

Arpel Leadership Program

4th Edition | 2026

Empowering
the strategic vision
of leaders in
the oil & gas sector

Guided by
experts from:

 **S&P Global**
Energy

With the academic
collaboration of:

 RICE UNIVERSITY'S
**Baker
Institute**
for Public Policy



In a context of accelerated change across the global energy landscape, driven by technological, geopolitical, and environmental shifts, the Arpel Leadership Program renews itself to deliver a world-class experience in strategic executive training.

Launched in 2018 together with our partners from Latin America and the Caribbean, the 2026 edition introduces a new hybrid format, expands its reach to include leaders from Africa, and concludes with a final in-person session in Houston (USA), in collaboration with the Baker Institute for Public Policy at Rice University.

More than a course, it is a transformational professional and personal experience that broadens strategic vision, builds high-value connections, and provides the tools to lead the energy transition.



A strategic vision to anticipate the trends shaping the energy future.

Technical visits to key facilities in the energy industry.

Direct connection with a community of leaders from Latin America, the Caribbean, and Africa.



PARTICIPANT PROFILE

Primarily intended for executives and professionals from companies operating across the energy value chain, including exploration and production (**Upstream**), transportation and logistics (**Midstream**), and refining and distribution (**Downstream**) in the oil, gas, and renewable energy sectors, who:

- Report directly to the President or Vice President of their organization,
- Have strong potential to assume executive or strategic roles,
- Seek to strengthen their global outlook, expand their professional network, and lead the transformation of the energy sector.

Case-by-case admission (limited seats): profiles from oil and gas services, technology, engineering (EPC), and other strategic industry suppliers will also be considered when their role and seniority align with the program's objectives.

Not intended for: regulatory authorities, ministries or government agencies, academic institutions, or consulting firms and organizations whose primary role is not operating within the energy value chain.

77
participants from
14
countries

LEADERS FROM THE FOLLOWING COMPANIES HAVE ALREADY PARTICIPATED:



PROGRAM CONTENT

The program is designed to address, in a comprehensive and practical way, the main challenges and opportunities in the energy sector.

STAGES 1, 2, and 3

The first part of the program combines in-person and virtual sessions to accompany participants throughout the entire energy value chain.

Learning is guided by international experts from S&P Global Energy and supported by a dynamic methodology that includes keynote presentations, case studies, strategic simulations, and scenario analyses. Through these tools, participants tackle real-world challenges of today's energy business, strengthening their strategic vision and leadership capacity in a rapidly changing environment.

Participants are organized into working groups that, throughout the year, develop an integrative project called **"The Company of the Future."** This exercise consists of designing and defending an innovative business strategy, applying the knowledge acquired in each stage, and choosing their preferred operational segment - upstream, downstream, gas, or renewable energy-.



Upstream

Global factors and their impact on the regional upstream sector.

Analysis of global and regional energy trends, business and financial models of leading companies, and decarbonization and energy transition strategies.



Refining

The role of refining in the scenario of energy transition and security.

Study of the strategic role of the downstream sector in the competitiveness of the industry. The sessions explore the evolution of refining capacity, operational profitability, and the technological and regulatory drivers that are transforming the industry.



Gas and Renewables

The role of gas and renewable energies as energy fuels in an increasingly decarbonized world.

Analysis of the global and regional energy landscape, focusing on the evolution of natural gas and clean energy as pillars of the transition. The sessions examine technological, regulatory, and market trends driving decarbonization and energy security.

STAGE 4

Capstone NEW

In collaboration with the Baker Institute for Public Policy, Rice University. Houston, United States



The final stage of the program takes place at the Baker Institute for Public Policy at Rice University and integrates the knowledge acquired throughout the course through an intensive in-person experience that combines economic, geopolitical, and policy analysis. It also includes a technical visit to the Port of Houston. Over three days, participants will explore the factors shaping global and regional energy policies through an academic and multidisciplinary approach led by experts from the Center for Energy Studies (CES).

MAIN TOPICS

- Economic factors driving energy policy and the evolution of U.S. energy policy.
- The role of China and Russia in global energy geopolitics and energy security.
- Geopolitics of the Middle East and OPEC. Energy subsidies. Case studies.
- Energy policy in Latin America, the Caribbean, and Africa: political and economic determinants of national policies. Case studies.
- Energy policy and sustainability.
- Applied group work: analysis of a case study on the development and operation of energy supply chains, including regulatory and policy aspects.
- Energy and transportation analysis.

Schedule

1. Rio de Janeiro, Brazil

IN-PERSON KICKOFF: MAY 13-14, 2026
Technical visit: Cenpes

2. Virtual sessions

Content development and guided group projects led by experts from S&P Global Energy.

3. Monterrey, Mexico

IN-PERSON SESSION: AUGUST 19-21, 2026
Technical visit to be confirmed.
Group project presentations.

4. Houston, United States

IN-PERSON SESSION: OCTOBER 8-10, 2026, in collaboration with the Baker Institute for Public Policy at Rice University.
Technical visit: Port of Houston.

Technical Visits

Technical visit to the Petrobras Research Center

Cenpes (the Leopoldo Américo Miguez de Mello Research, Development and Innovation Center of Petrobras) is one of the world's largest applied research complexes, where science, technology, and innovation translate into strategic solutions for the energy sector. With more than 116 laboratories and pilot plants, high-performance computing capabilities, and a distinguished track record in exploration, refining, logistics, and sustainability, Cenpes plays an active role in advancing decarbonization technologies, smart operations, and the energy transition.



[VISIT WEBSITE](#)

Technical visit scheduled for August

The facility will be confirmed soon.

Technical visit to the Port of Houston

This visit represents a unique opportunity to observe first-hand how the main global energy supply chains operate.

The Port of Houston is one of the most important logistics hubs in the world for the trade of oil, gas, petrochemical products, and inputs related to clean energy.



[VISIT WEBSITE](#)

INSTITUTIONS

About **S&P Global** and its Energy Division

With more than 160 years of history, S&P Global is one of the world's most influential organizations in financial intelligence, credit ratings, and market analysis. Its legacy is built on providing critical information for decision-making in strategic sectors, including energy, infrastructure, and natural resources.

Within the group, S&P Global Energy -formerly S&P Global Commodity Insights- is the division specialized in delivering a comprehensive view of global energy and commodities markets.

Renowned for its reliable price benchmarks and rigorous methodologies, this division provides key data and insights on oil, natural gas, renewable energy, metals, biofuels, hydrogen, carbon capture, and more.

In addition to providing strategic intelligence to companies, governments, and multilateral organizations, S&P Global organizes CERAWeek, one of the world's most influential forums on energy, technology, and geopolitics. Each year in Houston, it brings together energy leaders, policymakers, and global experts to discuss the future of the industry.



[Visit S&P Global Energy website](#)

About the **Baker Institute for Public Policy**, Rice University.

Based in Houston, Texas, the Baker Institute for Public Policy is a nonpartisan and interdisciplinary public policy research organization recognized for its excellence in analysis and its influence on energy, regulatory, and geopolitical matters.

Within the institute, the Center for Energy Studies (CES) acts as a specialized unit on energy, combining rigorous academic research with the study of policy, regulation, markets, and energy transition.



[Visit Baker Institute website](#)

[Visit Rice University website](#)

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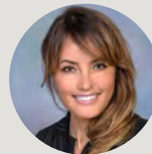
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arpel
ASOCIACION DE EMPRESAS DE PETROLEO, GAS Y
ENERGIA RENOVABLE DE AMERICA LATINA Y EL CARIBE

PROGRAM ACADEMIC COORDINATION



Irene Alfaro
Senior Managing Director
Arpel

Prepare to lead the energy transformation and become part of the network of leaders shaping the future of the sector.



"A trusted space among senior executives across the entire regional energy value chain"

Karla Montero
President, RECOPE



"The most important part is the network."

Mauricio Martin
Executive Vice President,
Midstream & Downstream, YPF



"Meaningful learning and valuable connections"

Patricio Whitney
Vice President, Digitalization and Integration,
Americas Land, SLB



"A structured and professional update"

Ignacio Horvath
General Manager (2016–2024), ANCAP

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FEE-BASED PROGRAM.
LIMITED SEATS AVAILABLE.

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