



COMPANY PRIMER

2026

Compliance, delivered on the ground.

Statutory compliance, contract labour governance, licensing, payroll and audit for large corporates operating in India. In more than 90 cities, since 2001.

25+

YEARS

90+

CITIES

150+

PROFESSIONALS

C-Quel Management Services Private Limited

www.cquel.com

Your Trusted Compliance Partner

01 ABOUT C-QUEL

Twenty five years of statutory compliance, done the same way everywhere.

C-Quel Management Services Private Limited manages the statutory obligations that sit between an organisation and Indian labour law. The work is detailed, jurisdiction specific and unforgiving of error, and it is carried out to the same standard in a metro head office as in a single unit in a tier three town.

C-Quel was established in 2001 by Nandini Sarkar and Sushobhan Sarkar, both former bankers, in response to a gap they had seen at close range. Organisations struggled to keep pace with requirements that varied from state to state, while employees frequently could not access statutory benefits they had already earned.

Filings are made on merit, and audit findings are recorded as they are found. For clients operating under the FCPA and the UK Bribery Act, that is a procurement requirement.

Today C-Quel operates across more than 90 cities with over 150 professionals, comprising labour law specialists, lawyers, management professionals and an in-house software team.

Alongside service delivery, C-Quel has contributed to labour law reform and Ease of Doing Business measures in India through sustained engagement with the Ministry of Labour and Employment and the EPFO.

FOUNDED 2001

Sushobhan Sarkar

Managing Director

A statistician by training, engaged in labour law reform, e-Inspections under the EPFO and the revision of the EDLI scheme.

Nandini Sarkar

Director, Business Operations

An alumna of St Stephen's College and the Delhi School of Economics, working on ethical licensing, Ease of Doing Business and POSH compliance.

C-QUEL IN NUMBERS

25+

Years

Continuous operation since 2001

90+

Cities

Active on-ground delivery presence

150+

Professionals

Legal, compliance and technology

3,000+ Contractors

Audited every month across clients

10+

Years

Average client relationship tenure

7+

Years

Average employee tenure

02 WHAT SETS C-QUEL APART

Six things that are difficult to replicate.

Compliance vendors are widely available in India. The distinctions below are the ones clients cite when they explain why they moved, and why they stayed.

01

Pan-India delivery, not remote servicing

Compliance quality does not travel well over email. C-Quel maintains local teams and single points of contact in more than 90 cities, so submissions, inspections and statutory displays are handled by people who know the jurisdiction and the office concerned.

03

Ethical compliance as a stated position

C-Quel does not use unofficial payments or intermediaries to secure outcomes. This has been the operating standard since 2001, and is the reason a number of FCPA-sensitive multinationals appointed C-Quel in the first place.

05

The full lifecycle, company and employee

Business set up and licensing through to registers, returns, payroll, statutory benefits, employee help desk and exit formalities. Clients are not left to assemble a compliance programme from several vendors.

02

A collusion-free audit model

On-ground verification and document review are deliberately separated. The auditor who visits the site is not the person who evaluates the documentation. This removes auditor and auditee familiarity, prevents informal settlement of findings, and keeps every observation evidence backed.

04

Technology built by people who know the law

The compliance platforms are developed in house by a team that works alongside the legal and audit functions. Workflows follow statutory reality rather than generic project management patterns.

06

A record of shaping the rules, not only following them

C-Quel's representations have contributed to EPFO and Ministry of Labour reforms since 2015, including online PF registration, the composite death claim form and the enhancement of EDLI death assurance.

Compliance is a governance obligation, not an administrative one.

C-Quel is engaged where the consequences of getting it wrong reach the board, and where the method matters as much as the result.

03 THE SERVICE ARCHITECTURE

One system, not nine services.

Most organisations come to C-Quel for labour law compliance. That is an umbrella covering a large number of distinct obligations, each with its own statute, jurisdiction and due date. The services below are organised the way the work actually runs.

THE CORE

Labour Law Compliance

Establishment and factory compliance · Licensing and regulatory approvals · Statutory registers, returns and displays · Contract labour management · Inspection management and government liaising · Regulatory updates and advisory

THE ASSURANCE LAYER

Compliance Audit

Company audit · Contractor audit · Process and SOP review. The layer that proves the core is working, and where the collusion-free hybrid model applies.

THE EMPLOYEE LAYER

Payroll and Employee Lifecycle

Payroll processing and salary taxation · Monthly PF, ESI and PT compliance · Statutory benefits, transfers and critical case resolution · Employee self service and help desk

SPECIALIST MANDATES

Trusts and POSH

PF, Gratuity and Superannuation Trust compliance · POSH compliance and training

THE FOUNDATION

Delivered on technology

Every layer runs on C-Quel's own platforms, with dashboards, automated statutory calendars, document archiving and enterprise system integration. The technology sits under the services rather than beside them.

04 SERVICE VERTICAL

Establishment and Factory Compliance

End-to-end management of statutory obligations under applicable labour laws across offices, factories, warehouses and project sites, with every filing, register and display tracked to a due date and evidenced on submission.

Statutory registers and returns

C-Quel issues Monthly Compliance Data formats, sends reminders to the relevant stakeholders, validates incoming data and raises queries where it is incomplete, then prepares and submits returns in the applicable state-specific or central format. Registers are generated and uploaded to the compliance portal, and submission receipts are archived against each filing.

Statutory payments

A payment calendar is issued with the applicable timelines, amounts due are calculated and payment links shared, reminders are sent ahead of each due date, and receipts are archived in the portal.

Statutory displays

Soft copies of all required displays are provided, including digital slideshow formats for display screens, together with updates whenever a legislative change affects display requirements.

Inspection management

C-Quel handles inspections directly, including preparation of records, attendance before the authority, and drafting of responses to show cause notices, supported by the in-house legal team.

MIS and governance reporting

Risk summary reports, management dashboard views and board-ready compliance reports, customised to the reporting lines the organisation already uses.

Regulatory updates and advisory

Periodic newsletters and regulatory updates, periodic impact assessment calls with designated stakeholders, and regulatory clarifications addressed during scheduled monthly reviews.

LEGISLATION COVERAGE

Coverage spans the four Labour Codes and the legislation they subsume, including the Factories Act, Shops and Establishments Acts, Contract Labour (Regulation and Abolition) Act, Minimum Wages Act, Payment of Wages Act, Payment of Bonus Act, Maternity Benefit Act, Gratuity Act, EHS legislation and applicable state rules.

05 SERVICE VERTICAL

Licensing and Regulatory Approvals

C-Quel manages the full lifecycle of statutory licensing across India, from fresh applications and renewals to amendments and surrenders.

Single-window licence management

Each submission is handled with complete documentation, accurate legal interpretation and systematic coordination with the relevant authorities. The process is fully traceable, ensuring licences are obtained on the merit of compliance, with predictable timelines and no unofficial costs.

Multi-state coordination

Every state has its own rules, documentation requirements, scrutiny processes and renewal timelines. A presence across 90 cities allows the same disciplined framework to be applied to a Shops and Establishment registration, a Factory Licence, a Contract Labour Registration, a BOCW registration, a Trade Licence or an FSSAI approval, regardless of location.

Renewal tracking and alerts

Reminders are set against every licence expiry across all establishments, with automated alerts, document vaults and submission logs, so no renewal lapses and leadership retains a clear view of licensing status.

Application, liaison and handover

C-Quel prepares applications, forms and supporting documentation, liaises with authorities for submissions, follow-ups and query resolution, tracks application status with periodic updates, and hands over licences and certificates on receipt.

Documentation governance

Every application, approval, receipt and renewal record is digitised and stored in a structured repository, giving instant retrieval during inspections and a single source of truth for the entire licensing portfolio.

LICENCES MANAGED

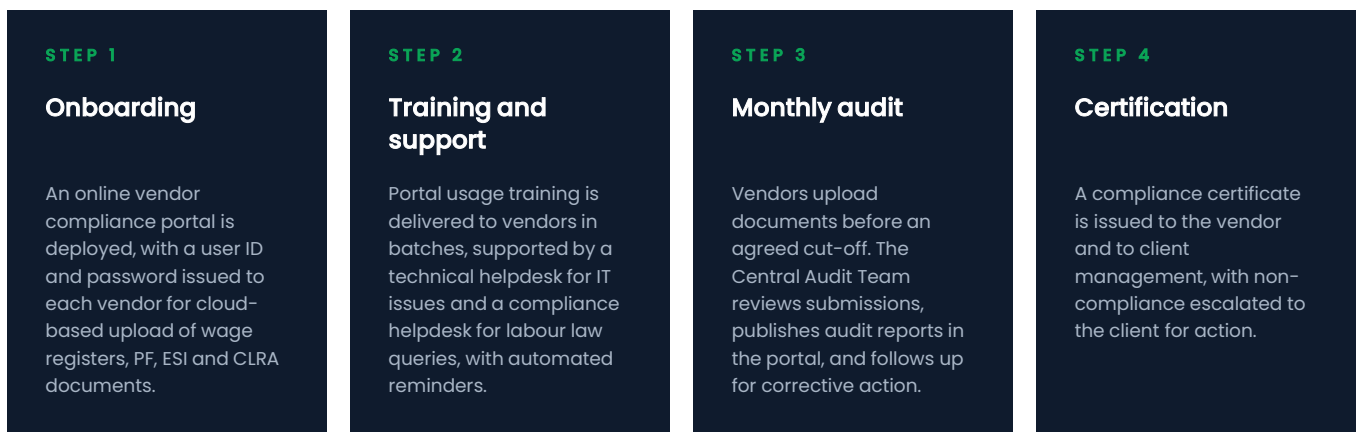
Shops and Establishment · Factory Licence · Contract Labour Licence and Registration · BOCW Registration · Trade Licence · Professional Tax Registration · Labour Welfare Fund Enrolment · FSSAI · Fire Safety NOC

06 SERVICE VERTICAL

Contract Labour and Vendor Compliance

Contractor ecosystems carry some of the highest compliance risk in any organisation, and the liability for a contractor's failure frequently attaches to the principal employer. C-Quel governs that risk end to end, from vendor onboarding through to the invoice gate.

THE MONTHLY VENDOR COMPLIANCE CYCLE



Scale and grassroots experience

More than 3,000 contractor agencies are audited every month across the client base. Most clients do not release a contractor invoice without the monthly compliance certificate issued by C-Quel, which converts compliance from an after-the-fact review into a payment control.

Documented and verifiable

The vendor dashboard flags each uploaded document as compliant or non-compliant, and a monthly certificate with a formal memo creates a clean, auditable trail that can be produced during any inspection. The system is designed to integrate with biometric attendance for verifiable contract labour tracking.

Document archiving

Secure archival of vendor compliance documents on a rolling three-year retention, with documents returned to the client annually after the retention period.

3,000+

contractor agencies audited every month across the client base, each receiving a documented compliance certificate and a formal memo.

07 SERVICE VERTICAL

Compliance Audit and Process Review

C-Quel's audit methodology is built around one principle: findings must be honest, evidence based and free from influence.

The collusion-free hybrid model

On-ground verification and online document review are carried out by different teams. The auditor who visits the site is not the person who evaluates the documentation. This separation eliminates auditor and auditee familiarity, prevents informal negotiation of findings, and ensures every observation is backed by documented evidence.

Comprehensive statutory assessment

Audits cover registers, returns, challans, licensing, contractor documentation, payroll filings and establishment level obligations, each evaluated against applicable central and state law. Findings are categorised as critical, major or minor, and the output is a prioritised action plan rather than a list of observations.

Contractor compliance audits

Contractor documentation, PF, ESI and PT filings, wage registers, attendance records and deployment practices are audited against statutory requirements. Contractor-wise scorecards allow procurement, HR and compliance teams to make informed decisions on vendor performance and retention.

Process and SOP review

Beyond statutory records, C-Quel evaluates data flows, documentation practices, escalation pathways and inspection preparedness, and provides redesigned SOPs where gaps exist.

Closing reports and remediation

Every audit concludes with an evidence backed report containing detailed observations, root cause analysis, risk classification and a corrective action plan, with implementation support where required.

The audit separation, in practice

The Cloud Audit Team has no direct interface with vendors. The Onsite Audit Team does not evaluate the documents it collects. Neither team can settle a finding informally.

08 SERVICE VERTICAL

Payroll, Employee Lifecycle and Statutory Benefits

A single provider across the employee journey, from pre-onboarding documentation to full and final settlement.

Payroll processing and salary taxation

Monthly payroll, tax computation, an online tax calculator, online payslips, year to date reporting and online increment letters, delivered from a secure processing environment with reviewer validation on every cycle.

Payroll compliance

Monthly PF, ESI and PT workflows with automated deadline tracking, challan verification, filing logs and reconciliation dashboards. Every filing is logged with proof of submission.

Statutory employee benefits

PF, UAN, ESI, Gratuity, Superannuation and LWF administration, including transfers, claims and settlements. C-Quel has a long-standing record in PF transfers, EPFO liaising and the resolution of critical and long-pending cases.

Employee self service and help desk

An employee self service layer covers entry and exit procedures, claims and a dedicated help desk, so grievances are resolved at source rather than escalating into the client's HR function.

Pre-onboarding and lifecycle records

PF, ESI and PT declarations, identity verification and compliance forms are completed before an employee's first day, closing the documentation gaps that typically arise during high volume hiring.

WHAT THE CLIENT RECEIVES

- Monthly payroll with reviewer validation and a full audit trail
- Employee help desk handling grievances at source
- PF, ESI and PT filings logged with proof of submission
- Reconciliation dashboards across every statutory head

09 SPECIALIST MANDATES

Trusts and POSH

PF, Gratuity and Superannuation Trust Compliance

Compliance administration for exempted trusts, where the consequences of an unreconciled ledger are borne by the trustees personally.

Trust administration

Fund administration, member ledger maintenance, contribution tracking, investment compliance and regulatory filings. Every transaction passes a multi-layer review, keeping member records accurate, reconciled and audit ready.

Gratuity and Superannuation

Liability computation support, trust documentation governance, actuarial valuation record management and member statement preparation, on monthly, quarterly and annual cycles.

Reconciliation and legacy issues

Trust compliance often carries historical discrepancies and documentation gaps accumulated over years. C-Quel identifies, quantifies and resolves these, including ledger corrections, member record updates and reconstruction of missing documentation.

Trustee reporting

Trustees receive clear reporting on contribution accuracy, reconciliation status, documentation completeness and compliance health, without having to chase multiple teams for information.

POSH Compliance and Training

C-Quel is a trainer recommended by the Ministry of Women and Child Development, and supports organisations across the full requirement of the POSH Act.

Internal Committee and external members

Constitution of legally compliant Internal Committees, including experienced external members, with documented roles and trained members able to handle complaints with fairness, confidentiality and adherence to natural justice.

Policy, training and advisory

Policies drafted and reviewed against the Act and its rules. Training delivered onsite, virtually and through digital modules in multiple languages, tailored for employees, IC members, managers and leadership. Inquiry advisory covering procedure, documentation, confidentiality protocols and evidence handling.

Documentation and annual reporting

Preparation of the statutory Annual Report together with meeting minutes, inquiry records, training logs and dissemination records.

10 THE TECHNOLOGY PLATFORM

Compliance software built by people who read the statute.

C-Quel's platforms are built in house by a technology team that works alongside the legal and audit functions. Every workflow, alert and dashboard reflects a real statutory requirement rather than a generic process template.

Compliance Management System

The central governance platform. Consolidates statutory tasks, registers, returns, filings, deadlines, documentation and reporting into one environment, with an automated state and central Act calendar, email, SMS and dashboard alerting, escalation for overdue tasks and real-time status tracking.

Compliance library on the cloud

Tracking extends beyond labour law to taxation, corporate, property and allied legislation, allowing an organisation to monitor obligations under hundreds of laws in a single place.

Payroll Compliance Engine

Governs monthly PF, ESI and PT workflows with deadline tracking, challan verification, filing logs and reconciliation dashboards.

Compliance Raftaar and KOMMAND

Raftaar assigns, monitors and reports statutory tasks across teams and locations in real time. KOMMAND unifies data from every platform into a single leadership dashboard with risk scoring, trend analysis and board-ready reporting.

Document repository

Upload and archiving of challans, registers and returns, with role-based access control and instant retrieval during inspections.

Contract Labour Management System

Centralises contractor registration, worker onboarding, statutory document management, compliance scorecards and audit readiness, with automated compliant and non-compliant flagging and biometric attendance integration.

PF Trust and Gratuity systems

Purpose-built platforms for exempted trusts covering member ledgers, contribution tracking, reconciliation workflows, trust documentation and trustee dashboards.

Integration and implementation

Designed for enterprise environments and able to integrate with existing HRMS, payroll, ERP and attendance systems. Implementation follows requirement mapping, configuration, data migration, multi-team training, go-live monitoring and continuous enhancement.

11 DATA SECURITY AND DELIVERY GOVERNANCE

Nine specialist teams, one point of contact.

Every client is supported by a layered team rather than a single point of contact, combining onsite delivery, central quality control, and dedicated legal and technology support, all operating under a central management structure.

01 Senior Management Supervises policy communication, delivery standards and senior level government liaising.	02 Central Relationship Management The client's focal point. Coordinates every other team and delivers one point service.	03 In-house Legal Advises on changes in law, issues statutory updates and drafts responses to show cause notices and inspections.
04 In-house Software Platform development, portal maintenance, reports, formats and client specific modifications.	05 Data Processing Generates registers and returns in a secure zone from monthly compliance data.	06 Government Liaising Engages senior officers on clarifications, licensing delays and interventions.
07 Cloud Audit Verifies vendor compliance documents uploaded to the cloud and archives them systematically, with no direct vendor interface.	08 Onsite Audit Conducts physical audits at factories, offices and project sites.	09 Local SPOCs Handle local submissions, inspections, statutory displays and coordination with client stakeholders on the ground.

DATA SECURITY

ISO 27001 certified

Every layer holds sensitive statutory, payroll and workforce data, with secure cloud archiving, role-based access control and defined retention periods.

ON-TIME FILING PERFORMANCE

98%+

across the enterprise client portfolio for FY 2025-26, measured against statutory due dates.

On-time filing performance measured against statutory due dates on filings within C-Quel's control. Delays arising from client corporate events, government portal outages, out-of-scope items and NIL returns are documented and excluded. The full methodology note and supporting filing records are available on request.

12 PAN-INDIA DELIVERY FOOTPRINT

More than 90 cities, staffed on the ground.

Compliance quality does not survive being serviced remotely from a metro. C-Quel maintains people in the jurisdictions where its clients operate, covering factories, offices, warehouses and project sites.

90+	28	150+	1
Cities	States and UTs covered	Professionals	Head office, Kolkata

ZONE COVERAGE

18	North cities	including New Delhi, Gurugram, Noida, Chandigarh, Jaipur, Lucknow and Ludhiana
15	East and North East cities	including Kolkata, Jamshedpur, Bhubaneswar, Guwahati, Haldia and Patna
10	West cities	including Mumbai, Pune, Baroda, Nasik and Goa
11	South cities	including Bengaluru, Chennai, Hyderabad, Kochi and Madurai
5	Central cities	including Nagpur, Bhopal, Raipur and Bhilai

Coverage extends beyond these locations and is added in line with client operations. A full location schedule is available on request.

HOW LOCAL DELIVERY IS STRUCTURED

Local SPOCs

Submissions to the labour office, local inspections, statutory displays and site coordination.

Regional teams

Supervise delivery across a cluster of locations and hold consistency of practice.

Central Audit Team

Holds reporting standards uniform nationally, independent of collection teams.

13 INSTITUTIONAL STANDING

A record of shaping the rules, not only following them.

C-Quel's engagement with regulators has been sustained, documented and conducted openly. Several measures now in force followed from written representations and presentations made by C-Quel.

SINCE 2015

Reforms introduced following C-Quel presentations and sustained feedback to the EPFO and the Ministry of Labour and Employment, including online PF registration, the Composite Death Claim Form, the Scheme Certificate provision within it, the UAN activation status tool for employers, and the Shram Suvidha portal being made operational.

CONTRACTOR MONITORING

An EPFO circular on contractor compliance monitoring was issued on the basis of a C-Quel presentation.

EDLI ENHANCEMENT

The enhancement of EDLI death assurance to a minimum guaranteed sum of Rs 2.5 lakh was based on calculations submitted by C-Quel.

COVID-19 LICENSING RELIEF

A representation by C-Quel formed the basis of a Delhi Labour Commissioner circular easing licensing requirements during the pandemic.

EASE OF DOING BUSINESS

Ease of Doing Business orders issued by the BMC Commissioner and FSSAI Central followed a case pursued by C-Quel.

CONSULTATIVE PARTICIPATION

C-Quel has been invited on several occasions to Consultative Committee discussions convened by the Ministry of Labour and Employment, and has received written testimonials from the Union Labour Ministry and all four zones of the EPFO.

Written testimonials from the Union Labour Ministry and all four zones of the EPFO.

Institutional access of this kind gives C-Quel clients an early and accurate read on regulatory direction, rather than compliance after the fact.

14 PROOF

Two engagements

CASE ONE

A stalled Contract Labour Registration, cleared

Electronics manufacturing multinational, New Delhi

THE SITUATION	The client's Contract Labour Registration had been pending for more than six months. The authority had cited inadequacy of documents without further specificity, and the application had stalled.
WHAT C-QUEL DID	The team investigated the file, identified and corrected several defects in the original application, and reapproached the authority through repeated follow-up and physical meetings. A fresh objection was then raised: the mother's name field had been populated with an unvalidated entry at the time of original filing. C-Quel submitted that Aadhaar verification is carried out by the portal at the entry stage, so further validation of the registering person's identity was not required.
OUTCOME	The authority accepted the submission and issued the Contract Labour Registration Certificate immediately.

CASE TWO

Rebuilding compliance after a change of ownership

One of the world's leading IT companies, pan-India

THE SITUATION	Following a transfer of ownership from Indian to foreign management, the incoming leadership required an accurate picture of labour compliance across every facility in India, and a programme to bring it to an acceptable standard.
WHAT C-QUEL DID	The engagement began with a pan-India labour compliance audit and expanded into ongoing compliance across factories, sales offices and warehouses, audit of non-labour legislation, and an online compliance portal. SOX practices were introduced into the audit methodology. A compliance portal and mobile application were built, unit HR managers were trained across the country, and C-Quel liaised directly with statutory authorities on the client's behalf.
OUTCOME	Compliance scores improved from 50 per cent to 85 per cent within the first year, and to above 95 per cent over two years. The relationship continues today.

A transition and gap audit is the fastest way to convert an unknown compliance position into a managed one.

15 CREDENTIALS

Vetted at the highest levels of Indian and global corporate governance.

C-Quel's client base includes Fortune 100 and Fortune 500 corporations, listed Indian companies, Maharatna and Navratna public sector undertakings, and multinationals operating in India. Client relationships average more than ten years.

SECTORS SERVED

- Manufacturing and engineering
- Automotive
- Information technology and BPM
- Banking and financial services
- Pharmaceuticals and life sciences
- Energy, oil and gas
- Retail, e-commerce and logistics
- Telecommunications
- FMCG and consumer goods
- Semiconductors and electronics
- Cement and construction materials
- Public sector undertakings

WHAT CLIENTS SAY



C-Quel has set excellent standards of service and we expect they will continue to maintain these in future as well.

V. K. Sood

Executive Director, HR, Indian Oil Corporation Ltd



This is a significant achievement and a testament to your dedication and perseverance. Successfully resolving such a complex issue demonstrates your expertise and commitment.

Anoop George

Human Resource Services, Honeywell



I really appreciate all your efforts in such a short span of time and this brings great employee experience.

Venkatraman Sundaresan

Senior Manager, Finance, Verizon



Excellent dedication. Thank you to you and your team for your commitment and perseverance to complete the processing work.

Sunitha Venugopal

Benefits Delivery Lead, India, Honeywell



We appreciate your dedication and commitment in delivering timely payroll every month, accommodating last minute adjustments.

Sushil Sharma

Manager, Bajaj Consumer Care



C-Quel is rendering a commendable service to PF and Social Security subscribers all over the country by helping them obtain their benefits and guiding corporates on compliance measures.

K. M. Sahani, IAS

Union Labour Secretary, Ministry of Labour, Government of India

16 ENGAGEMENT

A defined onboarding path, so switching cost is known in advance.

01

Transition and gap audit

An independent assessment of the current compliance position across every location, contractor and statutory head, with findings classified by risk.

02

Compliance tool rollout

Configuration and deployment of the compliance platform, with locations, obligations and reporting lines mapped in, and user IDs issued to designated stakeholders.

03

State-specific compliance calendars

Obligations tracked against a monthly calendar built for each state, so varying due dates are managed centrally rather than locally.

04

Vendor onboarding, audit and training

Contractors onboarded to the vendor portal, document archiving established, the first audit cycle run and the first round of vendor training delivered.

05

Regulatory updates and advisory

Weekly regulatory updates with impact analysis, supported by the in-house legal team.

06

Governance reporting

Weekly reports, monthly reviews and leadership dashboards giving an organisation-wide view of compliance performance.

NEXT STEP

Start with one site, or one contractor group.

C-Quel works with organisations that treat compliance as a governance obligation rather than an administrative one. If that describes yours, a transition and gap audit at a single site or across one contractor group is the most direct way to see how C-Quel works.

TO BEGIN, C-QUEL WOULD NEED

Locations

A list of establishments, factories and warehouses, by state.

Headcount

Employee and contract labour numbers at each location.

Current position

Existing licences, filings and any open notices or inspections.

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