

Annual Report 2024-25



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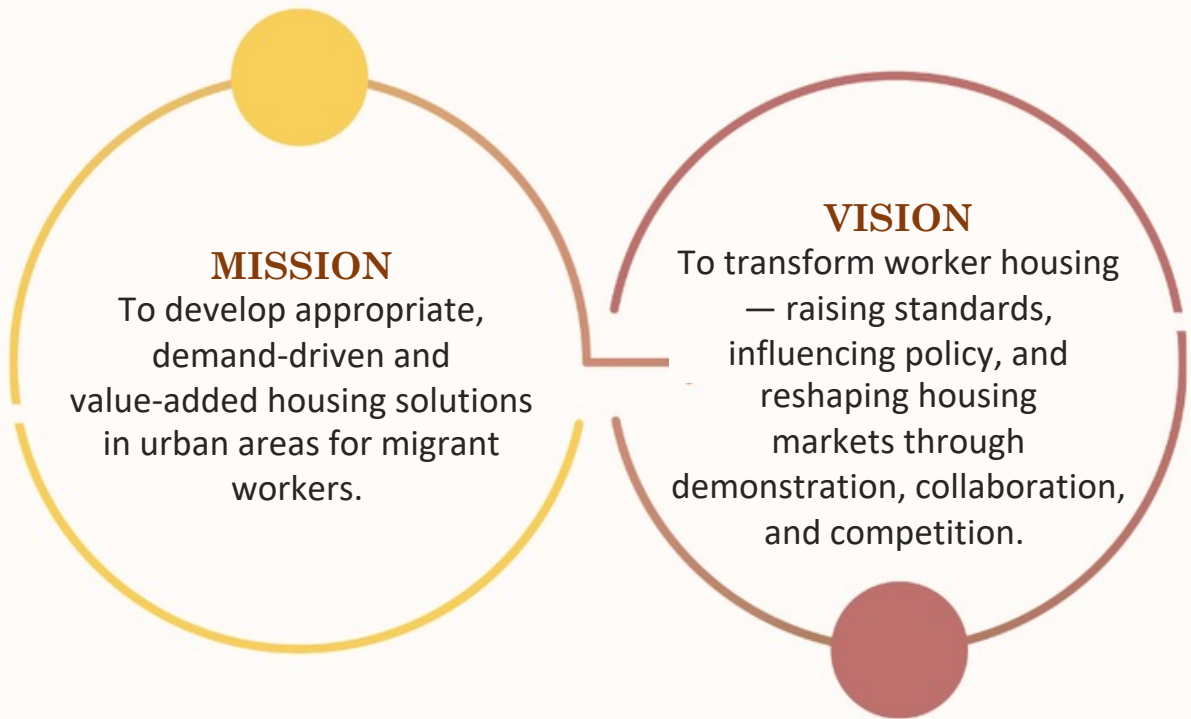
Why Housing

Low-income migrant workers in urban and industrial areas face layered vulnerabilities. Poor housing results from as well as reinforces these challenges, profoundly impacting multiple aspects of their lives. Research and on-ground experience shows that adequate, secure and affordable **housing can be transformative** for low-income communities, enhancing their health and well-being, livelihoods and productivity. Housing is also a powerful platform for fostering a sense of community and belonging and for connecting marginalised communities to social programs for their integrated development. However, policy and social impact initiatives are yet to recognize the complex context of migrant workers' housing and give it the attention that is commensurate to these impacts.

Adequate housing is recognized as **essential** for achieving several **Sustainable Development Goals**.



Our Approach



*We operate on a **blended revenue-and-grants model** with the purpose of creating efficient and sensitive housing solutions for migrant worker communities within a profit-driven real-estate ecosystem.*

Our Strategies target the interconnected gaps within the low-income and rental housing sectors that drive the housing crisis faced by low-income, informal migrant workers.

1. Unlocking urban land for social housing

by partnering with landowners, including the government, real-estate developers and industrial employers.

2. Solving for housing quality and housing affordability

through revenue-cum-grants models, implementing flexible payment mechanisms, and making budget provisions for contributory risks.

3. Creating social housing management models

bringing together technical, financial and social aspects.

4. Developing housing ownership pathways for migrant workers

through rent-to-own, shared and community-based models.

5. Community development by bundling value-adds with housing.



Our Housing Verticals

Rental Housing

Worksite housing

Improving informal housing

Rent-to-Own housing

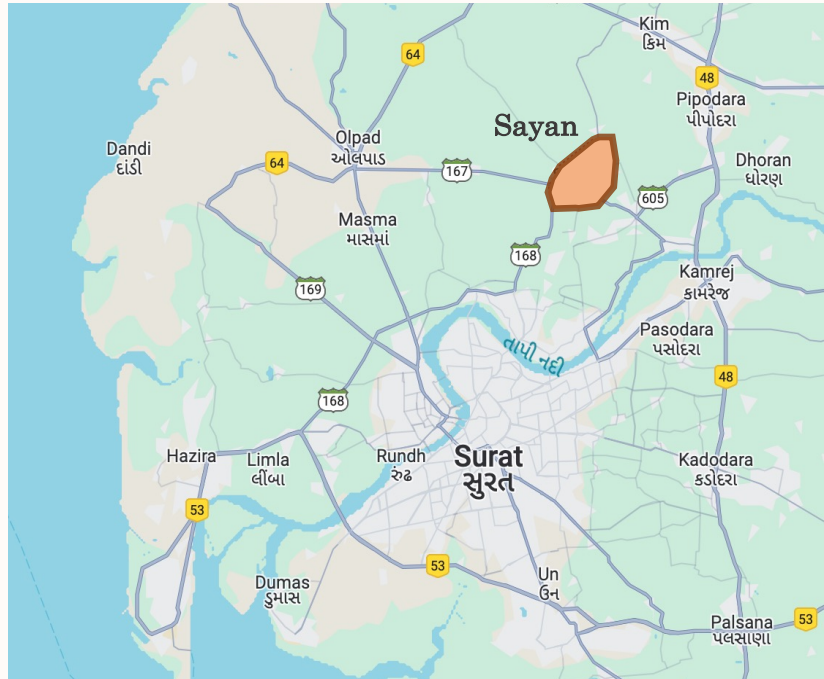
Our Flagship Project: Republic Hostel & Mess (RHM), Sayan, Surat

Partners | Aajeevika Bureau and Pravasi Shramik Suraksha Manch

The RHM Model

Surat's powerloom industry is powered by a vast workforce of 12 lakh migrant workers. Our flagship project is in Sayan, a major powerloom hub located in the Surat metropolitan area.

The RHM model involves the retrofit and conversion of part of an existing mixed-use building, owned by a local landlord, into a workers' hostel that provides good-quality accommodation and food for 162 single male migrants working in the powerlooms, while also catering as a mess for an additional 150 workers.












RHM, Sayan, Surat



Existing housing spaces for the powerloom workers



Republic Hostel and Mess: Key Facilities and Features

 <p><i>Dormitory halls</i></p>	 <p><i>Individual lockers</i></p>	 <p><i>Well-maintained sanitation facilities</i></p>
 <p><i>Two daily meals in the mess</i></p>	 <p><i>Common hall for dining & recreation</i></p>	 <p><i>Filtered water</i></p>
 <p><i>Security measures</i></p>	 <p><i>Fire safety</i></p>	 <p><i>2 Facility managers</i></p>

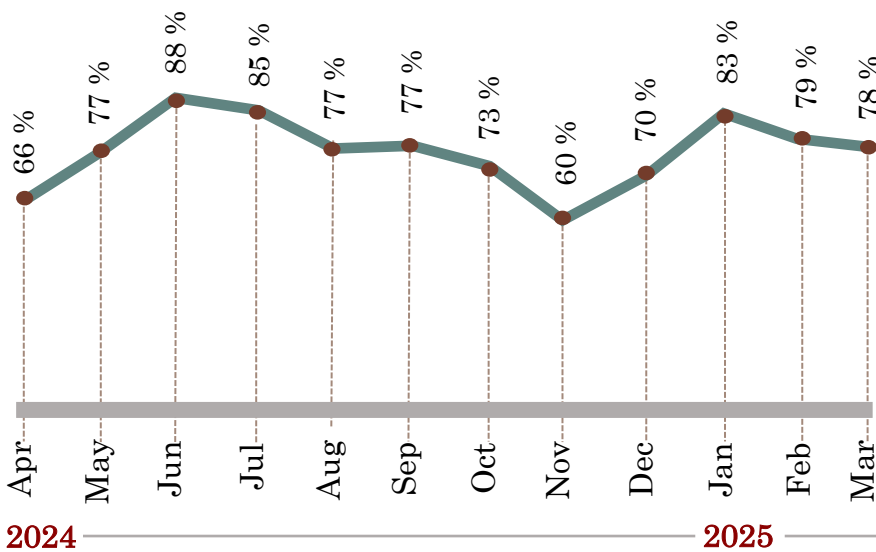
Dormitory hall in RHM



Impact and Learnings

Given our target migrant group, we expected some turnover of tenants. 406 workers lived at RHM over 2024-25. Of these, we were heartened to find that 71 workers (17%) were returnees, which means they had returned to RHM after a gap period for a village visit or another reason. Many had returned more than once since RHM's opening in October 2023, reflecting a longer-term relationship developing between many workers and RHM. An additional 140+ workers availed of the mess facilities in 2024-25.

Occupancy (% of hostel bed-days occupied, considering the two functional dormitory halls)



406

Workers lived at RHM during 2024-25

76%

Average Occupancy during 2024-25

*considering the two functional dormitory halls

Occupancy was expected to vary over the year. Our research and the facility managers' regular interactions at RHM with the tenants showed that occupancy fluctuated due to village visits, not only for Diwali and other festivals, but for their own health issues, family emergencies and house construction. Many also left RHM due to change in their workplace. Others left because they had come to RHM temporarily until they could form a group with friends / male relatives to move to a shared rental room, a housing type preferred by many single males due to reasons such as privacy and a preference to cook their own food.

RHM's monthly rent during 2024-25 was ₹3,600 for 'stay and food' and ₹1,000 for 'only stay'. On hostel admission, a worker is supposed to pay advance rent for 15 days, followed by fortnightly rent, which corresponds to their wage cycle in the powerloom units. However, many workers said they could not pay advance rent and many also faced challenges in timely payment of rent. RHM has experimented with various practices in order to be more flexible in response to these challenges, while regularly monitoring the rent default which remained low.

Workers contributed **₹34.29 lakh** towards rent in 2024-25

Rent default

3%

in 2024-25

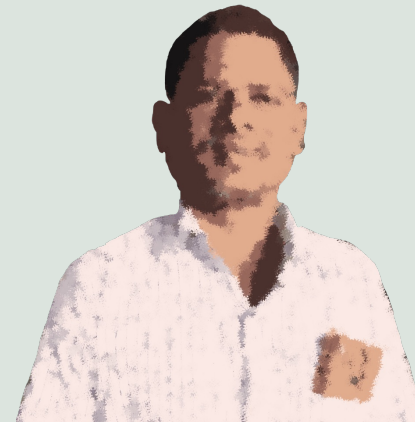
Hear from our residents!

We have strived to understand the experiences of both our current tenants, through formal feedback surveys, individual interviews, tenant meetings and informal interactions, and former tenants through telephonic surveys. Our efforts have focused on addressing the shortcomings in the hostel facilities identified by the workers, as well as enhancing the facilities, services and activities to strengthen the positive impacts on workers' lives.

"I like everything here. Our belongings are safe here. I like that. I never had my own locker in the previous housing."

- Litu, 42 years

(was living at RHM since more than 12 months, excluding time spent away on three village visits)



"In other [housing], we come back exhausted [from work] and cook. It is quite hard. We would wake up at 3-4 am, cook, pack food and go to work. I felt more tired and sleepy at work because of that. We would come back tired and cook again. Here, I am able to save time. Here, there is nothing to worry about... I feel healthier. I have not fallen sick since I came here. There has been no fever, cold, cough, or headache here... There is no tension here... There [are] good facilities to bathe, sleep... You come back [from work], socialise with people, eat and sleep. No tension. I feel joy."

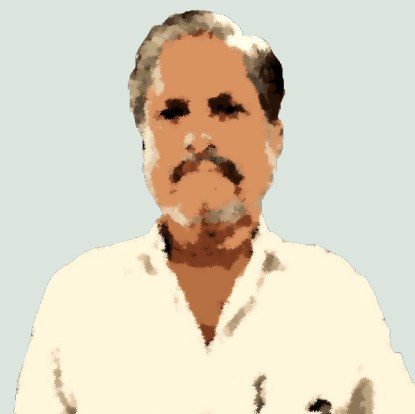
- Kailash, 26 years

(lived at RHM for a continuous period of 7 months)

"I find the dining space fantastic. We did not have similar place in any of the previous arrangements... we lived in small establishments. I have never lived in such a big hostel."

- Kangres, 51 years

(lived at RHM for a continuous period of 11 months)

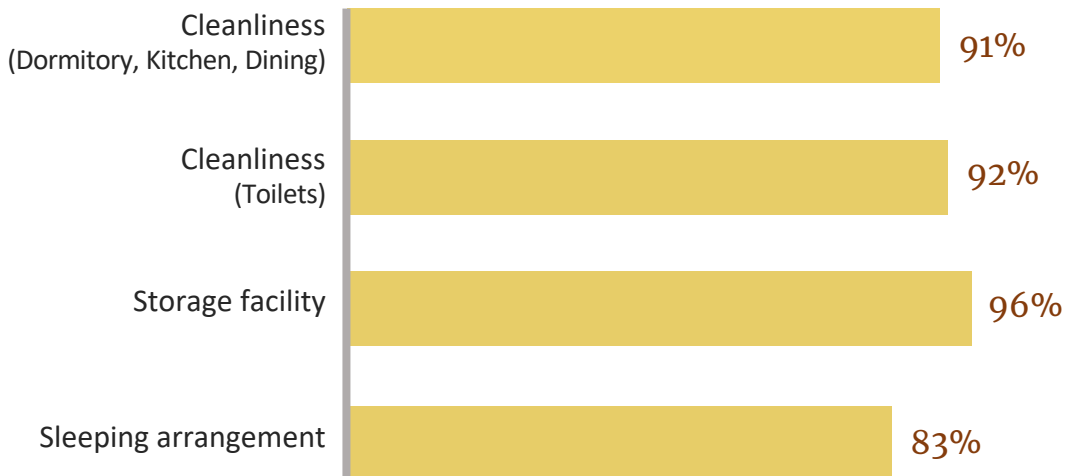


Feedback from residents

Satisfaction around RHM facilities and services
(Survey conducted in July 2024)

RHM services and facilities

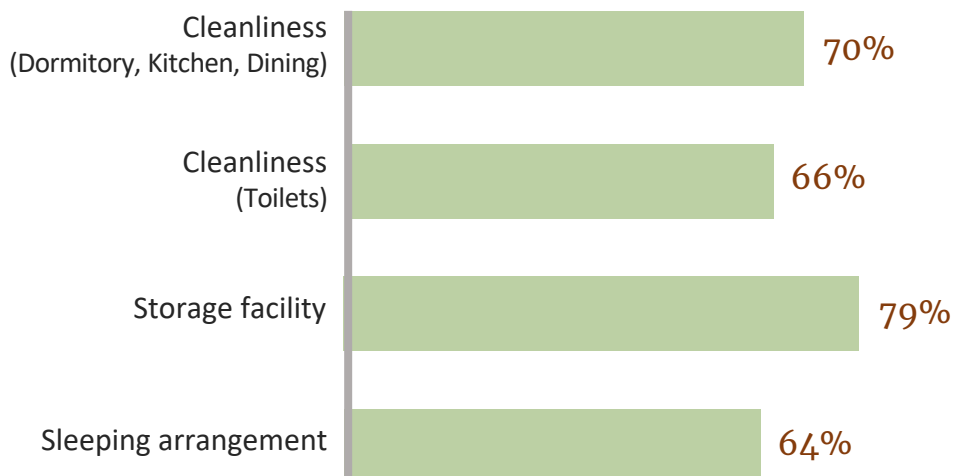
How many workers were satisfied?



Feedback on RHM facilities and services in comparison to residents' previous residence
(Surveys conducted between July 2024 to Jan 2025)

RHM services and facilities

How many workers reported 'better' than previous residence?



Feedback from residents (Results from surveys)

Improved Health, leading to Improved Work Productivity (Survey conducted in Dec 2024-Jan 2025)

40%

workers experienced less illness and fatigue at RHM

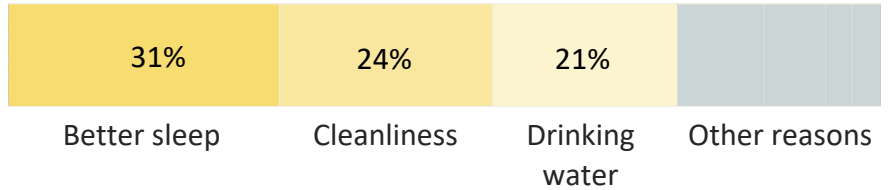
* in comparison to their previous place of residence



89%

of them reported a positive impact on their work due to improved health at RHM

Reasons for feeling less tired / falling less sick at RHM



Workers explained the positive impact on their work in terms of taking fewer sick leaves and thus having lower wage loss due to ill health, or feeling more energetic and fresh at work.

Improved Well-being (Survey conducted in Dec 2024-Jan 2025)

74%

workers experienced less mental stress and tension at RHM

* in comparison to their previous place of residence

The predominant reason stated by workers for reduced stress was that they no longer had to do household chores like cooking and cleaning since these were taken care of at RHM.

Several workers who had previously resided in employer-provided accommodation reported experiencing reduced stress at RHM since their housing security would no longer be jeopardized if they lost their job.

81%

workers reported better safety and security at RHM

* in comparison to their previous place of residence

94%

workers felt they got more support and help at RHM due to the hostel management team

* in comparison to their previous place of residence

83%

workers experienced a better social life and opportunities for recreation at RHM

* in comparison to their previous place of residence

From RHM's inception, 'value-adds' for community development have included regular occupational safety trainings for the powerloom workers. In early 2025, new 'value-adds' were introduced such as recreational games and health camps. These and other 'value-adds' will be a major focus in 2025-26.



Recreational games in the common spaces



Dining hall doubling up as a TV room

Efforts were made during 2024-25 to involve tenants in hostel management through feedback surveys and tenant meetings. Plans are under way for the formation of a hostel committee of tenants and further developing our partnership with PSSM to deepen their involvement at RHM.



Health check-up camp organised by Aajeevika Bureau



Eye check-ups at the health camp

Worksite Housing Prototyping

Partners | Aajeevika Bureau, School of Environment and Architecture (SEA) Mumbai, Sah Karyam Foundation and Mount Group developers

Prototypes for temporary worksite housing at construction sites were designed with the involvement of students of architecture from the School of Environment and Architecture (SEA), Mumbai.

The designs strived to address the multiple issues found in labour colonies such as low roof height, use of materials with low thermal properties, and poor ventilation in the rooms, which create extreme heat issues in the summers; poor sanitation near the living spaces; and the lack of proper social infrastructure.

The designs responded to a complex context of workers' requirements, tight spatial constraints in the colonies, the need for easy dismantling and re-erection, and cost considerations of developers and contractors.

Prototype designs adapted and built at Mount Group's labour colony in Ahmedabad in October 2024

- Two 10 feet x 8 feet rooms with a higher roof and provisions for ventilation to reduce heat and increase air flow in the living space
- An integrated external plinth for seating to create a potential social gathering space in the alley

Prototype designs that can be adapted and executed in other labour colonies in the future

- A "social tower" which would be a private and exclusive space for women near their toilet for small activities and meeting
- Adequate alley-level drainage for grey water



Two prototype rooms built in an existing labour colony

The Way Forward

Continuing to evolve our flagship project, the Republic Hostel & Mess in Sayan, Surat, by introducing more 'value-adds' for community development, and through continuous learnings, to build a successful and replicable social rental housing model for single male migrant workers. Building evidence of the model's positive impacts for the lives of migrant workers in urban areas.

Partnerships with developers and contractors in the construction industry for prototyping and implementing worksite housing solutions for workers' living spaces, basic services (safe water and sanitation) and social infrastructure (creche and women's social space). Developing successful prototypes into marketable models to increase uptake by developers and contractors at their sites.

Exploring opportunities to partner with industrial employers and industrial associations to develop dignified housing solutions for their workers.

Exploring opportunities to partner with government for social rental housing, through the Central government's Affordable Rental Housing Complexes (ARHC) program, and Gujarat State government's Shramik Basera program.

Bundling 'value-adds' for community development with housing in housing spaces developed by ShelterSquare as well as existing housing spaces of migrant workers.

Facilitating housing pathways by disseminating information about existing housing options such as homeless shelters (for homeless migrant workers), Shramik Baseras, and housing ownership programs like PMAY (for semi-permanent migrant workers), and providing support to migrants for moving to these housing options.

Research and Learning to evolve our approach through critical understanding and reflection, and in order to engage various stakeholders through evidence on the impacts of dignified housing on workers' health and well-being, productivity and livelihoods.

Our Team



Mahesh Gajera
director



Renu Desai
director



Krishnavtar Sharma
director



Rushil Palavajjhala
director



Swastik Harish
director



Arpita Chidananda
*housing management
specialist*



Namrata Sah
architect



Bhagaban Behera
facility manager



Maheswar Gouda
facility manager

Our Partners



*School of Environment
and Architecture*



प्रवासी श्रमिक सुरक्षा मंच



Financial Summary

SHELTERSQUARE FOUNDATION

(CIN: U87900GJ2023NPL144045))

(Address: Survey No 108/1, Block A-604, Shaligram Lake View, Nikol Ahmedabad)

Balance Sheet as at 31 March 2025

(Rs in '000)

Particulars	Note	31 March 2025	31 March 2024
I. EQUITY AND LIABILITIES			
(1) Shareholders' funds			
(a) Share Capital	3	10.00	10.00
(b) Reserves and Surplus	4	970.84	(65.33)
Total		980.84	(55.33)
(2) Non-current liabilities			
(a) Long-term Borrowings	5	-	-
(b) Deferred Tax Liabilities (net)	6	-	-
Total		-	-
(3) Current liabilities			
(a) Short-term Borrowings	7	-	-
(b) Trade Payables	8	-	-
- Due to Micro and Small Enterprises		-	-
- Due to Others		21.00	62.80
(c) Other Current Liabilities	9	-	-
(d) Short-term Provisions	10	-	-
Total		21.00	62.80
Total Equity and Liabilities		1,001.84	7.47
II. ASSETS			
(1) Non-current assets			
(a) Property, Plant and Equipment and Intangible Assets			
(i) Property, Plant and Equipment	11	-	-
(b) Deferred Tax Assets (net)	12	-	-
(c) Long term Loans and Advances	13	-	-
Total		-	-
(2) Current assets			
(a) Inventories	14	-	-
(b) Trade Receivables	15	305.00	-
(c) Cash and cash equivalents	16	610.45	7.47
(d) Short-term Loans and Advances	17	86.39	-
(e) Other Current Assets	18	-	-
Total		1,001.84	7.47
Total Assets		1,001.84	7.47

See accompanying notes to the financial statements

As per our report of even date
For Savan U Shah & Associates
Chartered Accountants
Firm's Registration No. 149129W



Savan Shah
Proprietor
Membership No. 170083
UDIN:
Place: Ahmedabad
Date: 27 June Ahmedabad

For and on behalf of the Board of
SHELTERSQUARE FOUNDATION

MAHESH GAJERA
DIRECTOR
06593107

Renud Desai

RENU DESAI
DIRECTOR
10287865

Place: Ahmedabad
Date: 27 June 2025

Financial Summary

SHELTERSQUARE FOUNDATION

(CIN: U87900GJ2023NPL144045))

(Address: Survey No 108/1, Block A-604, Shaligram Lake View, Nikol Ahmedabad)

Statement of Profit and loss for the year ended 31 March 2025

(Rs in '000)

Particulars	Note	31 March 2025	31 March 2024
Revenue from Operations	19	5,441.02	0.13
Other Income	20	-	-
Total Income		5,441.02	0.13
Expenses			
Cost of Material Consumed	21	-	-
Purchases of Stock in Trade	22	-	-
Change in Inventories of work in progress and finished goods	23	-	-
Employee Benefit Expenses	24	352.52	-
Finance Costs	25	-	-
Depreciation and Amortization Expenses	26	-	-
Other Expenses	27	4,052.33	65.46
Total expenses		4,404.85	65.46
Profit/(Loss) before Exceptional and Extraordinary Item and Tax		1,036.17	(65.33)
Exceptional Item		-	-
Profit/(Loss) before Extraordinary Item and Tax		1,036.17	(65.33)
Extraordinary Item		-	-
Profit/(Loss) before Tax		1,036.17	(65.33)
Tax Expenses	28		
Current Tax		-	-
Profit/(Loss) after Tax		1,036.17	(65.33)
Earnings Per Share (Face Value per Share Rs.10 each)			
-Basic (In Rs)	29	1,036.17	(65.33)
-Diluted (In Rs)	29	1,036.17	(65.33)

See accompanying notes to the financial statements

As per our report of even date

For Savan U Shah & Associates

Chartered Accountants

Firm's Registration No. 149129W



Savan Shah

Proprietor

Membership No. 170083

UDIN:

Place: Ahmedabad

Date: 27 June Ahmedabad

For and on behalf of the Board of
SHELTERSQUARE FOUNDATION


MANESH GAJERA
DIRECTOR
06593107


RENU DESAI
DIRECTOR
10287865

Place: Ahmedabad

Date: 27 June 2025

Statutory Information

ShelterSquare Foundation is a section 8 non-profit organisation in India registered under the Companies Act of India 2013, with registration number U87900GJ2023NPL144045. Donations to ShelterSquare are exempted from income tax under Sections 80G and 12AA of the Income Tax Act 1961.

Contact

ShelterSquare Foundation

D-328, Sumel-11, Namaste Circle, Shahibaug, Ahmedabad 380004, Gujarat, INDIA

email: connect@sheltersquare.org

website: www.sheltersquare.org

Meeting with tenants at Republic Hostel and Mess

