

Dear All,

As we near closer to the end of the year, and especially during this month when we celebrate Thanksgiving, we are reminded to be grateful for our blessings. It has been a very difficult year for all of us, but there is always something to be thankful for. Here at L&A, we appreciate every one of you and thank you for your continued partnership. We wish you and your families a wonderful Thanksgiving.

We have some great articles to share with you in this month's L-Blast®. The first piece is an L&A article featured in WorldatWork's latest issue of #evolve magazine. In this article we focus on talent attraction and retention as the most important factor in operating a business successfully and offer key strategies for companies to effectively attract and retain. This is especially critical now during the pandemic and high volatility in the market.

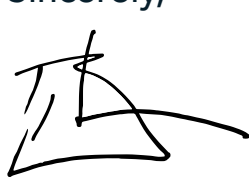
The next article highlights key considerations for executive compensation in 2021 as a way to attract and retain top talent. This piece explains why long-term incentive plans are such a vital part of an executive compensation package for both public and private companies alike. But, for private companies that may not be able to offer long-term equity, it provides some great suggestions.

The final article is in regards to the latest guidance ISS has released with respect to COVID-19 and executive compensation. This article gives a brief summary and further clarification of the FAQs released by ISS in mid-October.

Lastly, our annual Energy Pay Pulse Survey opens December 1st and will be a great way for all those in the energy sector to stay ahead of the curve, especially during these trying times. Contact us today to participate!

Continue to stay safe and remain optimistic. Don't hesitate to reach out to us if you have concerns about your compensation programs. Happy Thanksgiving!

Sincerely,



Brent Longnecker and the L&A Team
Chairman and CEO
Longnecker & Associates



The Attraction and Retention Paradigm

BUILDING SUCCESS THROUGH TALENT ACQUISITION AND PRESERVATION

The importance of employee attraction and retention on overall business success is an often-debated issue. Although two very divergent schools of thought exist — either employees as assets or employees as expenses — everyone agrees on one thing: Employees are necessary to operate a business and employees want to feel valued. It has been proven that failing to address the most important factor in operating a business (i.e., your people) will ultimately result in the demise of a company — or at the very least, the risk of reputational harm.

[READ MORE](#)

Executive Compensation in 2021: The Most Important Thing Private Companies Should Do Now

If you don't have a formal, long-term incentive program for your executives, it's past time to create one. If the Covid-19 pandemic has caused unemployment to rise sharply, it has also created unique opportunities for companies to attract top talent that may have not been available before the crisis. Compensation is one of the most strategic tools companies have at their disposal to attract top-notch talent, retain best-performing executives and motivate the leadership team to achieve their objectives.

[READ MORE](#)

ISS Releases Additional Executive Compensation COVID-19 Related Guidance

As we previously reported in prior S&W Benefits Updates (links below), the executive compensation related challenges presented to management and corporate boards from COVID-19 are significant. Among other considerations, companies might adjust 2020 performance goals, delay compensation decisions or change the mix of equity awards by making more full-value grants. In recent months, proxy advisors Institutional Shareholder Services ("ISS") and Glass Lewis have published guidance with respect to these and other governance issues.

[READ MORE](#)



OPENS DECEMBER 1ST

2021 Energy Pay Pulse Survey

Want to know what compensation decisions your competitors are planning to make in the future? Keep your finger on the market's pulse by participating in Longnecker & Associates' 2021 Energy Pay Pulse Survey. The survey will capture compensation data in the following areas:

- Salary increases
- Employee headcount
- Anticipated bonus payouts
- Long-term incentive awards
- Severance treatment



Direct questions related to OPEC and COVID impacts will be included to better understand the historical and future impacts on compensation decisions.

THE SURVEY WILL LAUNCH ON DECEMBER 1ST, AND WILL ONLY BE OPEN FOR TWO WEEKS. CONTACT US TODAY TO PARTICIPATE!

[SIGN ME UP](#)

Restructuring & Bankruptcy Assistance

L&A is a leader in this space and is here to offer support and professional guidance through this process. In addition, we develop post-emergence plans and full compensation programs aimed at retaining and motivating the team to rebuild and generate significant shareholder value. [Learn more](#) about our restructuring capabilities, or contact us if you are ready to get started.

[GET STARTED](#)

281.378.1350

VIRTUAL EVENTS

NACD Virtual Event:
The Acceleration of Technology and Its Impact on the Board

Thursday, December 3
4:00 p.m. – 5:30 p.m.

COVID-19 has accelerated technology development as workforces quickly went virtual. Join NACD for an interactive discussion with Toby Redshaw, SVP Enterprise Innovation and 5G at Verizon as we explore technologies that are game changers and how they impact companies and boards.

[REGISTER](#)

SHRM Webcast: Employee Retention Strategies: Data-Based Checkpoints for Turnover Managements

Available through
February 2021

Thought leaders from BambooHR and The Predictive Index will provide insight on helping your employees stay engaged and productive through all the checkpoints of their career.

[REGISTER](#)

SHRM Webcast: Poised for Productivity: Making the Most of 2021

Available through
February 2021

In this program you'll hear how a clear vision from HR and your management team can supercharge your productivity gains in 2021. See how HR can take the lead in helping staff to build and inspire virtual teams.

[REGISTER](#)

Let's Work Together

We know what it takes to attract, retain and motivate key talent. Contact us to develop a customized plan that works for your business.

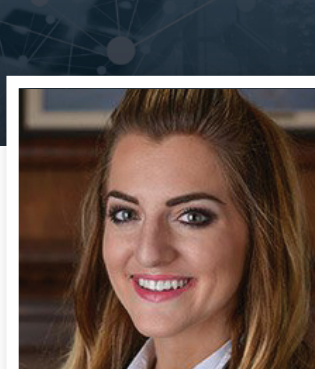
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[GET IN TOUCH](#)

- Compensation Services
- Incentive Plan Design
- Litigation Support
- Strategic & Governance Advisory
- Restructuring Services

Get to Know Us

Chanel Wilson
MARKETING COORDINATOR



Alma Mater: LeTourneau University

Children (ages and names):
Memphis (6) and Murphy (18 months)

If you could have dinner with someone famous (dead or alive) who would it be?
Michael Jordan

Favorite Food: Cookies

Favorite Movie: Gladiator