STATE OF AUSTRALIAN

CORPORATE AFFAIRS 2026

Reputation. Risk. Results.

medianet.

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FOREWORD



Amrita Sidhu
Managing Director
Medianet

Medianet is excited and proud to present our 2026 State of Australian Corporate Affairs Report, building on the findings of our inaugural report in 2025. As with last year, the report draws on insights from corporate affairs leaders and practitioners in Australia, alongside the views of journalists who are engaging with these practitioners.

As a service provider to the industry, Medianet has unique access to the corporate affairs and communications professionals that lead the industry. Similarly, as we are owned by the media we have unparalleled access to media outlets and journalists. This report combines and compares the knowledge and perspectives of both groups into a powerful analysis of the state of the corporate affairs in the Australian market.



Sally Chadwick
Head of Media Intelligence
Medianet

The 2026 State of Australian Corporate Affairs Report brings together the expertise of the Medianet team, with Research, Insights and Marketing all contributing to the final product. Our team is passionate about media and communications, and we're pleased to share the results and insights in this year's report.

The report focuses on corporate affairs, a powerful and highly skilled function that is often misunderstood. It looks at the current state of corporate affairs in Australia through the lens of reputation, risk and results, asking what matters most to corporate affairs leaders, what keeps them up at night, and what challenges, trends and opportunities they face. Our aim is to give those working in these roles practical insights, identify industry trends, share learnings and highlight unexpected findings.

As our second annual report, it also lets us compare results with 2025 for the first time, showing how the priorities and pressures facing corporate affairs have shifted over the past year.

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Please note: This survey is intended to provide a snapshot of the experiences of corporate affairs professionals, and is not an exhaustive study of the corporate affairs sector.

Acknowledgement of Country:

We acknowledge the Wurundjeri and Boonwurrung people as the Traditional Owners of the land on which this report was written. We recognise their continuing connection to lands, waters and communities and pay our respect to Aboriginal and Torres Strait Islander cultures, and to Elders past, present and emerging.

EXECUTIVE SUMMARY

The 2026 State of Australian Corporate Affairs report provides key insights into Australia's corporate affairs landscape, with a focus on risk and reputation.

As in our inaugural 2025 report, we targeted senior leaders and experienced professionals in corporate affairs to capture strategic-level perspectives. In October of this year, we collected responses from 43 corporate affairs professionals and 99 journalists in two separate confidential surveys.

The surveys explored the role, scope and responsibilities of corporate affairs professionals, as well as key challenges and approaches to managing risk and organisational reputation. Comparing the 2026 findings with those from 2025 also revealed emerging trends.

- **Strategic voice:** Similar to 2025, most respondents reported having input in their organisation's strategic direction (86%), though only 56% indicated that corporate affairs was a C-Suite function. This reflects the strategic influence of corporate affairs in wider functions beyond the executive.

- **AI evolution:** AI adoption has matured one year later, with respondents recording more intentional application alongside growing awareness of the need for human oversight. All respondents reported using Generative AI, up from 77% in 2025. However, many were selective with delegation to AI, and reported heightened concerns around inaccuracies and cognitive offloading risks.

- **Crisis management:** Crisis management emerged as a pressure point this year. Respondents who said crisis management was an under-resourced function nearly doubled from 2025, while the general public surpassed government and the media as the most challenging stakeholder group.

- **Measuring impact:** While evaluation and measurement approaches varied, most agreed on the importance of measuring ROI. Confidence in the ability to measure ROI rose this year, however respondents also noted growing pressure to demonstrate value against promised AI solutions.

Survey participants were invited to respond. Some provided responses in a voluntary capacity, while others entered a draw for the chance to win a monetary gift card. All responses were analysed confidentially, with identifying information removed to ensure anonymity.
This report combines quantitative results, qualitative insights, and quotes from respondents. Selected quotes reflect common themes across responses, but do not necessarily represent Medianet's views.

01

THE ROLE

- Demographics
- Strategic influence
- Responsibilities
- Challenges

DEMOGRAPHICS

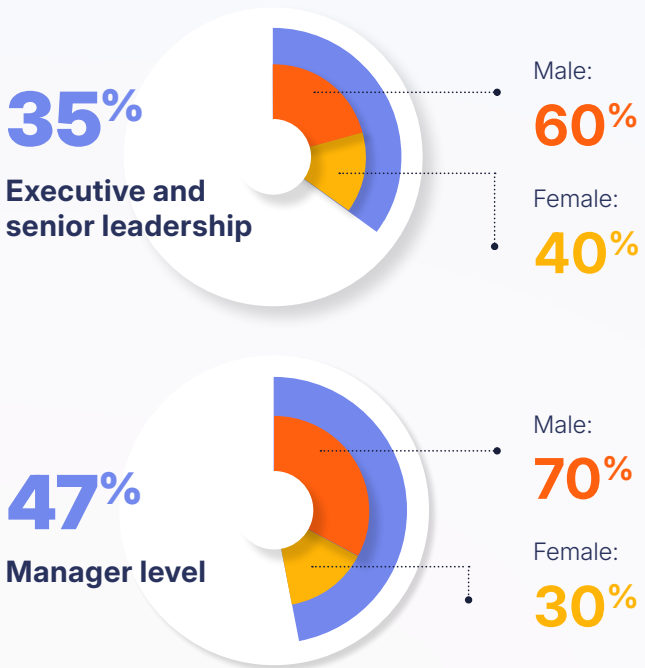
Manager level positions represented the largest segment of corporate affairs respondents to this year's survey, at 47%, followed by executive and senior leadership at 35%.

When examining results through the gender lens, we identified striking disparities. Although women comprised 70% of all respondents, men were disproportionately represented in executive leadership roles and recorded higher earnings. Executive and senior leadership positions were held by nearly half (46%) of male participants, compared to only 30% of female participants.

This gap was also observed in terms of compensation and seniority. Among the respondents, 62% of male participants earn $240,000 or above annually, while only 26% of women reached this threshold. Similarly, men holding the most senior job titles were almost twice as likely to earn the top income bracket ($300,000 per annum) as their female counterparts in equivalent roles.

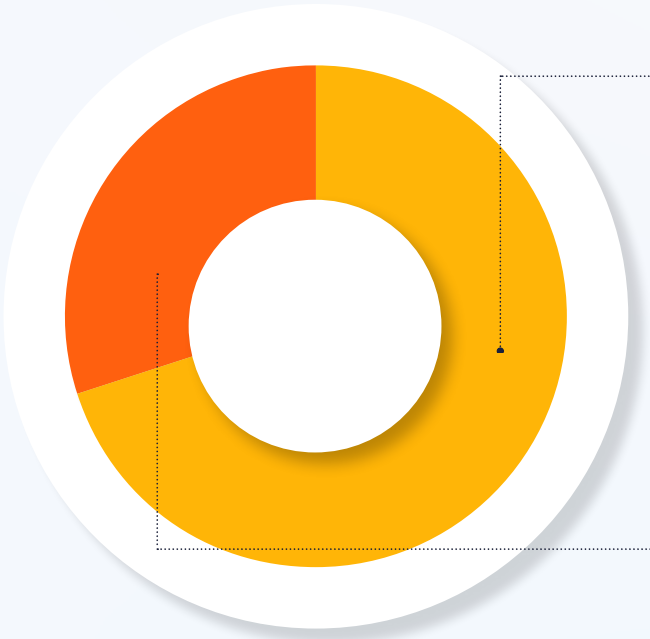
Job titles

Male Female



Note: No respondents identified as non-binary

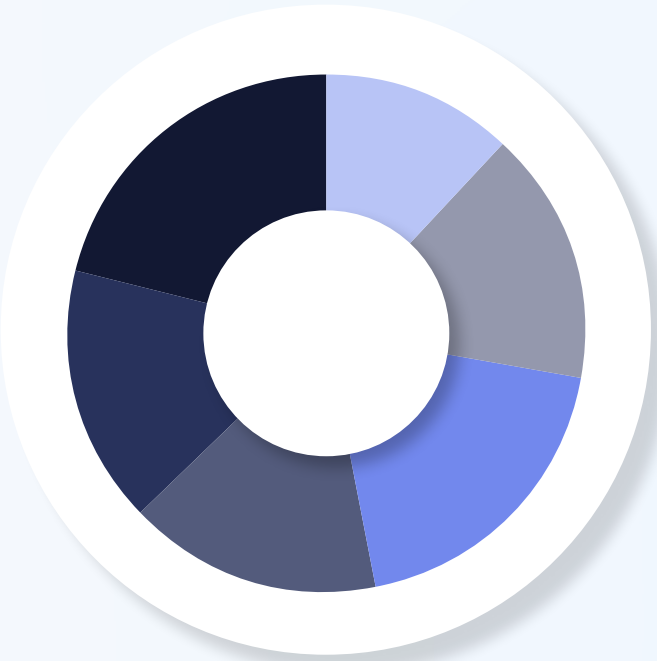
Gender of respondents



Female
61%

Male
39%

Salary ranges



- Less than $79,999 — 0%
- $80,000 - $119,999 — 12%
- $120,000 - $159,999 — 16%
- $160,000 - $199,999 — 19%
- $200,000 - $239,999 — 16%
- $240,000 - $299,999 — 16%
- More than $300,000 — 21%

STRATEGIC INFLUENCE

This year, a greater proportion of respondents felt they have a voice in shaping their organisation's strategic direction, up to 86% from 81% in 2025. As was the case last year, despite this high level of respondents feeling they have a 'voice', a smaller share said their role is formally part of the C-Suite function (56%). This gap suggests corporate affairs professionals are contributing to their organisation through a variety of other avenues other than directly reporting to their CEO.

This delta between informal and formal representation cannot be ignored when we also look at the over-representation of women in corporate affairs roles. With two years of survey results demonstrating this trend, it is hard to view this as simply coincidence. This may suggest gender bias plays a part in the exclusion of corporate affairs from the C-suite.



Do you feel you have a voice on the strategic direction of the organisation?

Yes **86%**

No **14%**



Is the corporate affairs role part of the C-suite function?

Yes **56%**

No **42%**

On **roles** and **responsibilities**

[I] lead my organisation's external affairs function, protect and enhance its reputation, influence public debate and advocacy objectives, and position my organisation as a trusted and authoritative voice on business, economics and professional issues.

A broad remit leading a multi-disciplinary team across internal communications, corporate affairs/media/reputation, crisis comms, marketing and engagement.

[I'm] responsible for leading the strategy and overseeing the implementation of a whole of organisation communication including: media, reputation, stakeholder engagement and internal communication.

To lead a team of communication professionals that creates awareness and promotes opportunities that connect industry, government, SMEs and the R&D sector, across Australia and the world, to fuel innovation that benefits every Australian. Responsibilities include marketing, advertising, public relations, media and government relations, issues and stakeholder management.

RESPONSIBILITIES

Most corporate affairs teams are small, with 67% of respondents operating in teams of 10 or fewer, a slight increase from 65% last year.

Despite these small team sizes, the tasks and responsibilities managed by corporate affairs respondents were many and varied. As in 2025, external communications and media relations were the most common functions across all roles and team sizes. However, this year saw Government Relations drop slightly among the most senior ranked titles, and lift as a responsibility for less senior roles, indicating this responsibility may be increasingly delegated to junior team members.

Overall, these results reflect a similar finding to 2025's survey, that corporate affairs professionals often operate in small teams while juggling a wide range of responsibilities. In short, corporate affairs teams cover and achieve a lot with arguably limited resources

Team size



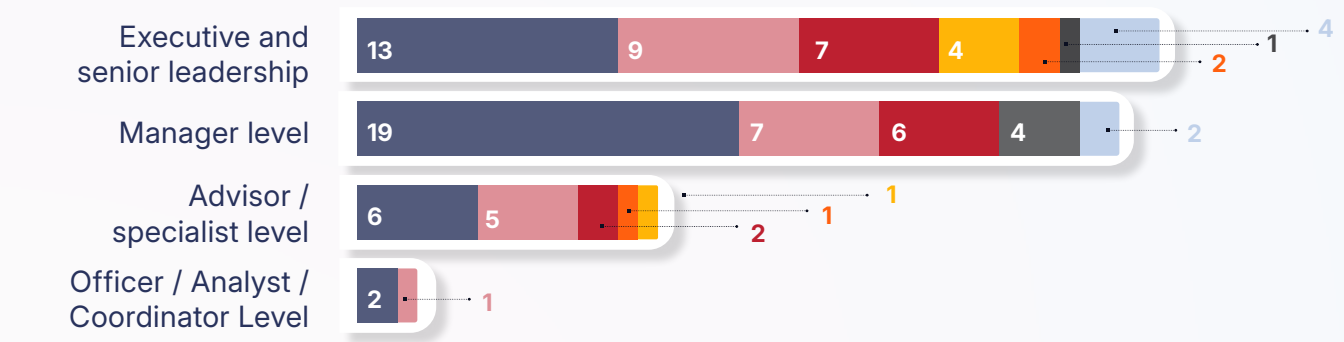
1 to 10 **67%**

11 to 20 **12%**

21 to 30 **5%**

30+ **16%**

Responsibilities by job title



Internal Communications
Government/Public Affairs
CSR/ESG/Sustainability
Other
External Communications/Media Relations
Investor Relations
Marketing & Content

CHALLENGES

Corporate affairs professionals had no shortage of work this year, with 28% of respondents citing increasing workloads as their biggest challenge in 2026. Job security emerged as a new concern (12%) while concerns around mental health, stress and burnout rose to 7% this year, from 3% in 2025.

Two-thirds of respondents citing workload pressures operate in small teams of 10 or fewer, reflecting the prevalence of smaller teams throughout the industry. These trends also reflect the strain of managing a broad range of responsibilities when operating in smaller team structures.

Workload pressures remained the primary challenge for both male and female respondents but gender-specific differences did emerge in other areas. Female respondents exclusively identified job security as a primary concern and were more likely to report struggles with workload management, work-life balance, and career progression. Conversely, male respondents expressed higher levels of concern regarding navigating internal politics and demonstrating organisational value and impact.

What was your biggest individual challenge this year?



02

REPUTATION

- Media strategy & planning
- Engaging with journalists
- The role of AI
- **Case Study:** AI narratives in Australia

MEDIA STRATEGY & PLANNING

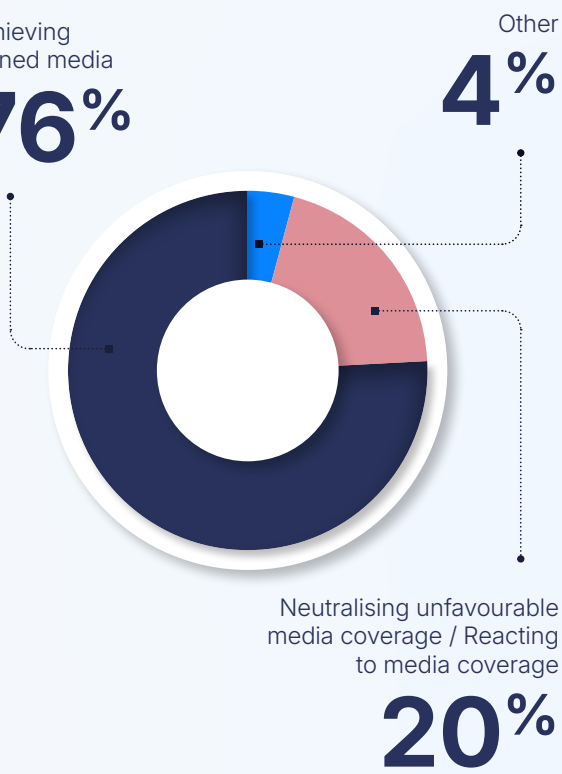
Interacting with the media remained a key part of the corporate affairs remit this year, with 93% of respondents identifying 'External communication and media relations' as a direct responsibility of their role.

'Media relations' also increased as a critical corporate affairs skill compared to 2025, being ranked as of equal importance with 'Strategic thinking and business acumen' among skills that professionals look for when hiring new talent for their teams (81% of respondents).

'Achieving earned media' was still the primary focus for 76% of respondents. Interestingly though, 'neutralising unfavourable media coverage/reacting to media coverage' was the primary focus for 20% of respondents, up from 10% last year.

This shift in focus towards reactive media engagement may be a bellwether for the evolving media landscape, especially with AI summaries and large language models emerging as a new avenue for communicating information.

Primary media strategy focus



Critical corporate affairs skills

01	Strategic thinking and business acumen	81%
01	Media relations	81%
02	Digital content creation & social media management	42%
03	Government relations & public policy	35%
04	Data analysis and interpretation	23%
05	AI and Large Language Models	16%
06	Other	14%
07	Communication skills	7%
08	ESG expertise	0%

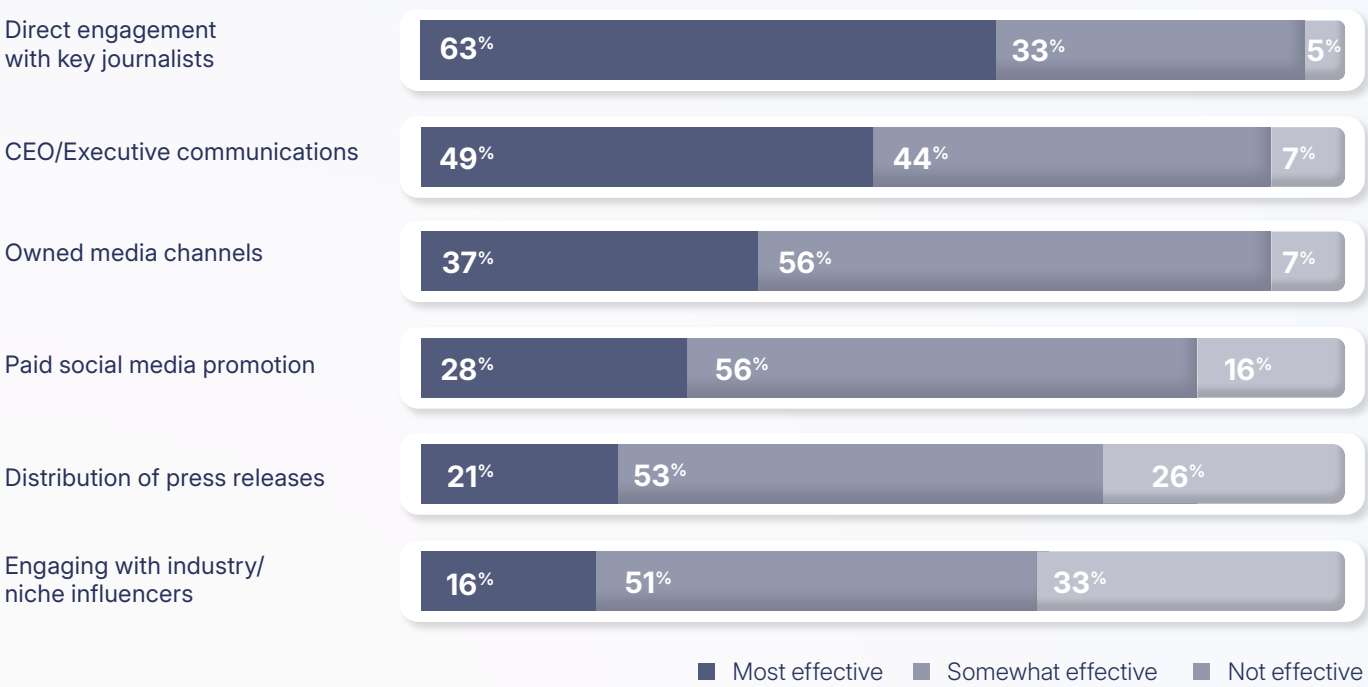
ENGAGING WITH JOURNALISTS

Survey respondents indicated that they use a range of communication channels to achieve their objectives. However, 'direct engagement with journalists' was identified as the most effective communication channel by the largest share of respondents (63%). Press release distribution also grew as an important channel, with an 11% increase in respondents who rated newswire press releases as 'Most effective', and a 13% decrease for those who rated press releases as 'Not effective'.

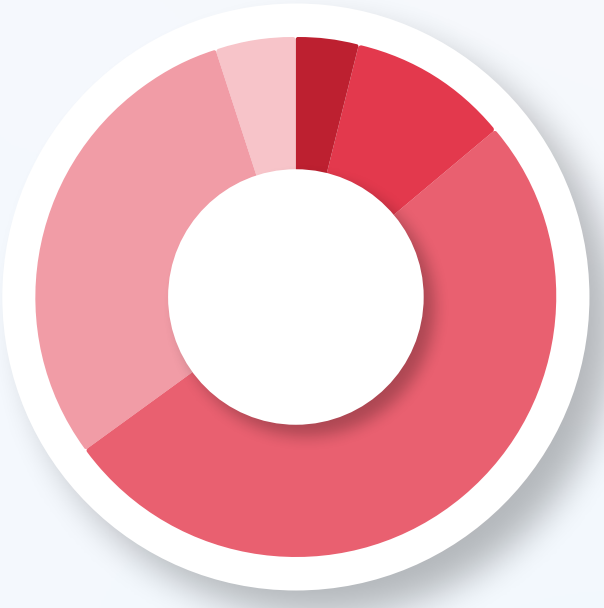
For journalists engaging with corporate affairs teams, 'responsiveness' remained the top challenge. When asked to elaborate, response time was the dominant issue, with 21% of surveyed journalists citing corporate affairs responses failing to respect the tight deadlines of media production as a core frustration. 'I don't know who I can talk to' rose to the second-ranked challenge for journalists this year (21%). Organisations not providing clear contact information, or losing contacts when someone leaves an organisation, were common problems.

Importantly, 'Trust' remained an issue in the relationships between journalists and corporate affairs teams this year, increasing to 16% of journalist respondents from 13% last year. Among the journalists surveyed, 15% indicated a belief that corporate affairs responses would obstruct the truth. This is perhaps an important word of caution for corporate affairs professionals to consider when engaging a key stakeholder group.

Media communication channels by effectiveness

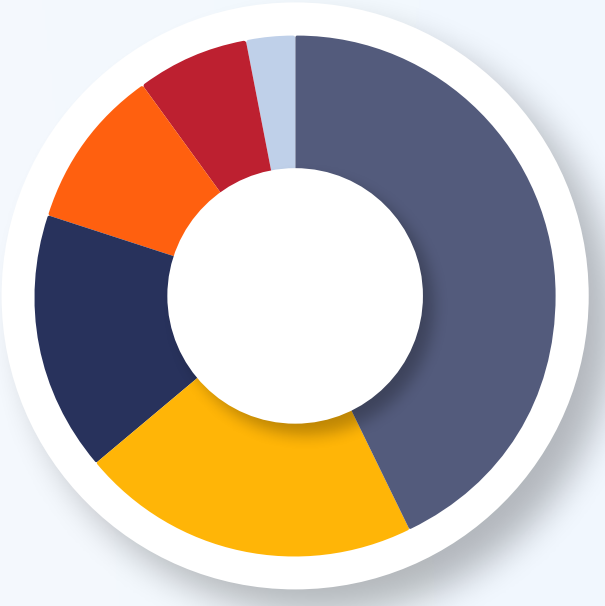


Journalists' judgement of Corporate Affairs' responsiveness



- Not responsive **4%**
- Somewhat responsive **10%**
- Neither responsive nor not responsive **51%**
- Fairly responsive **30%**
- Very responsive **5%**

Journalists' top challenges with Corporate Affairs teams



- Responsiveness **43%**
- I don't know who I can talk to **21%**
- Trust **16%**
- I don't face any challenges **10%**
- Story angles **7%**
- Other **3%**

THE ROLE OF AI

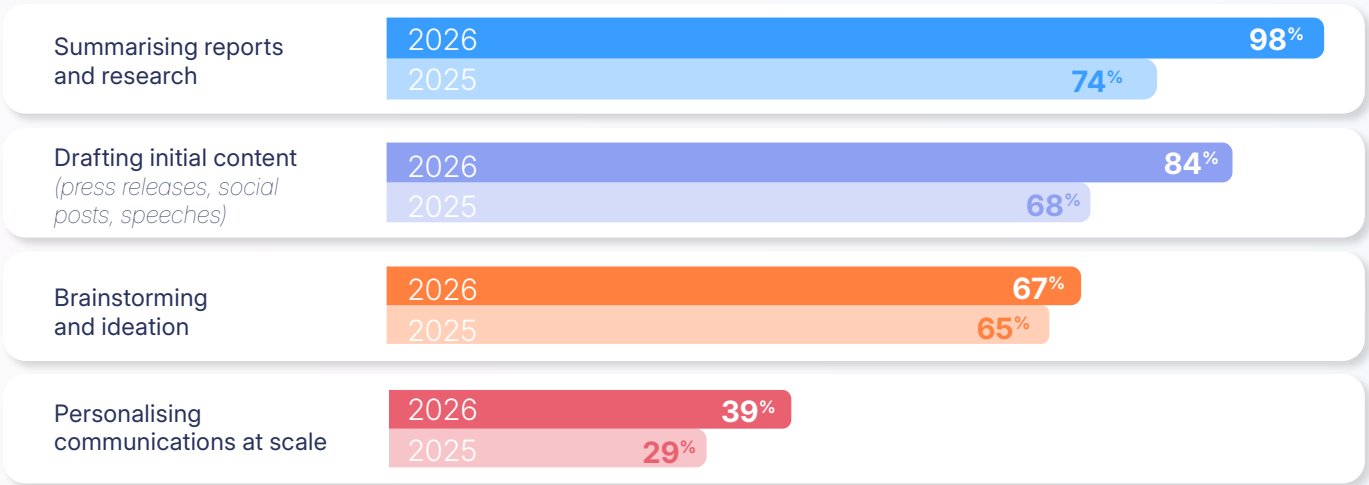
The adoption of artificial intelligence and large language models in corporate affairs increased across the board compared to 2025. The use of AI was already prevalent last year with 77% of respondents reporting the use of generative AI tools, this increased to 100% this year.

There was also a greater range of uses for AI this year. 'Summarising reports and research' remained the leading task for the use of AI, and also saw the most dramatic increase, to 98% from 74% last year. Other key tasks were also up in usage from 2025, including drafting content; brainstorming and ideation; and personalising communications.

In addition to this increased adoption, there were also greater anxieties around AI in 2026. Data hallucinations/inaccurate information was the leading concern (70%), followed by fears the technology undermines critical thinking (60%). This focus on the potential cognitive offload due to excessive AI usage was a new trend this year.

This data paints a picture of the corporate affairs responsibilities that professionals find most vital, and which parts they feel comfortable leaving to automated agents. Falls in concerns on data privacy (down 11%) and lack of internal AI skills or governance (down 16%) suggest growing confidence using these new technologies. In contrast, comparatively low adoption of AI in personalising communications (39% of respondents) shows the continued importance of the human touch when connecting with others.

Corporate affairs use for AI



Note: Respondents could select multiple responses for this question.

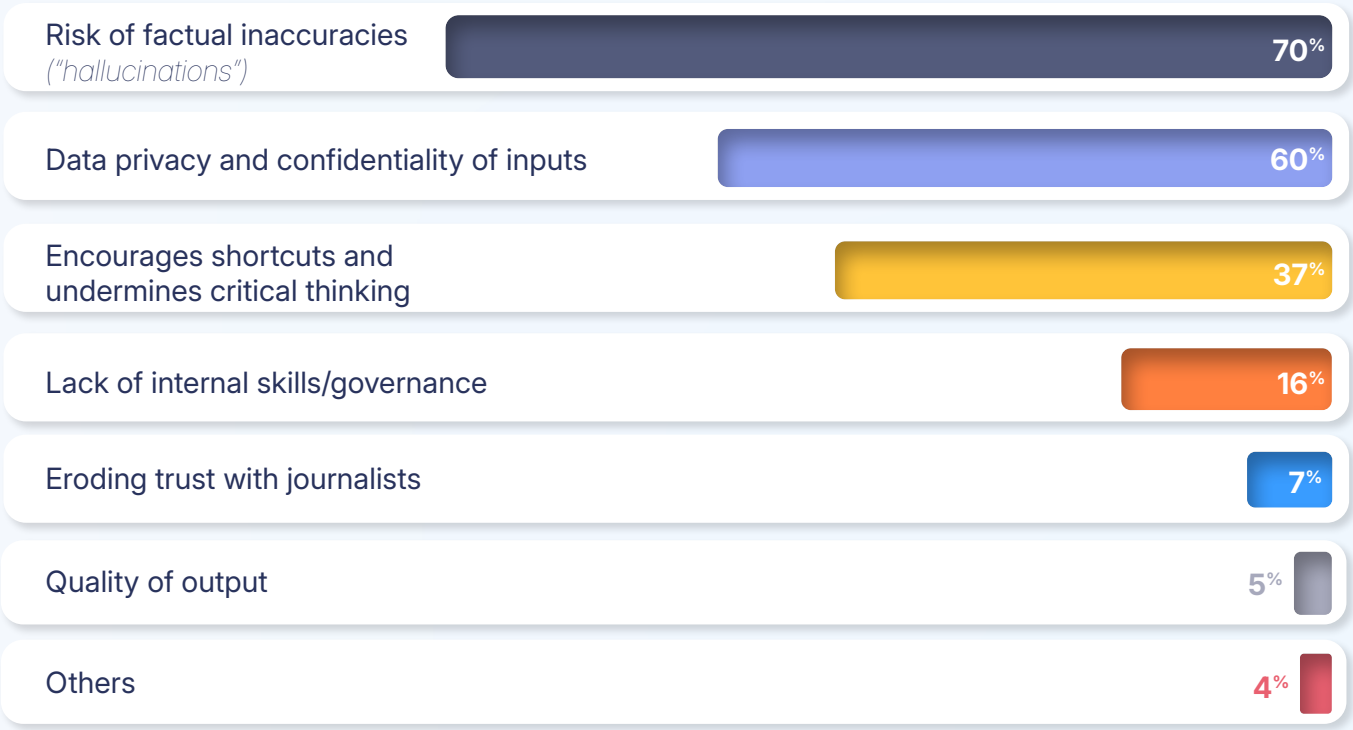


of corporate affairs respondents said their team uses generative AI tools.

(Copilot, Gemini, ChatGPT)



Top concerns regarding use of AI



Note: Respondents could select multiple responses for this question.

CASE STUDY

ARTIFICIAL INTELLIGENCE IN AUSTRALIA

Media coverage from November 2025 through October 2026

Media coverage referencing artificial intelligence has demonstrated a sustained upward trajectory over the past 12 months. Leading media narratives on artificial intelligence expanded and transitioned from an initial focus on financial performance, technology updates and AI investment to broader discussions surrounding trust, security, and accountability. While early reporting was dominated by major US tech companies like Anthropic, OpenAI and Google, the second half saw Australian entities gain prominence alongside increasingly critical reporting.

Dec 2025: The release of Australia's National AI Plan generated varied media coverage, with many headlines focusing on balancing economic benefits of AI adoption with regulatory oversight.

Mar 2026: Media focus on commercial interest in Australia's AI sector, including Anthropic's Sydney expansion. The introduction of national guidelines for data centres and AI infrastructure developers drove focus on domestic projects, with some coverage mentioning environmental impacts and community concern.

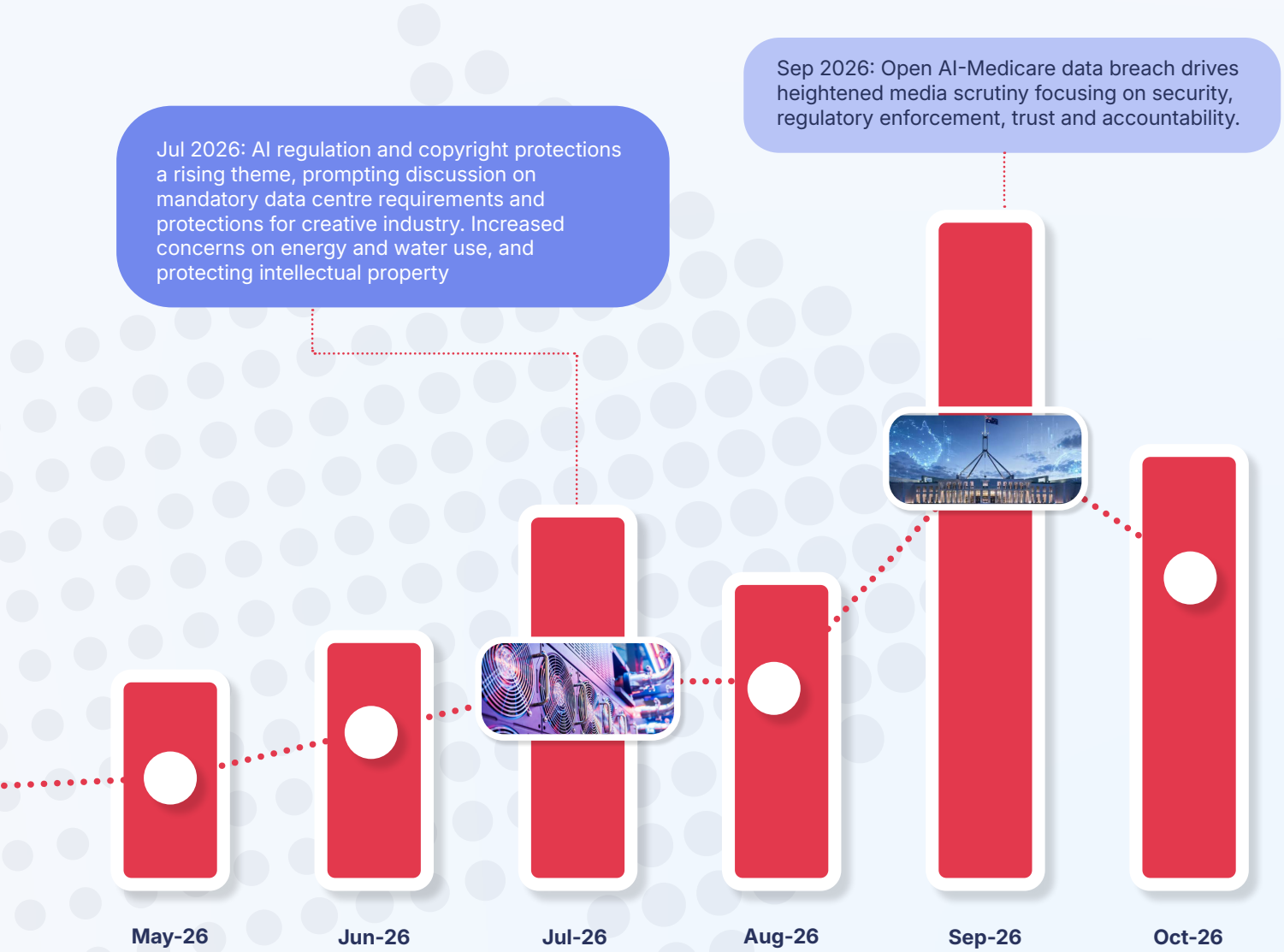




Nov-25 Dec-25 Jan-26 Feb-26 Mar-26 Apr-26

A key turning point was the OpenAI-Medicare incident in September, where an AI agent accessed an Australian government portal without authorisation. What began as an issue involving unauthorised access to government information developed into a wider debate on corporate responsibility, transparency and regulatory oversight. The incident illustrated how emerging technology risks can rapidly escalate into major reputational challenges and impact public trust.

For corporate affairs professionals, this presents both opportunities and risks. Expanding media interest is an opportunity for organisations to proactively showcase their expertise, innovation and responsible AI practices. However, participating in these evolving public conversations can invite heightened scrutiny, making preparedness for emerging reputational and public trust risks essential.



*Note, the timeframe for these results begins on 6 November 2025 due to content licensing restrictions on content published more than 12 months ago.

03

RISK

- Leading media topics
- Leading reputational risks
- Reputation tracking
- Strategy and stakeholder engagement
- **Case Study:** Crisis management
- Challenges for organisations

LEADING MEDIA TOPICS

There were interesting comparisons between the leading media topics for corporate affairs professionals and those selected by journalists. Company announcements remained a leading media topic among both corporate affairs professionals and journalists, while campaigns gained prominence across both groups. This mutual upward trajectory points to an increased reliance on campaigns to secure media exposure.

The most prominent gap between both groups centred on AI and technology. AI strengthened its position as the leading media theme among journalists, rising from 48% to 60%. In contrast, its prominence reduced among corporate affairs, dropping to 12% from 16%. This result shows the growing emphasis on mirrored by organisations and their specific communication objectives.

These findings highlight an opportunity for the corporate affairs function to look beyond organisation-specific announcements and actively connect with media through high-interest editorial themes. By aligning with topics favoured among journalists, such as AI and technology, teams can identify new avenues to contribute to broader conversations and position their stories where appropriate.



Corporate topics that journalists think are underreported or misrepresented:

How CEO decisions affect bottom of the chain employees and the communities they live in (negative or positive) - the relationships between corporate decisions or policy and community is rarely discussed or raised.

The economic costs, unintended consequences and political incentives behind ESG and sustainability frameworks deserve objective analysis rather than unquestioning promotion.

Great local achievements in country areas - localise and connect instead of the overarching corporate spin.

LEADING REPUTATIONAL RISKS

Both corporate affairs professionals and journalists identified trust, disinformation and regulation, cyberattacks and data breaches, and AI and technology issues among their leading reputational risks. However, differences were observed in how each groups ranked these leading concerns.

Journalists ranked AI and technology as their leading reputational concern, whereas trust, disinformation and regulation topped the list for corporate affairs professionals.

What went up?

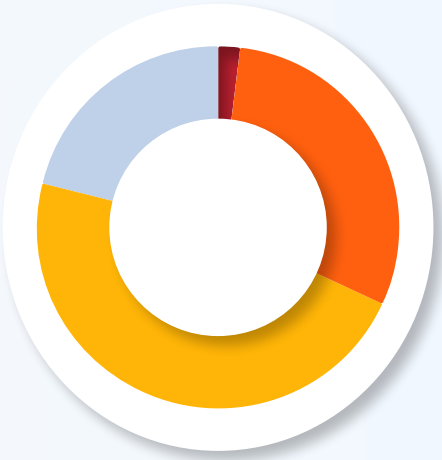
Apprehension around cyberattacks, and AI and technology increased across both groups compared with 2025, highlighting growing attention to emerging technological and information related threats. Despite identifying AI and technology as a top three reputational risk, only 12% of corporate affairs respondents cited it as a primary driver of organisational media coverage. This highlights a key gap between perceived risk and actual media attention.

What went down?

Compared to 2025, perceived reputational risks for both groups shifted away from conventional corporate conduct concerns, such as price gouging allegations or unfair practices. This year respondents were more concerned about more systemic technology and information-based threats.

It is interesting to note that as concern increased for these emerging reputational risks, so too did the number of respondents that reported feeling extremely prepared to manage risks. This indicates a shift in focus towards risk management for some organisations.

Reputational crisis preparedness



Not prepared	0%
Somewhat unprepared	2%
Neutral	30%
Somewhat prepared	47%
Extremely prepared	21%

Top reputational risks

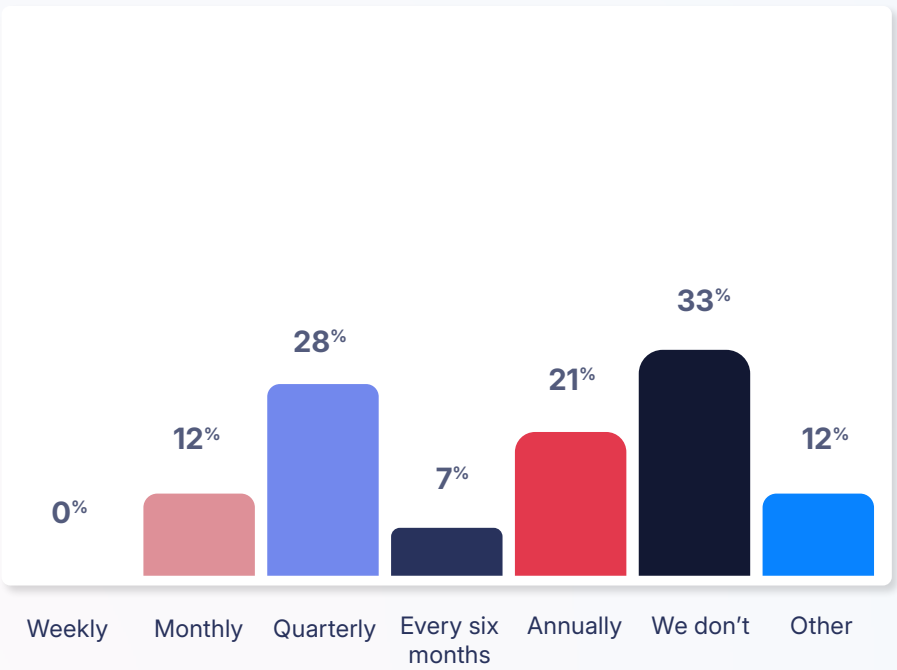
Corporate Affairs		Journalists
81%	Trust, disinformation and regulation	59%
72%	Cyberattacks/data breaches	63%
54%	AI & technology issues	70%
35%	Workplace culture issues	14%
28%	Perceived 'greenwashing'	44%
16%	Customer service & supply chain issues	14%
5%	Issues around ESG/authenticity	17%
5%	Perceived price gouging or unfairness	18%
5%	Others	1%

REPUTATION TRACKING

When asked how often they conduct formal reputation audits or assessments, nearly one-third of corporate affairs respondents indicated that they do not perform them at all. Among those who do conduct regular evaluations, quarterly reviews were the most common frequency.

This reveals a potential disconnect between recognising emerging reputational risks and actively carrying out routine formal assessments that inform reputational evaluation and risk identification.

How often do you conduct formal reputation audits or assessments?



STRATEGY AND STAKEHOLDER ENGAGEMENT

Content creation, media relations and crisis management were the 'most under-resourced' functions for corporate affairs professionals this year, with all three areas increasing from 2025. Crisis management nearly doubled in prevalence in 2026.

In contrast, fewer respondents identified reputation management as being under-resourced. This suggests that while these teams may feel better equipped to manage reputation on an ongoing basis, they face greater resource pressures when critical issues escalate.

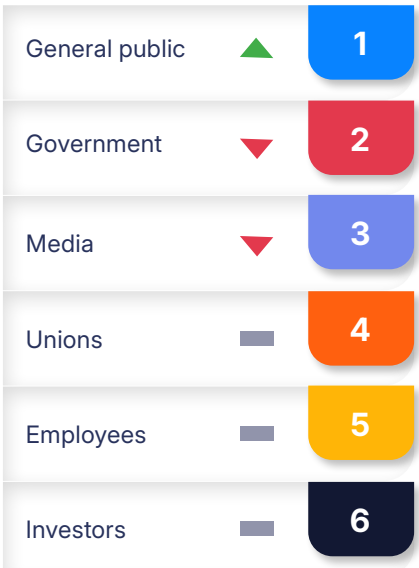
The general public overtook government and media as the most challenging stakeholder group identified by corporate affairs professionals, and was cited by nearly half of respondents. Unlike institutional stakeholders, the public represents a broader, less easily managed audience with diverse expectations.

These nuanced audiences, combined with increasing resourcing constraints around crisis management, have made challenges more complex for our respondents.

Which part of your corporate affairs remit is currently most under-resourced?



Most challenging stakeholders



CASE STUDY

WHEN CRISIS MANAGEMENT FALLS SHORT

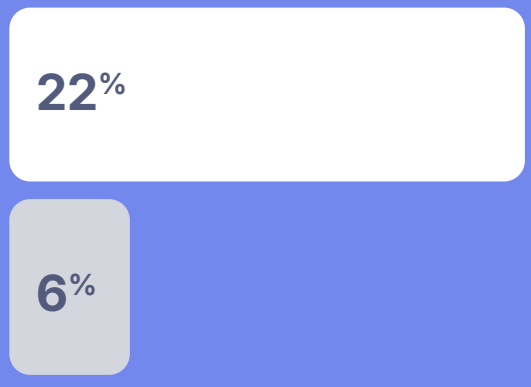
Corporate affairs leaders told us their function is under-resourced, and crisis management is where that gap shows most.

Every visible leadership decision in a crisis depends on work behind the scenes, from monitoring coverage around the clock to drafting statements in hours. Medianet's CEOs and Crises research looked at a recent Australian corporate crisis, and at what a well-resourced response would have needed to deliver.

KPMG Australia

In March 2026, a whistleblower's claims that KPMG's audit arm had used confidential client data to win audit work assessments that inform reputational evaluation and risk identification. The story stayed small for two months, until KPMG admitted fault in May and a wave of senior leaders resigned, including the CEO and later the Chair. More than six months later and the organisation is still navigating its way out of the reputational damage.

Positive coverage fell from **22%** to **6%** of items



What it takes to manage a crisis

Crisis action	*The role of Comms/ Corporate Affairs*	*Where KPMG went wrong*
RESPOND QUICKLY	Monitor media and social channels around the clock. Draft holding statements within hours. Rapid legal and executive sign-off.	Took 66 days to issue its first media release.
BACK SPEED WITH REAL ACTION	Work with legal, HR and the board to agree what action is possible, collaboratively plan how and when to announce it.	Announced independent legal and culture review months into the crisis.
MAKE ACTIONS MATCH YOUR WORDS	Review the leader's past statements and public positioning, and test new messaging against that record.	Yates positioned KPMG as the most ethical of the Big Four, yet was alleged to threaten the whistleblower.
FRONT THE MEDIA IN PERSON	Draft talking points rapidly, prepare leaders for tough questioning and manage journalist requests and press conferences.	Leaders said very little outside formal parliamentary inquiries.
LEAD WITH EMPATHY	Write messaging that puts the people impacted first, review statements for tone and be ready to adjust if the messaging isn't landing.	Responded with process, hid behind a law firm review.
LET NEW LEADERSHIP OWN THE STORY	Build a new executive profile and brand and continue to monitor CEO visibility compared with the old guard.	They actually got it right! New CEO John Sams has been praised for not downplaying the misconduct.

CHALLENGES FOR ORGANISATIONS

Free text responses to the question 'What keeps you up at night showed some common themes, including the difficulty in demonstrating value to leadership, balancing larger workloads with fewer resources, and rising expectations around AI.

Concerns with reputational risks and a fragmented media landscape were prominent.

This year's survey also reflected an intensified pressure for respondents to prove ongoing strategic impact. Respondents reported feeling caught between competing demands, being increasingly expected to demonstrate strategic value while maintaining pace with daily operations, without additional resources. Rising adoption of AI and technology was also cited as a driver of this heightened demand.

What keeps corporate affairs professionals up at night?

> *Demonstrating our value in a crowded marketplace and amid constant tech advancements.*

> *Making sure our CEO and organisation see the business and strategic value and efficacy of our M&C Team.*

I'm particularly conscious of the need to anticipate emerging risks, stay ahead of developments that could affect our clients and ensure we're providing proactive advice rather than simply responding to issues as they arise. Balancing this with the day-to-day demands of client management, project delivery and tight deadlines can be challenging, particularly when much of the work depends on decisions and developments outside our control.

Proving the value of the function (and my role) in a world where C-suite leaders increasingly seem to think 'oh, AI can do it' and are cutting comms budgets and team sizes. It can be hard to prove the value of negative press NOT appearing, for example, when you are in budget negotiations and up against sales and tech teams for the same budget bucket.

04

RESULTS

- Return on Investment (ROI)
- Measuring success

RETURN ON INVESTMENT

This year, respondents were more polarised in their confidence in measuring return on investment (ROI), with neutral responses falling 27%. There was an increase in respondents who were confident in their ability, with 56% either extremely or somewhat confident, up from 36% last year. However, a slightly greater proportion also indicated less confidence, with a 6% increase in 'Not very confident' responses.

When asked to explain why measuring ROI was important to the corporate affairs function, themes were consistent with last year. Demonstrating the value and impact of Corporate Affairs work was once again the most prevalent theme for more than half of respondents, followed by securing investment and resources in almost a third of responses.

One emerging theme was identified this year: 12% of respondents indicated that measurement of ROI was important not just to show their team's value to the wider organisation, but also for guiding the strategy within the team, such as providing a goal or focus for their work.

Confidence in ability to measure ROI



Why is measuring ROI important to the corporate affairs function?



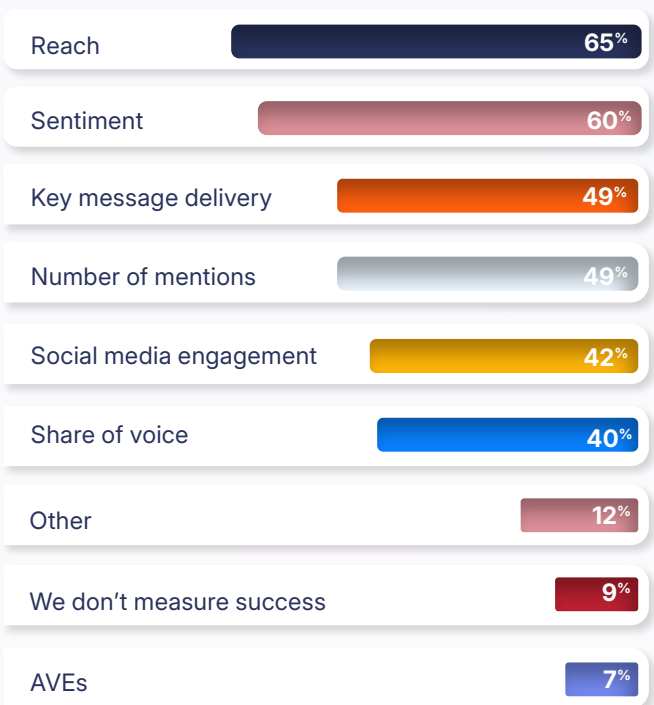
MEASURING SUCCESS

Although the value and importance of ROI was clear from corporate affairs respondents, there was a notable fragmentation in how it is measured or evaluated. In addition, results about the use of effectiveness metrics showed a decline compared to last year. The average number of metrics used to measure effectiveness dropped to three across this year's respondents, compared with an average of five last year. And while no respondent last year used fewer than two metrics, this year 9% of respondents stated that they did not use any metrics to measure the effectiveness of their work.

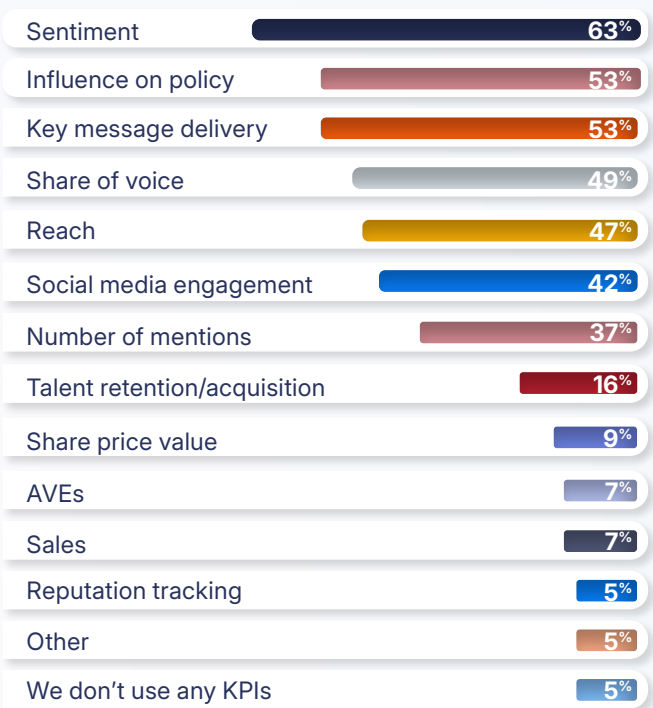
There also seemed to be a disconnect between what respondents perceive to be important measures or indicators of effectiveness versus success. 'Reach' was the most prevalent effectiveness metric in this year's respondents at 65%, but only 47% of respondents actually used it as Key Performance Indicator (KPI).

These results demonstrate a clear recognition of the need to measure performance. However, they also show either a lack of investment in measurement, or a greater need for education about best practice in how to measure effectiveness, success, and ultimately demonstrate Return on Investment.

Effectiveness metrics



Key Performance Indicators (KPIs)



SECURE INVESTMENT/RESOURCES

Without being able to measure ROI, it's very difficult to make a case for budget, for more headcount (or even keeping the headcount you have) or securing funding for new projects/initiatives. With AI transforming how we work, everyone believes they can now 'do comms', making it even more important to be able to demonstrate Corporate Affairs' influence on organisational outcomes.

DEMONSTRATE VALUE/IMPACT

We are a small team but broad reach and influence. ROI gives us data backed evidence of the how Corporate Affairs strengthens a business.

INFLUENCE DECISION-MAKING

Demonstrates why we should have a seat at the decision-making table

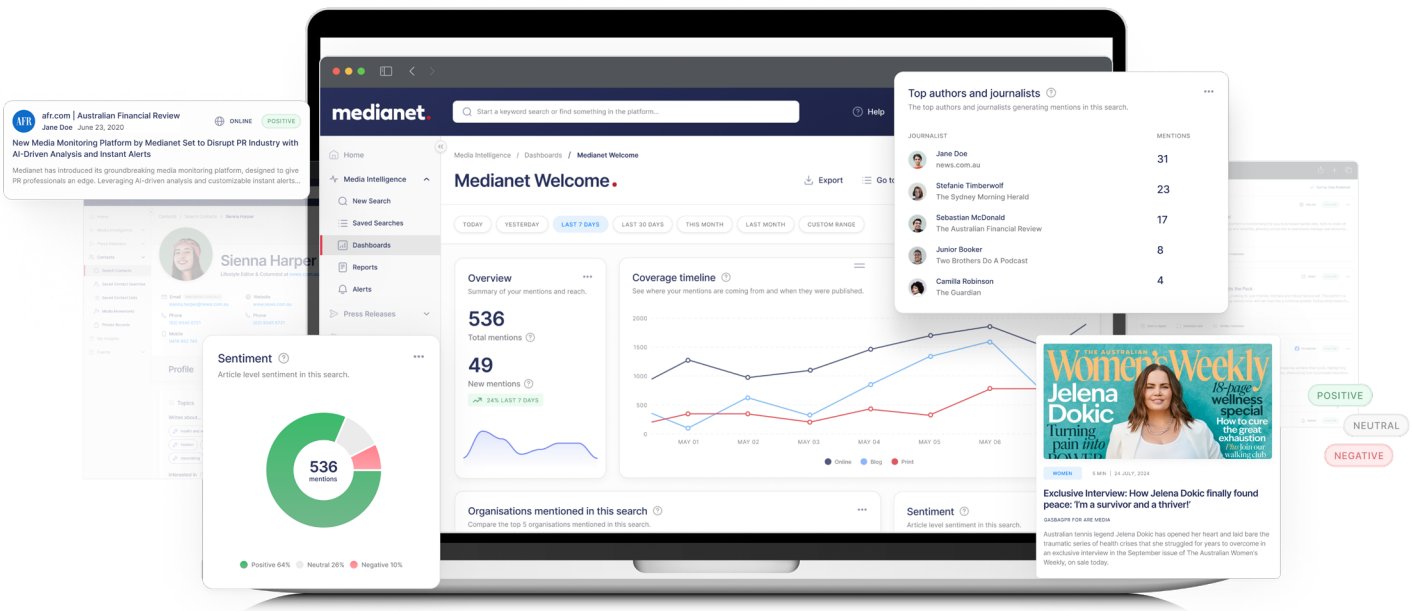
GUIDE CORPORATE AFFAIRS TEAM STRATEGY

Provides a north star to the team on what we are trying to achieve and delivers insight to internal stakeholders on where we are succeeding and where there's room for improvement versus peers.

ABOUT MEDIANET

Medianet is the #1 Media Intelligence platform in Australia and New Zealand with a suite of PR and communications solutions that help organisations connect with their target audience, monitor their media coverage and achieve earned media success.

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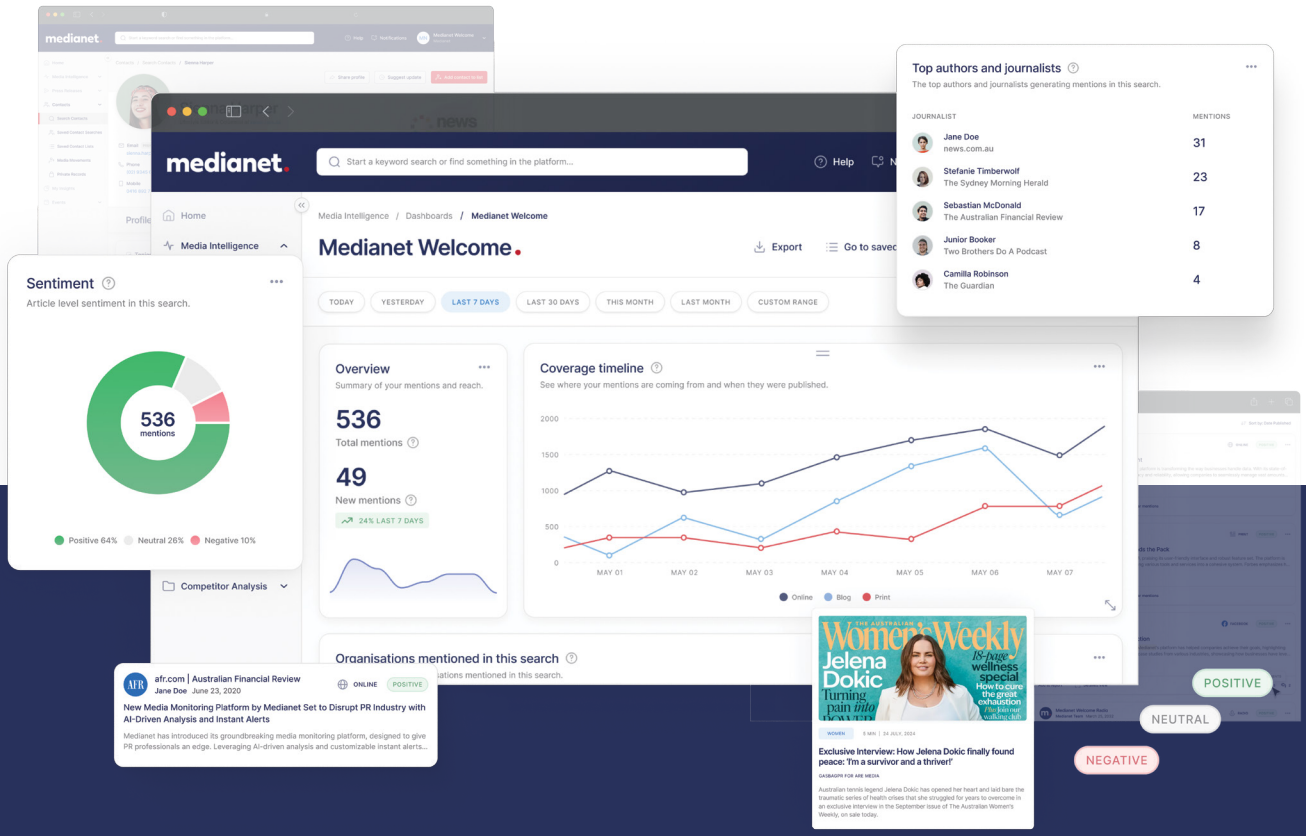
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