



BUSINESS PLAN · INDIA

Facility & Housekeeping Manpower

*Housekeeping manpower rostered to transport not building hours - a named supervisor
at every shift boundary*

STAFFING & WORKFORCE SOLUTIONS

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August 2026

This document is confidential and prepared for planning purposes. All financial figures are illustrative model assumptions for an Indian MSME context and must be validated against live quotes, local rates and professional advice before any investment or borrowing decision.

1. Executive Summary

This plan sets out a **Facility & Housekeeping Manpower** business in India — deployed housekeeping and support staff across corporate and IT-park premises, hospitals, malls and hospitality, industrial plants and integrated facility contracts, together with training, certification and chemical-safety programmes, with roughly 5,400 workers deployed by Year 3, 76% of them women.

This plan inherits the ten staffing anchor rules set by **staffing-agency** and adds the one this workforce needs most. **Every other plan in this vertical concerns a worker somebody can see. This one concerns a worker whose contract instructs her not to be seen.**

☐ **HER WORK IS CONTRACTUALLY DEFINED AS INVISIBLE, AND THE TWO THINGS THAT WOULD PROTECT HER ARE THE TWO THINGS THAT DEFINITION REMOVES.** Housekeeping specifications say cleaning is to be completed before the building opens and after it closes, that staff are to remain unobtrusive, and that service corridors are to be used — so SHE IS IN THE BUILDING WHEN NOBODY ELSE IS, AND INSTRUCTED TO GO UNNOTICED WHEN THEY ARE. SHE THEREFORE HAS NO WITNESSES TO ANYTHING THAT HAPPENS TO HER. And her shift is timed to the building rather than to her journey: a 5am start in a city whose first bus runs at 6am means she left home in the dark and walked, and a 10pm finish means the last bus went at half past nine — A SAFETY QUESTION THAT EVERY ROSTER IN THIS TRADE TREATS AS A SCHEDULING ONE. So this business ROSTERS TO TRANSPORT AVAILABILITY RATHER THAN BUILDING HOURS AND PROVIDES TRANSPORT WHERE NONE EXISTS, PUTS A NAMED SUPERVISOR PHYSICALLY PRESENT AT EVERY SHIFT BOUNDARY, and PUBLISHES SHIFT TIMES AGAINST TRANSPORT TIMES. WHERE THE WORK IS DEFINED BY NOT BEING SEEN, THE WORKER HAS NO WITNESSES — SO THE EMPLOYER MUST SUPPLY THEM.

☐ **AND THE MECHANISM MEANT TO PROTECT HER REQUIRES HER TO APPROACH THE PEOPLE SHE HAS BEEN TOLD TO AVOID.** POSH applies at the deployment site, so the committee that must hear her is the client's — staffed by the very people her contract instructs her to be unobtrusive around. So POSH REACH IS MEASURED RATHER THAN ASSUMED, reaching 100% by Year 3 from 88%, with a grievance route to a named human at neither the client nor the site at 99.4%.

☐ **AND THE CHEMICALS SHE HANDLES ARRIVE IN UNLABELLED BOTTLES.** Concentrates are decanted on site into whatever container is available, with no safety data sheet and no training in a language she reads. So 100% of chemicals are supplied IN ORIGINAL LABELLED CONTAINERS WITH AN MSDS, NIL are decanted, training is delivered in her own language, and exposure incidents reported ROSE from 46 to 214 — the rising number being the healthy one.

This plan models an operator requiring **₹8.00 crore** (₹3.00 crore investor + ₹2.20 crore working capital + ₹1.60 crore term loan + ₹1.00 crore promoter), moving from **₹15.00 crore revenue and an ₹81 lakh loss** to **₹66.00 crore revenue and ₹1.32 crore profit** by Year 3 — a 2.0% net margin and 28.3% return on capital. (Facility manpower — figures illustrative.)

2. Business Description, Vision & Legal Structure

Concept: A housekeeping manpower firm that supplies the witnesses its own contracts remove.

Vision: To make a shift time a transport decision rather than a building decision.

Mission: Roster to the last bus rather than the last floor; put a named person at every shift boundary; label every bottle and explain it in her language; contract for the toilet and the water rather than assuming them; and pay the whole month.

Legal structure

- **Private Limited** — recommended. Principal-employer contracting, CLRA licensing, hospital accreditation requirements and outside capital all assume it.
- **Welfare-amenity clause in every client contract — the structural precondition for access, since the principal controls the premises and the standard contract is silent, so the duty exists and no mechanism to discharge it does.**
- **Safety and worker-welfare functions reporting to the board, independent of operations — because the site that reports an incident is the site an operations manager must keep.**

Regulatory anchor: the Contract Labour (Regulation and Abolition) Act 1970, **sections 18 to 20 of which require canteens, rest rooms, drinking water, latrines and first aid for contract labour, placing the duty on the contractor and, on default, on the principal employer — an obligation that exists in law and appears in almost no commercial contract between them, so the duty survives while the mechanism to discharge it was never created;** the Code on Wages 2019 and Minimum Wages Act with state notifications by zone and skill; the EPF & MP Act 1952 and ESI Act 1948; the Factories Act 1948 and state Shops and Establishments rules at the deployment site; **POSH, which applies at the site the worker is deployed to, so the committee that must hear her belongs to the client;** the Manufacture, Storage and Import of Hazardous Chemicals Rules and BIS labelling requirements for cleaning agents, **under which decanting a concentrate into an unlabelled container removes the only warning she was ever going to receive;** biomedical-waste rules where hospital housekeeping is deployed; the Employees' Compensation Act 1923; and the Digital Personal Data Protection Act 2023 for worker and attendance records. **The decisive structural fact is that NOTHING REQUIRES A ROSTER TO BE CHECKED AGAINST THE AVAILABILITY OF TRANSPORT, AND NO CLIENT SPECIFICATION IN THIS TRADE HAS EVER CONTAINED SUCH A CLAUSE.**

3. Promoter & Ownership

Led by a promoter with facility-services or housekeeping-operations background, with a safety professional and a labour-law specialist in the leadership. Three competences decide outcomes. *Shift design*, because the roster is where almost every harm in this business is either created or prevented, and it is currently drawn by people looking at a floor plan. *Supervisory density*, since a workforce instructed to be invisible is a workforce nobody will report on. And *the willingness to lose a site over the amenity clause*, which is where this plan's proposition sits and which is refused most often by the most prestigious buildings. Ownership, equity & investor terms are editable inputs; **the safety and welfare functions report to the board independently of operations, and no employee's pay is linked to deployment volume or to margin percentage.**

4. Market Analysis — India

Large, steady and almost entirely price-competed, with the specification written by the buyer.

Demand drivers

- **Commercial real-estate growth** across IT parks, offices and business districts.
- **Hospital and healthcare expansion** requiring infection-control-grade housekeeping.
- **Outsourcing of non-core services** from occupier payrolls to contracted supply.
- **Integrated facility management** bundling housekeeping with technical services.

- **Hygiene expectations** raised permanently across public and workplace settings.
- **Client ESG and audit requirements** beginning to reach contracted workforces.

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Indian facility and housekeeping manpower demand	Large; steady; overwhelmingly price-competed
SAM	Sites deliverable on transport-aligned rosters	Bounded by CLIENT SHIFT SPECIFICATIONS, not demand
SOM (Yr 1-3)	Workers deployed with boundary supervision and amenity access	₹15cr → ₹66cr; 5,400 deployed; 21 clients refused

Revenue mix and share (Year 3)

Stream	Share	Gross margin — and what the shift looks like
Corporate & IT-park housekeeping	30.0%	10.0% — pre-opening and post-closing shifts; the core problem
Hospital & healthcare housekeeping	20.0%	13.0% — infection control; 24-hour cover; highest risk
Mall, hospitality & retail facility	16.0%	9.5% — thinnest margin; latest finishing shifts
Industrial & plant housekeeping	14.0%	11.0% — chemical and machinery exposure
Integrated facility management (multi-service)	14.0%	14.0% — bundled scope, better margin, longer contracts
Training, certification & chemical-safety programmes	6.0%	32.0% — paid for by us, never deducted from her

The first and third rows are 46% of revenue and contain the entire finding: a corporate building wants its floors done before nine and a mall wants its atrium done after eleven, and both specifications are written by people considering the premises rather than the journey home. The second row is the highest-margin deployment and the highest-risk one — hospital housekeeping means biomedical waste, infection control and night cover, and it is the segment where a worker instructed to be unobtrusive is moving through wards at three in the morning. The sixth row is the honest inversion: training and chemical safety are a revenue line when a client buys them and a cost line when we provide them, and this plan never recovers either from her wage.

Constraints

- **Client shift specifications**, which is the hard ceiling on transport-aligned rostering.
- **Attrition**, which at housekeeping rates destroys both margin and site knowledge.
- **Supervisory density**, since boundary presence is two attendances a day, not one visit.
- **Minimum-wage variation** by state and zone, revised continuously.

5. Competition & Position

Competitor type	Strength	Weakness this plan exploits
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National facility-management majors	Scale, integrated scope, systems, client depth, price	Rosters drawn to building hours; no boundary presence
Regional housekeeping contractors	Cheapest rates, local supply, fast mobilisation	Decanted chemicals; attendance-linked wage structures
Client in-house housekeeping	Direct control, site familiarity, no agency margin	Full CLRA amenity duty with no apparatus to discharge it
Aggregator and app-based cleaning platforms	Elastic supply, low overhead, no deployment cost	No employment relationship, so no duty attaches at all
This plan	Transport-aligned rosters, boundary supervisor, labelled chemicals, amenities contracted	Higher rate card; refuses building-hour specifications

The positioning makes one claim a client's own facilities team can check against its own gate register: no worker on your site starts before public transport runs or finishes after it stops, and a named supervisor was physically present at both ends of every shift. No competitor offers this, because no client specification has ever asked for it — the omission is not a concealment but a category nobody has thought to include. The commercial difficulty is that our rate card carries a transport cost and a doubled supervisory presence that rivals do not, and a procurement officer comparing per-head rates has no column for whether the woman cleaning his floor walked home in the dark.

The cost of the honest position is stated in rupees rather than implied. Rostering to transport availability rather than building hours, and providing transport at boundaries where none exists, cost ₹2.18 crore of Year-3 margin — the largest item and the entire structural difference between this firm and the trade. Placing a named supervisor physically at every shift boundary cost ₹1.34 crore. Paying the full month, with nil attendance-linked structures, cost ₹96 lakh. Supplying chemicals labelled and with an MSDS, training in her own language, cost ₹86 lakh. Contracting welfare amenities explicitly and refusing 21 clients who declined the clause cost ₹64 lakh. Total ₹5.98 crore against ₹1.32 crore of profit — so an operator with the same client book running trade-standard practice would earn ₹7.30 crore.

6. The Worker With No Witnesses

This is the finding, and it is written into the specification rather than into anyone's conduct.

What the housekeeping specification says	What it means for her
Cleaning completed before 0900 and after 1900	She is there when the building is empty
Staff to remain unobtrusive during occupied hours	She is unnoticed when it is not
Service corridors and rear lifts to be used	She moves where cameras and people are fewest
Uniform to be worn at all times	She is identifiable as the lowest-status person present
Grievances to the site facility manager	To the client, about the client's building
Shift timings as per building operating hours	NOTHING ANYWHERE MENTIONS HOW SHE GETS HOME

The last row is the finding, and the first two are why nobody notices it. A specification that puts her in the building before it opens and after it closes has made a transport decision without knowing it — a 5am start in

a city whose first bus runs at 6am means she left home in the dark and walked, and a 10pm finish means the last bus went at half past nine. **THE ROSTER TREATS AS A SCHEDULING QUESTION THE ONE THING THAT IS ACTUALLY A SAFETY QUESTION**, and nobody in the chain has ever converted building hours into journey hours, because no form asks for it. Meanwhile the same document that puts her there alone instructs her to be unobtrusive, use rear corridors, and take grievances to the client's own facility manager — **SO THE PERSON WITH THE FEWEST WITNESSES IN THE BUILDING IS ALSO THE ONE WITH THE FEWEST PEOPLE TO TELL**. She is predominantly a woman, on the lowest wage in this vertical, in a building where every other worker outranks her, and her defining professional instruction is to not be seen. **NOBODY DESIGNED THIS**. A facilities team wrote a cleaning schedule, a procurement team priced it, and an agency staffed it — **AND THE COMPOSITE IS A SET OF CONDITIONS NO INDIVIDUAL AUTHOR WOULD HAVE PUT THEIR NAME TO**.

So the roster is redrawn against the timetable and the witnesses are supplied. **SHIFTS ARE ROSTERED TO TRANSPORT AVAILABILITY RATHER THAN BUILDING HOURS at 100% by Year 3, from 68%, with NIL shifts starting before the first service or ending after the last — and where a site genuinely requires a boundary outside those hours, TRANSPORT IS PROVIDED AT OUR COST rather than the shift being staffed anyway. SHIFT-START AND SHIFT-END TIMES ARE PUBLISHED AGAINST LOCAL FIRST AND LAST TRANSPORT TIMES, which is the disclosure that makes the rest checkable. AND A NAMED SUPERVISOR IS PHYSICALLY PRESENT AT EVERY SHIFT BOUNDARY at 100%, from 84% — not a phone number but a person, at both ends, with sign-off at a nine-minute median — so that NIL workers cannot name the individual responsible for them. Cost ₹3.52 crore across the two commitments. WHERE THE WORK IS DEFINED BY NOT BEING SEEN, THE WORKER HAS NO WITNESSES — SO THE EMPLOYER MUST SUPPLY THEM**.

7. The Unlabelled Bottle and the Locked Door

Three further rules, plus the anchor obligations this plan carries unchanged.

☐ **THE CHEMICALS SHE HANDLES ARRIVE IN UNLABELLED BOTTLES**. Concentrates are bought in bulk and decanted on site into whatever container is to hand, so the hazard pictogram, the dilution instruction and the first-aid note all stay on a drum in a store cupboard while the working bottle carries nothing at all. **DECANTING REMOVES THE ONLY WARNING SHE WAS EVER GOING TO RECEIVE**, and it is done for convenience rather than concealment. **So 100% OF CHEMICALS ARE SUPPLIED IN ORIGINAL LABELLED CONTAINERS WITH AN MSDS AVAILABLE AT THE SITE, NIL ARE DECANTED, and TRAINING IS DELIVERED IN THE WORKER'S OWN LANGUAGE rather than in the language of the label — because a safety data sheet she cannot read is a document that protects us and not her. Exposure incidents reported rose from 46 to 214, and the rising number is the healthy one.**

☐ **AND THE TOILET, THE REST SPACE AND THE DRINKING WATER ARE ON PREMISES SOMEBODY ELSE CONTROLS**. Sections 18 to 20 of the Contract Labour Act require canteens, rest rooms, drinking water, latrines and first aid for contract labour, with the duty falling on the contractor and, on default, on the principal — and the commercial contract between them almost never mentions any of it. **THE DUTY EXISTS AND THE MECHANISM TO DISCHARGE IT WAS NEVER CREATED**, which is this vertical's spine appearing for the fifth time: a statutory obligation whose operative condition the trade quietly left out. **So AMENITY ACCESS IS CONTRACTED EXPLICITLY WITH THE PRINCIPAL at 100%, ACTUAL ACCESS IS AUDITED rather than assumed, and 21 CLIENTS WERE REFUSED for declining the clause — which is a meaningful thing to refuse over, since a woman on an eight-hour shift with no accessible latrine will simply drink less water.**

□ **AND THE ATTENDANCE-LINKED WAGE MAKES ONE DAY'S ABSENCE COST MORE THAN ONE DAY'S WAGE.** A structure built around a twenty-six-day month with a conditional attendance component means a single missed day removes the day and the component together, so a fever costs two days and a family emergency costs three. It also guarantees she comes to work ill, which in hospital housekeeping is a clinical matter and not only a personal one. So **THE FULL MONTH IS PAID**, with **NIL attendance-linked structures and NIL deductions exceeding the days actually absent.**

□ **AND THE TEN ANCHOR RULES APPLY UNCHANGED.** The margin is published at offer stage (a); **NIL candidate fees and NIL uniform, equipment or training deductions (b, as hardened at blue-collar); wages on a fixed date whether or not the principal has paid (c); the full wage as the statutory base at 98% of gross (d); grievances to a named human at neither the client nor the site (e); compliance quoted separately and never discounted (g); refusals published with the clause refused (h); and the rostering engine refuses rather than warns (j).**

What a housekeeping worker can check in sixty seconds, before she takes the site

Every commitment here is checkable by her, and the first two need only the bus stop and the bottle.

- **When does your shift start, and when does the first bus run?** If the shift starts first, the walk in the dark is part of the job and nobody costed it.
- **When does it end, and when does the last bus leave?** Ask before you accept, because afterwards it is your problem and not the roster's.
- **Is there a name and a face at the start and end of your shift?** A phone number is not a witness. A person at the door is.
- **Does the bottle you use have a label on it?** If it was poured from a drum into a bottle, every warning stayed on the drum.
- **Where is the toilet you are allowed to use, and who told you that?** If nobody has said, nobody has contracted for it, and you will drink less water instead.
- **If you miss one day, how much do you lose?** If the answer is more than one day's wage, the structure is designed to make you come in ill.

The asymmetry in this business is the widest in the vertical, and it is the reason none of these are standard. Moving a shift half an hour later costs the client nothing and would cost us a rate negotiation; leaving it where it is costs the client nothing and costs her a walk through an unlit service road at half past ten. A labelled bottle costs a few rupees more than a decanted one; an unlabelled bottle costs nothing until it costs her eyesight, and then it costs her alone. An amenity clause costs a paragraph; its absence costs her a working day without a latrine. IN EVERY CASE THE SAVING IS TRIVIAL, THE HARM IS SERIOUS, AND THE TWO SIT ON OPPOSITE SIDES OF A LINE THE PERSON BEARING THE HARM WAS NEVER PRESENT TO ARGUE ACROSS. What makes it durable is not anyone's indifference but the fact that no document in the chain has a field for it: the cleaning schedule has no transport column, the tender has no amenity clause, the ESG report counts employees and she is not one. SHE IS ABSENT FROM EVERY RECORD IN WHICH SHE WOULD OTHERWISE APPEAR, which is why this plan's commitments are all disclosures — a roster published against a timetable, a supervisor with a name, a bottle with a label, an audited latrine. Each of them makes her present in a document she was previously missing from, and that is the whole of the intervention.

8. Operations Plan (roster, witness, label, audit)

The roster

- **Rostered to transport availability**, not to building operating hours.
- **Nil shifts before first service or after last** — 100% by Year 3.
- **Transport provided at our cost** where a boundary genuinely falls outside.
- **Shift times published against local transport times**, per site.

The witness

- **Named supervisor physically present at every shift boundary** — both ends.
- **Sign-off at a nine-minute median** from shift end.
- **Nil workers unable to name the person responsible** for them.
- **POSH reach measured rather than assumed** — 100% by Year 3.

The chemical

- **Original labelled containers with an MSDS** at every site.
- **Nil decanting** into unlabelled bottles, at any site or scale.
- **Training in the worker's own language**, not the language of the label.
- **Exposure incidents reported and published** — 214, rising.

The premises and the wage

- **Amenity access contracted explicitly** with the principal — CLRA ss.18-20.
- **Actual access audited**, not assumed from the clause.
- **Clients refused for declining the clause** — 21 in Year 3, published.
- **Full month paid**; nil attendance-linked structures.

The operational hinge is a prestige corporate campus at 17% of revenue whose fit-out has moved the housekeeping shift to a 5.15am start so that floors are finished before an earlier trading day — a change agreed between the client's facilities and operations teams, entirely reasonable from inside the building, affecting 210 of our workers, and taking effect from the first of next month. The first bus on that route runs at 6.10am, and 160 of those workers are women. Nobody at the client has considered the point, and when raised it is received with genuine surprise rather than resistance. So THE ROSTERING ENGINE CANNOT PUBLISH A SHIFT WHOSE BOUNDARY FALLS OUTSIDE TRANSPORT HOURS UNLESS TRANSPORT IS ATTACHED TO IT: it is a hard constraint with no site, branch or executive override, and we either fund the vehicles or decline the change. We fund them — ₹41 lakh a year on this campus alone — and publish the cost against the shift, because a firm that absorbs it silently has taught the client nothing and the next tender will carry the same clause.

9. Welfare, Chemical & Statutory Compliance (India)

- **Contract Labour (Regulation and Abolition) Act 1970, ss.18-20** — canteens, rest rooms, drinking water, latrines and first aid for contract labour, with the duty on the contractor and, on default, the principal — and almost never mentioned in the contract between them.

- **Code on Wages 2019 and Minimum Wages Act** — state notifications by zone and skill category, revised continuously.
- **EPF & MP Act 1952 and ESI Act 1948; Employees' Compensation Act 1923** where ESI does not reach.
- **Factories Act 1948 and state Shops and Establishments rules** at the deployment site rather than the employing office.
- **POSH** — applies at the deployment site, so the committee that must hear her belongs to the client whose staff she is instructed to be unobtrusive around.
- **Hazardous chemicals rules and BIS labelling** — decanting a concentrate into an unlabelled container removes the only warning she was ever going to receive.
- **Biomedical Waste Management Rules** where hospital housekeeping is deployed, with training and immunisation obligations.
- **Digital Personal Data Protection Act 2023** for worker and biometric attendance records. **Nothing requires a roster to be checked against the availability of transport, and no client specification in this trade has ever contained such a clause.**

10. Organisation & Manpower Plan

Function	Yr 1	Yr 3	Notes
Promoter / managing director	1	1	Owens the rostering rule
Field operations, site supervision & shift-boundary presence	30	87	62 workers each; two attendances a day
Recruitment, mobilisation & onboarding	12	28	Nil candidate fees or uniform deductions
Statutory compliance, payroll & welfare-amenity administration	8	22	Audits actual access, not the clause
Admin, finance, legal, technology & business development	8	19	Nil pay linked to deployment volume
Transport rostering & shift-boundary coordination	5	16	Matches every shift to a timetable
Chemical safety, MSDS & worker training	4	12	Board-reporting; training in her language
Total internal staff	68	185	Against 5,400 deployed workers

The field headcount is derived rather than assumed, and it reconciles three ways. By volume: 5,400 deployed workers at 62 per field supervisor is 87 field staff — materially denser than the 78 carried in blue-collar deployment, because a boundary presence is two attendances a day at each site rather than one visit, and a supervisor who arrives at neither end has supervised nothing that matters. By cost per worker: the ₹3.04 crore of transport, boundary supervision and chemical safety across 5,400 deployed workers is ₹5,630 per worker per year — which is not a welfare statistic but the exact figure a competitor's rate card does not contain, and therefore the size of the gap we lose price-led tenders by. By cost per head: the ₹66 lakh compliance salary line across 22 people is ₹3.0 lakh cost-to-company each, and median take-home sits below that because of provident fund, ESI and gratuity — the same arithmetic this plan insists on for the 5,400 it deploys. Chemical safety at twelve people reports to the board rather than to operations, because the site that reports an exposure is the site an operations manager must keep.

11. Implementation Timeline & Milestones

Phase	Window	Milestones
Formation, licensing & payroll build	Month 0-6	Incorporation, CLRA licences, EPFO/ESIC registration, first sites
Transport-aligned rostering engine	Month 3-10	Every shift matched to a timetable; 68% aligned at launch
Boundary supervision & sign-off	Month 5-14	84% → 96% of boundaries with a named supervisor present
Chemical labelling & MSDS programme	Month 8-20	Decanting ended; training in worker languages; incidents published
Amenity clause & access audits	Month 12-26	Contracted at 92%; actual access audited at every site
Scale & publication	Month 24-36	5,400 deployed; nil out-of-transport shifts; 21 clients refused

Training and competence

- **Reading a roster against a timetable**, taught to schedulers who have never been asked to.
- **Chemical safety in the worker's own language**, at our cost and on our time.
- **Refusing a shift-time change**, scripted for account managers facing a reasonable client.
- **Boundary supervision** as presence rather than paperwork — being at the door, twice.

12. Financial Plan (Illustrative)

All figures are illustrative model assumptions, not forecasts or guarantees. They exist to show the drivers of a facility-manpower P&L under a transport-aligned, boundary-supervised rule. Every input is editable. **The defining economics are that revenue is gross billing including wages at a 12.5% blended margin, and that the commitments here — transport, a doubled supervisory presence, labelled chemicals — are all costs that appear on no competitor's rate card because no client specification has ever asked for them.**

12.1 Project cost & funding

Item	₹ lakh	Notes
Working capital — wages funded ahead of client receipts	306	Fixed wage date (anchor rule c) is funded, not promised
Shift-boundary transport fleet & contracted vehicles	138	For boundaries no timetable covers
Technology, rostering engine, transport matching & worker app	116	A shift outside transport hours cannot publish
Chemical store, labelling, MSDS system & PPE	92	Original containers; nil decanting anywhere
Branch network, mobilisation & training centres	84	Training delivered in worker languages
Statutory deposits, CLRA licences & registrations	42	Multi-state; renewed continuously
Brand, client acquisition & pre-operative	22	Tender participation, credentialing, deposits
Total project cost	800	₹300L investor + ₹220L WC + ₹160L term loan + ₹100L promoter

12.2 Operating metrics

Metric	Yr 1	Yr 2	Yr 3
ROSTERED TO TRANSPORT AVAILABILITY, NOT BUILDING HOURS / shifts starting before first service or ending after last / transport PROVIDED AT OUR COST where a boundary falls outside / shift times PUBLISHED against local transport times	68% / 32% / 100% / 100%	91% / 9% / 100% / 100%	100% / NIL / 100% / 100%
NAMED SUPERVISOR PHYSICALLY PRESENT AT EVERY SHIFT BOUNDARY / boundaries with no supervisor present / workers who cannot name the person responsible for them / median minutes from shift end to sign-off	84% / 16% / 22% / 34	96% / 4% / 6% / 18	100% / NIL / NIL / 9
CHEMICALS IN ORIGINAL LABELLED CONTAINERS WITH AN MSDS ON SITE / decanted into unlabelled bottles / training delivered IN THE WORKER'S OWN LANGUAGE / exposure incidents reported and published	82% / 18% / 100% / 46	96% / 4% / 100% / 118	100% / NIL / 100% / 214
WELFARE AMENITIES CONTRACTED EXPLICITLY WITH THE PRINCIPAL (CLRA ss.18-20) / sites where access was assumed rather than contracted / actual access AUDITED / clients REFUSED for declining the amenity clause	74% / 26% / 100% / 6	92% / 8% / 100% / 14	100% / NIL / 100% / 21
FULL MONTH PAID — nil attendance-linked structures making one day's absence cost more than one day's wage / deductions exceeding days actually absent / POSH reach MEASURED rather than assumed / grievances to a named human off-site (rule e)	100% / NIL / 88% / 95.8%	100% / NIL / 96% / 98.2%	100% / NIL / 100% / 99.4%
Deployed workers / women as a share of the deployed workforce / worker attrition / median tenure / anchor rules a, b, c, d carried	1,320 / 71% / 78% / 6 mo / 100%	3,150 / 74% / 54% / 10 mo / 100%	5,400 / 76% / 34% / 17 mo / 100%

Row one is the disclosure that does not exist anywhere in this trade: a shift time published against the timetable that has to carry the person working it. Row two is what makes the rest real — a named supervisor at both ends of every shift is two attendances a day rather than one visit, which is why the supervisory ratio here is denser than anywhere else in this vertical. Row three's incident count rising from 46 to 214 is the healthy direction: a workforce handling industrial chemicals that reports forty-six incidents a year is not safe, it has not been asked. Row six's attrition falling from 78% to 34% is the operating figure that matters most, because a housekeeping workforce turning over three-quarters of itself annually is permanently staffed by women who do not yet know the building, the chemicals or who to tell.

12.3 Revenue build

Stream	Yr 1 (₹L)	Yr 2 (₹L)	Yr 3 (₹L)	Gross margin
Corporate & IT-park housekeeping	450	1,080	1,980	10.0%
Hospital & healthcare housekeeping	300	720	1,320	13.0%
Mall, hospitality & retail facility	240	576	1,056	9.5%
Industrial & plant housekeeping	210	504	924	11.0%
Integrated facility management (multi-service)	210	504	924	14.0%
Training, certification & chemical-safety programmes	90	216	396	32.0%
Total revenue	1,500	3,600	6,600	12.5% blended

12.4 P&L summary

Line	Yr 1 (₹L)	Yr 2 (₹L)	Yr 3 (₹L)
Revenue (gross billing, including wages passed through)	1,500	3,600	6,600
Cost of services — worker wages and statutory dues	(1,312)	(3,149)	(5,772)
Gross profit	188	451	828
Field operations, site supervision & shift-boundary presence	(62)	(104)	(148)
Transport-aligned rostering & boundary transport	(34)	(68)	(108)
Statutory compliance, payroll & welfare-amenity administration	(42)	(64)	(86)
Recruitment, mobilisation & onboarding	(28)	(46)	(62)
Chemical safety, MSDS, labelling & training	(26)	(38)	(48)
Technology, rostering engine & worker app	(24)	(30)	(36)
Admin, finance, legal & business development	(22)	(34)	(46)
EBITDA	(50)	67	294
Depreciation & amortisation	(32)	(48)	(68)
Finance cost — funding the fixed wage date	(42)	(68)	(96)
Other income — training programmes & certification fees (<i>disclosed</i>)	16	30	46
PBT	(108)	(19)	176
Tax	27	5	(44)
PAT	(81)	(14)	132
Net margin	(5.4%)	(0.4%)	2.0%
ROCE	(10.3%)	2.4%	28.3%

Worker wages and statutory dues at ₹57.72 crore are 87.5% of revenue, so ₹66 crore of billing produces ₹1.32 crore of profit and a single percentage point of gross margin is worth half the annual profit. That is why every commitment in this plan is contested at tender: transport at ₹1.08 crore and boundary supervision inside a ₹1.48 crore field line are visible cost lines on a rate card where rivals show none. The transport line deserves particular attention — it is 1.6% of revenue and 82% of profit, spent entirely on the gap between when a building wants its floors cleaned and when a bus is running. Other income of ₹46 lakh is training and certification fees, disclosed as a line and 0.7% of revenue. Commitments of ₹5.98 crore against ₹1.32 crore of profit mean an operator with the same client book running trade-standard practice would earn ₹7.30 crore.

12.5 Break-even & sensitivity

Scenario	Yr 3 revenue	Yr 3 PAT	Comment
Base	₹66.0cr	₹1.32cr	As modelled, transport-aligned, boundary-supervised

Trade-standard — building-hour rosters, no boundary presence, decanted chemicals	₹81.8cr	₹7.46cr	The trade's model, computed rather than dismissed
Gross margin compressed 1 point	₹66.0cr	₹0.83cr	At 12.5% blended, one point is a third of profit
Deployed headcount 15% below plan	₹56.7cr	₹0.53cr	Fixed supervision cost against variable billing
Hospital segment halved	₹59.4cr	₹0.68cr	The best margin and the highest risk, together
Transport cost rises 40%	₹66.0cr	₹1.00cr	The commitment is exposed, and stays

13. Funding Requirement & Bankability

Source	₹ lakh	Terms (indicative)
Investor equity	300	Network and platform build; rostering covenant
Working capital facility	220	Funds a full wage cycle ahead of client receipts
Term loan	160	Transport fleet, technology and branches; 5 years
Promoter contribution	100	Cash and facility-operations leadership
Total	800	Illustrative structure

An investor should read the transport-alignment percentage, the boundary-presence figure and the exposure-incident series, and should understand that this firm carries costs that appear on no competitor's rate card because no client has ever asked for them. The starkest figure is that reverting to building-hour rosters, dropping the boundary supervisor and decanting chemicals as the trade does would take profit from ₹1.32 crore to ₹7.46 crore with the same sites and the same women cleaning the same floors. Every one of those changes is invisible to the client, and the largest of them is invisible until something happens on a walk home that no record would ever connect to a roster. That is precisely why it is a covenant. The sharpest operating exposure is margin compression: one point takes profit to ₹0.83 crore, because at a 12.5% blended margin there is almost nothing between gross profit and none. Two loss-making years must be funded deliberately, since the pressure to move a shift half an hour earlier arrives with every renewal.

- **Use of funds** — 38% working capital for the wage cycle, 17% transport fleet, 15% technology and rostering, 12% chemical store and PPE, 11% branch and training network, 5% deposits and licences, 2% brand and pre-operative.
- **Repayment** — term loan from Year 3 cash flow; working capital revolving against client receivables, never against wage timing.
- **Investor exit** — sale to an integrated facility-management group, a national staffing firm or a real-estate services platform; or promoter buyback. **Transport alignment, boundary supervision and amenity commitments survive change of control.**

14. Risk Analysis & Mitigation

Risk	Impact	Mitigation
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The worker with no witnesses	Housekeeping specifications require cleaning BEFORE THE BUILDING OPENS AND AFTER IT CLOSES, staff to REMAIN UNOBTRUSIVE, and SERVICE CORRIDORS to be used — so SHE IS THERE WHEN NOBODY ELSE IS AND UNNOTICED WHEN THEY ARE, AND HAS NO WITNESSES TO ANYTHING THAT HAPPENS TO HER. Her shift is timed TO THE BUILDING RATHER THAN TO HER JOURNEY: a 5am start where the first bus runs at 6am means SHE LEFT HOME IN THE DARK AND WALKED. THE ROSTER TREATS AS A SCHEDULING QUESTION THE ONE THING THAT IS ACTUALLY A SAFETY QUESTION. NOBODY DESIGNED THIS — a facilities team wrote a schedule, procurement priced it, an agency staffed it, AND THE COMPOSITE IS CONDITIONS NO INDIVIDUAL AUTHOR WOULD HAVE PUT THEIR NAME TO	REDRAW THE ROSTER AGAINST THE TIMETABLE AND SUPPLY THE WITNESSES. SHIFTS ROSTERED TO TRANSPORT AVAILABILITY NOT BUILDING HOURS (100%, from 68%), NIL starting before first service or ending after last, and where a boundary genuinely falls outside, TRANSPORT PROVIDED AT OUR COST RATHER THAN THE SHIFT STAFFED ANYWAY. SHIFT TIMES PUBLISHED AGAINST LOCAL FIRST AND LAST TRANSPORT TIMES — the disclosure that makes the rest checkable. AND A NAMED SUPERVISOR PHYSICALLY PRESENT AT EVERY SHIFT BOUNDARY (100%, from 84%) — NOT A PHONE NUMBER BUT A PERSON, AT BOTH ENDS, sign-off at a 9-minute median, so NIL workers cannot name the individual responsible for them (₹3.52cr). GENERAL RULE: WHERE THE WORK IS DEFINED BY NOT BEING SEEN, THE WORKER HAS NO WITNESSES — SO THE EMPLOYER MUST SUPPLY THEM
The campus that moves the shift to 5.15am	A prestige client at 17% OF REVENUE moves housekeeping earlier so floors finish before an earlier trading day — AGREED BETWEEN ITS OWN FACILITIES AND OPERATIONS TEAMS, ENTIRELY REASONABLE FROM INSIDE THE BUILDING, affecting 210 of our workers of whom 160 ARE WOMEN, effective from the first of next month. THE FIRST BUS ON THAT ROUTE RUNS AT 6.10AM, AND NOBODY AT THE CLIENT HAS CONSIDERED THE POINT	THE ROSTERING ENGINE CANNOT PUBLISH A SHIFT WHOSE BOUNDARY FALLS OUTSIDE TRANSPORT HOURS UNLESS TRANSPORT IS ATTACHED TO IT — a hard constraint with NO SITE, BRANCH OR EXECUTIVE OVERRIDE. THE SYSTEM REFUSES RATHER THAN WARNS (rule j). WE FUND THE VEHICLES — ₹41 LAKH A YEAR ON THIS CAMPUS ALONE — AND PUBLISH THE COST AGAINST THE SHIFT, because a firm that absorbs it silently HAS TAUGHT THE CLIENT NOTHING AND THE NEXT TENDER WILL CARRY THE SAME CLAUSE
The unlabelled bottle	Concentrates are decanted on site into WHATEVER CONTAINER IS TO HAND, so the pictogram, dilution instruction and first-aid note STAY ON A DRUM IN A STORE CUPBOARD while the working bottle carries NOTHING AT ALL. DECANTING REMOVES THE ONLY WARNING SHE WAS EVER GOING TO RECEIVE, AND IT IS DONE FOR CONVENIENCE RATHER THAN CONCEALMENT	100% OF CHEMICALS IN ORIGINAL LABELLED CONTAINERS WITH AN MSDS ON SITE, NIL DECANTED, and TRAINING DELIVERED IN THE WORKER'S OWN LANGUAGE RATHER THAN THE LANGUAGE OF THE LABEL — BECAUSE A SAFETY DATA SHEET SHE CANNOT READ IS A DOCUMENT THAT PROTECTS US AND NOT HER. Exposure incidents 46 → 214, THE RISING NUMBER BEING THE HEALTHY ONE (₹86L)
The toilet nobody contracted for	CLRA ss.18-20 require canteens, rest rooms, DRINKING WATER, LATRINES and first aid, with the duty on the contractor and, on default, the principal — AND THE COMMERCIAL CONTRACT BETWEEN THEM ALMOST NEVER MENTIONS ANY OF IT. THE DUTY EXISTS AND THE MECHANISM TO DISCHARGE IT WAS NEVER CREATED	AMENITY ACCESS CONTRACTED EXPLICITLY WITH THE PRINCIPAL (100%), ACTUAL ACCESS AUDITED RATHER THAN ASSUMED FROM THE CLAUSE, and 21 CLIENTS REFUSED for declining it — a meaningful thing to refuse over, since A WOMAN ON AN EIGHT-HOUR SHIFT WITH NO ACCESSIBLE LATRINE WILL SIMPLY DRINK LESS WATER (₹64L)

POSH reaches her through the people she must avoid	POSH applies AT THE DEPLOYMENT SITE, so the committee that must hear her IS THE CLIENT'S — staffed by the very people her contract instructs her to be unobtrusive around	POSH REACH MEASURED RATHER THAN ASSUMED (88% → 100%), committee access CONTRACTED EXPLICITLY, and a parallel grievance route to A NAMED HUMAN AT NEITHER THE CLIENT NOR THE SITE at 99.4% (rule e) — so the mechanism does not depend on her approaching the people she has been told not to approach
The attendance-linked wage	A 26-day month with a conditional attendance component means ONE MISSED DAY REMOVES THE DAY AND THE COMPONENT TOGETHER, so a fever costs two days — and it guarantees she comes to work ill, which in hospital housekeeping is a clinical matter	FULL MONTH PAID, nil attendance-linked structures, nil deductions exceeding days actually absent; sick leave usable without conditional loss; and attrition driven 78% → 34%, which is the return (₹96L)
Thin margin and rate compression	Wages are 87.5% of revenue; one point of gross margin takes profit to ₹0.83cr, so a single renewal negotiation is worth more than the entire transport budget	IFM at 14% and training at 32% grown deliberately as absorbers; compliance and transport quoted as separate non-discountable lines (rule g); and refusals published with the clause refused (rule h) so the specification itself is challenged rather than quietly absorbed

15. SWOT Analysis

Strengths • Shifts rostered to transport, not building hours • Named supervisor at both ends of every shift • Nil decanted chemicals; MSDS and training in her language • Amenity access contracted and audited, not assumed • Full month paid; attrition 78% → 34%	Weaknesses • ₹5.98cr forgone against ₹1.32cr of profit • Transport is 82% of profit and appears on no rival rate card • 12.5% blended margin; two loss-making years • Refuses building-hour specifications and loses those sites
Opportunities • Client ESG and audit requirements reaching contracted workforces • Hospital contracts where infection control is already audited • Integrated facility management at better margin • Women choosing an employer who rosters to the bus • Any enforcement of CLRA amenity duties favours us	Threats • Rivals quoting rates our transport cost cannot meet • App-based cleaning platforms where no duty attaches • Minimum-wage revisions outpacing contract pass-through • Client shift changes arriving with every renewal

16. Recommended AiSevak Tools for This Business

- **Transport-matched rostering** — a shift outside transport hours cannot publish without a vehicle attached.
- **Timetable ledger** — shift starts and ends recorded against local first and last services, per site.
- **Boundary sign-off** — named supervisor present at both ends, with median time to sign-off tracked.
- **Chemical register** — original containers only; decanting cannot be recorded as compliant.
- **MSDS in language** — safety sheets and training matched to the worker's own language.
- **Amenity audit** — contracted access checked physically, not inferred from the clause.

- **Refusal log** — sites declined for shift or amenity terms, published with the clause refused.

17. Key Assumptions & Notes

- **All financials are illustrative model assumptions, not forecasts, projections or guarantees.** Revenue, deployed headcount, margin percentages, transport cost, incident rates and attrition are editable inputs; actual outcomes depend on client shift specifications, state minimum-wage notifications, local transport availability and working-capital availability. Figures are in Indian rupees. **This plan inherits the ten staffing anchor rules set by `staffing-agency`.**
- **The central integrity finding is that her work is contractually defined as invisible, and the two things that would protect her are the two things that definition removes.** Specifications require cleaning before the building opens and after it closes, staff to remain unobtrusive, and service corridors to be used — so she is there when nobody else is and unnoticed when they are. **She therefore has no witnesses to anything that happens to her, and the same document sends her grievances to the client's own facility manager.**
- **And her shift is timed to the building rather than to her journey.** A 5am start in a city whose first bus runs at 6am means she left home in the dark and walked; a 10pm finish means the last bus went at half past nine. **The roster treats as a scheduling question the one thing that is actually a safety question, and nobody in the chain has ever converted building hours into journey hours, because no form asks for it. Nobody designed this — a facilities team wrote a schedule, procurement priced it, an agency staffed it, and the composite is a set of conditions no individual author would have put their name to.**
- **So the roster is redrawn against the timetable and the witnesses are supplied.** Shifts are rostered to transport availability at 100%, with nil starting before first service or ending after last, and where a boundary genuinely falls outside, transport is provided at our cost rather than the shift being staffed anyway. Shift times are published against local transport times. **And a named supervisor is physically present at every shift boundary — not a phone number but a person, at both ends, with sign-off at a nine-minute median. It costs ₹3.52 crore. WHERE THE WORK IS DEFINED BY NOT BEING SEEN, THE WORKER HAS NO WITNESSES — SO THE EMPLOYER MUST SUPPLY THEM.**
- **The chemicals she handles arrive in unlabelled bottles.** Concentrates are decanted on site into whatever container is to hand, so the pictogram, the dilution instruction and the first-aid note stay on a drum in a store cupboard. **Decanting removes the only warning she was ever going to receive, and it is done for convenience rather than concealment — so 100% of chemicals are supplied in original labelled containers with an MSDS, nil are decanted, and training is delivered in her own language, because a safety data sheet she cannot read is a document that protects us and not her.**
- **The toilet, the rest space and the drinking water are on premises somebody else controls.** Sections 18 to 20 of the Contract Labour Act require them, with the duty on the contractor and, on default, the principal — and the commercial contract between them almost never mentions any of it. **The duty exists and the mechanism to discharge it was never created: this vertical's spine appearing for the fifth time, after joint liability nobody verifies, fixed-term flexibility without parity, gig status without the aggregator contribution, and a training bond untethered from any training cost.** So amenity access is contracted explicitly, actual access is audited rather than assumed, and 21 clients were refused for declining the clause.
- **The asymmetry here is the widest in the vertical.** Moving a shift half an hour later costs the client nothing and would cost us a rate negotiation; leaving it where it is costs the client nothing and costs her a walk through an unlit service road. A labelled bottle costs a few rupees; an unlabelled one costs nothing until it costs her eyesight. **In every case the saving is trivial, the harm is serious, and the two sit on opposite sides of a line the person bearing the harm was never present to argue across. What makes it durable is not indifference but that no document in the chain has a field for it — the cleaning schedule has no transport column, the tender has**

no amenity clause, and the ESG report counts employees while she is not one. She is absent from every record in which she would otherwise appear, which is why every commitment here is a disclosure that makes her present in one.

- **Compliance and professional advice.** The Contract Labour (Regulation and Abolition) Act 1970, sections 18 to 20 of which require canteens, rest rooms, drinking water, latrines and first aid for contract labour with the duty on the contractor and, on default, the principal; the Code on Wages 2019 and Minimum Wages Act with state notifications by zone and skill; the EPF & MP Act 1952, ESI Act 1948 and Employees' Compensation Act 1923; the Factories Act 1948 and state Shops and Establishments rules at the deployment site; **POSH, which applies at the site the worker is deployed to, so the committee that must hear her belongs to the client whose staff she is instructed to be unobtrusive around**; hazardous chemicals rules and BIS labelling, under which decanting a concentrate into an unlabelled container removes the only warning she was ever going to receive; Biomedical Waste Management Rules where hospital housekeeping is deployed; and the Digital Personal Data Protection Act 2023 for worker and attendance records. **Nothing requires a roster to be checked against the availability of transport, and no client specification in this trade has ever contained such a clause — which is why transport-aligned rostering is a business decision rather than a compliance one.** Professional advice should be taken on amenity-clause drafting, POSH committee access for deployed workers, chemical labelling duties and principal-employer indemnity.

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