

**PAKISTAN NATIONAL SHIPPING CORPORATION**  
**(SERVICE) REGULATIONS, 2025**



Version 2.0 (as amended by the PNSC's  
Board of Directors in its 462<sup>nd</sup> meeting held on 15-09-2025)

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## **PAKISTAN NATIONAL SHIPPING CORPORATION**

The Board of Directors of PNSC in exercise of the powers conferred by section 39 read with sub-section (5) of section 7, sub-section (1) of section 13 and sub-section (1) of section 21 of the Pakistan National Shipping Corporation Ordinance, 1979 (XX of 1979) as amended and sub-section (3) of section 36 of State Owned Enterprises (Governance and Operations) Act 2023 in supersession of the Pakistan National Shipping Corporation (Service) Regulations 1984 and HR Policy Manual of PNSC 2021 and other instruments on the subject, hereby makes the following Regulations, the same having been approved at its 457<sup>th</sup> meeting held on 21-02-2025, namely:-

### **THE PAKISTAN NATIONAL SHIPPING CORPORATION (SERVICE) REGULATIONS, 2025.**

#### **CHAPTER – 1 INTRODUCTION**

##### **1.1 SHORT TITLE, COMMENCEMENT AND APPLICATION**

- a. These “Regulations” may be called the Pakistan National Shipping Corporation (Service) Regulations, 2025.
- b. These Regulations shall come into force at once, and, unless otherwise provided in respect of any specific provision, shall deemed to have taken effect from the 01-03-2025.
- c. These Regulations shall apply to all shore based employees.

##### **1.2 DEFINITIONS**

In these Regulations, unless there is anything repugnant in the subject or context;

- a. “Board” means the Board of Directors of the Corporation;
- b. “CEO” means the Chief Executive Officer of the Corporation;
- c. “Employee” means an employee of the Corporation;
- d. “Family” means employee’s (self), spouse, real parents and dependent children only (where "Spouse" means an employee's wife/husband and "children" mean legitimate children residing with and wholly dependent on him/her).
- e. “Grade” means the grade as shown in Regulation of 2.12.
- f. “Ordinance” means the Pakistan National Shipping Corporation Ordinance, 1979 (XX of 1979) as amended time to time.

- g. "Salary" means the amount drawn monthly by an employee as the pay which has been sanctioned for a post held by him or to which he is entitled by reason of his appointment, and includes any other emoluments specified as "Salary".
- h. "Prescribed" means prescribed through Administrative Orders issued by HR Department.
- i. "Post" means a post created in terms of the organogram.
- j. "Service" means the period for which an employee receives wages from the Corporation, and includes, unless otherwise specified, the period of leave without pay duly sanctioned by the authority concerned, and any other period termed as service by such authority.
- k. All other words and expressions shall have the same meanings as in the Ordinance or the Rules made thereunder.

## **CHAPTER – 2 EMPLOYMENT POLICY**

### **2.1 PURPOSE**

The recruitment and selection process is designed to provide the necessary foundations required for selecting candidates in a transparent manner and in accordance with merit, excellent academic background and relevant work experience to perform the job responsibilities on various positions as required by the Corporation.

### **2.2 TYPES OF RECRUITMENT**

The recruitment and selection can be done by following methods but not limited to:-

- Direct recruitment through advertisement.
- Internal transfers & promotions.
- Hiring through Head Hunting Firms.
- Internship and hiring of fresh graduates through Management Trainee Program.
- Through Trainee Program in collaboration with leading professional institutions.
- Through participation in job fairs.

### **2.3 HUMAN RESOURCE PLAN**

The annual HR plan shall be prepared by HR Department in consultation with all departments. All hiring during the given year shall be carried out in accordance with the vacant seats available as per approved organogram. Any amendments to the human resource plan shall be presented by HR Department before the HR, Nomination and CSR Committee for onwards approval of the Board of Directors (BOD).

### **2.4 ORGANOGRAM**

An Organogram shall be prepared by HR Department by taking consideration of the requirements / re-structuring needs of the initiating department(s). Any amendments from time to time in the organogram shall be presented by HR Department before the HR, Nomination and CSR Committee for onwards approval of the Board of Directors (BOD).

### **2.5 SANCTIONED STRENGTH**

Sanctioned Strength of the Corporation shall be approved by the Board of Directors (BOD). Human Resource Department is to ensure the requisite sanctioned strength is maintained. Sanctioned Strength may be changed depending upon the new tasks / roles / objectives and requirements of the Corporation.

### **2.6 CONDITIONS OF APPOINTMENT**

- a. A person should be a citizen of Pakistan and should not have dual nationality.

- b. The minimum educational, technical and professional qualifications and experience for appointment to a post shall be as prescribed by the HR Department in consultation with the relevant department.
- c. A candidate shall not be less than 18 years at the time of appointment in the service of the Corporation.
- d. On entering the service of the Corporation, every employee shall sign the declarations and submit the requisite documents to HR Department.
- e. The Corporation's Recruitment & Selection policy is as under:
  - i. Fair and consistent.
  - ii. A merit based system to optimize potential for selection of the most suitable applicant for the job.
  - iii. Non discriminating.
  - iv. Based on the principle of equal opportunity.

## **2.7 JOB DESCRIPTION (JD)**

Job Description is to be prepared by the concerned department(s) in consultation with HR Department. It should clearly and accurately set out duties and responsibilities of the job.

## **2.8 VACANCY**

The details of a vacancy must include the job description for the post together with any other important information that a potential applicant needs to decide whether to apply or not. The purpose of advertising a post is to attract the widest range of high caliber applicants. A vacancy may arise for the following reasons:

- a. Newly created positions duly approved by BOD.
- b. Employees' attrition (e.g. resignation / retirement etc.)
- c. Restructuring, reorganization and/or right-sizing.

## **2.9 METHOD OF APPOINTMENT, QUALIFICATION ETC...**

- a) Appointment shall be made by one or more of the following methods:
  - i. By initial appointment.
  - ii. By promotion.
- b) At the time of creating or re-designating a post, the authority shall determine and specify the following:-
  - i. Method, qualification, experience and any other conditions or criteria like minimum or maximum age, etc. relating to initial appointment, if applicable, to the post.
  - ii. Job description and nature of duties to be performed by the incumbent of the post.

## 2.10 SOURCES OF APPLICATION AND PUBLICIZING THE VACANCY

Hiring at all posts shall be advertised in local / leading national newspapers, Organization's website etc. The process of CV collection shall be through online and / or postal applications.

## 2.11 RECRUITMENT SCRUTINY COMMITTEE

The purpose of the Recruitment Scrutiny Committee is to shortlist candidates' CVs as per advertised qualification criteria comprising of following members:

- a. Representative of concerned Department (Manager & above) approved by the Executive Director / HOD.
- b. Representative of HR Department approved by Head of Department (HR).

The Scrutiny Committee shall submit list of shortlisted candidates to HOD HR Department for onwards submission to concerned ED/HOD for perusal and after that interviews of the shortlisted candidates shall be arranged by HR Department.

## 2.12 INTERVIEW / SELECTION PANEL - POSITION WISE

POSITION	PANEL
CFO, CIA, Company Secretary	BOD HR Committee
Executive Directors	Chief Executive Officer and BOD HR Committee
General Managers (Grade-XIII)	<ul style="list-style-type: none"><li>• Chief Executive Officer</li><li>• All Executive Directors</li><li>• Company Secretary</li><li>• G.M (HR) / Manager (HR)</li></ul>
Managers (Grade-XII) / Deputy Managers (Grade-XI) / Assistant Managers (Grade-X) / Junior Executives (Grade-IX)	<ul style="list-style-type: none"><li>• Executive Director or Divisional Head concerned (where Divisional Head is directly reporting to CEO)</li><li>• G.M (HR) / Manager (HR)</li></ul>
Staff Grade(s) (I to VII)	<ul style="list-style-type: none"><li>• G.M (HR) / Manager (HR) ... Chairman of Committee</li><li>• G.M/ HOD of Concerned department ... Member</li></ul>

*(As amended / added vide excerpt of 462<sup>nd</sup> meeting of the PNSC BOD held on 15<sup>th</sup> September, 2025)*

## 2.13 APPOINTING AUTHORITY - POSITION WISE

POSITION	APPROVING AUTHORITY
Executive Directors, General Managers, CFO, CIA, Company Secretary	Board of Directors
All other PNSC Grades / Ranks	Chief Executive Officer.

## 2.14 MEDICAL FITNESS

A candidate for appointment must be generally in good health (mentally & physically). His / Her appointment is subject to medical fitness given by Corporation's designated medical center duly certified by S.M.O.

## **2.15 COMMENCEMENT OF SERVICE**

The service under the Corporation shall commence from the working day on which an employee reports for duty or as per date and time given by HR Department.

## **2.16 RECORD OF SERVICE**

- a. Record of service of each employee shall be maintained in his/her personal file in a safe custody of HR Department.
- b. An employee shall not have access to his confidential reports. He / She shall, however, be informed of adverse remarks if any, in order to give him/her an opportunity to improve his position or to correct himself / herself. An employee may file representation against the adverse remarks to the next authority above the counter-signing officer within 15 days of receipt of adverse remarks.

## **2.17 SENIORITY**

An employee other than an employee on probation shall rank for seniority in his/her grade on the basis of continuous service in the grade in various divisions of the Corporation.

## **2.18 DECLARATIONS**

Every employee shall submit the declaration form(s) at the time of appointment with the Corporation.

## **2.19 DURATION OF CONTRACTUAL EMPLOYMENT**

The duration of contractual employment shall be for a period upto 3 years, further extendable if required.

## **2.20 INTERNAL HIRING**

Current employees of PNSC who have been in service for at least 2 years shall be eligible to apply for new openings.

## **2.21 RE-EMPLOYMENT / CONTRACT EXTENSION AFTER RETIREMENT**

- a. The criteria for the re-employment / contract extension after superannuation of professional, specialized / technical or for any other job as deemed necessary by the Corporation is as follows:-
  - i. The employee is a highly competent person with distinction in his profession / sectoral experience.
  - ii. Retention of retiring officers is in the public & corporation's interest.

## **2.22 APPOINTMENT OF EXECUTIVE DIRECTORS**

Executive Directors shall be recruited directly through advertisement.

**CHAPTER - 3**  
**PROBATION & CONFIRMATION**

**3.1 PURPOSE**

The purpose of the Probation Policy is to:

- a. Determine the suitability of an employee for the position hired in light of the performance against the services rendered.
- b. To help validate the appointment decision regarding the credentials and criminal record verification before confirmation.
- c. To help employees become fully effective in their post as soon as possible.

**3.2 PROBATIONARY PERIOD & CONFIRMATION**

- a. The probationary period is applicable to all employees of PNSC upon joining on a post through recruitment. Probation period shall be 3 months other than General Managers/Executive Directors whose probation period shall be 6 months.
- b. Termination of probationary period shall be based on recommendation of concerned HOD as reflected in Performance Evaluation Report (PER).
- c. Upon satisfactory completion of the probationary period, HR Department shall confirm the status of the employee in writing from the date of joining.

**3.3 EXTENTION OF PROBATIONARY PERIOD**

In some cases, the probationary period may need to be extended, for another three months for the individual who has not performed as expected and it is considered that a further period of probation might enable him/her to reach a satisfactory level of performance. Probation extension shall be notified to the employee in writing.

The probation period can be extended, or services may be terminated on recommendation of the Head of the department as follows:

- a. General Managers / Executive Directors      ...      CEO
- b. Managers and below                                      ...      G.M (HR)

After the completion of extended probationary period, if the individual's performance has still not reached a satisfactory level, the employment contract may be terminated by the authority.

During the period of probation, either party may upon one week prior notice in writing, and without assigning any reason, terminate the employment contract or if an employee leaves PNSC without serving the written notice, he/she shall be eligible for salary for the days worked only.

Employees on probation are eligible for leave as per the Leave Policy on accrual basis. During probation period, if an employee remains absent from work without intimation / authorization of the superior, PNSC reserves the right to terminate the employment contract without serving any notice with the approval of the CEO.

## **CHAPTER - 4 SEPARATION**

### **4.1 RETIREMENT**

Employee shall be retired from service of the Corporation on attaining the age of superannuation i.e. 60 years.

### **4.2 TERMINATION OF EMPLOYMENT**

Employment contract may be terminated without assigning reason by either party upon giving a prior notice in writing, or payment of gross salary in lieu of the notice period.

<u><b>Designation</b></u>	<u><b>Notice Period</b></u>
Executive Directors	... 60 days
General Managers	... 45 days
Managers and below	... 30 days

### **4.3 RESIGNATION**

- a. An employee who intends to tender resignation shall not resign from his/her post without giving prior notice as stated in para 4.2, failing which he/she shall be liable to pay to the Corporation a sum equal to his/her pay with regard to the days of notice period.
- b. An employee shall be entitled for the benefit / remuneration announced by the Management if he/she fulfills the eligibility criteria for the entitlement of the benefits / remuneration during his employment.
- c. The amount of pay for the unexpired period of notice and any other amount payable by the employee to the Corporation shall be recovered from any dues standing to his/her credit with the Corporation.
- d. PNSC may, waive or reduce the duration of notice period for a special reason, which cannot be quoted as precedence. Upon a request of the employee, HOD of the concerned department may recommend the waiver to be approved by HOD of HR Department.

### **4.4 POWER OF ATTORNEY AUTHORIZATION**

In case an employee is unable to receive his/her dues upon cessation of the employment in-person, he / she may authorize a person with power of attorney to receive his/her dues.

## **CHAPTER - 5 TRAINING AND DEVELOPMENT**

### **5.1 PURPOSE**

The purpose of the policy is to ensure that all employees are equipped with required level of knowledge and skill to develop within their current role and find ways to demonstrate and develop potential.

It will also create a learning culture by providing opportunities for progress.

### **5.2 TYPES OF TRAINING**

- a. Professional trainings / Workshops / Lectures
- b. Technical / Skills based trainings
- c. Soft skills trainings etc.

### **5.3 TRAINING NEED ASSESSMENT (TNA)**

TNA is a tool to analyze employees' and organizational knowledge, skills, and abilities, to identify any gaps or areas that require improvement to achieve efficiency.

This analysis shall be performed by HODs to observe their staff and make recommendations for training based on performance issues and gaps in Annual Performance Evaluation Report (PERs).

### **5.4 TRAINING CALENDAR**

Based on identified training needs through Performance Evaluation Report (PERs), HR Department shall develop Annual Training Calendar and shall conduct training sessions during the year for all in-house and ex-house training programs in collaboration with Training Institutes / Consultants / Professional trainers.

### **5.5 INTERNSHIP / MANAGEMENT TRAINEE OFFICER (MTO) / CA TRAINEE PROGRAM FOR FRESH GRADUATES AND STUDENTS**

- a. Under this program fresh graduates/students through prescribed competitive process as approved by Board of Directors are inducted from renowned institutions / universities to meet company operational and urgent needs.
- b. Divisions shall submit requirement duly approved by CEO with qualification criteria for induction. This involves hiring interns and management trainee officers to secure a dependable pool of skilled and adaptable personnel for the future.
- c. The Division and HR department can also engage with different institutions to encourage graduates/students to apply for internships / management trainee / CA trainee positions at PNSC. It's important to establish strong ties with the shipping industry and seek professional human resources through effective measures.

## CHAPTER - 6 PERFORMANCE MANAGEMENT

### 6.1 PURPOSE

The Performance Management System (PMS) is designed to help employees improve their individual performance and to shape and influence their own career and help others to develop. It is designed to facilitate employees to achieve their targets, which are agreed each year and are clearly linked to organizational objectives.

### 6.2 SCOPE

The time-period for performance appraisal shall be financial year i.e. July 01 to June 30 of next financial year. The filled-in Performance Evaluation Report (PER) shall be submitted to HR Department on completion of each financial year.

### 6.3 OFFICIAL SUMMARY

The Annual Performance Evaluation Report (PER) shall be considered an official summary of an employee's performance and shall be made a permanent part of the employee's PER file.

### 6.4 APPLICATIONS OF PERFORMANCE EVALUATION REPORT (PER) BUT NOT LIMITED TO:

- Disbursement of performance bonus(s)
- Renewal of employment contract
- PER's weightage as a component for promotion
- Identification of training needs

### 6.5 MANAGEMENT OF PERFORMANCE EVALUATION REPORT (PER)

Authorities, management & custodian of PERs' as follows:

S#	Designation	Evaluated by	Counter Signed by	Custodian Authority
1	Statutory Positions			
(a)	CEO	BOD on recommendation of the HR, Nomination & CSR Committee	Chairman of the BOD	Company Secretary
(b)	CFO and Company Secretary			
(c)	CIA	BOD on recommendation of Audit Committee		
2(a)	Executive Directors	CEO	BOD *	
(b)	Divisional Heads (where Divisional Heads are directly reporting to CEO)			
S#	Designation	Evaluated by	Counter Signed by	Custodian Authority
(c)	General Managers	Executive Director (Concerned)	CEO	HR Department
(d)	Managers	General Managers / Reporting Heads		
3	Deputy Managers & below	HOD (Concerned)	Executive Director (Concerned) / G.M. (Concerned)	

\* Any two Board Members authorized by the BOD.

## **CHAPTER - 7 PROMOTION POLICY**

### **7.1 SCOPE**

Promotion is a move to a position of higher rank, responsibility and salary. These advancements may be a career or role change that helps employees develop and grow. Employees may be promoted within the same department.

Provided that no person promoted to a higher post shall be confirmed in such post unless he has rendered at least three months satisfactory service in the higher post.

### **7.2 SERVICE LIMIT**

<b>Category</b>	<b>Minimum Service Limit</b>
From Manager to General Manager	05 Years
From Deputy Manager to Manager	05 Years
From Assistant Manager to Deputy Manager	05 Years
From Junior Executive to Assistant Manager	05 Years
From Senior Assistant & equivalents to Junior Executive	05 Years

### **7.3 GUIDELINES FOR SENIORITY CUM FITNESS**

- a. The following guidelines and criteria shall be observed in deciding fitness for promotion in the next higher grade:
  - i. Performance Grading
  - ii. Seniority
  - iii. Qualification
  - iv. Experience
  - v. Sanctioned vacancy
- b. Completion of service requirement shall not confer a right to promotion on any officer.
- c. Promotion Committee to be convened once a year or on directives of the CEO.
- d. The seniority shall be calculated from the date of appointment in the Corporation.

### **7.4 QUALIFICATION CRITERIA**

As required for initial appointment to the higher post i.e. the post to which the employee is to be promoted.

## 7.5 PROMOTION COMMITTEES

	<b>Promotion Committee-I For (GM, M, &amp; DM)</b>	<b>Promotion Committee -II For (AM &amp; JE)</b>	<b>Promotion Committee -III For (Staff)</b>
<b>Headed by</b>	Senior most Executive Director	G.M (HR) / G.M as nominated by CEO	G.M (HR) / G.M as nominated by CEO
<b>Member</b>	EDs (All Division)	HOD (Concerned Dept.)	HOD (Concerned Dept.)
<b>Member/ Secretary</b>	G.M. (HR)	Manager (HR)	Manager (HR)

*(As amended / added vide excerpt of 462<sup>nd</sup> meeting of the PNSC BOD held on 15<sup>th</sup> September, 2025)*

- Promotion Committee shall meet once in a year or on directives of the CEO.
- The summary / minutes of Promotion Committee-I, II & III shall be approved by the Committee heads.
- The Board of Directors shall be the approving authority for promotion as General Managers.
- CEO shall be the approving authority for all other promotions.
- The CEO may nominate co-opted member in the circumstances of each case, he considers necessary.
- Recommendations of the Promotion Committee(s) shall be submitted to the CEO/Board of Directors, as the case may be, for consideration / approval.

## 7.6 QUANTIFICATION OF PERFORMANCE EVALUATION REPORT (PER) & OTHER PARAMETERS

<b>Quantification</b>	<b>Maximum Marks</b>
A. The weightage for PER quantification of last 5 years	55
B. Academic Qualifications Intermediate = 06 Graduate = 10 Master = 15 Relevant Professional Degree / Diploma / Certification = 05 (Additional marks)	20
C. Promotion Board	25
<b>D. Total Marks</b>	<b>100</b>

Promotion decisions shall be made on final threshold marks based on marks obtained in PERs, academic qualification and the marks granted by Promotion Committee as per table given below:-

<b>GM</b>	<b>M</b>	<b>DM</b>	<b>AM</b>
80%		75%	70%

## 7.7 INCREMENT / PAY FIXATION ON PROMOTION

- a. Increase in Basic salaries of employees, promoted in different grades on the recommendation of the Promotion Committee - I, II & III, shall be awarded with promotion increments as per following schedule. Revised salaries shall be effective from the date of promotion.

S#	Name of Post	Increment Rate
1	From Manager to General Manager	15% Existing Basic Pay raise
2	From Deputy Manager to Manager	15% Existing Basic Pay raise
3	From Assistant Manager to Deputy Manager	15% Existing Basic Pay raise
4	From Junior Executive to Assistant Manager	15% Existing Basic Pay raise
5	From Staff (Grade-VII) to Junior Executive	25% Existing Basic Pay raise
6	From Staff (Grade I to VI)	25% Existing Basic Pay raise

- b. Increments / pay fixation on promotion shall be made after adjustment of Annual Increments, if the employee is promoted within six months of salary increment.
- c. If the employee is promoted after six months of salary increment, he will not be entitled for the next salary increment.

## 7.8 PROMOTION COMMITTEE - III (FOR PROMOTION OF THE STAFF)

- a. The Promotion Committee - III shall meet once in a year or on the directives of the CEO.
- b. Minutes of Promotion Committee-III shall be approved by HOD (HR).
- c. There are no specified vacancies for up-gradation / promotion.
- d. The employees earning 'Good' reports in their PERs are considered for up-gradation / promotion subject to fulfillment of prescribed conditions.

## 7.9 CRITERIA FOR PROMOTION COMMITTEE - III

Criteria	Service Limit	Qualification Required for Up-gradation / Promotion
From Staff Grade - I To Staff Grade - IV	3 years	-
From Staff Grade - V To Staff Grade - VI		Matriculation / Technical School Certificate or equivalent qualification
From Staff Grade - VI To Staff Grade - VII		Intermediate / DAE or equivalent qualification

## **CHAPTER - 8 SALARY AND BENEFITS**

### **8.1 SALARY**

- a. The Corporation aims to offer salary packages at market competitive rates to remain at par with contemporary market standards / practices and most importantly as part of its retention policy.
- b. In pursuance of ensuring market competitive salary packages to be offered to new employees following may be taken into consideration:-
  - i. Comparison with the salary of existing employees in the specific grade, where available, taking into consideration qualifications, both academic and professional and relevant experience.
  - ii. Last emoluments drawn by the candidate, value and skills shortage of the job under consideration.
  - iii. Periodical remuneration surveys.
- c. Employees' monthly remuneration and employment related benefits shall appear on the contract form.
- d. In no event shall this give an employee the right to negotiate the current salary packages or claim for a revision in the existing salary package.

### **8.2 ANNUAL INCREMENT**

- a. In the first year of employment, every employee who has completed 06 months in the Corporation (excluding probationary period) as at the end of the financial year shall be eligible to annual increment.
- b. In order to maintain uniformity throughout the Corporation, all employees who are eligible for annual increment shall be entitled to annual increment on last drawn basic salary, exercising one of the following options subject to the approval of the BOD:-
  - i. An increase upto 20%; or
  - ii. Annual inflation rate year on year basis as published by the Government of Pakistan.
- c. Annual increment shall accrue on the first day of the start of every financial year of the Corporation.

### **8.3 ALLOWANCES**

- a. The Corporation grants following allowances to all its employees:-
  - i. **House Rent Allowance**  
The Corporation shall grant House Rent Allowance to each employee at such rates as prescribed subject to revision by BOD from time to time.
  - ii. **Utility Allowance**  
The Corporation shall grant expenses spent on utility allowance at such rates as prescribed subject to revision by BOD from time to time.

**iii. Conveyance allowance**

This allowance is only allowed to such employees who are not offered car monetization allowance at such rates as prescribed subject to revision by BOD from time to time.

**iv. Medical Allowance**

The Corporation shall grant Medical Allowance to all employees at such rates as prescribed subject to revision by BOD from time to time.

**v. Entertainment Allowance**

This allowance is paid on the basis of the designation held by an employee and is only allowed to all such employees who are designated as Junior Executive to General Managers at such rates as prescribed subject to revision by BOD from time to time.

**vi. Washing allowance**

Washing allowance is allowed to livered staff from Grade (I to VII) at such rates as prescribed subject to revision by BOD from time to time.

**vii. Car Allowance and Fuel Ceiling**

Car Allowance shall be paid and fuel shall be allowed at such rates as prescribed in the table below, subject to revision of Board of Directors from time to time.

<b>Designation</b>	<b>Monthly allowance (Rs.)</b>	<b>Monthly Fuel Ceiling (Liters)</b>
Executive Director	140,000	300
General Manager	97,500	225
Manager	80,000	200

**Note:** Car Allowance shall not form part of the gross salary for the purpose of calculation of leave encashment.

*(As amended / added vide excerpt of 462<sup>nd</sup> meeting of the PNSC BOD held on 15<sup>th</sup> September, 2025)*

**viii. Charge allowance**

All employees, except the Executive Directors, who may be assigned an additional temporary charge not below the same designation currently held by an employee shall be considered as performing additional responsibility and entitled to additional charge allowance calculated at 20% of basic pay subject to maximum of Rs.25,000/- per month the additional charge may be granted for a maximum of 90 days.

**ix. Children Education Allowance**

The Corporation grants children education allowance at Rs. 10,000/- per month with the production of certificates from Heads of a registered or recognized school/college/institution in which the children are being educated subject to revision by BOD from time to time.

**x. Overtime**

A staff level (Grade - I to VII) employee(s) including operational & technical staff shall be allowed overtime at prescribed rates under the relevant / applicable laws.

**xi. Mobile Phone Allowance**

Mobile Phone Allowance shall be allowed as per following ceiling:

<b>Designation</b>	<b>Amount in Rupees</b>
Executive Director	At actual billing
General Manager	2,500
Manager	2,000
Deputy Manager	1,500
Assistant Manager & Below	1,000 Based on nature of job and recommendation of concerned EDs / HODs

*(As amended / added vide excerpt of 462<sup>nd</sup> meeting of the PNSC BOD held on 15<sup>th</sup> September, 2025)*

**xii. Reimbursement of Annual Memberships / Subscriptions Fees of Professional / Educational Bodies / Institutions**

Reimbursement of annual memberships / subscriptions fee shall be allowed for the listed below Professional / Educational Bodies / Institutions:

1. Association of Chartered Certified Accountants, UK.
2. Chartered Institute of Logistics and Transport, Pakistan.
3. Chartered Institute of Shipbrokers, London.
4. Chartered Institute of Transport, London.
5. Chartered Insurance Institute, London.
6. Institute of Chartered Accountants in England and Wales.
7. Institute of Chartered Accountants of Pakistan.
8. Institute of Chartered / Corporate Secretaries of Pakistan.
9. Institute of Cost and Management Accountants of Pakistan.
10. Institute of Internal Auditors, London.
11. Institute of Marine Engineers, London.
12. Pakistan Engineering Council, Pakistan Bar Council, Provincial Bar Councils and Bar Associations.
13. Royal Institute of Navigation, London.
14. The Nautical Institute, London.

*(As amended / added vide excerpt of 462<sup>nd</sup> meeting of the PNSC BOD held on 15<sup>th</sup> September, 2025)*

**Note:**

Any allowance shall not form part of the gross salary for the purpose of calculation of gratuity.

## 8.4 OTHER ENTITLEMENTS

In addition to the above allowances, the Corporation shall allow following entitlements:-

### a. Travelling Allowance on Retirement

If an employee retires on attaining the age of superannuation he/she shall, if he/she performs the journey to his/her home town, within three months from the date of retirement, be entitled to travelling allowance on retirement at such rates as prescribed in the table below subject to revision by BOD from time to time:

Sindh and Balochistan	Rs.65,000/-
Punjab	Rs.90,000/-
Khyber Pakhtunkhawa, Gilgit Baltistan & Azad Kashmir	Rs.110,000/-

### b. Burial Expense

In case of death of the employee and/or any member(s) of his/her immediate family (i.e., parents, wife, and children), all the burial expense shall be borne by the Corporation.

### c. Ex-Gratia Payments on in-service death

- i. In the event of death of an employee of the Corporation, following ex-gratia payment shall be given:-
  - Equivalent to twelve (12) months basic salary for Junior Executives and above.
  - Fifteen (15) months basic salary for staff level employees.
- ii. The above ex-gratia payment and other dues of the deceased employee shall be given upon submission of succession certificate under the law.

### d. Repatriation of Dead Body to Hometown of Deceased

In the event of death of an employee or family members, the Corporation shall bear complete expense for the repatriation to the hometown or place of domicile of the deceased. The Corporation would further bear the expense of travelling of the immediate family members of the deceased who were residing with the deceased.

### e. Incentive / grant of minority employees on their religious festivals

For facilitating minority employees to celebrate their religious festivals, such as Diwali, Christmas etc., grant / incentive may be provided to the said employees once in a year subject to maximum of Rs. 10,000/- as approved by the CEO.

## 8.5 USE OF DEVICES, COMMUNICATION AND INFORMATION SYSTEMS

a. The following devices have been approved for the respective designations:-

	LAPTOP POLICY	MOBILE POLICY
Eligibility	<ul style="list-style-type: none"><li>• CEO, EDs and GMs</li></ul>	<ul style="list-style-type: none"><li>• CEO, EDs and GMs</li></ul>
Device Specifications	<ul style="list-style-type: none"><li>• CEO, EDs, GMs – Latest as per the availability at actual cost.</li></ul>	<ul style="list-style-type: none"><li>• CEO and EDs – Latest at actual cost.</li><li>• GM – Up to Rs.150,000</li></ul>
Replacement / Entitlement	<ul style="list-style-type: none"><li>• CEO, EDs and GMs – Replacement in 3 years as per entitlement.</li><li>• Buyback option at book value would be available after the replacement period.</li></ul>	<ul style="list-style-type: none"><li>• CEO / EDs – As per entitlement in 3 years.</li><li>• GMs - As per entitlement in 4 years.</li></ul>

- b. The Corporation reserves the right, with or without notice, to inspect record, copy, remove or delete any unauthorized use of the devices and information systems.
- c. The device(s) given to an employee must be maintained in proper working condition without causing any damage or loss. Where a damage or loss is caused by his/her actions or omission, the employee is liable to make good the damage or loss, or cause a replacement at his/her own cost and expense.
- d. The employee must return the device(s) upon cessation of employment, unless an approval for purchase of laptop at then book value of the device is given.

## 8.6 CLUB MEMBERSHIP

CEO and Executive Directors shall be entitled to corporate membership with subscription from one of the following clubs, chosen by PNSC, during the period of their service in PNSC:

- i. Airman Golf Club
- ii. Aviation Club
- iii. Boat Club
- iv. DA Beach View Club
- v. DA Central Club
- vi. DA Creek Club
- vii. DA Golf Club
- viii. Islamabad Club
- ix. Karachi Club
- x. Karachi Gymkhana
- xi. Services Club
- xii. Marina Club
- xiii. Sindh Club
- xiv. Dream World
- xv. Sunset Club

Any other club(s) may be added with the approval of the BOD.

## 8.7 INTEREST FREE LOAN

a. The Corporation may provide financial assistance by granting interest-free loan for the following purposes:-

i. **Personal reasons**

For personal loans, the maximum financial limit is set at seventy-five percent (75%) of an employee's estimated outstanding gratuity amount. The maximum repayment period shall be five (5) years from the date of disbursement.

ii. **Marriage of children**

The maximum amount of loan allowed at a time is upto Rs. 1,500,000/- (Pakistani Rupee Fifteen Hundred Thousand only) repayable within a period of three (3) years from the date of disbursement.

iii. **Children's education**

The maximum amount of loan allowed at a time is upto Rs. 700,000/- (Pakistani Rupee Seven Hundred Thousand only) repayable within a period of three (3) years from the date of disbursement.

iv. **Medical Loan**

The amount of the loan shall be dependent upon the nature of medical treatment undergone by the employee him/herself or his/her immediate family members.

CEO reserves the power to determine the amount of loan subject to maximum of Rs. 1.0 million.

v. **Purchase of Bike**

The maximum amount of loan allowed at a time is Rs. 250,000/- (Pakistani Rupee Two Hundred Fifty Thousand only) for purchase of motorbike only repayable within a period of three (3) years from the date of disbursement.

b. The loan sanctioned by the Corporation shall be subject to conditions including but not limited to the following:-

- i. Employee should have completed at least two (2) years as employee of the Corporation.
- ii. Loan to employee shall be considered on case-to-case basis.
- iii. At a given time, only one type of loan can be availed.
- iv. The employee must execute a legally binding loan agreement for the complete duration of the loan.
- v. Repayment of loan can be made via agreed monthly deductions from employee salary payment unless agreed otherwise starting from the very next month of sanction of loan.
- vi. Loan shall not be a revolving loan, i.e., an employee shall not be granted a loan of the portion of any amount of loan repaid.
- vii. All previous loans must be redeemed / settled in full before another loan could be considered.
- viii. Documentary proof should accompany all loan applications.

- ix. Any abuse of the loan or loan taken on a misrepresentation shall constitute misconduct and shall accordingly be dealt with.
- c. The Corporation reserves the right to withdraw this privilege at any point in time, if an employee:-
  - i. Fails to make a scheduled payment.
  - ii. Does not make payment arrangements.
  - iii. Separates from employment or
  - iv. Otherwise fails to fulfill his/her loan repayment obligations under any other document,

The Corporation may, at its option and after any legally required cure period, accelerate the payment obligations and declare the entire remaining unpaid balance immediately due and payable. If an employee leaves the Corporation voluntarily or involuntarily (resigns or terminated) before complete settlement of the loan amount, the amount due shall be deducted from the gratuity and severance amount.

**Note:**

The Board of Directors of the Corporation shall be the sanctioning authority where CEO intends to obtain a loan.

## **8.8 GROUP TERM INSURANCE POLICY**

Group Term Insurance Plan provides life insurance coverage to the employees of PNSC. The amount of coverage of each employee is determined with reference to his/her designation.

On death of any insured employee, the sum assured on his/her life is paid for the benefit of his/her surviving family.

**a. Terminal illness**

This benefit provides advance payment of 50% of sum assured in case of diagnosis of Terminal Illness – The remaining 50% of sum assured will be payable on death.

**b. Accidental death benefit**

Benefit of employee is doubled if the death was caused by an accident.

**c. Permanent and Partial Disability – Accidental and Sickness**

Employee is entitled to payment of the sum assured in case of any accident or sickness causing permanent and total disability. In this regards the schedule of disabilities is applicable as is prescribed under the Schedule I of The Workmen's Compensation Act 1923. In case of a Partial accidental or sickness disability causing absence from work a fortnightly benefit will be provided.

## **8.9 PERKS AND PRIVILEGES OF CHIEF EXECUTIVE OFFICER (CEO)**

As approved by Board of Directors (BOD).

## CHAPTER - 9 LEAVE

### 9.1 LEAVE

All types and categories of leave shall be governed under the Government rules / polices / instructions presently in force and as amended from time to time.

### 9.2 LEAVE ENCASHMENT OF EARNED LEAVE

The sanctioning authorities as stated in Para-9.3 below to sanction leave other than casual leave shall also approve leave encashment at the annual limit of 30 days in a financial year as a normal case provided the balance leave on full pay after encashment is not less than 15 days and the employee has not availed any earned leave during the financial year. In case an employees availed earned leave, his leave encashment shall be reduced by the number of days he remained on earned leave.

- a. An employee can avail maximum 365 days encashment in his final settlement of dues.
- b. The amount of encashment of leave once drawn cannot be refunded or increased in any case.

### 9.3 LEAVE ENTITLEMENT AND SANCTIONING AUTHORITY

Grade	No. of days (Casual / Earned Leave)	Sanctioning Authority	Leave Encashment
Staff	5	Deputy Manager concerned	30
Staff	5+		30
Junior Executive	5		30
Junior Executive	5+	Manager concerned	30
Assistant Manager	5		30
Assistant Manager	5+	Manager / General Manager concerned	30
Deputy Manager	5		30
Deputy Manager	5+	Executive Director / General Manager concerned	30
Manager	5		30
Manager	5+	CEO	30
General Manager	5	Executive Director concerned / CEO	30
General Manager	5+	CEO	30
Executive Director	All		30
CEO		BOD	

## 9.4 NOTES

- a. In the exigencies of the Corporation's interest, authorities (CEO, Executive Director, Department Head (GM & Manager) & HR Department) have the right to refuse or revoke any leave. Employees are not permitted to avail any leave unless authorized by the sanctioning authority. Any un-approved leave shall be treated as absence without leave and without pay and may invoke further disciplinary action.
- b. All applications for leave shall be addressed to the sanctioning authority on the prescribed form and shall be submitted through proper channel for approval. Employees cannot proceed on leave without prior approval of the authority except under circumstances where prior approval is not possible i.e. sickness of the concerned employee or death of a blood relative or in case of any other emergency / urgency.
- c. If the leave is refused or postponed, the reasons therefore shall be recorded.
- d. Application for leave for 5 days or more shall normally be made at least seven days previous to the time from which the leave is required except in cases of sickness and emergency.
- e. An employee availing himself of leave shall inform the sanctioning / authority in writing of his address while on leave.
- f. An employee intending to leave the station of his posting during leave shall obtain prior permission from the sanctioning authority for station leave.
- g. An employee who remains absent for 10 days in excess of the period of leave originally sanctioned (will tantamount to misconduct), shall be liable to disciplinary action unless he is able to explain his overstay in a satisfactory manner to the authority. Breach of this rule shall be treated as misconduct and the employee shall be liable to penalty in accordance with these Regulations.
- h. An employee, who desires to obtain leave shall apply in writing to the sanctioning authority through proper channel.
- i. Application for extension of leave shall be submitted by the employee to the sanctioning authority before the expiry of leave already granted and well in time for the orders there on to be communicated to him before expiry of sanctioned leave.
- j. Any type of leave shall be subject to the exigencies of PNSC's work requirement.
- k. The sanctioning authority for all leave categories apart from Earned and Casual leaves is CEO of PNSC.
- l. Proper record of all leave shall be maintained in the service Record of the employee concerned.
- m. Leave shall not be granted to an employee who is under suspension.

## **CHAPTER - 10 MEDICAL POLICY**

### **10.1 SCOPE**

This policy is applicable to all employees and their dependents (spouse, children and parents).

### **10.2 MEDICAL FACILITY**

Medical facility shall be for self, spouse, real parents and dependent children only (where "Spouse" means an employee's wife/husband and "children" mean legitimate children residing with and wholly dependent on him/her. Son/s up to the age of 25 years (un-employed) & unmarried daughter/s with no age limit).

### **10.3 CONDITIONS OF MEDICAL FACILITY**

- a. Employees in need of medical treatment shall contact the Staff Medical Officer (SMO) of PNSC who shall either treat them personally or refer them to one of the panel hospital depending on the medical requirement.
- b. In case, if a patient is required to be hospitalized he / she may be got admitted in any approved hospital / clinic in the vicinity of his / her residence and if no approved hospital / clinic is in the vicinity then the patient may obtain treatment at any other hospital / clinic nearest to his residence.
- c. The SMO shall however be informed within next 24 hours, failing which the Corporation shall not foot the bills for expenses.
- d. In such cases reimbursement of medical expenses at minimum approved rates of PNSC shall be allowed on submission of proper bills, receipts, prescription etc., duly recommended by the SMO.
- e. The SMO, shall visit the hospital where an employee or his / her dependent family members are admitted to ensure that treatment is being availed by PNSC employee or his / her dependent.
- f. The existing list of consultants and hospitals on the panel of the Corporation may be reviewed with a view to provide better services / facilities to the employees from time to time.
- g. Medical allowance is paid to all employees of the Corporation in their monthly salaries on account of purchasing of medicines in addition to medical facility. Therefore, no medicines' bills / cost shall be reimbursed to any employee(s).
- h. Medical card with photographs of the employee and his / her dependent family members shall be issued to the employees for the purpose of identification.
- i. Computerized medical record for each employee including his / her dependent family members shall be maintained by Medical Section.

#### 10.4 MEDICAL FACILITY ENTITLEMENT

Medical Entitlement	
Employee & Spouse	At actual
Dependent Children	At actual Unemployed Son: Up to the age of 25 years un-married daughter(s)
Parents *	Upto Rs.0.5 Million per annum

\* For employees who joined the Corporation from 01-01-2002

#### 10.5 EXTENSION OF MEDICAL FACILITY FOR PARENTS ON COMPASSIONATE GROUNDS

When an employee needs further support for chronic or life threatening illness of his parents after the exhaustion of the limit i.e. Rs.0.5 Million, he/she may put up a request to the Evaluation Committee to continue the treatment at the panel hospital on Corporation expense with further extension in amount upto Rs. 1.0 Million on compassionate grounds with an undertaking that if his/her request is not approved by the committee then he / she shall pay off the excess amount incurred for the treatment from his available funds in the Corporation or through any alternate source.

**Note:** Upon exhaustion of the limit of Rs.0.5 Million, treatment on chronic or life threatening illness of the employee's parents shall be continued with permission of SMO. However, employee shall put up a request to the Evaluation Committee through SMO on immediate basis as per procedure in vogue.

#### 10.6 PROCEDURE

The request shall be forwarded to the Evaluation Committee consisting of following members:

G.M (HR)	...	Chairman Committee
Manager (HR)	...	Member
Manager (Finance)	...	Member
SMO	...	Member / Secretary

*(As amended / added vide excerpt of 462<sup>nd</sup> meeting of the PNSC BOD held on 15<sup>th</sup> September, 2025)*

**Note:** The quorum of the committee shall be not less than 3 including the Staff Medical Officer.

The Committee shall take into account the following considerations but not limited to:

- Standard Form - The committee may develop an additional procedure and standard form/undertaking for the use of this facility.
- Compassionate Grounds - This facility is applicable to contractual employees on consideration of monetary status and other source of income.
- Nature of Disease - Consideration of severe/urgent treatment required by employee parents.
- Length of service - Consideration of service of employee with the Corporation.

- e. Record of Employee - Consideration of background of employee that he/she should not be in any disciplinary case / inquiry.

In case an employee's standard limit has been exhausted or anticipated to be exhausted and this situation arises as a result of an emergency during weekend or holidays, then the employee shall approach the SMO for continuing the treatment in the hospital. The SMO after consideration and consultation with Head of Department (HR) may authorize the treatment subject to that he shall put up the matter to the committee on opening of the office for consideration and approval.

### 10.7 APPROVING AUTHORITY

S#	Parent Medical Entitlement	Approving Authority
1.	Upto Rs.0.5 Million per annum	As per policy
2.	Upto Rs.1.0 Million per annum	Evaluation Committee
3.	Upto Rs.2.0 Million per annum	CEO upon recommendation of Evaluation Committee.
4.	More than Rs.2.0 Million per annum	BOD upon recommendation of the CEO.

### 10.8 EXCLUSIONS

Following is a list of procedures/treatments not covered under Medical Policy:

- a. Any illness or injury sustained as a result of employee's misconduct or involvement in a felony or other criminal act.
- b. Charges for intra-ocular implant lenses unless prescribed due to illness or being mandatory due to age related cataract.
- c. Cosmetic dental treatments (i.e. Teeth Whitening, Implants, Composite Bonding and orthodontics treatments etc.) unless medically necessitated and prescribed.
- d. Cosmetic/Plastic surgery, surgery unless medically necessitated or due to accidental injury.
- e. Medical supplies including prosthetic devices and durable medical equipment (for example- wheelchair, cervical collar/ neck brace etc.) unless medically necessitated and prescribed.
- f. Any services for hair fall, Hair transplant or beauty/skin treatment or any similar charges. Skin treatments related to illness or that can lead to sickness and are medically necessitated are not included in exclusions.
- g. Procedure and treatment for obesity, weight management (reduction/enhancement).
- h. Charges for Food supplements / dietary food items (i.e. Pediaisure, Ensure etc.), all kinds of multi-vitamins, children's food and baby supplies (i.e. Formula milk, Cereals etc.).
- i. All substances which are not considered as medicines and all equipment not primarily intended to improve a medical condition or injury (for example, air purifying systems).
- j. Fertility Treatments. IVIF, IVIC
- k. Experimental Treatment / Procedure for any Clinical trials.
- l. Different aids like Hearing aids.
- m. Acupuncture and other alternative therapies like Chiropractic treatment to relieve pains.
- n. Private Nursing

**NOTES:**

- a. Employees who joined the Corporation before 31-12-2001 and are re-employed on contract basis shall not be entitled for medical facility and / or medical allowance.
- b. Any treatment / procedure etc. which falls under the aforementioned list of exclusions shall not be covered under medical policy.
- c. Travel vaccine shall only be allowed for official travel requirements.

**10.9 POST RETIREMENT MEDICAL FACILITY AND ALLOWANCE FOR EMPLOYEES WHO JOINED THE CORPORATION BEFORE 31-12-2001\***

- a. In the event of retirement/death of employee, medical facility shall be available to the dependent members of his family, for 5 years from the date of retirement/death.
- b. The medical facilities after retirement shall be up to 70 years of age. After 65 years to 70 years, medical facility for employees and their spouse shall be restricted to cost of maximum Rs. 0.7 million per annum. In case of death of employee, wife would be entitled only.
- c. Post-retirement medical allowance of five years is admissible and shall be paid in final settlement of dues on prescribed rates.

\* **Note:** Clause 10.9 shall cease to exist upon the cessation of the employees joined before 31-12-2001.

**10.10 REIMBURSEMENT OF MEDICAL EXPENSES TO THE EXECUTIVE DIRECTORS**

Reimbursement of all type of medical expenses to the Executive Directors in respect of hospitals / consultants / labs etc., other than the PNSC's Panel shall be allowed on actual expenditure basis.

*(As amended / added vide excerpt of 462<sup>nd</sup> meeting of the PNSC BOD held on 15<sup>th</sup> September, 2025)*

## **CHAPTER - 11 GRATUITY**

### **11.1 PURPOSE**

The Gratuity Fund of Pakistan National Shipping Corporation (PNSC) is to provide the employees and their families with economic protection and long term saving plan.

### **11.2 ELIGIBILITY**

- a. The employee who joined the Corporation on or after 16-10-1984 upto 31-12-2001 is not entitled for the gratuity.
- b. The gratuity of an employee who has been in employment of the Corporation from 01-01-2002 till 30-06-2023, shall be calculated on 30 days basic pay for each completed year of service as follows:-
  - i. Basic pay drawn at the date of cessation of the employment multiplied by number of years of service completed till the date of cessation of employment; and
  - ii. Allowances drawn as on 30-06-2023 multiplied by the number of years of service completed from date of appointment till 30-06-2023.
- c. These who have been employee of the Corporation w.e.f. 01-07-2023, the amount of gratuity admissible to him/her shall be calculated on 30 days basic pay for each completed year of service at the date of cessation of employment multiplied by the number of years of service completed.
- d. The first gratuity shall be admissible on completion of 12 months. However, for the following years, six months service shall be required to qualify for one year gratuity. For example, if an employee leaves PNSC's service after 18 months, he / she shall be eligible for 2 gratuities.
- e. Gratuity is payable by the Corporation directly to the employees upon leaving service of PNSC for any reason other than dismissal for misconduct.

### **11.3 INADMISSIBILITY**

No gratuity shall be admissible to an employee who is dismissed from the Corporation's service upon proven charges of misconduct under the disciplinary proceedings.

No gratuity shall be payable for the period during which such provident fund has been in existence to which an employee and the Corporation are contributors.

## CHAPTER - 12 TRAVELLING POLICY

### 12.1 APPLICABILITY OF GOVT. RULES

Unless otherwise stated in these regulations, PNSC shall follow Govt. Policy / rules / instructions for the time being in force as amended from time to time.

### 12.2 DAILY ALLOWANCE ON DRY DOCK

After approval from LEC or BOD, General Manager, Manager and Superintendent Engineer travelling to supervise the dry dock or repairs of PNSC managed vessels at a dockyard outside Pakistan shall be entitled to receive 30% of the Daily Allowance as specified in the schedule of rates, if he stays at the vessel during the dry dock or repairs.

### 12.3 DAILY ALLOWANCE WITHIN PAKISTAN

#### a. Daily Allowance Rates

Daily Allowance shall be admissible at the following rates:

PNSC Grades	Daily Allowance Rates in (Rs.)
CEO / Member of BOD	7,200
Executive Director / CFO	4,920
X to XIII (AM to GM)	3,840
IX (JE)	2,160
VII	1,320
I to VI	1,200

#### b. Accommodation

- i. For Board of Directors, Chief Executive Officer, Executive Director and CFO, hotel accommodation shall be arranged by Corporate Communication Department in a five star hotel.
- ii. Hotel accommodation for General Managers and Managers shall be in a four star hotel and three star hotel respectively, arranged by the Corporate Communication Department.
- iii. Other employees may stay at any hotel provided that the rent thereof does not exceed the maximum permissible limit as in Daily Allowance i.e. up to the extent of three DAs per day, reimbursement shall be subject to the production of actual hotel bill.
- iv. Employees who opt to stay at their own private arrangement may be allowed two DAs per day.

- v. In case of non-availability of the aforesaid prescribed facility, Chief Executive Officer may allow other available facility.

**c. Conveyance**

Employees in Grades XI to XIII shall be provided with transport at the place of duty. Those below the status of Deputy Manager while performing journey on duty may at the place of duty claim reimbursement of the expenses incurred on hiring public transport on production of proof of payment/receipts. In case where no proof of payment or receipt is provided, expenses incurred on hiring public transport will be reimbursed to the extent of 30% of the Daily Allowance admissible per day.

**d. Modes of Journey**

- i. PNSC employee or its official representative (from grade XI & above) shall travel by air.
- ii. PNSC employee or its official representative from Grade X and below shall travel by train / road, however in case of emergency Chief Executive Officer may allow travel by air.

**12.4 DAILY ALLOWANCE OUTSIDE PAKISTAN**

Following shall be the equivalence with government categories for the purpose of foreign TA/DA:

S#	Category	Rank
1	Category I	CEO / Member of BOD
2	Category II	Executive Director / CFO
3	Category III	General Manager to Deputy Manager
4	Category IV	Assistant Manager
5	Category V	Junior Executive and below

**12.5 For cases specific to PNSC not covered in the Govt. rules / instructions, regulations shall be formulated accordingly.**

*(As amended / added vide excerpt of 462<sup>nd</sup> meeting of the PNSC BOD held on 15<sup>th</sup> September, 2025)*

## **CHAPTER - 13 GENERAL CONDUCT**

### **13.1 CONFORMING TO RULES AND REGULATIONS**

Every employee shall conform to and abide by the rules and regulations of the Corporation and shall observe, comply with and abide by all orders which may from time to time be given by any person under whose jurisdiction, superintendence or control he may for the time being be placed.

### **13.2 GIFTS**

No employee shall accept or permit any member of his family to accept from any person any gift the receipt of which shall place him under any form of official obligation to the donor.

### **13.3 TRADE OR EMPLOYMENT**

No employee shall engage in any trade or work other than his official duties.

### **13.4 UNAUTHORIZED COMMUNICATION**

No employee shall communicate directly or indirectly any official document or information to any other employee not authorized to receive it or to any other person or to the press.

### **13.5 USE OF POLITICAL OR OTHER INFLUENCE**

No employee shall bring or attempt to bring political or other outside influence, directly or indirectly, to bear on the Corporation or any employee of the Corporation in support of any claim arising in connection with his/her employment.

### **13.6 NEPOTISM, FAVOURITISM AND VICTIMIZATION**

No employee shall indulge in nepotism, favoritism, victimization and willful abuse of office.

### **13.7 CONFIDENTIAL INFORMATION**

- a. Every employee must exercise due vigilance with regards to the information by not abusively using, manipulating, tempering with, erasing, destroying, or removing the information.
- b. Every employee must keep all information confidential and to share it only with authorized officer of the Corporation on need-to-know basis in the execution of his/her rightful assigned employment duties and obligations.
- c. During the term of an employee's employment and twelve (12) months of termination, the employee is bound not to reproduce, publish, use, disclose, communicate, show, or otherwise make available to any person or entity any of Corporation's information, including confidential information.

- d. Any Intentional or unintentional violation of this confidentiality obligation may subject an employee to disciplinary action.

### **13.8 APPLICATIONS FOR EMPLOYMENT, TRAINING FACILITIES, ETC.**

- a. No employee shall approach, directly or indirectly, a Foreign Mission in Pakistan or any foreign aid-giving agency to secure for himself an invitation to visit a foreign country or to elicit offers of training facilities abroad.
- b. No employee shall submit an application to, or otherwise communicate in any manner, written or oral, with any other agency or organization, in Pakistan or abroad, for employment, posting, transfer, etc., or in connection with any service matter whatsoever.
- c. All such applications, communications or requests as aforesaid shall be addressed through the Corporation, with the prior permission in writing of the CEO.

### **13.9 PROHIBITION TO MARRY A FOREIGN NATIONAL**

No employee shall marry or promise to marry a foreign national without prior approval of the Management for so doing.

### **13.10 REPRESENTATION BY EMPLOYEES**

- a. No employee shall address any representation pertaining to his personal matter to the Board of Directors directly.
- b. All representations addressed to the Board shall be routed through proper channel.
- c. Joint representations are prohibited and shall not be entertained.

**CHAPTER - 14**  
**EFFICIENCY, DISCIPLINE, PENALTIES AND APPEALS**

**14.1 CLASSIFICATION OF PENALTIES**

Subject to the provisions of these regulations, an employee who commits a breach of the rules and regulations of the Corporation or who displays negligence, in efficiency or indolence or who knowingly does anything detrimental to the interests of the Corporation or in conflict with its instructions or commits a breach of discipline or is guilty of any other act of misconduct or insubordination or who is convicted of a criminal offence shall be liable to the following minor and major penalties :-

**i. Minor Penalties**

1. Censure.
2. Withholding, for a specific period, promotion or increment; and
3. Recovery from pay of the whole or any part of pecuniary loss caused to the Corporation by negligence or breach of an order.

**ii. Major Penalties**

1. Reduction to a lower post or grade or to a lower stage in time-scale.
2. Compulsory retirement.
3. Discharge or removal from service.
4. Dismissal from service.

**NOTE:**

- a. Removal from service does not, but dismissal from service does, disqualify for future employment.
- b. The authorities which may impose penalties are described as under:

	<b>Grade of Employees</b>	<b>Authority empowered to impose penalties</b>	<b>Penalties which it may impose</b>
1.	Employees holding posts in Grades I to VII	G.M. (HR)	All Penalties
2.	Employees holding posts in Grades IX to XII	CEO	All Penalties
3.	Employees holding posts in Grades XIII and EDs, CFO, CIA, Company Secretary	BOD	All Penalties

**14.2 MISCONDUCT**

- a. Misconduct means conduct prejudicial to good order or service discipline or contrary to the Discipline and General Conduct contained in Chapter “General Conduct” of these Regulations.

- b. Without prejudice to the generality of sub-Regulation (a) above, the following acts and omissions shall be deemed to constitute misconduct or breach of discipline:
- i. Riotous or disorderly behavior during working hours, or any conduct prejudicial to good order or service discipline or contrary to Corporation's rules or Regulations or orders of a superior.
  - ii. Acts of negligence of work or in-ordinate delay in performance of duty.
  - iii. Impertinence, insubordination, disobedience, or interference.
  - iv. Theft, fraud or dishonesty in connection with the Corporation's business or property;
  - v. Causing willful damage to or loss of Corporation's business or goods or property;
  - vi. Taking or giving bribes or any illegal gratification;
  - vii. Absence without permission, and continuous absence for more than ten days;
  - viii. Wilful commission or omission of an act against the interests of the Corporation;
  - ix. Wilful tampering with, theft or destruction of any records, documents or any other property of the Corporation;
  - x. Favoritism, nepotism and willful abuse of power;
  - xi. Striking work or inciting others to strike, in contravention of any law or rule having the force of law;
  - xii. Engaging actively in smuggling, or in any commercial business or pursuit either on his own account or as agent for another;
  - xiii. If an employee is corrupt or may reasonably be considered corrupt;
  - xiv. When an employee is engaged or reasonably suspected of being engaged in subversive activities;
  - xv. Drunkenness, fighting, gambling, harassment or indecent behavior within the Corporation's premises;
  - xvi. If he is guilty of disclosure of official secrets to any unauthorized person;
  - xvii. Habitual late attendance, malingering or go slow;
  - xviii. Any trade union or other activity during working hours which is likely to affect the normal functioning of the Corporation;
  - xix. Improper and non-use of uniform on duty.

### **14.3 PENALTIES**

- a. Penalty awarded shall be conveyed to the employee concerned in writing.
- b. If an employee is awarded a major penalty consequent upon disciplinary proceedings culminated, the employee, if he/she remained under suspension during the inquiry, shall not be entitled to any salary for that period except the amount admissible during the period of suspension as subsistence grant.
- c. The authority may, notwithstanding that a specific penalty, if any, has been proposed at the time of inquiry, award any one or more of the penalties mentioned in 14.1, after taking into account the gravity of the ground for penalty, the previous record of the accused employee and any other extenuating or aggravating circumstances that may exist.

- d. Before awarding a major penalty, the authority shall ensure that –
  - i. A written show-cause notice has been served.
  - ii. Opportunity to explain his position has been provided to the accused and he has been afforded a reasonable opportunity of being heard followed by speaking order to be passed by the authority keeping in view the express provisions of general clauses act,
  - iii. The enquiry is independent, impartial and unbiased,
  - iv. The Inquiry Officer or any member of the Inquiry Committee is not one who is witness to a charge,
  - v. If an employee was found guilty, a copy of the inquiry report has been given to the accused.

#### **14.4 INQUIRY PROCEDURE**

- a. The following procedure shall be observed when an employee is proceeded against under these Regulations :
  - i. In case where an employee is accused of subversion, corruption or misconduct, the authority may require him/her to proceed on leave or suspend him/her, with approval of the CEO / BOD as applicable. In such cases where an employee is not awarded major penalty, he/she shall be required to rejoin duty and the period of such leave shall be treated as duty on full pay.
  - ii. The authority shall decide whether in the light of facts of the case or in the interests of justice an inquiry should be conducted through an Inquiry Officer or Inquiry Committee. If he/she so decides, the procedure indicated in Regulation (14.7) shall apply.
  - iii. If the authority decides that it is not necessary to have an inquiry conducted through an Inquiry Officer or Inquiry Committee, he/she shall –
    - 1. By order in writing (Show Cause notice), inform the accused of the action proposed to be taken in regard to him/her and the grounds of the action; and
    - 2. Give him/her a reasonable opportunity of showing cause against that action.

Provided that no such opportunity shall be given where the authority is satisfied that in the interest of the security of Pakistan or any part thereof it is not expedient to give such opportunity.

- b. If an employee placed under suspension is on leave he/she shall cease to be on leave as soon as he/she is placed under suspension.

#### **14.5 POWERS OF INQUIRY OFFICER AND INQUIRY COMMITTEE**

For purposes of an inquiry under these Regulations, the Inquiry Officer and the Inquiry Committee shall have the powers of –

- a. Summoning the attendance of any person and examining him/her on oath;
- b. Requiring the discovery and production of documents;
- c. Receiving evidence of affidavits;
- d. Issuing commissions for the examination of witness or documents.

#### **14.6 APPEARANCE OF COUNSEL**

No party to any proceedings under these Regulations before the authority, or an Inquiry Officer or an Inquiry Committee shall be represented by an Advocate.

#### **14.7 PROCEDURE TO BE OBSERVED BY THE INQUIRY OFFICER AND INQUIRY COMMITTEE**

Where an Inquiry Officer or Inquiry Committee is appointed, the authority shall –

- a. Frame a charge or charges and communicate the same to the accused together with a statement of allegations explaining the charge(s) and of any other relevant circumstances which are proposed to be taken into consideration.
- b. Require the accused within a reasonable time, which shall not be less than seven days and not more than 10 days from the day the charge sheet has been issued to him/her, to put in a written defence and to state at the same time whether he/she desires to be heard in person.
- c. The Inquiry Officer or the Committee, as the case may be, shall inquire into the charge(s) and may examine such oral or documentary evidence in support of the charge(s) or in defence of the accused as may be considered necessary, and the accused shall be entitled to cross-examine the witness against him/her. In case an inquiry is held against an employee in Grades I to VII, the Inquiry Officer or the Inquiry Committee shall permit the accused to be assisted by any co-worker in the preparation of his/her defence, but such person shall not be allowed to examine or cross-examine witnesses, address the officer holding departmental proceedings or otherwise to take part in the proceedings.
- d. The Inquiry Officer or the Committee, as the case may be, shall complete the inquiry as expeditiously as possible.
- e. Where the Inquiry Officer or the Committee, as the case may be, is satisfied that the accused is hampering, or attempting to hamper, the progress of the inquiry, he/she shall administer a written warning; and if thereafter he/she is satisfied that the accused is acting in disregard of the warning, he/she shall record a finding to that effect and proceed to complete the inquiry in such manner as he/she thinks best suited to do substantial justice.
- f. The Inquiry Officer or the Committee, as the case may be, shall, within ten days of the conclusion of the proceedings, or such longer period as may be allowed by

the authority, submit his/her findings and grounds thereof to the authority along with abstracts of evidence. The report of the Inquiry Officer or the Committee, as the case may be, shall contain the entire record of the evidence and a statement of the findings and the grounds thereof.

#### **14.8 APPEALS**

- a. An employee shall have the right of appeal, as provided hereunder, against any of the penalties imposed.
- b. If a penalty is imposed by the authority, an employee shall have the right to prefer an appeal to the next higher authority, whose decision shall be final.
- c. All appeals shall be submitted through General Manager (HR), who shall forward the case to the appellate authority with the entire record of the disciplinary proceedings within 7 days of the receipt of appeal.
- d. No appeal shall lie against the order passed by the authority after the expiry of 30 days in case of removal or dismissal and 15 days in all other cases. Condonation of time upto a maximum of 10 days may be granted by the appellate authority.
- e. No appeal shall lie against an order passed by the appellate authority.
- f. An appeal shall be submitted in the form of a complete memorandum bearing all material facts, statements and grounds relied upon by the appellant, along with a copy of the impugned order and shall specify the relief desired. The appeal shall be couched in temperate language. An appeal not so couched shall be liable to be with-held.
- g. On an appeal against an order awarding any penalty under these Regulations, the appellate authority shall determine –
  - i. Whether the findings on which the order is based have been correctly arrived at;
  - ii. Whether the findings justify penalty under these regulations;
  - iii. Whether the penalty is excessive, adequate or inadequate;
  - iv. Whether there are any mitigating circumstances attending the case; and shall pass such orders as it thinks fit within 30 days of receipt of the appeal.
- h. The order passed by the appellate authority on appeal submitted by an employee shall be communicated to him/her in writing.

## **CHAPTER - 15 MISCELLANEOUS**

### **15.1 REPEAL AND SAVINGS**

Notwithstanding anything contained in PNSC (Service) Regulations, 2025 nothing in these Regulations shall effect or be deemed to effect anything done or any action taken, any order, rule, notification, regulation, appointment or directions made, proceedings taken, instruments executed, orders issued or things done, if in-force before the commencement of these PNSC (Service) Regulations, 2025, continue to be in-force as also safeguarded in sub-section (1) sub-section (2) of Section 36 of the State Owned Enterprises (Governance and Operations) Act, 2023 and provisions of the PNSC Ordinance, 1979 as amended have been made subject to the provisions of the SOEs Act, 2023.

### **15.2 STANDING OPERATING PROCEDURES (SOPs)**

In order to operationalize and to give effect to these regulations, the corporation may from time to time devise SOPs not inconsistent with these Regulations.