

2022

## OIL SEARCH LIMITED CASE STUDY



## Executive Summary

In the context of the effects of Covid-19 Pandemic, this research examines the impact of HR functions on organizational performance, particularly in Oil Search Limited in the implementation of a one-year work-from-home policy. Pandemics, like other uncommon but terrible catastrophes, have happened in the past. Imperatively, the current Covid-19 pandemic is wreaking havoc on the global economy. This has a significant impact on the economy and society, changing business and consumer behavior. In 2020, data revealed that 80% of hotel rooms were empty, 90% of airline employees were laid off, and tourism destinations lost money (Donthu and Gustafsson, 2020, p. 19).

With the Covid-19 Pandemic in mind, this study assesses the influence of HRM on company performance, mainly using Oil Search Limited (OSL) case study. The study examines and contrasts situational and competitive pricing theories, using Michael Porter's cost leadership, distinctiveness, and focus propositions. Ideally, the study indicates that an algorithm will guide employees instead of human couches in offices. The study makes the following recommendations on how Oil Search Limited will handle the one-year work-from-home policy and its impact on different HRM activities.

1. Employees will work remotely via an algorithm instead of being guided by human couches in offices. The AI-enabled algorithm will personalize working. Workers will quickly learn basic and routine tasks. Next, the program will prepare them for a Socratic argument with a "warm body" in person.
2. Business as a Service - Traditionally, the company has operated linearly, with employees reporting. However, the current and future business environment is too volatile to

continue such a reporting structure. Virtuality is required to maintain social separation with fewer human encounters.

3. The firm as a data hub – Information is everywhere in an AI-driven future. Workers will learn from each other, algorithms, and the public. However, firms will continue to be essential work judges.
4. Ethical Problem Solving - Humanity's need for the ethical inquiry will rise as the influence of AI and automation grows in the company. The future will be about which problems need to be solved, given what employees know.

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## Introduction

### 1.1 Background

Oil Search Limited (OSL) is a publicly traded business in Papua New Guinea that is active in the exploration, advancement, and development of oil and gas reserves in the country, both as a member and as a non-member in the process. The company also owns oil wells in Alaska, North America. The company has offices in Port Moresby, Papua New Guinea, Sydney, Anchorage, and Abu Dhabi; and employs around 1,500 people in each of these locations. Notably, the security transactions in Australia and Port Moresby were signed by OSL and coded as OSH, whilst the ADR marketing platform was used to exchange IT subsidiaries in the United States.

Since its inception in 2018, OSL operated 1P, one 2P and a combined 2P and 2C properties for 17, 20 and 63 years, respectively. This strong asset position provides an excellent foundation for the Company's long-term growth objectives. Under work management, a strategic creation of dynamism to drive changes through innovation is worth incorporating (Azizi *et al.*, 2021). With the outbreak of Covid-19, research has proposed remote working as a pandemic mitigation strategy. All employees can spur each other and operate as autonomous individuals through career development, resulting in a significant transformation. Imperatively, OSL includes hiring, training, compensating, and promoting good human habits in the company's human resource development and career support system. The company can achieve corporate growth by reducing costs, expanding planning skills, reducing staff turnover, and increasing flexibility and family time by working together to establish a healthy working environment and instilling a sense of purpose and happiness in every person (Diab-Bahman and Al-Enzi, 2020).

Workers will probably use online career platforms to participate in discussion-style programs that encourage self-motivated learning.

The first half of 2020 saw unprecedented travel restrictions, including partial and comprehensive lockdowns, damaging numerous items' global supply chains (Corbet *et al.*, 2020). This resulted in a significant decline in demand for petroleum and related products, forcing many enterprises to retrench a portion of their workforce to stay afloat (Zhivaeva and Lukyanov, 2021). There have been several shifts in work methods that have emphasized autonomy. While working from home, the dress code has been eased. The participation of specific groups such as women, teenagers, and people living with disabilities in conferences and seminars has enhanced their morale. Notably, the introduction of childcare support in a one-year paid leave for new moms and encouraging male employees to take a parent-based leave results in female employee retention of up to 100%.

As previously stated, the human resource department has sought to strengthen employee connections by fostering open communication about work-related issues, problems, questions, anxiety, and thankfulness. As a result, mutually understanding teams have been formed, and milestones have been fulfilled, such as the 2019/20 investigation of the Pikka Unit Project on Alaska's North Slope, which began ahead of schedule towards the end of 2019. It will also aid in determining the best wellness plan for Pikka Unit improvement. Despite Covid-19 Pandemic's limits, penetration is proceeding in the Pikka B and Pikka C regions, promising positive results. These wells could suggest 250 million barrels of oil (mmbbl) to current gross 2C assets of 500 mmbbl (Masterson and Holba, 2021). In addition, Oil Search has bolstered its portfolio by acquiring lease holdings totaling over 215,000 sections.

Furthermore, the rent purchases of about 200,000 gross land sections for the eastern region of Alaska's North Slope have crucial features in the planned expansion strategy that prioritizes top-quality, highly near-term material worth potential. As a result of these acquisitions, the Company is well-positioned for long-haul expansion in Alaska. There have been no further inquiries into PNG's 2020 boring plans. The inquiry will concentrate on getting seismic near Muruk in the Highlands, over the Eastern Foldbelt/Onshore Gulf, and in the seaward Deep-water Gulf to locate gas leads and opportunities near the Papua LNG proposed framework. Until the PNG government's planned oil survey is finished, investigations will be limited to current responsibilities.

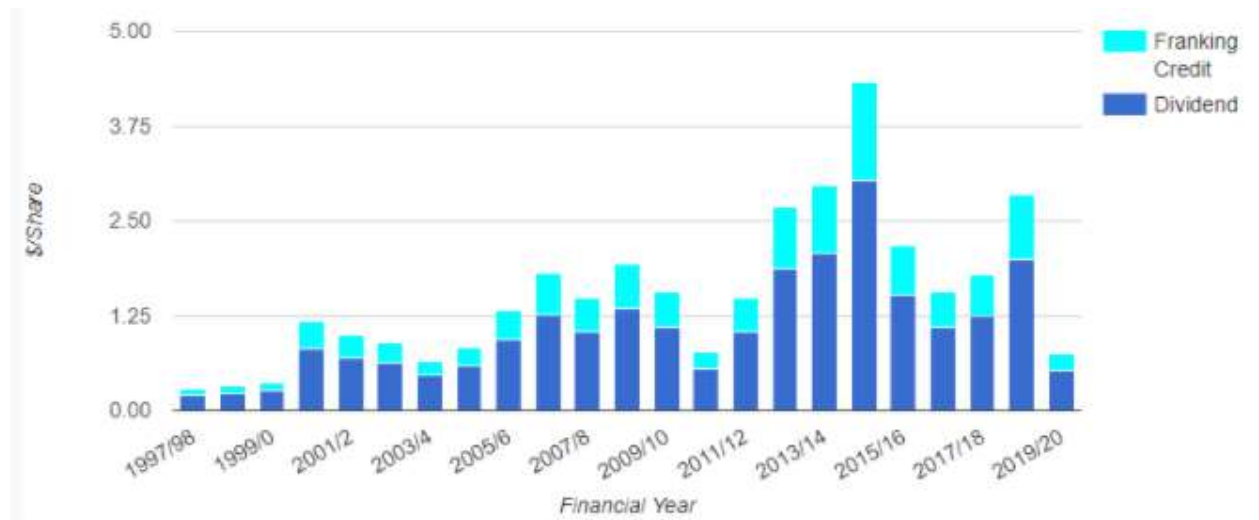
The identified 2C property within Alaska, as previously said, is within the current Pikka Unit expansion design and restricts additional property from within and without the unit. Furthermore, preliminary results of Alaska's exploration program in Alaska have shown success, especially the Mitquq findings, which were discovered on the eastern Pikka Unit, with destined oil discoveries occurring as primary and secondary. To keep employees committed to Oil Search Limited's growth, the Company has begun evaluating employee performance through performance appraisals, promotions, appreciations, and pieces of training in order to grow the workforce, learn and make them competitive, and decrease truancy (Saleem *et al.*, 2011).

It is worth emphasizing that qualified designers are in scarce supply. Major oil and gas companies battle tooth and claw to control these finite resources. In this sense, the company's regional oil producers are typically in a weak position, but worldwide fines have a strong Human Resource brand that appeals to young people. According to the Technology Conference, North American upstream oil and gas businesses will likely lose over 60% of their staff and their experience and knowledge by 2010 (Battilana and Dorado, 2010). Extending oil-sands-recovery



operations in Canada (Alberta) has sparked an extraordinary corporate boom. The region, according to some estimates, is short approximately 100 labourers. As a result, lucrative oil sands occupations are attracting a large number of non-petroleum industry representatives.

Whatever the factors driving work insets in a given sea, local ability pool limits are limiting the ability of oil and gas companies to hire representatives with current foundations, which includes many applicants who have no prior industry expertise, according to the company. Because of the new policy framework that allows people to work from home, the Company has chosen to reward hardworking employees with a compensation program that includes insurance, incentives, and reward perks such as paid vacations. Ranks will be assigned to employees based on their performance appraisal reports, which will help to reduce professional isolation while strengthening the link between managers and their employees (Han and Stieha, 2020).



**Figure 1: Graphical analysis of a 20-year-performance by OSL**

## **1.2 Environmental Analysis and The Need for Change**

### **1.2.1 OSL's SWOT Analysis**

SWOT analysis refers to a critical assessment of a system's Strengths, Weaknesses, Opportunities, and Threats.

#### **1.2.2 Strengths**

1. In terms of reserves, output, and acreage, it is the local market leader, and it is traded on Pakistan and the London Stock Exchanges.
2. OSL has established itself as a market leader in Pakistan's E&P Industry,
3. The Company has established tactics to optimize reserve additions and its production base, using its Strategic Business Plan to augment the energy supply in the country.
4. Oil Search Limited is Pakistan's second firm listed on the London Stock Exchange.
5. With a workforce of over 11,000 persons.

#### **1.2.3 Weaknesses**

1. Low oil and gas field results indicate little consumption.

2. Development relies on the local market.

#### **1.2.4 Opportunities**

1. Purchase shares in existing viable producing fields to acquire international acreage.
2. External E&P potential and joint venture collaborations would comprise a transfer of holdings for accumulation and a fraction of the operating interest purchased from the global market.
3. Accelerate the growth of the existing and coming investments without sacrificing quality or transparency.
4. Continue to accelerate production expansion by utilizing cutting-edge technologies.

#### **1.2.5 Threats**

1. The risks to the commodities' prices can create significant and unfavorable changes in the Company's cash flows.
2. Compliance costs may increase, further taxing the Company's capital.
3. Threats associated with drilling and exploring.
4. Depletion of Reserves and Currency Values

### **2.1 The Impact of Strategic HRM Operations on The Overall Performance of An Organization**

Development of the Pikka East Block is included in the proposed Pikka Unit structure. The Stirrup starts a fire. The exploration well was particularly reassuring because of the Nanushuk oil displays. Centres and logs are currently being analysed, with an entire well testing operation scheduled for early April. Between 27.5 and 29.5 million barrels of oil equivalent (MM BOE) is the forecast for 2020 (van Benthem, 2012). The discovery occurs following PNG

LNG's scheduled quarterly maintenance. The higher end of the range is contingent on completing the oil field advancement program and regaining access to and completing seismic NW Moran is undergoing maintenance after being shut down following the 2018 quake from network concerns.

Oil Search has developed from a \$200 million exploration company to PNG's largest administrator, a key player in the lauded PNG LNG Project, and a key player in Alaska's North Slope creation rebirth. True, Oil Search has established itself as a leader in corporate social responsibility, collaborating with governments and networks in Papua New Guinea and, more recently, Alaska. The company has been able to contribute to the socio-economic growth of Papua New Guinea by reinvesting our profits in the country.

Drilling in Yemen has yielded encouraging results, prompting a new research program in Papua New Guinea and the Middle East. Oil Search is willing to "push" its vital resources from a financial, specialised, business, and voting standpoint. Based on the financial performance of 2003, the Bond has opted to deliver an ordinary profit of US 1 cent for each offer and an incredible payback of \$ 1 on every share. The dividend plan affirms the stakeholders to believe in the Company's future growth while also allowing us to participate actively in scientific research, new advancements, and acquisitions.

In 2018, the Company achieved great financial and operational results, but it also performed security flawlessly. The safety of its employees is its top priority. This is an A-list operation given the intricacies of geography and organisation and the numerous societies involved. We want to have a rebuilt centre and more exciting field programs in 2004. As a result, the director gathers all additional revenue sources from the well to estimate all expenses. The extra interest is referred to as net gain interest by overseers. The management must immediately

amass critical financial capital to maintain the working interest. This sum is used to cover the costs of drilling and completing a well. The head's front-end costs are determined by sorting, positioning, and testing.

The costs of entering and testing are varied, but simple producing wells can reach Summit pricing. Entry costs are defined as costs up to the "bundling point." Site availability (5-15 %), exhausting the effort (45-55 %), logging and testing (5 -10 %), master fees (5 %), and future results, damages, and review work are among the essential entrance costs (5 %). Awards, random objects, direction, and the bundling head are significant expenses, including mud, water, and artificial materials (5-15%). (I -15 %). Late December was expected to be the commencement of the 2018-19 assessment penetration project in Alaska's Pikka Unit. The oceans of Pikka B and Pikka C are under exploration, and the results are promising. They will also assist in determining the best well design for the Pikka Unit vent. Oil Search has recently expanded its portfolio by acquiring 215 acres of leases.

The rent purchases were necessary as part of a strategic development plan for the Alaska North Slope's eastern sector, which covered 195,20 gross sections of land. These acquisitions have put the corporation in a good position for long-term expansion in Alaska. PNG has no plans to dig any additional exploration holes in 2020. The investigation will capture seismic data around Muruk in the Highlands, through the Eastern Foldbelt/Onshore Gulf, and in the second Deep-water Gulf, near the Papua LNG facility. Until the PNG government's anticipated oil and financial system review is completed and any new conditions are announced, current duties will most likely be questioned. Sunk costs for exploratory wells are high. Sunken costs include a lease evaluation, exhaustive stages, geophysical analysis, and site progress. Headway wells, offsets, overs, discretionary extension, and spouts are possible. The cost of progress well varies

for various factors, including its importance, the availability of information sources (e.g., water), the climate, and potential.

Advance charge exchanges are intended to lower loan costs while reducing risk. The typical cost has been around \$326,000 since 1984, with a \$75 per foot average. The corporation can save money by exchanging variable rate components for fixed-rate pieces from another party. Typically, two meetings must procure in two separate commercial areas. One of the borrowers can outperform the other in one of the business seas. Fixed and flexible rates are the two most typical company rates. Both sides can acquire the money they need while enhancing their overall efficiency by agreeing to an exchange. Credit risk receptiveness is limited for a corporation to engage in advance change exchange programs unless vital financial intermediaries or counterparties are ensured. It also permits the exchange of interest portions rather than principal repayment.

Participants in real-money exchanges will have exclusive access to the currency markets in the countries where they are trading. In a typical transaction, one party considers dollar funding but ultimately opts for Swiss franc finance instead. C is likely to be more interested in Swiss Franc financing or inflows of Swiss Francs, which would be incredible if it happens. When dealing with either of these conditions, an exchange strategy may be beneficial. This allows them to access new cash and money markets more quickly (and with less rigor) than they would otherwise have been able to do.

Due to the fact that our proposals for the Burrup Center in northern Western Australia are based on existing infrastructure, they are advantageous. These activities contribute to the preservation of considerable overall reductions in fuel emissions by minimizing greater fuel releases in critical Asian company regions. Beyond that, we're attempting to determine how

Woodside's experience and resources may be used to maintain the transition to renewable energy toward carbon neutrality moving forward. These are collaborations that we are unable to fathom by ourselves. As a result, we require a large number of volunteers and clients who are excited about working together on long-term energy decisions. In addition, company plans are completed, and professional counsel is provided. There are some ongoing plans for future endeavours. In the year 2020, the Sangoinar Phase. Oil Search Limited is actively managing COVID-19's rising impact on the supply chain. The government of Senegal and our joint undertaking partners assist us in surveying decisions that will save full-scale and short-term expenditures while receiving a thorough project review.

We keep our cash flow in good shape by keeping our commitments up to date, investing in future events, and circulating resources for our financial backers, among other things. During the course of the year, we earned \$3,305 million. A senior temperamental bond and a medium-term note contributed \$1,700 million in obligations to our cash position at the end of the period, bringing our total cash to \$6,952 million. The earnings, when combined with our usual earnings, enable us to continue working toward our goals and objectives.

## **2.2 Calculating the performance of Oil Search Limited**

In 2019, we made \$1,327 million in capital and testing investments, which enabled us to fund revenue in accordance with our growth strategy (Liu et al., 2019). ExxonMobil's depreciation value reduced by approximately \$2 billion from the previous year due to the acquisition of ExxonMobil's 50% ownership in the Scarborough resources in 2018, as well as lesser R&D investment the following year (Nikiforuk, 2012). Future capital requirements were calculated based on the limited returns from the oil industry, as well as our benefits portfolio and value holdings, as well as our other investments.

## **2.3 The application of leadership theories in the context of Oil Search Limited**

Leadership theories are a group of ideas that describe leadership, how it works, and why it matters. The views range from the 'Great Man,' whose charisma attracts others, to situational leadership, which adapts to the circumstances. The following is a discussion of critical theories on this topic.

### **2.3.1 Leadership style based on the situational theory**

In this example, also known as contingency theory, the leader's behaviour is based on the situation. The leader (in this case, HR) empowers a group of experts by brainstorming, cooperating, and allowing them to make their conclusions. This hypothesis underpins the Hersey and Blanchard Model (Roe, 2020). The concept is built on the needs of the followers; hence, the leader responds to changes in demand by adjusting to them. When dealing with personnel with poor competence, the style is authoritarian, instructional, and directive. The directions are sold to the low-medium maturity employees using persuasion, encouragement, and rewards. The averagely mature personnel are led by participation in teams, consultation, and participation, whereas highly competent personnel are more motivated to complete a task; thus, they are



trusted, empowered through delegation of assignments, and allowed to be free (Wuryani *et al.*, 2021).

### **2.3.2 Competitive Pricing**

#### **2.3.2.1 Generic Approaches by Michael Porter**

He presented the strategies concept in 1980, explaining how investments could outcompete their rivals by using good strategies. The primary strategies are explained within the concept paper include cost leadership, distinctiveness, and focus. Companies can gain an advantage over their competitors by lowering costs or making their services unique using the valued dimensions. Businesses can also achieve the advantage by pursuing particular marketing approaches, a broadened and focused approach (providing items to specific consumers), or the industrially-widened strategy.

#### **2.3.2.2 The Global Oil and Gas Industry (GOGI): An Application of Michael Porter's Generic Strategies**

The GOGI is a multinational conglomerate with a substantial presence in several industry divisions. The industry has established itself as a top brand global market with robust international operations. Due to growing rivalry, the global oil and gas business finds it hard in maintaining its preference among the consumers to grow its consumer base using little input. GOGI must achieve a considerable edge against its competitors to lead the pack in the current business environment. Porter's generic and intense growth model can examine GOGI's competitive advantage approaches through virtual advertisements.

This article indicates that GOGI has a strong position in the market as a result of its generic-based and intensive-oriented development processes, which are discussed in detail in the

next section. Cost leadership, differentiation, and focus approaches have been implemented by the company when challenged with competition-based friction. A virtual questionnaire will be used to accomplish this, and the answers will be used to aid the Company in adapting its supply chains and distribution to meet the demands of the markets in question.

#### **2.3.2.4 Streams for Porter's approaches**

Porter's generic growth strategy consists of three critical streams for international organisations like the GOGL.

### **2.3.2.5 Cost Leadership**

Using a cost leadership approach, a company can gain a competitive advantage over its competitors by cutting its operating expenditures. It is the most important general method that the Global Oil and Gas Industry uses in a wide range of consumer markets around the world, and it is referred to as "cost leadership." The reduction in the number of physical employees working at a company's headquarters will result in a reduction in operational costs, and the savings might be utilized to subsidize the price of oil and natural gas, as previously stated.

### **2.3.2.6 How does the GOGI employ an expense-cutting approach?**

The key objective of this strategy is to retain a command consumer base by ensuring that the value chain is effectively managed. It is through this method that GOGI is able to increase its market share by concentrating on middle-income consumers, who account for the vast majority of consumers in the vast majority of countries throughout the world. Meeting the demands of today's competitive economy through cost leadership has shown to be the most effective strategy. Prices that are competitively priced are highly valued by middle-class consumers. In the coming years, the market base is predicted to grow as a result of increasing internet marketing and price reductions, among other factors, for example (Dwivedi *et al.*, 2021).

## **2.3 Implementation of strategy**

In 2004, as the administrator of PNG's oil and gas reserves, Oil Search generated 24% of fare revenue and 14% of GDP. The Company owed nearly \$70 million to the PNG government, including about \$7 million from the Company's credit scheme for use in small start-up projects. Oil Search is an active member of the community, promoting health, education, business counselling, and long-term business viability (Epstein and Yuthas, 2017). Oil Search strives to leave a positive legacy in all of its operations. The Company had an 81 per cent Total

Shareholder Return on the ASX 150 in 2004. These results were similar to the TSR of 67 per cent in 2003. Figures 2 and 3 below show that Oil Search outperformed its oil and gas industry peers. This outstanding presentation was mainly driven by the high quality of global oil prices. According to the findings, the Company anticipated operatorship in 2018 and a transition to commercialisation of its gas assets.

As a developing-country expert, the Company is mindful of its social responsibilities to various stakeholders. In PNG, there are over 25,000 people in 110 towns and territories, seven neighbourhood-level governments, 13 language groups, and over 25,000 people (Roddewig and Hughes, 2015). When the two governments had significant ties and backing, Oil Search needed the neighbourhood networks to meet its long-term goal of earning top-quartile profits. In 2019, as the administrator of PNG's oil and gas reserves, Oil Search generated 24% of fare revenue and 14% of GDP. The PNG Tax Credit Scheme is intended for use in far-flung framework endeavours (Warburton *et al.*, 2017). Oil Search is an active community member working to improve health, education, conditions, investment tutorials, and practically longer business duration. OSL strives to have a legacy in each of its operations. The Company's competitive advantage stems from its work from home policy, which allows some employees to work remotely to prevent the pandemic's spread.

In addition, it has improved the organization's ability to influence its central cost base while simultaneously increasing profitability and managing esteem activities. During the years 2022-2023 and 2024, the number of people living in Moran, NW Moran and SE Mananda will continue to rise, with a focus on cost-savings in field activities and overall longer inquiry exercises (Arias-Maldonado, 2016). This is due to lower operating capital, such as those associated with renting office space and equipping. The short amount of time required to access the workplace digitally will minimize job stress among employees and shorten the amount of time required to confer with the company's top management, according to the company (Sekhar and Patwardhan, 2021).

**Table 1: The Oil Search Limited subsidiaries and their returns in 2020**

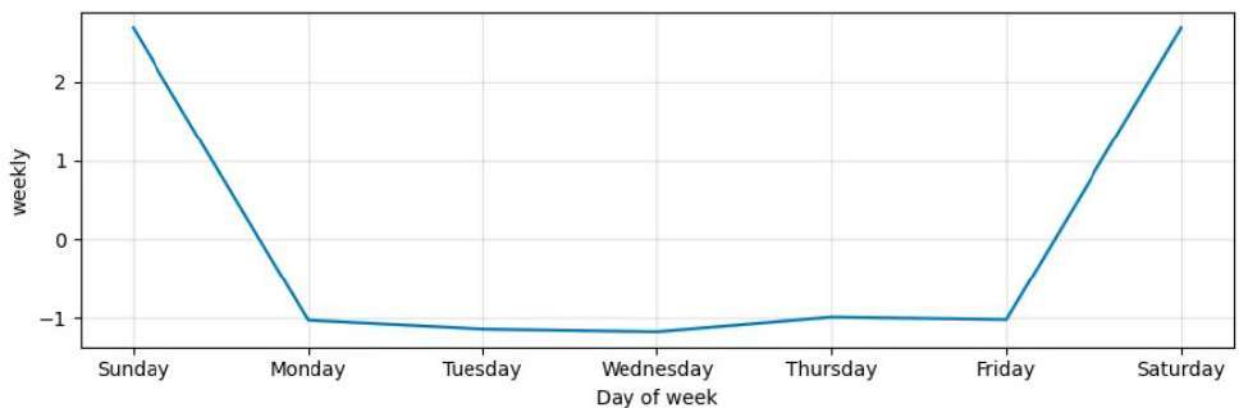
EV/EBITDA Last	Oil Search Limited	International Peers	Exploration & Production	S&P/ASX 200	Papua New Guinea
EV/EBITDA(e) 2020	<u>Free trial</u>	<u>Free trial</u>	2.31	12.31	6.66
EV/EBITDA NTM	<u>Free trial</u>	<u>Free trial</u>	5.07	10.95	11.19
	<u>Free trial</u>	<u>Free trial</u>	4.79	10.53	9.38

## 2.4 Organisational performance and leadership styles

The vitality sector is expanding globally, with an increased focus on the challenges of meeting environmental change goals while lowering the usage of petroleum derivatives. While the use of gas in emerging countries is vital, the LNG industry remains primarily untapped. The policy of contracting a significant section for the copious Company's proportions within the

medium-term SPAs emerges genuinely legitimate for insulating its earnings against LNG cost fluctuations. The PRL 3 Joint Venture partners have unity in establishing an amicably equitable arrangement within its administration to develop P'nyang so that we may go on to the FEED stage (Seelick, 2018).

The ongoing COVID-19 flare-up has triggered a surge in Chinese interest in LNG, but we expect this to be a one-time phenomenon. There is optimism about the ability to be particular about LNG extraction designs as we keep conversing with potential Asian consumers due to LNG's appeal from PNG. In 2020, Oil Search will have a massive year in Alaska as it expands its real estate portfolio and moves the Pikka Unit Development into the FEED stage. The invigorating preliminary findings from the Mitquq 1 probe may have given the Pikka Unit and the Pikka Unit a chance with a few open doors.

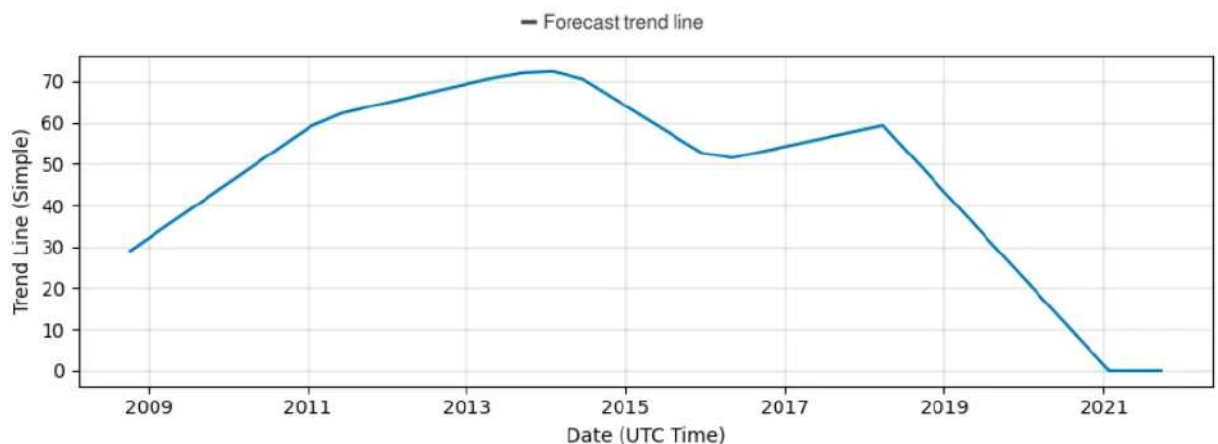


**Figure 2: Daily operations at Oil Search Limited**

## **2.5 Leadership styles and their impact on company values**

The proposed Pikka Unit architecture has a tie-back separation between development and the Pikka East Block. The initial results from the Stirrup 1 research well, including oil shows in

the Nanushuk, are also encouraging. Centres and records are being evaluated, and a comprehensive well testing program is being planned, with findings due in early April. Between 27.5 and 29.5 million barrels of oil equivalent were produced in 2020, following the planned maintenance at PNG LNG, slated to occur in the coming three months. The higher end of the scope is contingent on the success of the oil field expansion plan, which has yielded favourable results thus far and regaining entry to complete the tremble amendment activities at NW Moran following its closure in the 2018's tremor. It has been an incredible 25-year-old journey watching OSL transform from about \$250 million exploration company into a very powerful governor in PNG, a vital member of the exclusive PNG LNG Project, a key player in the revitalisation of Alaska's North Slope. Over that time, Oil Search has established itself as a leader in corporate social responsibility, collaborating closely with governmental institutions and has networked in Papua New Guinea. And, more recently, Alaska. Reinvesting creative money in Papua New Guinea has rewarded the shareholders with countless profits over the years and gave us a platform to impact the country's social advancement.



### **Figure 3: Trends in Performance of Oil Search Limited**

#### **3.1 Conclusion and Recommendations**

A new exploration program in Papua New Guinea and our Middle East resources has begun, with promising early results thanks to Yemen drilling. After more than 89 fiscal years, OSL is set to "drive" significant assets from money and expert businesses. Considering the financial results for 2018, the Board of Directors has decided to achieve a one per cent advance as part of the long-term profit program and an extraordinary profit of US 1 penny per offer. The profit plan demonstrates the Board of Directors' confidence in the Company's future while also allowing us to actively participate in ongoing investigations, new developments, and acquisitions. In 2018, the Company delivered outstanding financial and operational results, but it also outperformed in terms of security. The safety of our employees is our top priority. This effort was the least successful because of geographic constraints, coordination issues, and the large number of societies involved. In 2019, we intended to supplement this with a restored centre based on remote working regulations, a flexible working arrangement that improves the balance between work and life, decreases tension, and boosts the worker's psychology, allowing them to be more productive during more dynamic field operations. For this to work, virtual human resource operations must be scaled up to include performance evaluations, promotions, monitoring employee logins to the Company's platform, and conducting morning briefings before allowing each employee to enter their work areas. The briefings prevent professional isolation, and a quarterly survey will solicit employee feedback on the Company's operations, ensuring that manager-employee engagement is maintained. Even among employees, virtual chatting platforms in conjunction with meetings will increase interactions.



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