes and concerns
- Regular touchpoints through internal platforms and communication channels
- Reinforcement through multiple formats across the year

“It didn’t feel like a one-time thing. You keep seeing it, and at some point, you actually use it.”

Category Manager, 31

What changed over time

As support became more visible and easier to access within day-to-day operations, engagement began to move in ways that were both measurable and consistent. The shift was gradual, but it showed up in how employees entered support, how they continued with it, and what changed through that process.

✔ Increased engagement within the workforce

- Movement beyond one-time access to continued engagement in a subset of users
- Support no longer limited to a small, fixed group
- What was earlier sporadic began to show signs of continuity.

✔ More structured and sustained engagement

- Employees engaging across multiple formats, not just counselling
- Increased participation in webinars, assessments, and self-guided tools
- Greater comfort in accessing support through different entry points

This widened how and where engagement could happen.

✔ Improvement in day-to-day functioning

- Better ability to manage sleep, focus, and daily routines
- Reduction in challenges related to self-care and communication
- Improvements extending into work and interpersonal interactions

As reflected in the report, concerns that impact behaviour and relationships began to shift with continued engagement

✔ Stronger alignment between need and support

- Support became more visible, familiar, and easier to approach
- Reduced gap between availability and actual usage
- Employees more likely to engage with support as part of ongoing work life

The shift was not only in access, but in how support fit into everyday work.

Final Note

In environments that are built for speed, it is easy for people to become part of the system that keeps things moving. What this shows is that support cannot sit outside that system. It has to move with it, fit into it, and be present where the work actually happens.

When that shift begins, change does not come from scale alone, but from making support real, usable, and close enough to reach before it is too late.

Let's explore how we can support your workforce with a customised solution. Connect with us today.

www.ltohelp.com