
CSR for Energy Operators Training Course: Host Communities, Local Content and Grievance Handling

14 – 18 March 2027
Doha





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Programme Summary

CSR for energy operators is the subject of this one-week training course for directors and heads of community relations, HSE, sustainability and external affairs, ending in a CSR programme plan for one operating asset. Operators depend on host communities, yet social, environmental and supply commitments are often handled by separate teams. The programme links them through impact diagnosis, local content, grievance handling and reporting, applying each tool to an asset of the participant's own. Mars Training Centre UK delivers this programme on CSR for energy operators to mixed-organisation cohorts.

The Business Case

Operators that treat social responsibility as a reporting task alone face community disputes, delays to field work and weaker relations with partners and authorities. Those that manage impacts, local supply, social investment and complaints as one system can show what was promised, what was delivered and where concerns remain open, which also shortens the time spent answering partner and authority queries.

- Community Relations: Strengthen as concerns are logged, escalated and closed in a consistent way.
- Operational Continuity: Improves as local disputes are identified before they interrupt site activity.
- Disclosure Quality: Becomes clearer as social indicators are tied to recognised sector reporting guidance.

Principles and Evidence Base

- ISO 26000: It sets out core subjects of social responsibility, and it frames Sessions 1 and 3.
- IFC Performance Standards on Environmental and Social Sustainability: They guide screening of risks to affected communities, and they shape Session 2.
- IPIECA guidance on community grievance mechanisms in the oil and gas industry: It describes how complaints are resolved, and it informs Session 4.
- GRI 11 Oil and Gas Sector Standard: It lists sector topics for disclosure, and it supports the reporting work in Sessions 4 and 5.

Intended Participants

- Directors answerable for relations with communities around operating sites.
- Community relations heads who resolve concerns raised by residents and local leaders.
- HSE and sustainability managers who link environmental effects to social commitments.
- External affairs leaders who represent the operator to partners and authorities.
- Procurement leaders who set local supply requirements for contractors.



Typical sectors include upstream production, refining, pipelines and oilfield contracting.

Learning Outcomes

1. Participants will be able to diagnose social licence risks at an operating asset.
2. Participants will be able to evaluate operational effects on host communities against screening guidance.
3. Participants will be able to construct a local content plan with measurable commitments.
4. Participants will be able to prioritise social investment options by need and lasting benefit.
5. Participants will be able to design a community grievance mechanism with clear intake, escalation and closure steps.
6. Participants will be able to justify a CSR programme plan to a board.

Programme Structure

Day 1: Social Responsibility Principles for Energy Operators

What does social responsibility require of an operator dependent on host communities?

- ISO 26000 Core Subjects Review
- IPIECA Social Responsibility Guidance Reading
- Social Licence Risk Register
- UN Guiding Principles Human Rights Screen
- Operating Context Profile

Day 2: Host Communities and Impact Diagnosis

How are host communities, their concerns and operational effects identified and ranked?

- IFC Performance Standards Screening Matrix
- Host Community Profile Template
- Stakeholder Influence and Concern Map
- Social and Environmental Impact Register
- Voluntary Principles Security Interface Review

Day 3: Local Content and Social Investment Design

How are local supply, employment and community projects designed to last?

- Local Supplier Capability Gap Matrix
- Local Content Plan Template
- Contractor Social Requirements Schedule
- Community Investment Options Matrix
- Theory of Change Sheet



Day 4: Grievance Handling and Social Reporting

How are community complaints received, resolved and reported to management?

- IPECA Grievance Mechanism Design Checklist
- Grievance Intake and Escalation Flowchart
- Grievance Log and Trend Analysis
- GRI 11 Disclosure Mapping
- Social Performance Indicator Set

Day 5: Applying the Tools to One Operating Asset

Do the risk, impact, local content and grievance tools hold together in one plan?

- Applying the Session 1 Risk Register to One Asset
- Using the Session 2 Impact Register on a Live Site
- Testing the Session 3 Local Content Plan
- Checking the Grievance Flow Against Session 4 Indicators
- Completing the CSR Programme Plan

Methodology

The programme uses a case analysis method built on anonymised community profiles, impact registers and grievance logs drawn from upstream, pipeline and refining operations, with host community engagement tested throughout. Participants work in peer groups on an asset of their own and receive facilitator feedback.

- Suggested activity: Screening a live asset for social risks and ranking the top three.
- Suggested activity: Tracing sample grievances from intake to closure and marking where the process stalls.
- Suggested activity: Comparing two community investment options and defending one.

Capstone Output

Each participant completes a CSR programme plan for one operating asset. It holds a risk register, an impact register, a local content plan, an investment options matrix, a grievance flowchart and an indicator set. The plan is used at work to brief a board and guide the first planning cycle.



Frequently Asked Questions

Is training in CSR for energy operators suitable for leaders new to community relations?

Yes. CSR for energy operators assumes experience of managing or supporting an operating site and builds from the idea of social licence upward.

Which standards does CSR for energy operators rest on?

CSR for energy operators rests on ISO 26000, the IFC Performance Standards, IPIECA grievance mechanism guidance and the GRI 11 Oil and Gas Sector Standard.

How is the plan from CSR for energy operators used at work?

You use the CSR programme plan to brief a board and guide the first planning cycle of your own asset.

How does CSR for energy operators differ from general corporate social responsibility leadership?

CSR for energy operators centres on host communities, local content and grievances at operating sites, while general leadership programmes centre on corporate strategy and impact measurement.