

EMMET FAY

Global Corporate Affairs, Communications, Reputation & Executive Advisory Leader

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EXECUTIVE PROFILE

Enterprise-level corporate affairs and reputation leader with deep experience advising CEOs, boards, ministers, and senior officials across highly regulated, politically complex, and operationally exposed environments. Recognised for stabilising reputational risk, repairing government and stakeholder trust, and repositioning organisations during periods of crisis, transition, and strategic change.

Brings a rare combination of enterprise corporate affairs leadership, communications delivery, government relations authority, and executive judgement, with a proven record leading lean, high-impact teams with influence disproportionate to size. Trusted adviser in situations where reputational failure carries material financial, political, or social consequence at national and global level.

LEADERSHIP EXPERTISE

- Group & global corporate affairs and reputation strategy
- Executive communications & leadership positioning
- Government & regulatory engagement (national & international)
- Crisis, issues & reputation risk management
- Corporate narrative, brand & external positioning
- Stakeholder trust restoration & social licence
- ESG, major projects & approvals environments
- Complex, multi-stakeholder negotiation

CAREER HIGHLIGHTS

- Led enterprise reputation and government engagement in environments with multi-billion-dollar licence-to-operate exposure.
- Stabilised politically exposed infrastructure and resources operations through direct ministerial and executive engagement.
- Directed crisis communications involving fatalities, derailments, and major operational failures.
- Led multi-industry and government engagement supporting a AUD\$5bn national infrastructure project.
- Secured AUD\$50m+ in government funding for decarbonisation and energy transition initiatives.
- Led global rebrand and external positioning for a Middle East-based mining champion.
- Negotiated amendments to international maritime regulations impacting bulk commodity supply chains.

PROFESSIONAL EXPERIENCE

Director of External Communications (Global) – Maaden | Riyadh, Saudi Arabia | 2025–Present

- Global remit leading external communications, reputation management, and international positioning.
- Lead function with 5 direct reports and manage two international agencies (14 consultants).
- Delivered global rebrand communications; led digital transformation achieving 3x follower growth and 2x engagement.
- Established enterprise crisis communications frameworks and reputation risk governance; advise executive leadership on global positioning.

Senior Director – Consulium (Embedded at Maaden) | Dubai, UAE | 2024–2025

- Led a 10-person consultant team delivering strategic communications, reputation, and executive engagement programmes.
- Provided senior counsel on enterprise reputation strategy, communications governance, and stakeholder engagement across multiple markets.

Director of Stakeholder Relations (Regional) – Keolis Group | Adelaide, Australia | 2022–2024

- Led stakeholder relations function with 3 direct reports and dotted-line oversight of customer service (150+ staff) for reputation risk.
- Restored trust with Premier and Minister for Transport, stabilising a AUD\$2bn contract environment.
- Led crisis communications responses to derailments, fatalities, and major service disruptions.
- Senior adviser to Managing Director and CEO on political, policy, and reputational risk.

Group Government & Industry Relations Manager (National) – Incitec Pivot Limited | Melbourne / Brisbane | 2022

- National leadership role with 2 direct reports and 2 matrix-aligned regional representatives.
- Developed federal and state engagement strategy following a change of government.
- Led advocacy on national gas, energy security, and climate policy.
- Secured AUD\$50m+ in government funding for decarbonisation feasibility and transition initiatives.

Principal, Corporate Affairs & Government Relations – BHP | Adelaide, Australia | 2018–2022

- Regional government affairs leadership for operations with accountability for uranium regulatory matters.
- Rebuilt trust with South Australian Government enabling major project approvals.
- Directed BHP’s COVID-19 government engagement to protect workforce safety and operational continuity.
- Negotiated government support for the AUD\$5bn Northern Water Supply Project.

Manager, Australian Federal Government Relations – BHP | Melbourne, Australia | 2016–2017

- Led federal government engagement and responses to parliamentary and regulatory inquiries.
- Developed federal election engagement strategy and post-election risk and engagement plans.
- Negotiated amendments to international maritime regulations affecting bulk commodity exports.

EARLIER CAREER

BHP Petroleum — Communications Specialist; Government & External Affairs Analyst | Minerals Council of Australia — Policy Research Officer | Department of Human Services — Policy Analyst | Advisor — Luke Donnellan MP | Media Affairs Australia — Consultant

BOARD & GOVERNANCE EXPERIENCE

- Non-Executive Director — ADHD Australia (2024–2025)
- Board Member — Minerals Council of Australia, Uranium Forum (2018–2022)
- Committee Member — SACOME (External Affairs; Legislation & Regulation) (2018–2022)
- Director — Energy Policy Institute of Australia (2016–2017)

EDUCATION

Master of International Relations — University of Melbourne

Bachelor of Arts (International Studies), First Class Honours — RMIT University

Bachelor of Social Science (Policy & Research) — RMIT University