



12 Apr 2021

Circular # HR 21-2021

LOGISTICS POLICY

1. **Prelude.** Logistics Dept conducts Tank Lorry (TL) operations and is responsible for the supply of POL products to the customers/ or their transfer to depot(s) from refineries/ installations/ terminals/ depots.
2. **Scope.** To ensure 'Vehicles Safe Operations', Logistics Policy shall cover the following:-
 - a. Importance of Customer Service.
 - b. Freight Optimization.
 - c. Organogram of Logistics Dept.
 - d. Tasks of Major Components of Logistics Dept.
 - e. Responsibilities of Logistics Staff in Emergency Handlings.
 - f. Guidelines - Road Transport Safety (RTS).
 - g. Guidelines for the Contractor(s) Regarding Driver(s).
 - h. Guidelines for Drivers.
 - i. Guidelines Regarding Tank Lorries.
 - j. Performance Monitoring.
 - k. Guidelines - Suspension and Blacklisting of Driver(s) or TL (Already Circulated).
3. **Importance of Customer Service**
 - a. Essence of customer service is contingent upon timely delivery of right quality/ quantity of POL products.
 - b. Logistics Dept is also responsible to ensure willing/ dedicated involvement of contractors/ haulers/ drivers for maintaining successful and smooth flow of operations.

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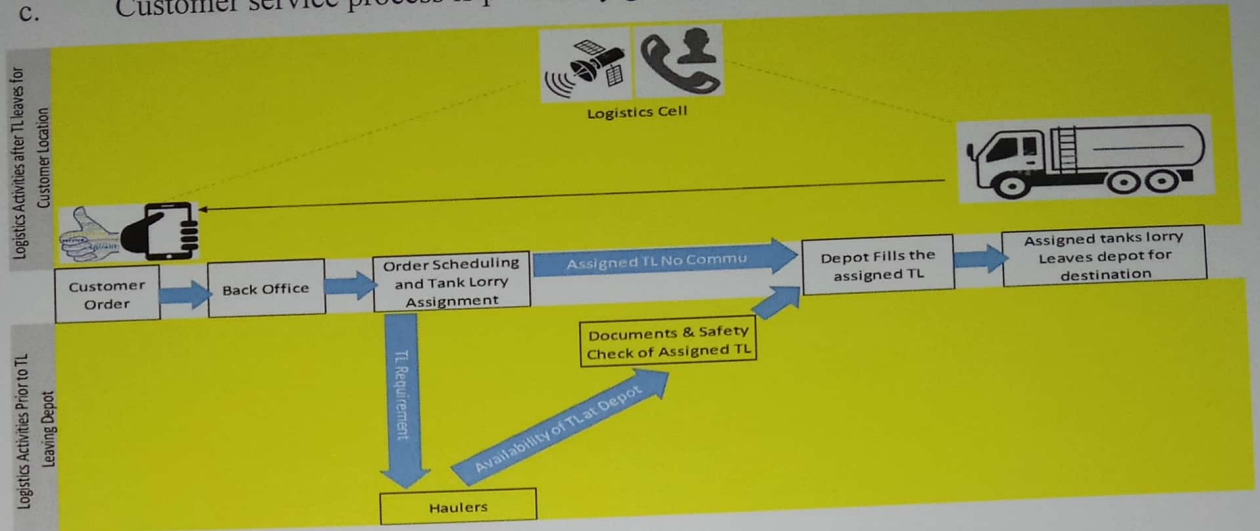
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c. Customer service process is pictorially given below:-



4. **Freight Optimization**

- a. Logistics Dept in coordination with Supply Dept should ensure minimal movement of the regulated product, not covered in IFEM.
- b. Logistics Dept should also support Sales and Marketing Teams in the best possible negotiated freight.

5. **Organogram.** Logistics Department's Organogram is attached as Annex A.

6. **Tasks of Major Components of Logistics Dept**

a. **Logistics Coordination Cell.** Logistics Coordination Cell shall be responsible to provide back-end support to the field logistics/ physical reporting staff and share information with the Management regarding overall performance of the logistical activities through-out Pakistan. Logistics Cell staff shall work in shifts and undertake the following tasks: -

- (1) Maintain Tank Lorries and Drivers Database.
- (2) Complaints Handling.
- (3) Accident and Incident Reporting in coordination with HSE Dept.
- (4) Fleet Standard Exception Approvals.
- (5) Fleet Tracking.
- (6) Handling of PR04 cases.
- (7) Tracking of delays in Customer Orders.

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- (8) Compilation of Tracker Reports.
- (9) Ensure that Field Logistics Officers prepare "Pre-entry TL Checklist".
- (10) Assure all loads dispatched to the customer sites have been delivered.
- (11) Compilation of Physical Reporting Data.
- (12) Maintain PR 01, PR 02, PR 03, PR 04, PR 05 record if GO becomes host for Physical Reporting.

b. **Field Logistics Staff.** Field logistics staff is responsible to liaise with Drivers, Operations and Sales staff to ensure smooth and timely deliveries to customer sites and depots. They would undertake the following tasks:-

- (1) Will ensure presence at the depot, half an hour before the start of operations, so that safety of TLs can be checked before they enter for filling.
 - (2) For loading of TLs, following is to be implemented:-
 - (a) Ask driver to show the last safety checklist filled/ given by Logistics Officer.
 - (b) Thoroughly fill the "Pre-Entry TL Safety Checklist".
 - (c) Ensure TL and driver is inducted in the system and their status is active.
 - (d) Check the status of tracker from Logistics Cell/ Tracker Room (as and when required).
 - (e) Check from the System that the last load assigned to the T/T has been delivered at destination (Depot or Customer Site) and that there is no pending load on it.
 - (3) For Decantation of TLs, following is to be implemented:-
 - (a) Ask driver to show the safety checklist given by Logistics Officer at the start of trip from supply location.
 - (b) Check driver details from the documents and check whether same person is driving.

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- (c) Inquire from the driver about delay/ shortage and report to the Logistics Cell in case of any abnormality.
- (d) Check for missing /tampered/ wrong numbered seal.
- (e) Check the acknowledgement/ stamp of the Host Company for physical reporting of the regulated product.
- (f) Crosscheck for the violation of any point reflected in "Pre-entry TL Checklist".
- (g) Check Tracker Report to see if there were any long waiting times at any location and/ or Hot Spots. Also check for violation of Night Time Driving ban.
- (4) For Loaded TLs leaving Depot Premises, following is to be implemented:-
- (a) Verify that driver's particulars mentioned on the Delivery Order are correct. Also verify driver's mobile number as saved in the system.
- (b) Ask the driver as to where is he supposed to deliver the product and reiterate defensive driving rules by reading out the same from Delivery Order.
- (c) Advise the driver to keep duly filled safety checklist in the vehicle's dashboard.
- (5) On the closure of shift, Logistics Officer will file all the safety checklists and electronically compile tracker reports of all the TLs received on that day. Safety Checklist and Tracker Report shall be shared with the Logistics Cell electronically.
- c. **Physical Reporting Staff.** Physical Reporting Staff is responsible to maintain liaison with the host OMC and facilitate timely reporting of TLs in PR01 as per the OGRA rules. Main tasks to be conducted by the Physical Reporting Staff are as under:-
- (1) Be fully aware/ conversant of OGRA Physical Reporting SOPs.

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- (2) Will coordinate with driver(s) of in-transit TLs for the TL location.
- (3) In case TL does not report in a given time, it is mandatory for PR office to know and share the reason for non-reporting of TL to Logistics Cell. Detailed list of the physically reported TLs during the day should be provided to Operations Dept/ Back Office.
- (4) Shall guide the driver(s) to inform GO Depot Security Staff after reaching PR Location. Depot Security Staff shall enter information including Name of Driver, CNIC, Mobile Number, Document Number, Document Date, Standing Location of TL, Remarks in case any special condition like leakage etc. and obtain Driver's signature in the register.
- (5) Shall ensure that TLs do not get cluttered at GO Depot.
- (6) Prior to reporting of any TL on Host Depot, PR Officer will examine TL documents, color scheme, seals, leakage and delay (if any). In case of any anomaly, it should be intimated/ discussed with Field Logistics Officer/ Logistics Cell before sending vehicle to the host OMC. PR Officer shall also verify detail of driver from the documents.
- (7) Shall coordinate with host OMC for reporting of TLs in PR01 in timely and organized manner. He would also ensure that TLs should not clutter on Host OMC location or cause inconvenience to the general public.
- (8) Physical Reporting Officer (PR Officer), at the close of day, shall ensure the following:-
 - (a) Provide detail of TLs physically reported in a day along with status (PR01 or PR04) to the Operations Dept/ Back Office and ensure that the same is updated in the system.
 - (b) Share tracker reports with the Logistics Cell of TLs reported in a day.
- (9) At the closure of the month, PR Officer shall share Physical Reporting Sheets duly signed by the Physical Reporting Committee at the Host

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Depot and also verify that all TLs are rightly captured in the detail issued by Host Depot.

- (10) Shall be responsible to collect Summary of PR01, PR02, PR04, from the Host OMC on monthly basis and share with Logistics Cell/ Operations Dept. When GO is host, then all reports should be shared with other OMCs.
- (11) Shall be responsible for proper utilization of issued seals and their accounting.

7. **Responsibilities of Logistics Staff in Emergency Handlings**

a. **Road Side Emergency Management.** GO has hired services of Third Party which is seasoned in handling road side emergency management. Logistics Cell on receipt of any such information where GO TL has met with any incident/ accident, shall immediately share information with Security, HSE, Contractor Representative, Road Side Emergency Management Vendor and nearest Logistics/ PR Officer. Logistics Cell through Finance Dept shall appoint surveyor in case any product spillage is observed so as to ascertain the cause of accident and quantity of the lost product. HSE Dept shall take lead in all incident/ accident related cases for its reporting and coordination.

b. **Responsibilities of Road Side Emergency Services (Third Party)**

- (1) **Assessment of the Emergency.** Service provider shall assess the incident/ accident/ emergency situation, plan its response and apprise the Head of Logistics Dept
- (2) **Provision of Machinery.** Service provider shall ensure availability of Oil Retrieval System, Crane(s), Generator(s), PPE(s) and Safety Equipment(s).
- (3) **Mobilization of Resources to the Emergency Site.** Service provider shall be responsible to mobilize required machinery, Oil Retrieval Unit, Crane, Lifter, Generator, PPE, Safety Equipment and general tools to the emergency site. The maximum mobilization time of the Third Party

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will be up to 03 hours from the time of accident/ accident information received.

- (4) **Provision of Manpower.** Service provider will maintain and provide sufficient manpower of all trades including operators, riggers, mechanics and labour to perform the decanting and lifting operations.
- (5) **On Site Services.** Manpower of Servicer Provider shall be responsible to professionally and safely perform oil/ liquid decanting and lifting/ shifting operations.
- (6) Service Provider shall also be responsible to coordinate with local authorities including Police and Rescue 1122 for effective handling of the operation.
- (7) In any emergency, nearest Field Logistics Officer or PR Officer and Contractor Representative shall immediately reach the place of incident.

c. **Self-Management of Transit Product Losses.** In case of Primary Transportation, if any product loss occurs due to accident, GO shall bear such losses if found genuine. In this regard, following protocol shall be followed:-

- (1) Logistics Cell shall immediately inform Finance Dept for the appointment of Surveyor to ascertain the cause of accident and detail of the lost product.
- (2) In case of accidents involving Fatality, Injury, Fire and/ or large Spill; Logistics Staff shall also visit accident site before the visit of appointed surveyor to collect first-hand information on the extent and nature of loss to ensure that the Contractor does not conceal facts in collusion with Surveyor which may harm GO's interest.
- (3) On receipt of Surveyor Report, committee comprising of Security, Operations, HSE, Logistics and Finance Depts shall recommend the case for bearing loss or otherwise, which shall be subject to decision by the CEO.

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8. **Guidelines - Road Transport Safety (RTS)**. To minimize risk and promote positive safety culture in transport operations, RTS guidelines are as under:-

a. **Guidelines for Contractors**

- (1) Prepare and implement 'Road Transport Safety Policy', of the held fleet.
- (2) Prepare organizational chart that clearly identifies managerial functions.
- (3) Ensure all employees are aware of their responsibilities regarding road transport safety and requirements of the RTS Plan as applicable/ relevant to their jobs.
- (4) Ensure an audit process for regular checks/ compliance.
- (5) Document and maintain 'Record Retention System' to safeguard integrity of the RTS Plan.
- (6) Maintain an updated 'Safety Committee Charter' covering transport safety matters.
- (7) Plan and record contingencies for 'Emergency Response'.
- (8) Develop a transparent 'Incident Reporting and Investigation Procedure'.

b. **Guidelines for Executives of the Contractor(s)**

- (1) Remain actively involved in the development, deployment and execution of the RTS Plan.
- (2) Ensure availability of adequate and suitable resources to effectively deploy and execute the plan.
- (3) Educate employees on the requirements of RTS Plan.
- (4) Monitor and measure the effectiveness of RTS Plan.
- (5) Conduct random checks to seek and enact improvement(s).
- (6) Ensure performance is reviewed through leading and lagging indicators.
- (7) Improve and sustain effectiveness of RTS Plan by developing and closing out periodic action plans to sustain performance and continually improve motor vehicle safety performance.
- (8) Remain actively involved in incident investigations in accordance with the requirements defined within the RTS Plan.



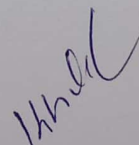
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c. **Guidelines for Frontline Supervisors.** Supervisors would ensure effective implementation and day-to-day management of the RTS Plan by ensuring the following:-

- (1) Ensuring that employees are knowledgeable and operate consistently with the given plan and local requirements.
- (2) Recognizing driver behaviour and rewarding, coaching, providing incentives and inculcating discipline.
- (3) Demonstrating visible support for the spirit and intent of the RTS Plan.
- (4) Remain actively involved in the accident/ incident investigations in accordance with the requirements defined within the RTS Plan.

d. **Guidelines for Documentation.** Documents and records to be maintained for the audit/ compliance are as under:-

- (1) RTS Plan.
- (2) Record of all employees and their qualifications, skills and training received.
- (3) Record of all drivers' licenses.
- (4) Record of audits conducted.
- (5) Vehicles maintenance record.
- (6) Vehicles roadworthiness certificates and inspection record.

e. **Guidelines for Journey Management**

(1) **Planning Stage Responsibilities**

- (a) Journey planning should involve exploring the value of proposed journey and incorporating risk assessments to ensure that all identified hazards are managed/ addressed pre-hand.
- (b) Reduce driver's risk exposure by minimizing number of journeys or maximizing the efficiency of each journey.
- (c) Journey plan should be made for all routine and non-routine journeys.

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- (2) **On-Road Emergency Response.** An On-Road Emergency Response Plan should include procedures for handling personal injuries, vehicle crashes, product spills and fires with associated schedules of resources.
- f. **Contractor Management.** When allowed and product delivery is accomplished using Sub-Contractors, contract documentation shall include a process to sustain and improve motor vehicle safety within the Sub-Contractor's organization, working ultimately to the same standards set and achieved by the RTS Plan:-
- (1) When selecting a Sub-Contractor, there shall be a mechanism in place to identify companies with existing quality RTS Plans and demonstrated road safety performance.
- (2) Contractors shall ensure that the ongoing road safety performance of its Sub-Contractors is measured, monitored and reported regularly to ensure timely detection of non-conformities and effective corrective actions.
- g. **Community Outreach.** There shall be involvement with local community organizations, government and/ or industry associations in the promotion of road transport safety and making the driving environment safer.
9. **Guidelines for Contractors Regarding Driver(s)**
- a. **Selection Criteria**
- (1) Should have requisite educational level to comprehend regulations and instructions relevant to the task(s) to be undertaken.
- (2) Maturity with responsible attitude must be accorded importance.
- (3) Current driving ability/ skill, with the type of vehicle to which he is to be assigned, should be checked through assessment drive.
- (4) Previous driving record should be confirmed.
- (5) Drivers carrying dangerous goods should have suitable training, valid/ renewed HTV driving license and certification.

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b. **Health Factor**

- (1) Persons applying for the job should undergo health screening before commencing work from a qualified practitioner.
- (2) Drivers on pool should also undergo health screening once a year.
- (3) Drivers on pool should undergo health screening if they develop an injury or illness (whether or not this results in absence from work) that may affect their ability to perform their work.

c. **Drivers Training.** Personalized training plan must be developed to include the following:-

(1) **Newly Inducted Drivers Training**

- (a) New driver(s) must be trained in the applicable rules and regulations, required operating practices, customer service, defensive driving and loading/ unloading procedures.
- (b) Newly inducted training should be imparted for three weeks. During this period and until assessed by management, newly inducted driver(s) shall be accompanied by a senior driver or driver trainer.

- (2) **Refresher Training.** Each driver shall be put through refresher training with a predetermined syllabus and personal training programme. Syllabus should relate to the correct performance of driver's duties, including defensive and safe driving, loading and unloading, handling of petroleum products and general safety.

- (3) **In-Cab Training and Assessment.** All drivers shall receive in-cab training on safe and defensive driving and on vehicle operating procedures. Each driver should receive at least one annual in-cab assessment by a qualified driver during a driving schedule of minimum four hours.

- (4) **Terminal Induction Training.** Each driver shall be trained on terminal specific operating/ safety procedures and practices prior to commencing

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work. This training shall be provided by terminal staff and is expected to take approximately four hours including the written assessment. A driver shall only be certified to load at the terminal after successful completion of assessment and demonstration of correct loading rack procedures.

10. **Guidelines for Drivers**

- a. Apply safe driving techniques as outlined in the RTS Plan.
- b. Be familiar and comply with rules and regulations relating the vehicle safety.
- c. Take responsibility to stop and correct unsafe driving behaviours and hazards.
- d. Promptly report all crashes/ near misses to all supervisors in chain.
- e. Honestly and voluntarily participate in the vehicle accident/ incident investigation(s), as required.

11. **Guidelines Regarding Tank Lorries**

- a. **Vehicle Selection and Maintenance.** Vehicle procurement processes should ensure that it is compliant with OGRA and GO safety standards. Vehicles shall also be maintained from local vendors that meet safety standards in accordance with the manufacturer's recommendations on pre-determined schedule. Deviations from the schedule must be minimized and should require management approval. All faults found during vehicle operations and maintenance should be recorded in daily fault record sheet, which shall be rectified and signed off by maintenance staff. All completed maintenance records shall be maintained for a period of five years, or for the life of the vehicle, whichever is the lesser.
- b. **Vehicle Certification.** Maintenance staff carrying out inspections shall certify that the vehicle is roadworthy as per laid down limits of the inspection.
- c. **Training of Maintenance Staff.** Training appropriate to the tasks the maintenance staff shall be provided and its records shall be maintained.
- d. **Vehicle Safe Operations Standard.** All TLs that load at GO Terminals must be subject to an annual safety inspection. Guidelines are as under:-

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- (1) **Daily Inspection.** Prior to the first trip of each shift, driver(s) shall perform pre-trip vehicle inspection. All noted defects shall be documented and corrective action taken by a qualified person prior to commencement of the first trip.
- (2) **Cell Phone Use.** Cellular phone use, in either hand-held or hands-free mode, by the driver is strictly prohibited while the vehicle is in motion.
- (3) **Passenger Seating and Seatbelt Use.** All drivers and passengers are to be properly seated and must wear a correctly fitted and adjustable seatbelt during travelling.
- (4) **Use of Sleeper Berths.** Approved and certified restraint system is to be exercised while utilizing sleeper berths in a moving vehicle.
- (5) **Restriction on Driving Hours.** As fatigue management measure, maximum driving and duty hours are as under:-
 - (a) No more than four hours driving without break of at least half an hour.
 - (b) No more than twelve hours driving within 24-hours period.
 - (c) No more than fourteen hours on duty within 24-hours period.
 - (d) No more than seventy-two hours driving in one week.
 - (e) Within a week, there shall at least be one continuous break of 24 hours.
- (6) **On-Board Computer Data/ Tracker Reports.** Data outputs from on-board computers (driving improvement monitors) are to be regularly reviewed for harsh braking, sudden acceleration, speed and engine RPM.
- (7) **Carriage of Hazardous Goods.** All bulk petroleum delivery vehicles are required to meet statutory requirements for the carriage of dangerous/ hazardous goods and to display all appropriate signage and carry required documents.

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- (8) **Unauthorized Passengers.** In order to avoid distraction for drivers, allowable personnel include check drivers, trainers, relief co-driver, mechanic and staff undergoing familiarization. Under no circumstances should hitchhikers or someone less than 18 years be allowed to ride in a TL. Contractor's Managers would only authorize carriage of passengers.
- (9) **Drug and Alcohol Use.** Being in possession or under influence of alcohol and/ or illicit drugs when on duty is strictly prohibited.
- (10) **Items Inside Cabin.** Items to be carried within the passengers' compartment of a vehicle must be secured and restrained from interfering with the driver.
- (11) **Vehicle Parking.** All vehicles are to be properly parked at all times in nose out position. Keys should be removed and the cab locked when unattended except when it is required to leave keys in the ignition within controlled depot and terminal facilities.
- (12) **Use of Wheel Chocks.** All vehicles must be equipped with wheel chocks to be in place whenever vehicle is parked except during loading and unloading with vehicles fitted with brake interlocks such that the truck and trailer brakes are applied whenever these operations are in progress.

12. **Performance Monitoring**

- a. **Performance Metrics.** Measures are required to monitor the effectiveness of RTS Plan. Following is to be monitored:-

- (1) Fatalities.
- (2) Injuries.
- (3) Fires.
- (4) Spills.
- (5) Rollover.
- (6) Motor Vehicle Crashes.
- (7) LTIFR (Loss Time Injury Frequency Rate).



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- (8) Product mixes/ contaminations.
- (9) Number of accidents per 100,000 KMs driven.
- (10) Number of accidents per 1,000 KLs delivered.
- b. **Compliance Assessments.** Application of RTS Plan is to be regularly audited for compliance assessment. Internal reviews of the RTS Management Plan are to be conducted on annual basis by the management.
- c. **Incident Reporting Requirements.** All near misses, incidents and crashes are to be reported and investigated, including those involving product spills, product losses, fires, injury and / or fatality of contractor's employees or third parties and damage to contractors or third parties' vehicles or property. It is the responsibility of driver/ employee to immediately report near misses/ incidents/ accidents to their management, which shall ensure that all incidents are reported immediately to the concerned internal and external parties, investigated and analyzed to determine the root cause(s) and take corrective measures.
- d. **Drivers Performance Management Program**
- (1) On Board Computer (Driving Improvement Monitor)/ Tracker Reports are to be used on daily basis for improving the performance of drivers.
- (2) **Behavioral Based Safety.** Contractors and their drivers are required to participate in the terminal's behavioral based safety activities, including loss prevention observations and loss and near loss investigations.
- (3) **Recognition and Incentive Programme.** Recognition and incentive programme should be followed to recognize and reward drivers for exceptional job performance, focused on the areas of avoidance of crashes, injuries, product spills and product mixes.
13. **Guidelines - Suspension and Blacklisting of Driver or Tank Lorry**
- a. TLs and drivers are most important components in making POL products available at GO retail outlets and depots. Taking action that restricts operation of any driver and/or TL create operational issues and financial burden for

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business partner(s); however, such actions are required to ensure discipline in the drivers and fleet. This is prime responsibility of Logistics Dept to ensure that “justice is done”, while taking any action that requires suspending or blacklisting services of any contractor’s driver or TL.

b. **Predominant Factors for Suspension/ Blacklisting.** Given below:-

Suspending any Driver or Tank Lorry (TL)	Blacklisting any Driver or Tank Lorry (TL)
<ul style="list-style-type: none"> - Incomplete documents – TL (in case TL documents are incomplete), Driver (in case driver documents are incomplete) - Safety violation – TL (in case safety issues with TL), Driver (driver is violating safety instructions) - Any suspicion of involvement in theft – Driver - Non-observance of SOP (including uniform) – Driver - Non-observance of defensive driving – Driver - Behaviour–Driver - Short deliveries at destination- Driver 	<ul style="list-style-type: none"> - Theft mechanism found – TL - Proven Involvement in Theft - Driver - Dilapidated condition that may lead to any accident - TL - Continuous non-observance to SOPs – Driver - Continuous non-observance of defensive driving - Driver - Bribery - Driver - Continuous short deliveries at destination- Driver

c. **Suspension of Tank Lorry and Driver**

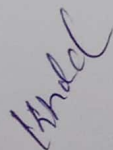
(1) Driver should have all the renewed original documents (route permit, explosive licence (Form “Q”), calibration chart, fitness certificate, registration book, paid token tax, HTV licence and CNIC) at the time of loading. In the absence of any of these, load of the TL or driver shall be held till production of the missing document(s). However, during “renewal period” for explosive license and registration/ token tax, following OGRA directives shall be complied:-

(a) **Explosive License.** Dec and Jan will be considered as “Renewal Period” and TL must have copy of the last explosive license.



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- (b) **Registration Book / Token Tax.** June – July and Dec – Jan, will be considered as “Renewal Period” and TL must have copy of registration book clearly mentioning expiry of last token tax. TL should have relevant valid route permit(s) at the time of loading; however, if original route permit is sent for renewal, TL should carry copy of the valid route permit.
- (2) If there is major safety violation in TL e.g. conditions of tyres are very weak, not working lights, improper seat belt, faulty cabin doors, naked wiring or any other safety violation observed by Logistics/ Operations/ HSE/ Security Team, then load of the TL will be held till rectification. However, in case of minor safety violation warning letter will be served to a Contractor. On repetitive non-compliance, Logistics Dept may suspend the vehicle till rectification of issue.
- (3) On receipt of complaint from Operations, Customer, HSE or Security Dept(s) with concrete evidence, Logistics Dept shall suspend the vehicle and/ or driver.
- (4) Logistics Dept will serve warning letter to drivers on non-observance of SOP, defensive driving, or behaviour related complaints and will suspend involved driver as per following:-
- (a) On first offence driver will be suspended for one week.
- (b) On second offence driver will be suspended for two weeks.
- (c) On third offence, driver will be suspended indefinitely and Logistics Dept will refer the case to CEO for blacklisting. Driver shall only be reinstated on the orders of CEO. Status of de-active/ suspended TL and driver(s) shall immediately be updated in system/ SAP and proper remarks would be endorsed by the Logistics Coordination Cell. In case any driver or TL is suspended in the system owing to document issues, Logistics

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Cell may do so; however, TL or driver can only be de-active on the recommendation of Senior Manager Logistics.

d. **Resumption Operations of Suspended Tank Lorry and Driver**

- (1) Logistics Cell is authorized to allow TL to resume operations and reinstate the driver once documents are received and updated in the system.
- (2) In case TL or driver is suspended or de-active owing to some suspicions, such TLs or drivers can only be restored by Logistics Cell on the recommendation of Senior Manager Logistics with copy to the Chief Executive Officer
- (3) No suspension would last more than one month (resumption decision should be made within this period otherwise case may be referred for the blacklisting of TL or driver).

e. **Blacklisting of TL (Third Party Only) and Driver.** Recommendation for blacklisting of TL (Third Party) and driver shall only be made as a last resort. Logistics Dept shall have to justify that all probable corrective actions were taken; However, alleged TL and/ or driver persistently violated the laid down policies and instructions. Following guideless be adhered:-

- (1) In case Logistics Dept recommends blacklisting of TL (Third Party) and/ or driver owing to theft related complaint, findings of Security and Vigilance Dept should be obtained and where required finding of Head of Operations may also be sought.
- (2) In case Logistics Dept recommends blacklisting of TL (Third Party) and/ or driver owing to HSE related complaint, findings of Senior Manager HSE shall be obtained.
- (3) Senior Manager Logistics will share findings of Security/ Operations/ HSE to Chief Executive Officer and prefer his recommendations. On CEO's formal approval, involved TL and/ or driver could only be blacklisted.

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- (4) Senior Manager Logistics shall issue letter to the Contractor mentioning reason(s) for blacklisting so that corrective actions could be taken by the Contractor.

f. **Reinstating Blacklisted Tank Lorry and Driver**

- (1) In case Logistics Dept receives satisfying reasoning from contractor, that justify reinstating of blacklisted TL or driver then it would share such justification with recommendation for restoration to the Chief Executive Officer.
- (2) On Chief Executive Officer approval, Logistics Dept will reinstate the blacklisted TL or driver.

GM HR

Brig Muhammad Naeem Sarwar (Retd)

CEO

Khalid Riaz

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