

19<sup>th</sup> April 2016

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CEO  
Upohan Management Consultants  
Pune

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Dear Advait,

It's been nearly two years since we commenced our professional association with Upohan and our relationship has grown from strength to strength ever since.


Essar has always been at the forefront of adopting best practices in performance management and the large-scale adoption of Balanced Scorecard is a testimony to our continued efforts of staying ahead of the curve. However, as is the case with any change management initiative of this scale, there was a pressing need to communicate extensively with business leaders and drive the essence and correct understanding of Balanced Scorecard as a performance management framework.

In context of the above, we embarked upon a series of strategy management master classes with Upohan as the training facilitators. A number of BSC awareness sessions were conducted for the leadership teams across our diversified businesses and assets wherein the Upohan team oriented CXOs on implementation of Balanced Scorecard in letter and spirit. The participative and case-based pedagogy lent a considerable insight into the BSC-based performance review mechanism and helped address some of the underlying issues and impediments.

Additionally, we also engaged Upohan to undertake diagnostics of the BSCs prepared by the CXOs to improve the quality of Balanced Scorecards. The incisive feedback shared by Upohan on the BSC construct and content paved the way for a robust self-assessment and enabled smooth completion of our Annual Performance Review cycle of 2014.

As we continue to partner with Upohan on other initiatives as well, I look forward to building a lasting alliance and extend my best wishes to you and your team.

Regards,



Dr. Sujaya Banerjee  
Chief Talent Officer & Sr. VP – HR  
Essar Services India Private Limited