

National Electric Power Regulatory Authority
Islamic Republic of Pakistan



HSE PERFORMANCE EVALUATION REPORT 2024-25

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Disclaimer

This report has been prepared following a comprehensive review and evaluation of the data and documents submitted by generation, transmission, and distribution companies, in pursuance of the performance standards set by the National Electric Power Regulatory Authority (NEPRA), in accordance with sections 34 and 35 of the Regulation of Generation, Transmission and Distribution of Electric Power Act, 1997 (NEPRA Act), read with clause 7.52 of the Power Safety Code, and other applicable rules, regulations, directives, and regulatory instruments issued thereunder.

Non-provision of adequate data or documents by any company may have resulted in low points against the respective category. However, if any individual feels dissatisfied with the report, including the ranking assigned to a company in the report, may approach NEPRA in writing along with the relevant information and documentary proof for its consideration and, if justified, NEPRA may reconsider the report accordingly.

This report is intended for general information of Health, Safety, and Environment (HSE) performance to encourage continual improvement across the power sector and no individual shall utilize this report or any part thereof for any purpose without the prior written approval from the National Electric Power Regulatory Authority. Any unauthorized use of this information without the express written consent from NEPRA is strictly prohibited.



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1. Executive Summary

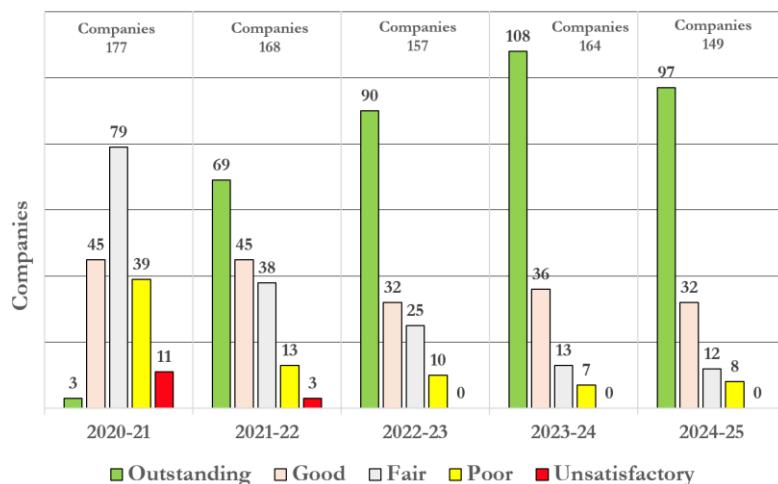
The National Electric Power Regulatory Authority (NEPRA) conducted the Health, Safety, and Environment (HSE) Performance Evaluation for Fiscal Year 2024-25 under the mandate of clause 7.52 of the Power Safety Code, utilizing a comprehensive questionnaire, comprising of twenty (20) common "Assessment Categories" designed to measure, gauge and benchmark HSE performance of the power sector, irrespective of company size, generation capacity, project scale, technology type, or operational configuration. The evaluation covered generation, transmission, and distribution companies, whether in the construction or operational phases.

This performance evaluation included various types of power plants such as hydel, thermal, coal, wind, solar, and nuclear power plants, along with power sector projects and stations operated or owned by organizations including Water & Power Development Authority (WAPDA), Pakhtunkhwa Energy Development Organization (PEDO), Punjab Power Development Company Limited (PPDCL), and China-Pakistan Economic Corridor (CPEC). Moreover, the evaluation also covered power stations in Azad Jammu and Kashmir (AJK) receiving tariffs from NEPRA under Power Purchase Agreements.

A majority of companies demonstrated notable improvement in HSE compliance, reflecting effective leadership and the dedicated efforts of their teams. However, a few companies participated in this regulatory-level evaluation on the basis of individual contributions rather than structured teamwork, indicating gaps in internal communication and coordination. Additionally, some companies submitted outdated, obsolete, and repetitive records, including resubmission of previous fiscal year data. Public sector organizations, on the other hand, have not established effective HSE management systems over the past five years in compliance with the Power Safety Code to control their operational and maintenance risks.

Safety remains a core regulatory priority of NEPRA while contributing to the progress of the country. Electricity poses significant hazards to humans, livestock, wildlife, and infrastructure if not controlled or managed properly. The electricity risks can result in severe consequences with the potential to trigger system instability, forced outages, cascading failures, blackouts, short circuits, arc flash incidents, fires, explosions, electric shock, severe burns, cardiac arrest, internal organ damage, serious injuries, and fatalities. This initiative reflects NEPRA's firm and continuing commitment to advancing HSE governance, risk mitigation, and safety performance enhancement across Pakistan's power sector.

The report also captures a comparative view of HSE performance trends over the past five (5) fiscal years HSE progress, as part of NEPRA's continual-improvement monitoring:





2. Purpose

The Occupational Health, Safety, and Environment (HSE) performance evaluation initiative aims to benchmark companies' current performance against previous years to promote continual improvement and ensure alignment with the principles outlined in the Power Safety Code. The initiative fosters a culture of safety and excellence within the power sector.

3. Scope

The performance evaluation was conducted for Generation, Transmission and Distribution companies for their Occupational Health, Safety & Environment (HSE) Management System.

Companies that no longer exist, undergone license cancellation, reached legal termination of PPA contracts, or permanently discontinued commercial or operational activity prior to or during the evaluation period were excluded from the evaluation process. Furthermore, organizations holding multiple NEPRA licenses while operating under unified HSE teams, management systems, and shared documentation were consolidated (clubbed) into a single evaluation group to ensure fairness, consistency, and avoidance of duplication in scoring.

4. Evaluation Methodology

The HSE performance evaluation process is primarily based on a thorough review of documents submitted by companies, systematic verification of records, operational controls, management system balance, field implementation, and effectiveness of the HSE management framework to determine whether companies' HSE Management system is adequate, well balanced, implemented and properly maintained to mitigate potential risks to the general public, employees, and contractors.

Each Assessment Category was evaluated and scored on a weighted performance rating scale ranging from 0 to 5 points, structured to benchmark the company's HSE maturity and classify performance levels as Outstanding, Good, Fair, Poor, or Unsatisfactory, based on objective evidence. Points were deducted for documents, records, and evidence that were found to be outdated, obsolete, repetitive (including resubmission of previous year data), unavailable, irrelevant, incomplete, non-verifiable, or of insufficient technical or qualitative standard, or where such submissions failed to meet the intended purpose under the HSE evaluation framework.



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In accordance with the approved methodology, any licensee involved in a fatal accident during the evaluation year was awarded a score of zero (0) under Evaluation Category # 19. However, for all remaining Evaluation Categories, such licensees were scored based on validated evidence submitted, enabling measurement of progress, corrective maturity, and continual improvement in other areas of HSE performance.

NEPRA used the following points scale in order to rate companies' HSE performance.

Points	1	2	3	4	5
Points x Assessment Categories	1 x 20	2 x 20	3 x 20	4 x 20	5 x 20
Percentage	20	40	60	80	100
Category	Unsatisfactory 1 - 20	Poor 21 - 40	Fair 41 - 60	Good 61 - 80	Outstanding 81 - 100

5. HSE Performance Ranking Summary

5.1 First Evaluation of the Fiscal Year 2020-21.

The initial evaluation of the fiscal year 2020-21 aimed to establish a HSE baseline for the Power Sector.

No.	Category	Generation	Transmission	Distribution	Total
1	Outstanding	3	0	0	3
2	Good	43	1	1	45
3	Fair	70	3	6	79
4	Poor	33	1	5	39
5	Unsatisfactory	10	0	1	11
Total		159	5	13	177



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5.2 Evaluation of the Fiscal Year 2021-22.

No.	Category	Generation	Transmission	Distribution	Total
1	Outstanding	64	3	2	69
2	Good	40	0	5	45
3	Fair	33	2	3	38
4	Poor	11	0	2	13
5	Unsatisfactory	3	0	0	3
Total		150	5	12	168

5.3 Evaluation of the Fiscal Year 2022-23.

No.	Category	Generation	Transmission	Distribution	Total
1	Outstanding	86	1	3	90
2	Good	27	1	4	32
3	Fair	19	2	4	25
4	Poor	9	0	1	10
5	Unsatisfactory	0	0	0	0
Total		141	4	12	157

5.4 Evaluation of the Fiscal Year 2023-24

No.	Category	Generation	Transmission	Distribution	Total
1	Outstanding	102	2	4	108
2	Good	30	1	5	36
3	Fair	9	1	3	13
4	Poor	7	0	0	7
5	Unsatisfactory	0	0	0	0
Total		148	4	12	164



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5.5 Evaluation of the Fiscal Year 2024-25

No.	Category	Generation	Transmission	Distribution	Total
1	Outstanding	90	2	5	97
2	Good	28	1	3	32
3	Fair	9	0	3	12
4	Poor	6	1	1	8
5	Unsatisfactory	0	0	0	0
Total		133	4	12	149

6. HSE Performance of Generation, Transmission, and Distribution Companies

6.1 The following table presents the HSE Performance Ranking of power sector companies for Fiscal Year 2024-25, assessed against twenty (20) standardized and common assessment categories, in accordance with Annexure-4 of the Power Safety Code. To support trend analysis, performance benchmarking, and continual-improvement monitoring, the table further incorporates HSE assessment scores for each company for the preceding fiscal years, including 2021-22, 2022-23, and 2023-24, enabling a four-year comparative review of HSE performance progression and improvement maturity across the power sector.

Note: For visual distinction and ease of identification, Transmission and Distribution companies are highlighted in color, while Generation companies are maintained in a neutral (white) background.

Sr. No.	Company	License No.	Points				Category	Position
			2021-22	2022-23	2023-24	2024-25		
1.	Chashma Nuclear Power Generating Stations	GL/017/2003 GL/09/2011 GL/24/2016 GL/25/2016	97	98	99	99	Outstanding	1
2.	Karachi Nuclear Power Generating Stations	GL/26/2019 GL/27/2021	97	98	99	98.5	Outstanding	2
3.	S K Hydro (Private) Limited	IGSPL/21/2009	95	96	97	98	Outstanding	3
4.	Quaid-e-Azam Thermal Power (Private) Limited	IGSPL/67/2016	96	97.5	97.5	98	Outstanding	



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Sr. No.	Company	License No.	Points				Category	Position
			2021-22	2022-23	2023-24	2024-25		
5.	Foundation Power Company (Daharki) Limited	IGSPL/06/2007	98	96.5	97	98	Outstanding	
6.	National Power Parks Management Company (Private) Limited (Haveli Bahadur Shah)	IGSPL/70/2016	90	96.5	97	98	Outstanding	
7.	ACT Wind (Private) Limited	WPGL/23/2013 WPGL/42/2017	83	94	96	98	Outstanding	
8.	RYK Mills Limited	IGSPL/44/2014	87	95.5	96	97.5	Outstanding	4
9.	Din Energy Limited	WPGL/40/2017	70	94	96	97.5	Outstanding	
10.	Punjab Thermal Power (Private) Limited	IGSPL/97/2018	94	95	96	97	Outstanding	
11.	China Power Hub Generation Company (Private) Limited	IGSPL/68/2016	90	97	97.5	97	Outstanding	
12.	Engro Powergen Thar (Private) Limited	IGSPL/49/2015	92	96	97	97	Outstanding	5
13.	Engro Polymer & Chemicals Limited	SGC/026/2004	88	94.5	97	97	Outstanding	
14.	Gharo Solar (Private) Limited	SPGL/25/2018	96	95	96	97	Outstanding	
15.	Lucky Electric Power Company Limited	IGSPL/66/2016	90	94	97.5	97	Outstanding	
16.	National Power Parks Management Company (Private) Limited (Ballocki)	IGSPL/69/2016	75	96.5	97	97	Outstanding	
17.	Fatima Energy Limited Fatima Transmission Company Limited	SGC/96/2013 SPTL/01/2015	95	93.5	96.5	96.5	Outstanding	6
18.	Oursun Pakistan Limited	SPGL/17/2016	69	95	95	96.5	Outstanding	
19.	UEP Wind Power (Private) Limited	WPGL/22/2013	88	93	93	96.5	Outstanding	
20.	Engro Powergen Qadirpur Limited	IGSPL/13/2007 SGC/87/2013	91	95	97	96	Outstanding	7



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Sr. No.	Company	License No.	Points				Category	Position
			2021-22	2022-23	2023-24	2024-25		
21.	FFBL Power Company Limited	SGC/111/2015	96	94	96	96	Outstanding	
22.	Jhimpur Power (Private) Limited	WPGL/25/2014	85	95	96	96	Outstanding	
23.	Huaneng Shandong Ruyi (Pakistan) Energy (Private) Limited	IGSPL/60/2015	87	93	95	96	Outstanding	
24.	K-Electric (Generation)	GL/04/2002	90	96.5	96.5	96	Outstanding	
25.	Narowal Energy Limited	IGSPL/19/2008	93	94	92	96	Outstanding	
26.	Zephyr Power Limited	WPGL/17/2012	93	93	97	96	Outstanding	
27.	Artistic Energy (Private) Limited	WPGL/30/2016	81	89	94	95.5	Outstanding	8
28.	Fauji Kabirwala Power Company Limited	IPGL/05/2003	77	89	93	95	Outstanding	
29.	Hawa Energy (Private) Limited	WPGL/24/2014	86	95	96	95	Outstanding	
30.	Indus Wind Energy Limited	WPGL/50/2017	87	91	96.5	95	Outstanding	
31.	Pak Matiari-Lahore Transmission Company (Private) Limited	SPTL/03/2018	82	79	94	95	Outstanding	
32.	Sapphire Wind Power Company Limited	WPGL/18/2012	86	88	93	95	Outstanding	
33.	ThalNova Power Thar (Private) Limited Thar Energy Limited	IGSPL/75/2017 IGSPL/83/2017	86	93	95	95	Outstanding	
34.	Three Gorges 1 st , 2 nd & 3 rd Wind Farm Pakistan (Private) Limited	WPGL/11/2011 WPGL/31/2016 WPGL/32/2016	95	94.5	93	95	Outstanding	
35.	UCH & UCH-II Power (Private) Limited	IPGL/014/2003 IGSPL/25/2010	99	97.5	98.5	95	Outstanding	
36.	Fatima Sugar Mills Limited	SGC/88/2013	81	91	87	94.5	Outstanding	
37.	Halmore Power Generation Company Limited	IGSPL/07/2006	95	95	93	94.5	Outstanding	10



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Sr. No.	Company	License No.	Points				Category	Position
			2021-22	2022-23	2023-24	2024-25		
38.	Mira Power Limited	NEPRA/TRF-116/MPL-2008	81	93	96	94.5	Outstanding	
39.	Sachal Energy Development Private Limited	WPGL/20/2012	90	95	96	94.5	Outstanding	
40.	Attock Gen Limited	IGSPL/08/2006	90	90	94	94	Outstanding	11
41.	Harappa Solar (Private) Limited	SPGL/15/2015	96	94	97	94	Outstanding	
42.	JDW Sugar Mills Limited -Unit-III	IGSPL/36/2013	90	90	94	94	Outstanding	
43.	Liberty Daharki Power Limited	IPGL/08/2003	85	92	94.5	94	Outstanding	
44.	Tenaga Generasi Limited	WPGL/04/2006	67	88	91	94	Outstanding	
45.	Artistic Wind Power (Private) Limited	WPGL/41/2017	84	93	93	93.5	Outstanding	
46.	K-Electric (Transmission)	TL/02/2010	95	95	91.5	93.5	Outstanding	12
47.	Lakeside Energy (Private) Limited	WPGL/53/2017	82	90	90	93.5	Outstanding	
48.	Tricon Boston Consulting Corporation (Private) Limited	WPGL/33/2016 WPGL/34/2016 WPGL/35/2016	87	91	96.5	93.5	Outstanding	
49.	Karot Power Company (Private) Limited	IGSPL/37/2013	95	92	90	93	Outstanding	13
50.	Gul Ahmed Electric Limited	WPGL/47/2017	75	91	94.5	93	Outstanding	
51.	Laraib Energy Limited	NEPRA/TRF-100/2009	81	88	96	93	Outstanding	
52.	Prime Green Energy Pakistan (Private) Limited	SGC/128/2019	78	92	91	93	Outstanding	
53.	Quaid-e-Azam Solar Power (Private) Limited	SPGL/04/2014	77	93	97.5	93	Outstanding	
54.	Master Green Energy Limited	WPGL/52/2017	81	80	95	92.5	Outstanding	14
55.	Sindh Nooriabad Power Company (Private) Limited Phase-I & II	IGSPL/63/2015 IGSPL/64/2015	82	87	93	92.5	Outstanding	
56.	Altern Energy Limited	IPGL/021/2004	N.A	81	90	92	Outstanding	15



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Sr. No.	Company	License No.	Points				Category	Position
			2021-22	2022-23	2023-24	2024-25		
57.	Nasda Green Energy Limited	WPGL/49/2017	69	93	94.5	92	Outstanding	16
58.	WAPDA Tarbela Power Station	GL(Hydel)/05/2004	53	77	95.5	91.5	Outstanding	
59.	Kot Addu Power Company Limited	IPGL/020/2004	94	96	98.5	91.5	Outstanding	
60.	Metro Wind Power Limited	WPGL/48/2017	N.A	90	93.5	91.5	Outstanding	
61.	Thar Coal Block-I Power Generation Company (Private) Limited	IGSPL/74/2017	69	86	89	91.5	Outstanding	
62.	Chanar Energy Limited	IGSPL/71/2016	53	76	86	91	Outstanding	17
63.	K-Electric (Distribution)	DL/09/2024	91	88	90	91	Outstanding	
64.	Liberty Wind Power-I & II Limited	WPGL/39/2017 WPGL/46/2017	76	84	88	91	Outstanding	
65.	JDW Sugar Mills Limited -Unit-II	IGSPL/35/2013	92	91	93	90.5	Outstanding	18
66.	Gul Ahmed Wind Power Limited	WPGL/13/2011	87	91	90	90	Outstanding	19
67.	Lucky Energy (Private) Limited	SGC/030/2005	62	85	94	90	Outstanding	
68.	Sapphire Electric Company Limited	IGSPL/05/2006	92	88	96	90	Outstanding	
69.	Thal Industries Corporation Limited	IGSPL/54/2015	58	76	80	89.5	Outstanding	20
70.	FFC Energy Limited	WPGL/09/2010	71	93	92	89	Outstanding	21
71.	Indus Sugar Mills Limited	SGC/42/2008	N.A	84	82	89	Outstanding	
72.	Maple Leaf Power Limited	SGC/119/2016	88	92	95	89	Outstanding	
73.	Port Qasim Electric Power Company (Private) Limited	IGSPL/47/2015	90	92.5	93	89	Outstanding	
74.	Reon Alpha (Private) Limited Grid Edge (Private) Limited	SGC/125/2018 SGC/130/2019	66	-	91.5	89	Outstanding	
75.	WAPDA Chashma Power Station	GL(Hydel)/05/2004	56	75	81	89	Outstanding	



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Sr. No.	Company	License No.	Points				Category	Position
			2021-22	2022-23	2023-24	2024-25		
76.	WAPDA Dubair Khwar Power Station	GL(Hydel)/05/2004	47	70	80	89	Outstanding	
77.	Metro Power Company Limited	WPGL/14/2011	87	91	90	88.5	Outstanding	22
78.	U.S. Apparel & Textiles (Private) Limited	SGC/131/2019	64	53	85	88.5	Outstanding	
79.	Lotte Chemical Pakistan Limited	SGC/93/2013	90	91	93	88	Outstanding	23
80.	Lucky Cement Limited (Sindh)	SGC/72/2011	91	91	95	87.5	Outstanding	24
81.	Lucky Renewables (Private) Limited	WPGL/54/2018	82	93	94.5	87	Outstanding	25
82.	Multan Electric Power Company (MEPCO)	DL/06/2023	68	78	82	87	Outstanding	
83.	Yunus Energy Limited	WPGL/16/2011	87	93	95	87	Outstanding	
84.	Faisalabad Electric Supply Company (FESCO)	DL/02/2023	88	88	80	86.5	Outstanding	26
85.	WAPDA Mangla Power Station	GL(Hydel)/05/2004	72	84	93	86.5	Outstanding	
86.	Nishat Mills Limited	SGC/40/2008	71	63	84	86	Outstanding	27
87.	Chiniot Power Limited	IGSPL/41/2014	49	77	75	85	Outstanding	28
88.	Nishat Power Limited	IGSPL/15/2007	97	94	96	85	Outstanding	
89.	Lucky Core Industries Limited	SGC/122/2017	67	81	-	83.5	Outstanding	29
90.	Gujranwala Electric Power Company (GEPCO)	DL/04/2023	74	79	84	83	Outstanding	30
91.	Tribal Areas Electricity Supply (TESCO)	22/DL/2013	63	66	72	83	Outstanding	
92.	Nishat Chunian Power Limited	IGSPL/14/2007	77	80	80	81.5	Outstanding	31
93.	Orient Power Company (Private) Limited	IGSPL/03/2005	82	92	90	81	Outstanding	32
94.	WAPDA Ghazi Barotha Power Station	GL(Hydel)/05/2004	45	63	82	81	Outstanding	
95.	Almoiz Industries Limited	IGSPL/53/2015	67	60	63	80.5	Outstanding	33
96.	Foundation Wind Energy-I & II Limited	WPGL/02/2006 WPGL/12/2011	51	84	93	80.5	Outstanding	



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			2021-22	2022-23	2023-24	2024-25		
97.	Liberty Power Tech Limited	IGSPL/17/2008	86	83	85	80.5	Outstanding	
98.	International Industries Limited	SGC/60/2010	66	77	84	79	Good	34
99.	Master Wind Energy Limited	WPGL/15/2011	79	81	84	78.5	Good	35
100.	WAPDA Khan Khwar Power Station	GL(Hydel)/05/2004	41	57	75	76	Good	36
101.	Hamza Sugar Mills Limited	IGSPL/45/2014	85	89	87.5	75.5	Good	37
102.	Balakot Hydropower Project (PEDO)	GL(HYDEL)/19/2022	-	-	91	73	Good	38
103.	WAPDA Allai Khwar Power Station	GL(Hydel)/05/2004	63	67	74	73	Good	
104.	WAPDA Nandipur Power Station	GL(Hydel)/05/2004	61	78	78.5	72.5	Good	39
105.	WAPDA Jabban Power Station	GL(Hydel)/05/2004	50	57	72	72	Good	40
106.	Jamshoro Power Company Limited (JPCL) GENCO-I	GL/01/2002	65	66	72	71.5	Good	41
107.	AJ Power (Private) Limited	SPGL/16/2015	57	75	91	71	Good	42
108.	Lucky Cement Limited (KPK)	SGC/104/2014	67	77	83	71	Good	
109.	Zorlu Enerji Pakistan Limited	WPGL/06/2008	73	57	66	71	Good	
110.	Atlas Solar Limited	SPGL/19/2017	-	-	71.5	70	Good	43
111.	Lalpir Power Limited	IPGL/06/2003	78	94	95	70	Good	
112.	WAPDA Chichoki Power Station	GL(Hydel)/05/2004	53	48	67	70	Good	
113.	Habib Sugar Mills Limited	SGC/105/2014	51	-	62	69	Good	44
114.	Peshawar Electric Supply Company (PESCO)	DL/07/2023	72	66	65.5	69	Good	
115.	Appolo Solar Development Pakistan Limited	SPGL/12/2015	-	-	64	68	Good	45
116.	PEDO (Malakand HPP)	GL(Hydel)/07/2006	24	49	71	68	Good	



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			2021-22	2022-23	2023-24	2024-25		
117.	International Steel Limited	SGC/61/2010	-	-	51	67	Good	46
118.	Nishat (Chunian) Power Limited	SGC/115/2016	81	69	61	67	Good	
119.	Best Green Energy Pakistan Limited	SPGL/13/2015	-	-	64	66	Good	47
120.	National Grid Company of Pakistan Limited	TL/01/2002	53	54	75	66	Good	
121.	WAPDA Gomal Zam Power Station	GL(Hydel)/05/2004	43	59	66	66	Good	48
122.	Islamabad Electric Supply Company (IESCO)	DL/01/2023	48	53	71	65.5	Good	
123.	Sukkur Electric Power Company (SEPCO)	21/DL/2011	33	44	59	65.5	Good	49
124.	Star Hydro Power Limited	NEPRA/TRF-172/SHPL-2011	41	79	75	65	Good	
125.	Thatta Power (Private) Limited	SGC/76/2011	71	80	75	64.5	Good	50
126.	WAPDA Jinnah Power Station	GL(Hydel)/05/2004	44	50	72	64.5	Good	
127.	Aquagen (Private) Limited Innovative Energy Solution Limited	SGC/79/2012 SGC/84/2013	30	56	64	64	Good	51
128.	Crest Energy Pakistan Limited	SPGL/14/2015	-	-	64	64	Good	
129.	WAPDA Warsak Power Station	GL(Hydel)/05/2004	57	80	85.5	64	Good	52
130.	Pakgen Power Limited	IPGL/07/2003	89	94	95	59	Fair	
131.	WAPDA Chitral Power Station	GL(Hydel)/05/2004	43	36	36	59	Fair	53
132.	Lahore Electric Supply Company (LESCO)	DL/03/2023	63	81	62	57	Fair	
133.	WAPDA Dargai Power Station	GL(Hydel)/05/2004	43	41	74	56	Fair	54
134.	WAPDA Renala Power Station	GL(Hydel)/05/2004	51	65	69	56	Fair	
135.	WAPDA Shadiwal Power Station	GL(Hydel)/05/2004	62	79	85.5	55	Fair	55



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			2021-22	2022-23	2023-24	2024-25		
136.	WAPDA Tarbela Ext. 4 Power Station	GL(Hydel)/05/2004	54	73	73	52	Fair	56
137.	WAPDA Rasul Power Station	GL(Hydel)/05/2004	44	60	60	50	Fair	57
138.	Quetta Electric Supply Company (QESCO)	DL/08/2023	45	45	43	48	Fair	58
139.	Olympia Power Generation (Private) Limited	SGC/029/2005	16	47	55	47	Fair	59
140.	Hyderabad Electric Supply Company (HESCO)	DL/05/2023	29	23	43	43	Fair	60
141.	Hydrochina Dawood Power (Private) Limited	WPGL/05/2006	52	56	55	43	Fair	
142.	PEDO (Daral Khwar HPP)	GL(Hydel)/13/2017	25	27	71	40	Poor	61
143.	Punjab Power Development Company Limited (Marala, Pakpattan & Chianwali HPP)	IGSPL/42/2014 IGSPL/43/2014 IGSPL/62/2015	51	54	42	36	Poor	62
144.	WAPDA Golen Gol Power Station	GL(Hydel)/05/2004	44	59	56	35	Poor	63
145.	Faran Sugar Mills Limited	SGC/97/2014	16	21	-	34	Poor	64
146.	Engro Fertilizers Limited	19/DL/2009	57	60	85	33	Poor	65
147.	Sindh Transmission & Dispatch Company (Private) Limited	SPTL/02/2015 PGCL/01/2019	44	47	57	30	Poor	66
148.	WAPDA Khurram Garhi Power Station	GL(Hydel)/05/2004	44	34	34	29	Poor	67
149.	Saif Power Limited	IGSPL/04/2006	73	91	94	28	Poor	68

7. Conclusion

A higher ranking in this report shall not be construed or guarantee as evidence, certification, or assurance that a company's actual performance in the field, operational controls, or workplace conditions fully align with the evaluation outcomes same as stipulated in the report. Companies



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classified under the “Poor or Unsatisfactory” performance category are mandated to develop and execute timely and effective corrective and preventive measures to strengthen their HSE management systems and improve occupational safety performance, ensuring full compliance with the NEPRA Power Safety Code, and all other applicable statutory, regulatory, and engineering safety requirements.

The Chief Executive Officer, Managing Director or equivalent position and/or the concerned officers/officials shall be held personally responsible and accountable for all work-related and public-related accidents whenever the Company is found or proven responsible due to negligence, violation of safety regulations/protocols, non-availability or non-compliance with SOPs, non-availability or non-compliance with PPE/T&P, supervisory failures, unsafe working conditions, faulty equipment, or defective infrastructure that the Company is responsible and accountable for planning, establishment, implementation, maintenance, monitoring, and internal and external communication of measures required to ensure safe, efficient, and reliable maintenance and operations including but not limited to construction, operation, maintenance, turnaround, rehabilitation, standby, decommissioning, mothballing, and demolition jobs. Incidents are often the results, consequences or outcomes of the HSE management system failure, either not available or not properly maintained. Despite the significant risks associated with the power sector, it is essential to proactively assess and control these risks to ensure national progress without hindering the power industry's contribution to long-term sustainable development in Pakistan.