
Oil and Gas Corporate Affairs Training Course: Reputation, Message Planning and Incident Statements

27 – 31 December 2026
Doha





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Programme Summary

Oil and gas corporate affairs is the subject of this one-week training course for communication, corporate affairs and external relations leaders, ending in a corporate affairs plan for one company. Energy operators face scrutiny from regulators, communities, investors and media, yet messages are often written by separate teams and reach audiences in conflict. The programme links stakeholder mapping, message planning, engagement and incident statements, with each tool applied to the participant's own organisation. Mars Training Centre UK delivers this programme on oil and gas corporate affairs to mixed-organisation cohorts.

The Business Case

Operators that speak with several voices lose trust when an incident, a project delay or a disclosure draws attention. Teams that agree audiences, messages and approval routes in advance respond faster, keep statements consistent across channels and give executives a record of what was said and why, which supports later review by the board.

- Reputation Resilience: Strengthens as messages stay consistent across audiences during incidents.
- Response Time: Falls as holding statements and approval routes are prepared in advance.
- Stakeholder Trust: Improves as community, government and investor questions receive evidence-based answers.

Principles and Evidence Base

- IPIECA, API and IOGP sustainability reporting guidance: This industry guidance for oil and gas performance disclosure frames the disclosure map in Session 4.
- Stakeholder analysis: Influence and interest mapping sets priorities for engagement in Sessions 1 and 3.
- Message architecture: A single core narrative with audience-specific proof points keeps statements consistent in Sessions 2 and 4.

Intended Participants

- Communication leaders who set messages and approve statements for the company.
- Corporate affairs managers who handle regulators, communities and partners.
- External relations leaders who brief government and industry bodies.
- Investor relations and reporting leads who explain performance to the market.
- Operations and HSE leaders who support spokespeople during incidents.



Typical functions include corporate affairs, investor relations, community relations and operations support in upstream, midstream, refining and service companies.

Learning Outcomes

1. Participants will be able to prioritise stakeholders by influence, interest and reputational exposure.
2. Participants will be able to construct a core narrative and audience message grid.
3. Participants will be able to evaluate media, community and government channels for a given issue.
4. Participants will be able to draft an incident holding statement with an approval route.
5. Participants will be able to diagnose gaps between reported performance and public perception.
6. Participants will be able to justify a corporate affairs plan to executive leadership.

Programme Structure

Day 1: Oil and Gas Corporate Affairs Scope and Stakeholder Mapping

Who are the audiences of an energy company and what does each need to hear?

- Stakeholder Influence Map
- Audience Needs Matrix
- Reputation Risk Register
- Licence-to-Operate Issue Log
- Communication Audit Template

Day 2: Message Planning and Core Narrative

How is one consistent message set built and tested before it is released?

- Message House Template
- Core Narrative Brief
- Audience Message Grid
- Spokesperson Question Bank
- Message Testing Checklist

Day 3: Media, Community and Government Engagement

How are messages delivered through media, community and government channels?

- Media Briefing Pack
- Interview Preparation Sheet
- Community Update Calendar
- Government Briefing Note
- Social Media Monitoring Log



Day 4: Incident Statements and Disclosure

What is said, by whom and when after an incident, and how is performance disclosed?

- Incident Holding Statement
- Approval and Release Protocol
- Incident Communication Timeline
- IPIECA, API and IOGP Reporting Guidance Map
- Post-Incident Reputation Review

Day 5: Applying the Tools to One Company

Do the stakeholder, message, engagement and incident tools form one working plan?

- Applying the Session 1 Stakeholder Influence Map
- Using the Session 2 Message House
- Testing the Session 3 Media Briefing Pack
- Checking the Session 4 Holding Statement
- Completing the Corporate Affairs Plan

Methodology

The programme uses a structured exercise method built on anonymised incident timelines, press statements, community feedback logs and reporting extracts from energy operators. Participants work in peer groups on their own organisation, test one another's messages against likely questions and receive written facilitator feedback on each exercise set.

- Suggested activity: Rewriting a draft incident statement for regulators and for local residents.
- Suggested activity: Running a question session where peers play journalists and investors.
- Suggested activity: Mapping a project delay to the audiences who must hear about it first.

Capstone Output

Each participant completes a corporate affairs plan for one company. It holds a stakeholder influence map, a message house, an audience message grid, a media briefing pack, an incident holding statement with approval route and a disclosure map. The plan is used at work to align teams and brief executives before the next planning cycle.



Frequently Asked Questions

Is oil and gas corporate affairs suitable for communication leaders new to the energy sector?

Yes. Oil and gas corporate affairs assumes experience in communication or external relations work and introduces operator concerns such as licence to operate, incidents and disclosure without requiring technical training.

Which guidance does oil and gas corporate affairs rest on in this programme?

Oil and gas corporate affairs here rests on the IPIECA, API and IOGP sustainability reporting guidance for disclosure, together with stakeholder analysis and message architecture for planning.

How is the plan from oil and gas corporate affairs used at work?

You use the corporate affairs plan to align communication, operations and executive teams, brief leaders on audiences and approval routes and prepare for the next incident or disclosure.

How does oil and gas corporate affairs differ from general public relations training?

Oil and gas corporate affairs centres on operator issues such as incidents, communities, regulators and performance disclosure, while general public relations training centres on brand promotion and consumer media.