


The Best EU Public Affairs Consultancies & Law Firms Guide 2021



Best in Brussels.eu

Top EU Public Affairs Consultancies & Law Firms



UNICEF. Children are one third of our population and all of our future. The publishers of BestinBrussels.eu at Dober Partners have supported children's charities throughout their adult lives. We like to do more than just good work. We like to do good through our work with UNICEF and other NGO partners. Working with our partners over many years, we have been able to help raise over €100,000 for UNICEF. UNICEF works in 190 countries and territories to save children's lives, to defend their rights, and to help them fulfil their potential, from early childhood through adolescence. We have also supported other children's charities, for instance in Nepal after the earthquake. Sometimes a small gift makes a big difference to lives. In 2021 around one third of BestinBrussels.eu profits will be donated to UNICEF, and in addition a significant amount will be given to homeless charities based in Brussels. Thank you to everyone who made this contribution possible.

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About BestinBrussels.eu



One third of the profits of BestinBrussels.eu in 2021 will be donated to UNICEF.

In addition we will make a significant contribution to Brussels charities for the homeless given the current crisis in the EU capital. The report is published by Dober Partners srl.

Welcome to the 2021 edition of BestinBrussels.eu which is even bigger and better than previous editions. We have more coverage of more consultancies and law firms – and new content looking at Best intelligence systems, Best Multimedia agencies and Best consultants – and more people reading it including you!



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Despite the enormous human suffering and economic disaster brought about by coronavirus, the Brussels bubble has again proved to be relatively resilient in a fast changing world.

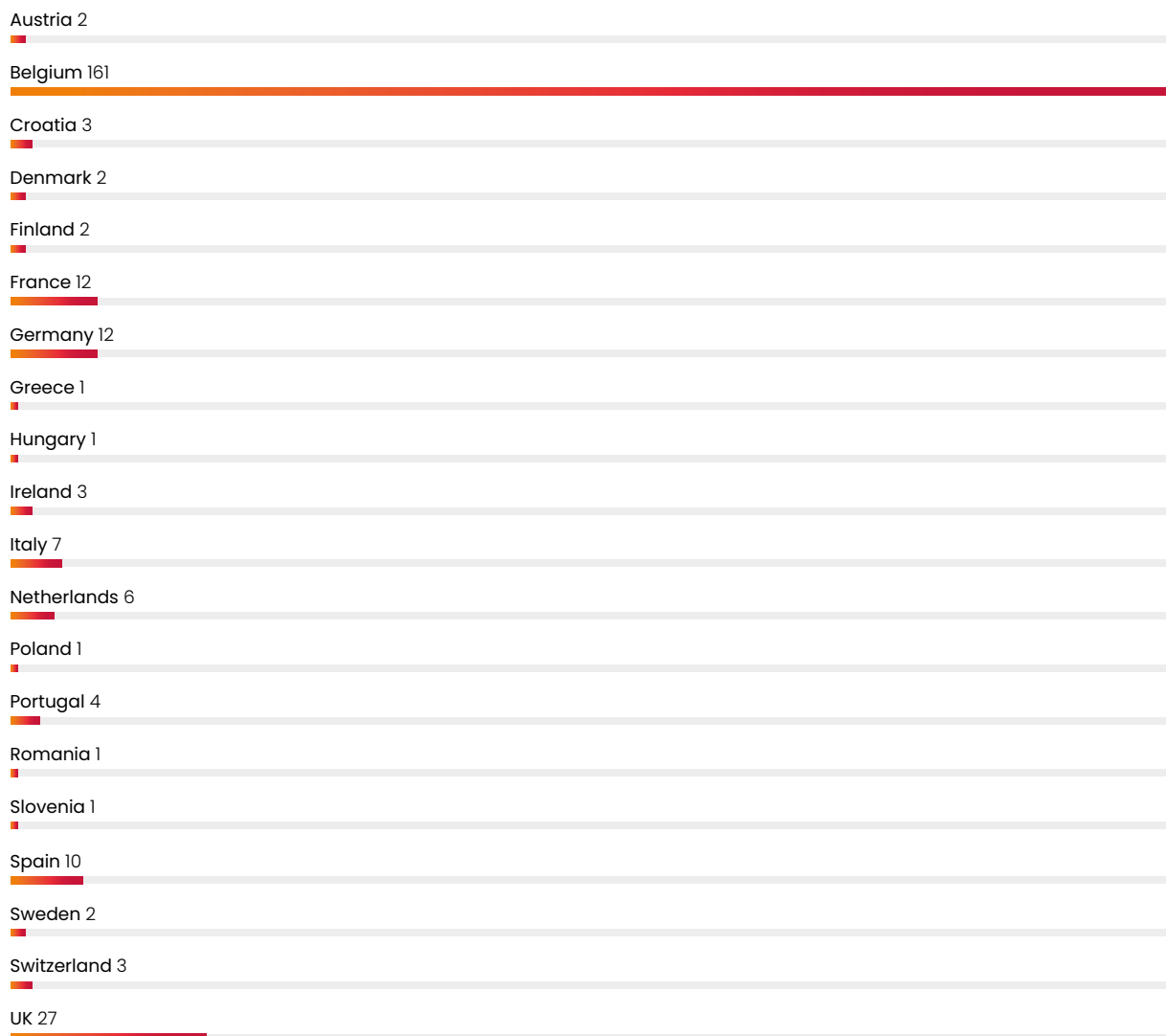
Our city will soon emerge again from an intense lockdown, and despite the gloomy news there is cause for optimism that the EU will emerge stronger from this crisis, with a long term budget in place, as vaccines are rolled out across Europe.

As I write these words, it is not surprising that the Brussels bubble has stood firm, as never before, as businesses and associations needed to engage with European governments and the EU. Hence, most EU affairs oriented consultancies and law firms reported stable or

even strong growth last year, and the majority are optimistic about their prospects in 2021. Likewise, as headhunters at Dober Partners we have never been so busy. Despite the virus, many organisations are seeking our help to recruit communication, public affairs and leadership talent. Moreover international associations, companies and NGOs are asking us to help set-up new Brussels representative offices in 2021.

Another positive sign is that 30 new consultancies joined the EU Transparency Register over the last year January 2020 to January 2021. Notable new firms this last year included Shearwater Global, #SustainablePublicAffairs, RISE Corporate Purpose Advisory, Hanbury Strategy and EU Stop.

According to the Transparency Register in February 2021 there are 265 EU public affairs consultancies offices who interact with EU institutions. These 265 Consultancies are headquartered in the following countries:



It is interesting to see how Belgian home-grown firms far outnumber those from other countries, accounting for over 60% of all public affairs consultancies on the EU Transparency Register. Interestingly the second highest number come from the UK accounting for around 10% of all consultancies which is even more than from Germany and France combined!

Although overall there was a drop from 279 firms in January 2020 on the Transparency Register to 265 in February 2021 this was mostly due to recategorization of firms that were not really public affairs consultancies. In previous years there were all manner of businesses listed as professional consultancies on the Transparency Register e.g. PR firms (e.g. PRACSYS), Environmental Consultants (e.g. Eonomia), and Business Strategy Consultancies (e.g. Wavestone) that no longer appear in 2021.

In addition there are 48 law firms with Brussels offices on the EU Transparency Register and four new firms registered including the large UK HQed law firm Fieldfisher. However, unlike the consultancy

segment there are a number of prominent law firms who have still not registered, as discussed on the BestinBrussels website in our section on transparency.

2020 marked an important milestone for oversight of the EU lobbying sector and a new chapter for transparency in the EU. Groups including EPACA and SEAP have been actively advocating to expand the EU Transparency Register's scope and make it mandatory. On 15 December 2020, Parliament, Council and Commission reached a final political agreement on a mandatory transparency register, concluding a process of inter-institutional negotiations which were launched in 2018.

The reinforced Transparency Register will apply to all three institutions, including the Council for the first time. Other European Union institutions and bodies can voluntarily use it too, thereby increasing the potential for greater transparency at EU level. The member states' permanent representations will also take part through unilateral voluntary measures.

The agreement will have to undergo internal adoption procedures in each institution, after which it can be signed and enter into force. For Parliament, this means it will be referred to the Committee on Constitutional Affairs, and then tabled for a vote by the full House. In the Council, it will be submitted for approval by the Committee of Permanent Representatives and afterwards adopted at Council level. The College will need to formally adopt the Agreement and empower Vice-President Jourová to sign it on behalf of the Commission.

In February 2021 POLITICO's EU Influence interviewed EPP MEP Danuta Hübner, rapporteur in the transparency register negotiations who hoped that the EP will vote on the deal in plenary in April. The interinstitutional deal will be a "living agreement," according to the rapporteur, who is now proposing to create "a permanent monitoring group, through which AFCO [the Parliament's Committee on Constitutional Affairs] would look into how the interinstitutional agreement is implemented by the three institutions."

Hübner said that "we are also trying to put pressure in this report on other institutions, and they should also move forward" and that thus far in her meetings with the business community she has "generally" seen "good reaction" to the deal. Implementing the agreement will involve a host of different players within the legislature. Hübner wants "all the European Parliament bodies that had a say in the whole process also to move forward," she said, pointing to AFCO, the Parliament's Bureau – a body which includes the Parliament's president and vice presidents – the secretary-general, the Conference of Committee Chairs and the Parliament's vice president responsible for the transparency register.

Hübner wants to see the word "lobby" develop a neutral connotation. "I think we didn't manage in Europe to somehow make this word 'lobbies' or 'lobbying' or 'lobbyists' ... neutral," she said, adding that "I would love that one day, we just talk about lobbies without any emotions." There is a need to "listen to those who are affected by legislation."

Choosing the best EU public affairs advisers in Brussels

Some in-house practitioners outsource half of their workload to outside firms, so the ethics, professionalism and know-how of their advisors are key to how a public affairs team – and an entire organisation – are perceived by the EU institutions and important stakeholders. Choosing the Best in Brussels is therefore a critical decision for any organisation with important reputational, regulatory and political implications. Although great work is carried out across the sector we find this year that around 75 firms really drive best practice. BestinBrussels.eu examines the Brussels market and the leading consultancies and law firms.

If you are a client we recommend you also refer to our website where you will find more information including a step-by-step Guide on best practice in choosing the right partner from drawing up the RFP to Appointment. This 6 step process is also laid out in the annex to this Guide.

As Brussels headhunters, insiders and old-timers, we are asked every week to recommend people and firms for organisations needing to expand their influence toward the EU. In conceiving this project we wanted to fill an unmet need, as until now, there has been no adequate resource to help clients identify and choose the right partner in the capital of the European Union. BestinBrussels.eu is the first and only independent resource for organisations wanting to identify, compare and choose the best partners in Brussels for their advocacy needs. BestinBrussels.eu is unapologetically pro-lobbying and seeks to promote best practice, the best firms and the best professionals. Our overall mission is to help connect the best Brussels lobbyists with clients.

BestinBrussels.eu was first published as a report, downloadable e-book and website in 2019 and annually ever since. Judging by the response from the public affairs and legal community, BestinBrussels.eu has been a big success. We have heard many anecdotes from clients who used BestinBrussels.eu to find the right partner, and equally many consultancies have told us about the pitches and client wins from BestinBrussels.eu. Since our launch in 2019, our website has been visited by over 52,000 people, not just from Brussels but all over Europe and the world, from Washington DC to Tokyo. Also, tens of thousands of pdf Guides have been distributed to corporate affairs and association leaders or downloaded from our website.

About the Authors



Mark Dober works as a headhunter and consultant through his company Dober Partners. Mark has recruited many senior public affairs executives in Brussels and around Europe over the last decade.

He was previously APCO's first employee in Europe and set up their Brussels office in 1995, acting as Managing Director in various roles until 2010. Prior to APCO, he joined the London office of Hill & Knowlton and left its Brussels office as Associate Director. The Brussels market has evolved considerably since arriving in 1993, and he continues to promote consultancy as a fascinating profession and sector to candidates and the public affairs community.

Mark has twice been voted 'European Consultant of the Year' by 'Public Affairs

News' and members of 'The European Public Affairs Directory'. He has authored numerous reports on public affairs and communications including 'Key Success Factors for European Associations', 'EU Media Relations', 'High Performance Secretariats', 'European Association Remuneration' and 'European Corporate Affairs Remuneration'.

A dual Belgian-British citizen, Mark speaks English, French, Spanish and Portuguese. Feel free to contact Mark Dober at mark@dobpartners.com



Natalia is a headhunter and consultant, working with Dober Partners since 2013.

Natalia has been active in communications and public affairs for over 20 years. Previously she served in a number of senior roles including Director of Communications at DIGITALEUROPE, the leading European digital technology association, The Interactive Advertising Bureau (IAB Europe), and The European Technology and Travel Services Association (ETTSA).

Natalia started her career as a broadcast journalist with the British Broadcasting Corporation (BBC), and has produced numerous radio documentaries and TV programmes, and co-authored 'EU Media Relations'.

She is a former Treasurer and Board Member of the European Association of Communication Directors (EACD).

A dual Belgian and Australian citizen, Natalia speaks English and French. Feel free to contact Natalia Kurop at natalia@dobpartners.com

Dober Partners is an Executive Search & Consultancy firm operating in Brussels and around Europe, since 2010. We headhunt senior communication and public affairs executives for corporates, associations, consultancies and law firms. We recruit better candidates, faster. We also provide strategic advice, research, training and other consultancy services. See our website www.doberpartners.com for further information and our free reports for public affairs professionals.

Survey of the Top BestinBrussels Consultants



COVID-19 has had an enormous impact on how, why, when and where public affairs has been practiced over the last year. Never have businesses and business associations needed to engage with European governments and the EU more than now. This is critical for the EU, as it is the private sector that is going to create the profits and employment that will restore the European economy to growth, and help reduce the massive public sector deficits deepened by the coronavirus.

As FTI Consulting reported in their February 2021 COVID REPORT:

"Over 3 in 4 G20 companies expect to have seen an increase in regulation by the end of 2022 as a result of COVID-19; 1 in 4 predict this will happen in the first half of 2021.....The pandemic has significantly altered the public-private sector dynamic. According to G20 companies, governments are the stakeholder group with the most impact on their business performance and strategic direction – 85% of respondents across sectors agreed that governments strongly impact this direction, compared to 80% for customers. 78% also highlighted how regulators

have a strong or very strong impact on the strategic direction of their business. We can expect this level of influence to be a lasting feature of the global business outlook, as governments remain integral to the COVID-19 economic recovery."

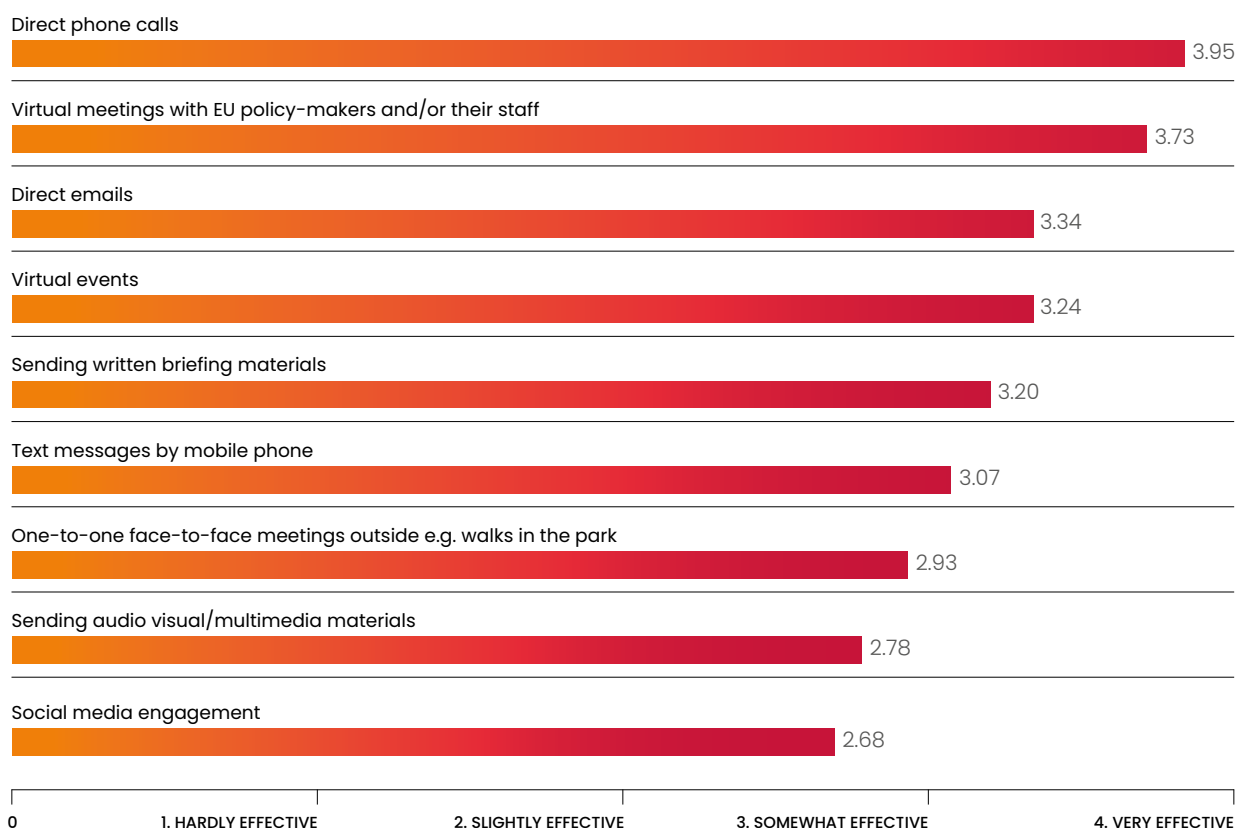
The drastic reduction of in-person contact during COVID-19 has changed how consultancies and their clients engage with EU policy-makers. The FiscalNote 2021 survey on the State of Public Affairs found "Almost 70 percent of you said that COVID-19 has dramatically shifted

the way that you do your jobs, and only 8 people out of more than 300 said that their jobs have not changed at all due to the pandemic."

Given the tumultuous year that just passed, we were interested to ask the 200 Top BestinBrussels Consultants about the state of the market, along with best and poor practice lobbying at EU level in 2021. This section lays out the questions we asked and the answers from this influential group who have collectively thousands of years of public affairs experience in Brussels.

The best channels to EU policy-makers

Please rate the effectiveness of the following ways to engage with EU policy-makers given the COVID situation.



Given face-to-face meetings have been mostly ruled out, it is interesting to see that direct phone calls with policy-makers are considered the most effective way to engage with EU policy-makers. In fact, studies have shown that after face-to-face meetings, phone calls are still the most effective way of communicating overall. Humans' primary method of communication has always been speaking and listening rather than writing. According to a study from Princeton University, spoken communication ensures that incoming messages enter the recipient's brain and soak in quickly. In other words, we listen and understand quicker than we read and understand.

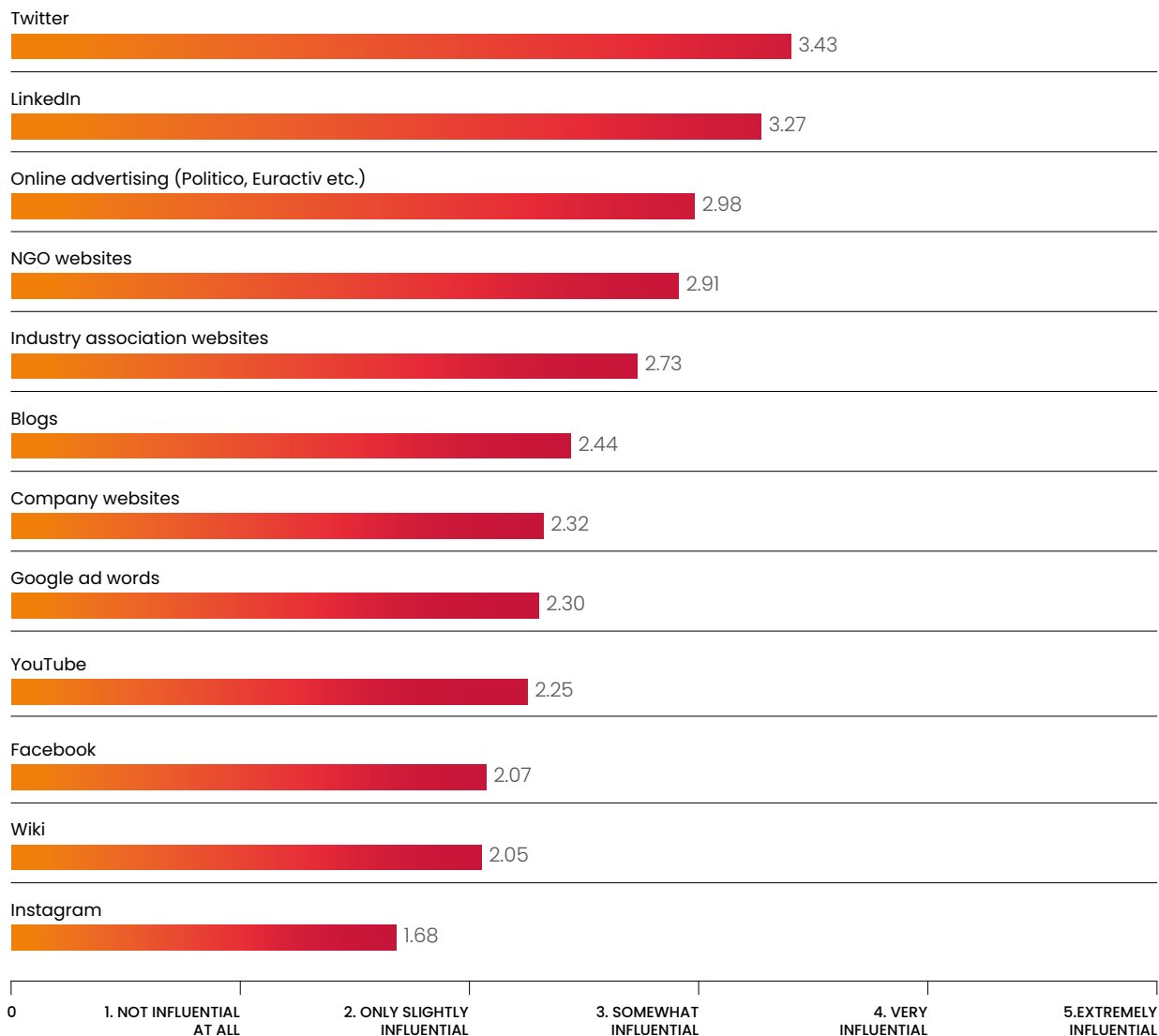
Hence, as the Public Affairs Council reported in October 2020 in their report "Lobbying through the Pandemic":

"Don't discard traditional tools just yet: digital platforms provide alternatives for engaging with policymakers and their staff, but traditional and direct engagement, such as phone calls and emails, remain key and are effective instruments in the lobbyist's toolkit. These tactics won't (and shouldn't) disappear anytime soon."

Virtual meetings, Zoom, Teams etc. have substantially replaced physical meetings, however, and it is easy to predict that they are here to stay as part of the mix of the "new normal" in terms of public affairs engagement. Indeed many people on both the EU and lobbying side favour such meetings as they require less travel, and usually start and finish on time.

Relative influence of digital tools toward EU policy-makers

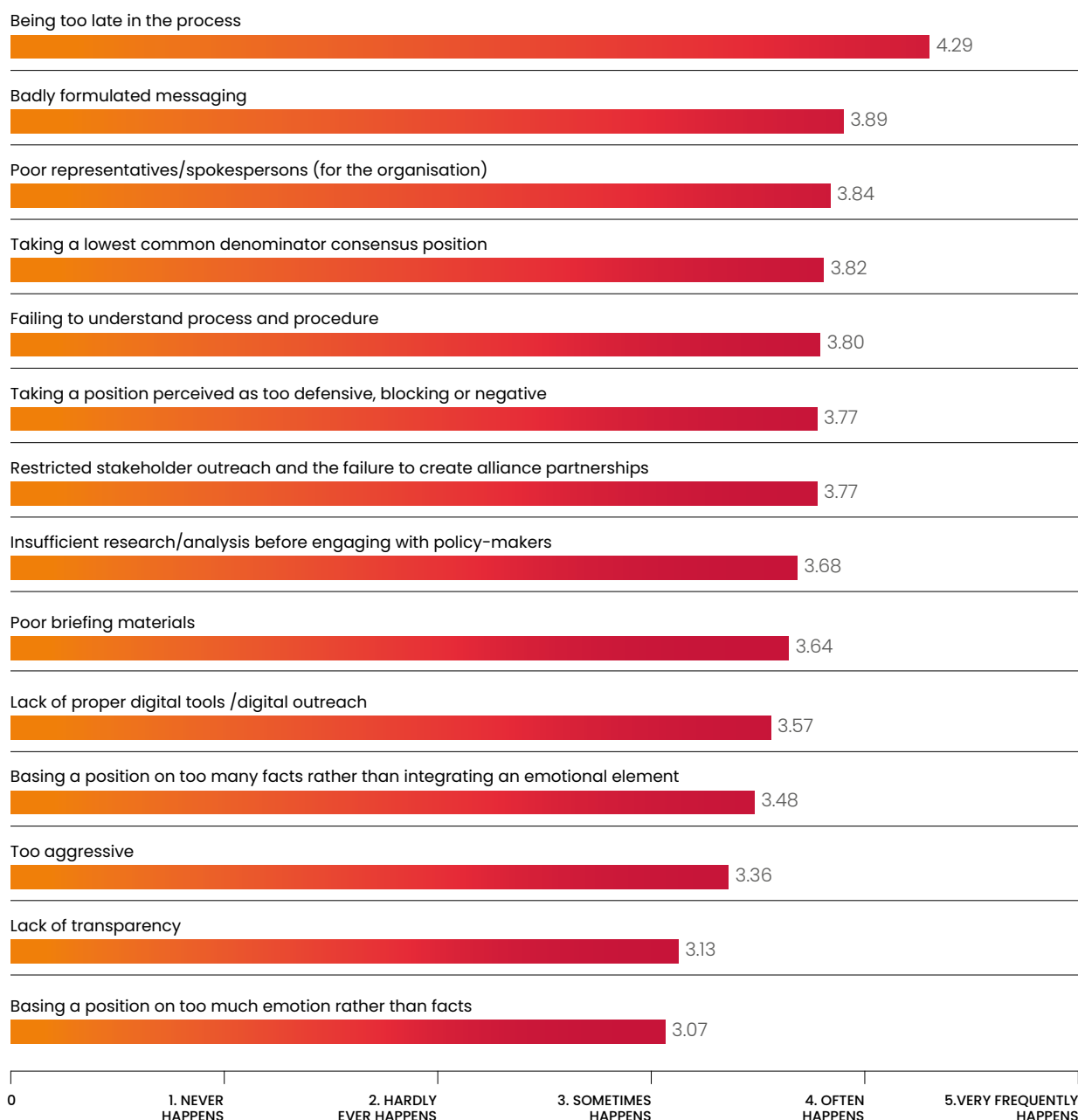
Please rate the following digital tools in terms of their influence toward EU policy-makers.



With Place du Luxembourg shut, Twitter is the place where news breaks first. Although social media clearly has limited effectiveness in influencing EU policy-makers, our survey confirmed that no social network is as central to political communication as Twitter. It is the place politicians air their views, journalists get their news and campaigners put the world to rights. As POLITICO's analysis⁷ found recently most of Brussels twitter content is in "Globish" – the special variant of English that is the lingua franca of Brussels – which is also the Twitter tongue of choice for European Commissioners, for example, with 79 percent of their tweets appearing in English. French is in distant second place, with 5 percent of tweets, followed by Italian, Polish and German. Interestingly, LinkedIn comes in a close second as a key digital channel for consultancies and their clients to get their messages out there. Meanwhile Google ad words, YouTube, Facebook, Wikis and Instagram are seen as barely influential at all among EU policy-makers.

Bad practice versus best practice lobbying

Which of the following bad practices are most frequently committed in Brussels lobbying?

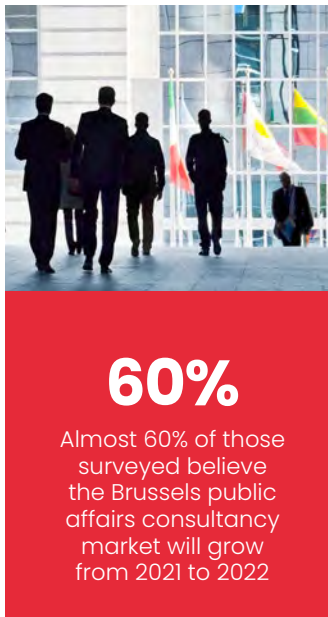


When we ask our corporate and association clients how they measure advocacy success the number 1 response is always being consulted on policies before they are drafted. Hence, as headhunters, when we recruit top candidates we look for people with a proactive personality who have a tendency to take action to change things, show initiative, and persevere until the desired change has occurred. Proactive behaviour involves acting in advance of a future situation, rather than just reacting or waiting for something to happen. Proactive advocates do not need to be asked to act, nor do they require detailed instructions. They know that if their organisation does not engage with policy-makers early, then the rules will

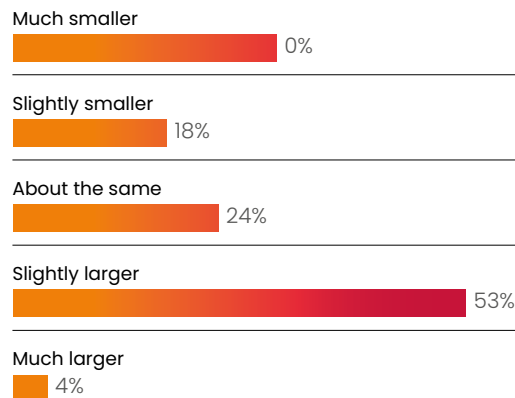
be written for them, without them. Hence, it is surprising that our top consultants believe that being too late in the process is the number 1 bad practice in Brussels lobbying! There are many reasons for this view, ranging from associations having difficulty in reaching timely consensus in formulating and advocating a particular policy position across their membership; to companies waking up too late to a particular new legislative proposal and the impact on their business. Consultancies and law firms can help their clients avoid this situation through good intelligence-gathering, analysis and facilitation. Badly formulated messaging, poor representation, and uninspiring positions also happen way too often – along

with failing to understand process and procedure; taking a position perceived as too defensive, blocking or negative; restricted stakeholder outreach; insufficient research/analysis before engaging with policy-makers; and poor briefing materials. It is good to see, however, that a lack of transparency and overly aggressive lobbying are bad practices that are mostly consigned to the past.

The state of the EU public affairs consultancy market in 2021



Do you think the overall EU public affairs consultancy market will be smaller or larger in 12 months time measured in euros ?

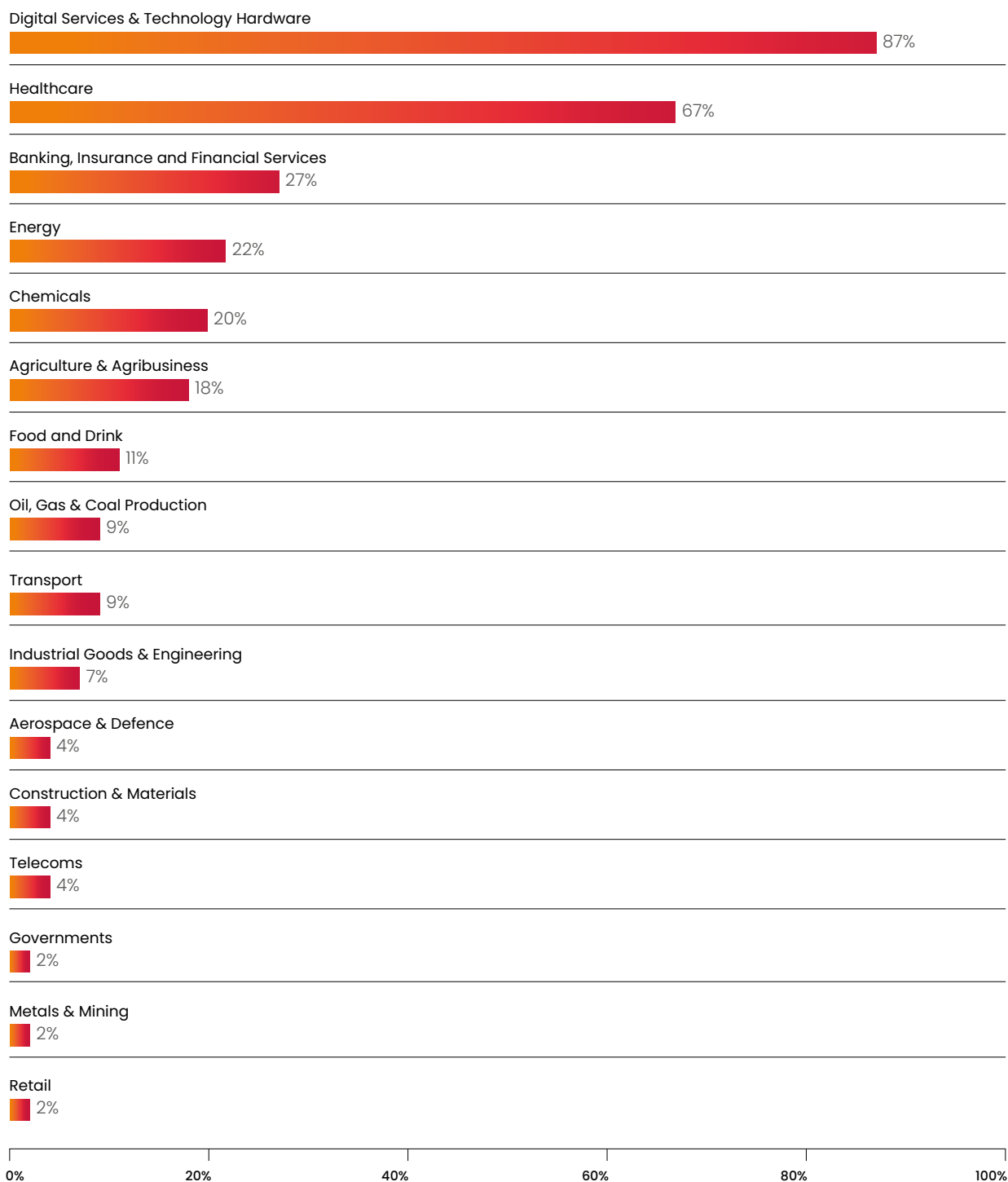


When the stock market crashed last year, and millions of people were infected with the mysterious new virus and laid off or furloughed, it was hard to imagine that EU public affairs consultancy would for the most part, not only survive but prosper. Indeed many public affairs consultancies actually grew in 2020, some substantially, as their clients clamoured for advice and assistance in dealing with the crisis at EU level. For some agencies this meant new business areas, for instance helping clients understand EU funding mechanisms, and for others it was analysing new policy areas from social affairs to health across many industry sectors. Others exposed to badly-affected sectors such as transport, travel and retail were, however, affected by budget cuts. Hence, there have been many different experiences in different consultancies. Overall less than one

fifth of our top consultants think the market will contract in 2021, while one quarter believe it will be static while the clear majority (almost 60%) believe the Brussels consultancy pie will grow. Indeed, as we go to press Dober Partners is recruiting senior positions for some consultancies who expect to make 10 – 20 new hires in the year ahead, as well as helping several consultancies recruit new leaders for new offices establishing in Brussels. The key driver for market growth will be the threats and opportunities coming out of the EU institutions, and for some sectors such as digital and healthcare these will be considerable in 2021 and 2022.

Busiest sectors for EU public affairs consultancies

Which do you think will be the busiest 3 sectors for EU public affairs consultancies overall in the year ahead i.e. where most time and money will be spent across the consultancy market? Please check only 3 maximum of the following:



On 19 February 2021, the New Statesmen led with an article entitled “Why the EU’s new tech legislation could become the most lobbied in history” going on to say “The Digital Services and Markets Act is the greatest regulatory threat that Big Tech has ever faced. But the industry is fighting back.” After years of piecemeal regulatory action, the EU has announced the Digital Services and Markets Act – twin legislative proposals that take aim at online content and competition respectively. The proposals signal a paradigm shift in the policing of tech companies. Hence, it is hardly surprising that the digital sector is expected to be the busiest sector for consultancies in Brussels which is reflected in increased spend and staffing up by consultancies in their tech practices. Healthcare has

in previous years been the largest area of consultancy spend and the COVID situation along with new EU ambitions to address public health challenges such as cancer means this comes in second place. The financial services, energy, chemical and agribusiness sectors are also expected to be quite active. The food and drink, petroleum and transport sectors are expected to be relatively light touch while much less activity is expected for the other sectors, which of course will depend on your perspective if that is your industry or area of specialism.



BestinBrussels 2021

Best Practice Awards

We asked our BestinBrussels Consultants a simple question; to name one organisation which exemplifies best-practice, best-in-class EU lobbying in Brussels in the corporate, trade association and NGO sectors. The winners with the most votes are identified below, along with close runners-up who received multiple votes as well as honourable mentions.

Best Corporate EU Public Affairs Team



Winner: Microsoft

Microsoft has a significant team of 15 staff involved with EU public affairs. According to the EU Transparency Register Microsoft is a member of 32 associations active at EU level. Microsoft also participates in 17 Think Tanks in Brussels. They spend close to €5.5 million on EU public affairs which is slightly less than Google but more than Facebook and Amazon have declared. This investment seems to have paid off. The author is old enough to remember an almost complete lack of Microsoft presence in Brussels during the 1990s which changed dramatically with the wake-up call of the Commission investigations all those years ago. Meanwhile Microsoft seems to have navigated EU scrutiny more successfully than others in the tech sector in recent years, which is perhaps why top consultants believe Microsoft is an outstanding example of best practice. Apart from some nice people in the team there, this positive view might also have something to do with Microsoft's generosity, for example in freely donating its meeting room space for events in the good old days before COVID!

Close Runners-up: Pepsi and Bayer

Honourable mentions: BristolMyerSquibb, DSM, Ferrero, ONCE, Honda, International Paper, Johnson and Johnson, JP Morgan, Netflix, PMI, Qualcomm, SHV, Siemens, Spotify, Uber, and Unilever.

Best Business EU Trade Association



Winner: AmCham EU



"At AmCham EU we stand for trust, expertise, excellence and transparency at all times, with members, external stakeholders and between colleagues. We take pride in our professionalism but also strive to be friendly and caring. Our service offering encompasses advocacy, intelligence-sharing, relationship-building and corporate branding, but above all, we undertake this with a customer-oriented approach. 'Member-led, member-driven' is the mantra by which we have worked for many years. We are closely attuned to our members' needs and have developed a flexible, dynamic, entrepreneurial and agile working ethos. If I had to sum it up, I would say that this award is a testament to teamwork between members and colleagues and taking the time for the personal touch."

Susan Danger, CEO at AmCham EU

AmCham EU speaks for American companies committed to Europe on trade, investment and competitiveness issues. It aims to ensure a growth-orientated business and investment climate in Europe. AmCham EU facilitates the resolution of transatlantic issues that impact business and plays a role in creating better understanding of EU and U.S. positions on business matters. Aggregate U.S. investment in Europe totalled more than €3 trillion in 2019, directly supports more than 4.8 million jobs in Europe, and generates billions of euros annually in income, trade and research and development.

Close Runners-Up: Cefic, EBF, EFPIA and MedtechEurope

Honourable mentions: ACEA, AIOTI, British Chamber of Commerce, BSA, Business Europe, CCIA, Cefic, Copa-Cogeca, EBF, Ecopreneur.eu, EPEE, EU AAA, EUCOPE, EUROCOMMERCE, European Tech Alliance, European Ventilation Association, Medicines for Europe, Plastics Recyclers Europe, Vinyl Plus, Wind Europe, World Federation of Advertisers.

Best NGO

The Winner is Transparency International



"When done well and according to the rules, professional lobbying plays a healthy and important role in democratic decision-making. At Transparency International EU we see it as part of our mission to shine a light on who lobbies whom, on what, and how this is funded. Public scrutiny of lobbying activity helps to make sure that both lobbyists and those who are lobbied adhere to the highest ethical standards. It also helps ensure that lobbying on any issue is balanced and proportionate. As a NGO campaigning for greater transparency we are also lobbyists ourselves; in our daily work we aim to practice what we preach. In doing so we don't take sides on policy issues and we don't pass judgment, we let the facts speak for themselves. We take an evidence-based approach and will work with all who are committed to the democratic process."

Michiel van Hulten, Director of Transparency International EU

Transparency International EU aims to prevent corruption and promote integrity, transparency and accountability in EU institutions policies and legislation. In that sense TI EU is the EU liaison office of the global movement. Transparency International EU follows all policies and legislative files in the area of anti-corruption and transparency. The Brussels office is led by the respected former MEP and consultant, Michiel van Hulten. TI EU has 16 staff members (including interns).

Close Runners-Up: BEUC, Transport & Environment and WWF

Honourable mentions: Amnesty International, Better Finance, ChemTrust, COFACE, EEB, EPF, European Parkinson Disease Association, Eurordis, EWA – European Women Alliance, Greenpeace, Oxfam, Reloop Platform, The Good Lobby and Vote Watch.



Top Tips from the Top Consultants

We asked our consultants to give one piece of useful advice to companies, associations and NGOs who want to gain influence at EU level. Below are their top tips. Although they could answer this question, however they wished, we organized their responses under the 4Ps – Process, People, Politics and Practice.

Process

- "Start early. Just because you hope it won't happen, means it is likely going to happen, so get ready for it."
- "Don't wait until the last minutes to engage at the EU level, it's important to actively monitor EU developments to be able to identify opportunities and threats in advance, and not when it's too late."
- "Be technically on top of the details of your issue. Provide concrete, practical examples of how proposed legislation/policy will impact your company/NGO to bring the issue to life."
- "We've spent a year on Zoom, Teams etc - take the best bits of that experience (able to attend more meetings, less time lost to travel etc) with the drawbacks (ie less personal contact, frustration with poor wifi, mic off etc)."
- "Don't forget virtual events as soon as everyone gets their job. Virtual events have brought Brussels closer to EU citizens and vice-versa and provide a better return on investment than purely physical events."
- "Don't wait to get started! The legislative agenda for the next 2-3 years is significant and others will be influencing it in your absence."
- "The digitisation of meetings gives an opportunity to invest in stakeholder management to define a common agenda that could drive policy change. The mobilisation of different communities can help implement inclusion strategies and impact behaviour. It also provides a real opportunity to connect with citizens and bring them at the centre of policy-making. It is time to connect!"

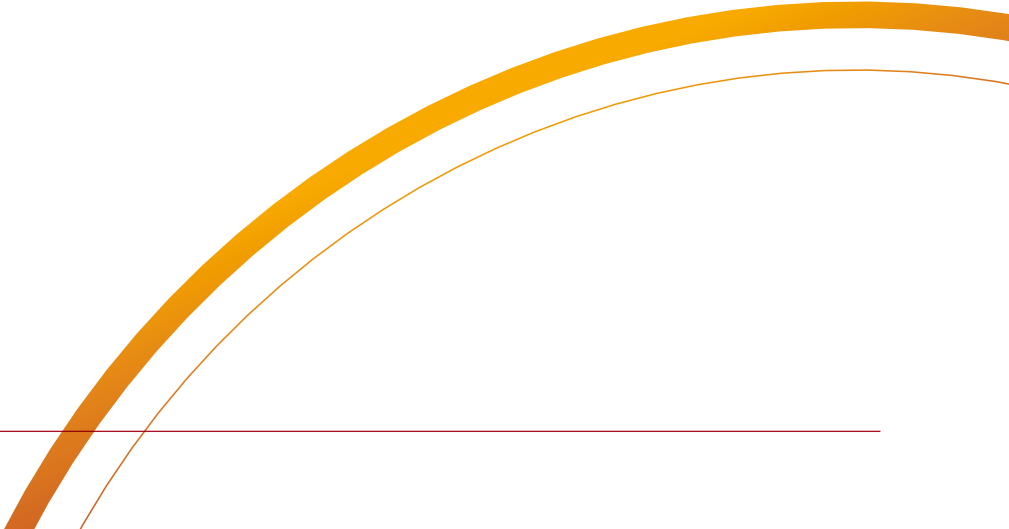
People

- “Build relationships and get to know people before you need to know them. And always follow up, be clear and be transparent – and don’t be aggressive!”
- “Be very clear on your ask. Policymakers know you’re there because you want something, so be clear on what that is and what exactly they can do about it. They’re much more pragmatic than some people think!”
- “Sharing more personal stories, through social media, traditional media and live events, about who closely decisions taken in Brussels affect people, their way of life and their culture.”
- “Come up with a compelling narrative and try to be relevant/helpful. Think about what you can do yourself and what can be done with others. Finally, don’t forget digital advocacy.”
- “Don’t try to engage for the first time when your house is on fire. Build relationships in order to be ready to engage when necessary.”
- “Building a positive reputation with policy makers is a long-term process. Engaging with policy makers at regular intervals will ensure that you are seen as a positive contributor. Don’t just go to a policy maker when you want something. Be visible and be heard regularly in the public domain if you want to be credible.”

Politics

- “Set Europe in a global context, and contribute to the 2030 global goals (UN SDGs).”
- “Become knowledgeable about commission impact assessments.”
- “Think of geopolitics and tech impact on socio economics.”
- “Politicians in Council and Parliament need political arguments to justify their positions, not corporate ones.”
- “Get in shape for campaigning or go under.”
- “Get the bigger picture, get out of your ‘industry view’: recognize better the weight of Member states in EU policy.”
- “We have witnessed US corporates losing it during discussions with COM officials, so thoroughly consider how you contribute to strategic EU objectives.”
- “Take ambitions for European sovereignty seriously.”
- “Bring the global reality into the EU bubble. What does the rest of the world see as feasible in climate, biodiversity, food security? Help Europe to go with the grain.”
- “Do not underestimate the impact of covid-19 on the EU decision process, including the EC. Many of the major initiatives (DSA, DMA, A.I. etc) have been pushed back and pushed back...”

Practice

- “Understand your audience. Don’t just focus on your objectives and interests and how they should be recognised. Consider how they match with the audience (with different audiences).”
 - “Read this book – How to Work with the EU Institutions: A Practical Guide to Successful Public Affairs in the EU by John Harper Publishing”
 - “In order to be influential you need to be credible and in order to be credible you need to have an opinion. We are in the opinions-business, baby! This also means you should not see yourself as a mere service provider – but as a full blown actor in the policy process. The cases you take have real world effects, so only if you opine that these effects are desirable for yourself, should you take such case. Do not be a chameleon – be a peacock!”
 - “Get in the debate as early as possible if you want to shape debates. Formulate constructive clear and specific asks before you meet policymakers.”
 - “Lean on a professional consultancy specialized in European Public Affairs and avoid the big four”.
 - “Consider the broader societal impact of your product or campaign – can it be linked to the greater good? Does it fit in the sustainable corporate governance agenda?”
 - “Be a part of the solution not the problem.”
 - “Lobbying/Advocacy is about clear pro-active communications to develop dialogue and relationships in order to ensure that solutions are provided to resolve issues – mostly through carefully crafted compromises.”
 - “Beyond your own position, understand other players position better and work with them (a meeting from time to time does not suffice.”
 - “Be relevant!”
 - “Be realistic and forthcoming.”
 - “Public affairs under COVID is still public affairs, same rules of good practice still apply. You just do a lot of it online. So, be digital-savvy, but don’t forget you are still dealing with humans.”
- 

Foreword from SEAP



Wes Himes

President of the Society of European Affairs Professionals (SEAP)



Stefano Marmo

Vice President of the Society of European Affairs Professionals (SEAP)



Paul Varakas

Vice President of the Society of European Affairs Professionals (SEAP)

With a quick goodbye to 2020, and a warm welcome to 2021 SEAP enters the New Year determined to continue the hard work in representing the public affairs profession.

The 12,000+ strong profession enters a new world of transparency following the adoption of the Inter-Institutional Agreement (IIA) on the European Transparency Register [<https://www.europarl.europa.eu/tr-negotiations/en/home>] in late 2020. This new Agreement will set the framework for lobbying transparency by effectively mandating that a lobbyist needs to be on the EU Transparency Register to engage with an ever-growing number of EU officials and Parliamentarians who require such registration. It also will promote further disclosure on meetings. SEAP has long championed a more transparent system, and while short of the full transparency requirement we advocated, we look forward to more and more voluntary adoption by Permanent Representations and MEPs of the simple rule – no registration, no meeting.

We also take this opportunity to solicit a call for action. With the large contingent of organisations, businesses, trade association, consultancy firms, NGO's and freelancers all advocating before the EU institutions, it is imperative that the profession seeks to advance transparency and an open market for the advocacy of ideas and information. Too many times in the past 12 months there have been calls to withdraw voices from the democratic debate. These voices have argued that it is better to silence representatives than to challenge their opinion. Maintaining an open debate in a civil society is a fundamental right in the EU treaties, and no one has a monopoly on engagement and advocacy, as long as they maintain professional and ethical standards, such as the SEAP Code of Conduct.

We know that issues can reach fever pitch. Important and critical topics such as tech, climate change, farming and other important efforts at the EU level elicit strong

reactions and challenges from stakeholders in the debate. But this should always fall short of disenfranchising legitimate interests from exercising their basic rights of representation and democratic voice.

We fear that the tone of debate is one where the messenger is the target, not the message. It is due to this subtle but increasing trend that we have this call for action for public affairs representatives from all the corners of Brussels to join SEAP. There is no point in bemoaning the state of play if one is not prepared to be committed to supporting its own profession. If you are a registered lobbyist there is no excuse to not join a membership body and support your profession.

In the United States there are approximately 12,000 registered lobbyists and the well-regarded Public Affairs Council (PAC) has over 10,000 members, representing some 700 organisations. In Brussels there are nearly the same number of registered lobbyists (12,230) but the memberships of representative organisations like SEAP, EPACA and ESAE will only represent a small portion of this number (circa 1,200).

SEAP launched LobbyEurope in 2019 and last year was at the forefront of the IIA debate. It also launched the Policy and Communications Committee, a 10 strong member group, aimed at addressing a larger scope of issues affecting the professional such as the new ethics panel suggested by the EU Ombudsman. This year we have plans for events in March on the IIA and our AGM on 30th June to elect our new Board members. We are also engaging on your behalf on basic items like Parliamentary access badges and Covid-19 rules on transparency declarations of remote meetings. We continue to ask for your support for the Transparency Pledge – an advocacy campaign that raises awareness and ask MEP's and other EU stakeholders to support, through their signature, the importance of ensuring that access to policy debates is granted to all interest representatives, and that all should be allowed to take part in public debates as long as

they abide by the EU Transparency Framework. As always, SEAP will remain at the heart of this debate, advocating high standards on these matters and continuing to assist its members.

And we are not done – we aim to launch a mentoring programme for young people just entering the profession. In 2019, to further develop and enfranchise young professional public affairs practitioners, we launched our free membership for under 26s. This provides a friction free entry into the lobby world, allowing young professionals to learn from those with experience, network amongst their peers, and take advantage of training and information benefits of the Society. It is important that for many of us who have enjoyed the profession over the years to give back to the growing community of young professionals making their way in public affairs.

At SEAP we will continue to remain vigilant to ensure that lobbying, in all its forms, remains a corruption free zone. We encourage all participants in public affairs to be part of your profession by joining a professional body such as SEAP, EPACA or EASE. The environment for public affairs and its future fate rests on ensuring that stakeholders know that the profession is being managed at the highest standards. It is our mission at SEAP – make it yours. If you are a public affairs professional support your local professional association and join us today.

The Society of European Affairs Professionals (SEAP), along with EPACA and EASE, serve as the professional bodies representing public affairs professionals from across a broad spectrum of actors, from trade associations, in-house corporates, NGO's and consultancies. SEAP already counts with more than 20 years of history upholding strong standards of transparency and ethical behaviour for the industry, taking a leading role in promoting self-regulation initiatives (such as our Code of Conduct) and participating in public debates to ensure industry voices are heard in the development of regulations that might affect their activities.

www.seap.be



LobbyEurope

Raising Lobbying Standards

SIGN OUR
**TRANSPARENCY
PLEDGE**

FOLLOW OUR WORK
ON SOCIAL MEDIA:



JOIN US:

<https://lobbyeurope.org/>
+32456138833
manager@seap.be

Be a defender of free speech and call for
the development of transparency
regulation within the EU.

01

The Pledge will ask MEPs and EU stakeholders to sign up to a guarantee that all industries and companies should be allowed to take part in public debates as long as they abide by the EU Transparency framework.

02

The Transparency Pledge is calling all EU stakeholders to promote the development of the EU transparency framework.

Foreword from EPACA



Isabelle de Vinck

Chairwoman, EPACA – The European Public Affairs Consultancies' Association & Managing Partner at Political Intelligence



EPACA (the European Public Affairs Consultancies Association) is the representative trade association for professional public affairs consultancies active in the EU marketplace. We aim to lead by example, upholding the highest ethical and professional standards in our work, promoting more transparent decision-making, and acting as the go-to spokesperson for anyone in society who has questions about our activities.

Promoting high ethical and professional standards

Being an EPACA member is synonymous with the highest-quality of ethical conduct. This ethical standard is upheld by initiatives such as EPACA's Code of Conduct, a self-regulatory instrument recognised by the European Commission and European Parliament. The signatories of the Code – our members – are all committed to abiding by it, acting in an honest, responsible, and courteous manner at all times. As the basis for EPACA members' essential 'licence to operate', the Code is regularly reviewed and updated to ensure that it reflects best practices, responding to shifting social, economic, and

political landscapes, as well as to new communications technologies.

As well as advocating for ethical lobbying standards, increased transparency, and the public affairs profession as a whole, EPACA has been at the forefront of promoting the professional standards for the Brussels public affairs sector. This commitment and effort culminated in the EPACA Charter, which adds to the Code of Conduct by combining ethics, professionalism, and corporate governance. The Charter sets EPACA members apart from other public affairs agencies, and demonstrates to clients the benefit of working with EPACA consultancies.

Defending public affairs professionals

Since EPACA's founding, we have been working to alter the reputation of the public affairs profession, challenging the unfavourable stereotypes of lobbying through interviews, TV-appearances, op-eds, negotiations with EU officials, and appearances at events. EPACA actively shows the world that its members are professionals who have nothing to hide and can be proud of their work. We emphasise how our activities as public affairs professionals contribute to a healthy democratic and transparent process, acting as a link between the world of business, civil society, and European policy-makers.

The transparency debate has been central to EPACA's work, and it has always been our fundamental guiding principle. Over recent years, we have been instrumental in representing public affairs consultancies with the wider European Transparency Initiative (ETI). All members of EPACA are committed to the highest standards of integrity and believe that those same standards should apply to all lobbyists who aim to influence EU decision-making processes – such as NGOs, PA firms, companies, trade associations. As such, EPACA has been actively advocating to expand the EU Transparency Register's scope and make it mandatory for over two years. On 15 December 2020, Parliament, Council and Commission reached a final political agreement on a mandatory transparency register, concluding a process of inter-institutional negotiations which were launched in April 2018. The inclusion of the Council in the agreement is an important step towards enhancing transparency in EU policy-making, and EPACA is happy to see that progress has been made.

Advancing the professionalisation of the sector

Whilst it can be easy to talk about big values, EPACA wants to give its members the opportunity to integrate these values into every aspect of our professional lives.

To that end, and with a continuous focus on transparency, in 2020 we launched an online tool to educate our members' newest staff on the do's and don'ts prescribed by the EPACA Code of Conduct. This tutorial intends to bring written principles into practical acts and ensure the youngest generation builds an ethical approach to public affairs, and will be regularly updated in order to reflect the reality of the day. Similarly, we will be hosting an information session to ensure that our members have all the tools and understanding needed to properly update their registration and implement the requirements according to the new Mandatory Transparency Register guidelines.

As the PA sector is rapidly professionalising, at EPACA we also ensure our members are informed on the latest trends and debates, on a global level as well European – confronting our ideas with diverse ways of thinking and approaching public affairs. This is at the heart of events and workshops EPACA organises to enable sharing of insights on hot topics; creating opportunities to network and

bring together a broader public of engaged professionals from the political and professional community.

Last but not least, with the EPACA Academy we provide a wide range of state-of-the-art trainings for consultants of all experience levels. EPACA provides both trainings on transparency-related topics and trainings focussed on skills. These skills-based workshops range from training junior consultants to build a career in public affairs consultancy to assisting the management in running a successful and innovative consultancy.

Why join EPACA?

In an age where transparency and ethics in the public arena are continuously under scrutiny, it is in the interest of public affairs consultancies to ensure that we and our employees abide by and are protected by accepted policies, codes, and regulations. EPACA is the only professional body at EU level representing the interests of public affairs consultancies. By becoming a member you will contribute to the promotion of our profession, and benefit from the opportunity to network with peers, confront ideas, and stay abreast of what matters to public affairs professionals in Brussels.

www.epaca.org

The Best in Brussels Consultancies 2021

Leading Mid-to-Large Consultancies

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Leading Boutiques, Specialists and Start-ups

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In the following section BestinBrussels highlights the Top EU Public Affairs Consultancies, grouped as Mid-to-large Consultancies and Boutiques & Specialists in alphabetical order.

There are 265 public affairs consultancies in Brussels on the EU Transparency Register. BestinBrussels highlights the following Top 75 EU Public Affairs Consultancies, grouped as mid-to-large consultancies and boutiques with strong track records in their specialist sectors, services and policy areas.

We asked those agencies that scored well against our selection criteria to participate in the BestinBrussels.eu project. In the pages hereafter are the submissions by the various participating public affairs consultancies and law firms, describing themselves in their own words according to our template.

In addition to the Consultancies highlighted above, we recognise there are great people doing good work for their clients across a number of other firms. Unfortunately there is not space here to mention everyone.

There are 3 other important Mid-to-Large Consultancies in Brussels who declined to feature in BestinBrussels: Cambre, EPPA and Portland Communications.

In addition there are 14 smaller Brussels teams to be commended at; Aula, EU Focus, EUK Consulting, Euros/Agency, FLINT, Hanbury Strategy, Inline Policy, Lighthouse Europe, Lysios Public Affairs, Milton Europe, Passerelle EU, 365 Sherpas, Shearwater Global and T&P Consulting.

Together these are the Top 75 EU Public Affairs Consultancies highlighted by BestinBrussels.eu

Methodology

How did we arrive at these top public affairs consultancies you may ask?

Well, for the last three years the authors underwent a process of reaching out to agencies, vetting them online and externally, meeting with their leadership, as well as talking to clients and staff. As BestinBrussels.eu wishes to promote best practice and transparency, early on we decided to exclude any Brussels consultancy which has not signed up to the EU Transparency Register. Amazingly in 2021 there are public affairs consultancies who have still not registered. Any potential or actual client should ask themselves serious questions about doing business with such a firm, including fundamentally about how can they adequately represent their interests if they are refused access by high-level EU officials like Commissioner cabinet members?

In February 2021, there were 265 Brussels public affairs consultancies on the EU Transparency Register (compared to 291 in 2019). There are also 96 self-employed public affairs consultants in Brussels (compared to 111 in 2019). Although there are many good individual consultants, our mission is to examine the best firms.

A closer inspection of the 265 agencies showed that actually there are less than 100 consultancies of sufficient size and experience to offer a broad public affairs service offering. Indeed, many of the 265 firms on the register are not public affairs agencies at all. There are all manner of businesses listed as professional consultancies on the Transparency Register e.g. Environmental Consultants, Economic Consultancies and Business Strategy Consultancies.

In September 2018 we studied the principal 100 public affairs consultancies and reached out to the top 80 measured by staff numbers, declared revenue and other metrics.

We re-examined the market during 2019, in 2020 and again in February 2021. At BestinBrussels we believe that EU public affairs firms need to be truly present in Brussels to be the best guides for their clients, and cannot just have a postal address and fly in for meetings. For instance, we discovered some London and Paris based firms claim a Brussels office without any permanent staff here. We also excluded a number of firms due to feedback from clients, former clients and staff from more than one credible source. Some firms did not respond to repeated communication via email, their website, LinkedIn messages to their principals and other means which does not bode well for client contact. A few firms are in transition, undergoing transfer of ownership or facing business issues which resulted in a shorter list of around 75 firms being identified. These firms are a mix of boutiques, specialists, start-ups, mid-size and larger players.

In determining our Top EU Public Affairs Consultancies we looked at six key indicators which are important for clients:

1. Client retention

This requires a serious commitment to long-term relationship building not just with the organisation but the people involved. This should be an area of focus for every consultancy as retaining existing clients is more cost-effective and more profitable than acquiring new customers.

2. Staff retention

Happier staff tend to do better work for their clients and stay with their employers for the longer term. One of the greatest frustrations for clients is an ever changing consultant team.

3. Robust leadership

You know good leaders when you see them, and successful leadership teams tend to create profitable businesses built around happy staff and happy clients.

4. Industry recognition

Public affairs consultancy is a very competitive business so when firms and individuals are recognized by their peers it says a great deal about them. Although not all are equal, awards can also say something about how agencies are regarded by their clients and peers.

5. Best-in-class practices

Clients look for expertise and some firms have decided to focus on one or more industry sectors, and really specialize in the policy issues affecting them.

6. 'Buzz' backed up by substance

At any one moment there can be buzz around agencies – who is hot and who is not. Buzz can be generated by smart marketing, positive media or most importantly in Brussels something substantive like senior hires and client wins.

In the following section BestinBrussels highlights the Top EU Public Affairs Consultancies, grouped as Mid-to-large Consultancies and Boutiques & Specialists in alphabetical order.

For further information about our methodology, and examples of firms that fit perfectly these criteria, please visit our website at www.bestinbrussels.eu/methodology

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Key Specialisms

☑ Agriculture & Agribusiness

☑ Chemicals

☑ Digital Services &
Technology Hardware

☑ Energy

☑ Food and Drink

☑ Healthcare

☑ Transport

Brussels Office Since

📅 2010

**Number of Public
Affairs Consultants**

👥 36

About Acumen Public Affairs

Firm Description

Acumen public affairs is an independent consultancy set up in 2010 to combine the very best of big agency experience with hands-on senior support. Founding partners Elaine Cruikshanks and Giles Keane, joined by new partners, Max von Olenhusen and Nikos Manaras, have an unrivalled track record in public affairs and strategic communications working for corporations, governments, trade associations, NGOs and international institutions in Brussels, Geneva and beyond. We relish the opportunity to work in close partnership with our clients and bring the benefits of our expertise and contacts to achieve goals that are both business-focused and sustainable.

Our philosophy is to provide clients with value-adding strategic counsel and high quality execution – by the same people. When we commit to an assignment, this means personal supervision and implementation by the Acumen partners from beginning to end. That way, we can ensure that we deliver results and surpass expectations, at competitive prices that only an independent agency can offer.

We believe in the power of taking an integrated approach to advocacy and communication to achieve outcomes that have a tangible impact on business performance. We have a track record of developing winning strategies that are sustainable, by identifying a confluence of interest among key stakeholders. In other words, we are skilled at squaring the circle between the private and public sectors and ordinary citizens by addressing the human aspects of issues in a regulatory or business context.

Ownership Structure

SRL, privately owned by 4 partners.

International Structure

At Acumen public affairs you can be sure that if we say we can do it – we can do it! Not only do our

partners have a wealth of first-hand experience working with blue chip clients, we also have worked across borders and strategic locations such as Geneva, Washington and London – and indeed further afield across the globe. In doing so we have built up an unrivalled circle of high-level contacts and sectoral experts with whom we now partner.

The Acumen network brings to our clients the very best experts in their respective fields. All have skills and expertise that have been tried and tested by Acumen public affairs and are able to integrate into project teams seamlessly and provide added-value. When an assignment calls for a particular knowledge or background, we will set up a bespoke team to bring the benefits of specialist expertise and unique insights to our clients.

Key Strengths

- A highly experienced team – that actually does the work
- Public affairs consultancy – but in the broadest sense
- Strategic sparring partners – and high quality execution
- Senior advisors – brimming with fresh ideas
- Brussels expertise – with international reach
- Communications counsel – delivering business results

Key Clients

Cargill, ChargeUp Europe, EFPIA (European Federation of Pharmaceutical Industries and Associations), Fight the Fakes, GSK, IFPMA (International Federation of Pharmaceutical Manufacturers & Associations), J&J, MSD, Novartis, PVthin, PPC, Sanofi, Seqirus, Roche, Syngenta, Uber.



Acumen
public affairs

**Shaping policy.
Delivering impact.**

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Key Specialisms

☑ Agriculture

☑ Education

☑ Energy

☑ Environment & Circular Economy

☑ Food and Drink

☑ Healthcare

☑ Transport and Vehicles

Brussels Office Since

📅 2001

Number of Public Affairs Consultants

👤 12

About ADS Insight

Firm Description

Who we are:

- A leading international consultancy specialised in EU affairs
- Established in 2001, 14 team members, solid reputation for fostering constructive dialogue
- Flexible and versatile – adaptable to various needs of organisations
- Dynamic, international and multilingual team, 12 nationalities and more than 13 languages
- Committed to contributing to the SDGs
- Nicest consultancy in town (and we think nice matters!)

Services we provide:

- Monitoring and reporting on relevant EU and national developments
- Providing strategic advice on EU and national policies in a variety of areas
- Conducting and coordinating advocacy campaigns
- Organising meetings, events, workshops
- Drafting studies and reports (including for the EU institutions)
- Assisting with EU funding applications and EU media relations

Ownership Structure

SPRL, private company.

International Structure

Branch offices in Sweden, Germany, Poland and satellite offices in France, Italy and the US.

Extensive global network through professional contacts extending across Africa, Japan, small island developing states, Canada and the US.

Key Strengths

- Our people: our dedicated, committed, and highly professional team
- Vast experience in core fields: maritime, energy, circular economy, education, agri-food and health
- Prior experience from within the EU institutions
- Flexible, proactive and quick-footed
- We do what we say and say what we do

Key Clients

- Cambridge Assessment
- DNV GL
- European Commission and EESC
- Japan Association of Marine Safety
- Reloop Platform
- Stena

Thought Leadership

Rules matter. Be heard. Lead with creative and workable ideas.

Testimonials and why clients like to work with us

What makes us unique is our style. We are known as the nicest consultancy in town; polite and constructive, even in strenuous situations. We foster genuine dialogue based on mutual trust.

Testimonials from clients:

"I see ADS as a stakeholder instead of a lobby group – a valuable key entity in terms of policy development. They go deep, not scratching the surface"

"I really appreciate the trust, confidential information is never an issue"

"Beyond professional – creative, passionate and enthusiastic"

"Symbiotic relationship"

"Responsive, proactive, hands-on, intelligent answers"

"Long-term loyalty"

"Thorough knowledge, expertly applied"



Join us in celebrating
our 20th anniversary

Rules matter.
Be heard.
Lead with creative
and workable ideas.



Advocacy



Dialogue



Sustainability

We mediate, advocate and influence
rules for a better world

We are signatories of the CEO's Call to Action: A New Deal for Europe
for a Europe with a shared sustainable vision for its future, using the
SDGs as our guide.

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SUSTAINABLE
DEVELOPMENT
GOALS

APCO

worldwide®

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Key Specialisms

✶ Aerospace & Defence

✶ Banking, Insurance and
Financial Services

✶ Digital Services &
Technology Hardware

✶ Governments

✶ Healthcare

Brussels Office Since

📅 1995

Number of Public Affairs Consultants

👤 40

About APCO

Firm Description

APCO Worldwide is a global advisory and advocacy communication consultancy founded in 1984 to help leading public and private sector organisations to build the reputations, brands, relationships and solutions they need to succeed. APCO is an independent and majority women-owned business.

APCO has been at the forefront of strategic counsel and stakeholder engagement in Brussels since 1995. We act as trusted advisors and partners to businesses, governments, associations, law firms and non-profits from around the world. We combine a variety of integrated, innovative public affairs services, from sophisticated polling and research, to thought-leadership positioning, and digital and creative campaigns. Our diverse and multicultural team keeps our clients informed ahead of time and works seamlessly with colleagues in European capitals and beyond.

Ownership Structure

APCO Worldwide S.A. is a wholly owned subsidiary of APCO Worldwide LLC, an independent and majority women-owned business.

International Structure

APCO has more than 30 locations across Europe, the Americas, IMEA and Asia, and long-established relationships with affiliate agencies throughout the world.

Key Strengths

In addition to EU and Member State public and regulatory affairs, our international expertise and integrated global approach enables APCO to provide a full range of services across industry sectors and markets, including competition and antitrust, mergers and acquisitions, crisis communication, opinion research and data analysis, digital content and campaigning, corporate responsibility, and stakeholder management.

With our strategic communication experience and creative-thinking,

we help our clients tackle complex business-critical challenges. We create compelling campaigns that build trust, foster reputations and change perceptions in the heart of Europe, enabling our clients to see more clearly, communicate more authentically and act with real decisiveness when it comes to shaping debates and securing their goals.

Key Clients

Accenture, American Express, Blockchain for Europe, bluebird bio, Booking.com, Costa Crociere, DocuSign, DTCC, Enterprise Rent-A-Car, FLSmidth, Hoffmann La Roche, International Copper Association, Johnson & Johnson, Microsoft, Palo Alto Networks, Salesforce, Solvay, VMware.

Thought Leadership

The APCO Forum blogs (www.apcoworldwide.com/blog) present a regular flow of insight and opinion from our in-house experts around the world. Our frequent APCO Forum events in Brussels attract leading experts from industry, institutions and academia to discuss current and emerging issues of significance. Follow us on Twitter @APCOBXLInsider for the latest EU news and insights.

Testimonials and why clients like to work with us

Our clients work with APCO to benefit from our industry-leading experts who have: the pulse of the dynamically changing global environment that defines the marketplace; the first-hand experience of having faced significant issues or opportunities; the ability to harness the power of data, insights and technology; and the passion to deliver unparalleled results. The expertise of our corporate leadership, the experience and resources of APCO's International Advisory Council and APCO's nearly 800 colleagues around the world, and a shared workplace culture with no barriers to exchanging ideas and talent all help us cover our clients' needs wherever they are.



Decoding EU affairs

APCO
worldwide®

avisa partners

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Key Specialisms

⊗ Aerospace & Defence

⊗ Banking, Insurance and
Financial Services

⊗ Chemicals

⊗ Digital Services &
Technology Hardware

⊗ Industrial Goods & Engineering

⊗ Media

Brussels Office Since

📅 2010

Number of Public Affairs Consultants

👤 23

About Avisia Partners

Firm Description

Avisia Partners is an international risk management group of about €40 million sales, 200 staff and offices in five cities – Brussels, Paris, London, Berlin and Washington. We specialize in impact oriented Public Affairs, Online Advocacy, Corporate Diplomacy and Cybersecurity Services (strategic, operational, forensic and due diligence). Avisia delivers board level solutions for sensitive matters as well as on-the-ground support for effective advocacy and regulatory matters.

The company supports large corporations, institutions, associations, and governments in times of crisis (including international negotiations, cyberattacks and litigation), in their strategic positioning (such as nation branding, image management for CEOs and key company leaders as well as and political brand building) and during periods of growth and development (M&A and market expansion).

Ownership Structure

Partnership.

International Structure

Own offices in Berlin, Brussels, London, Paris (HQ) and Washington DC. Network Offices in Sao Paulo, Shanghai and Tokyo.

Key Strengths

Avisia combines technological, legal and political experts in a unique way to achieve measurable advocacy results. Our holistic approach to tackling sensitive matters or goes way beyond the traditional public affairs toolbox.

Key Clients

Airbus, Lanxess, Japan Business Council, Ericsson.

Thought Leadership

Avisia is taking online advocacy work to the next level. The company goes way beyond a classic social media strategy by utilising digital tools and technological means to maximise the impact of online advocacy efforts. The results are both tangible and measurable. Avisia also invests itself increasingly in EU Defense and Security. In France, Avisia Partners' cybersecurity operations are already certified by the National Agency for Information Systems Security (ANSSI), which has recognised Avisia as an Information Technology Security Evaluation Center (CESTI) for First Level Security Certification.

avisa partners

INTERNATIONAL AFFAIRS
DIGITAL
CYBERSECURITY

Avisa Partners specializes in competitive intelligence and international affairs.

Under one entity, Avisa Partners comprises an ecosystem of professionals in the spheres of economic intelligence, public affairs, international relations, cybersecurity, and digital advocacy in order to contain risks, manage hostile situations, and capitalize on opportunities on behalf of our clients.

The company supports large corporations, institutions, associations, and governments in sensitive matters and **times of crisis** (including international negotiations, cyberattacks, and litigation), in their **strategic positioning** (such as nation branding, image management for CEOs and key company leaders, and public affairs), as well as during **periods of growth and development** (M&A and overseas expansion).

FRANCE

UNITED STATES

EUROPE

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Key Specialisms

☑ Aerospace & Defence

☑ Agriculture & Agribusiness

☑ Digital Services & Technology Hardware

☑ Energy

☑ Competition & Antitrust

☑ Industrial Goods & Engineering

Brussels Office Since

📅 2001

Number of Public Affairs Consultants

8 22 consultants including 12 in Brussels. 15 independent external advisors (sectorial experts or local relays in geographical areas).

About Arcturus Group

Firm Description

ARCTURUS GROUP is a consultancy specialized in institutional strategy and market development.

Our positioning is generalist, allowing us to intervene in many economic sectors (Energy, Food, Health, Digital, Environment, Transport, Distribution, etc.). Our expertise is both national and European, and the group's main offices are in Brussels, Paris, and Berlin.

Our consultants come from various countries, which allows a multicultural approach to European and national institutions. They have also diverse and complementary backgrounds (Law, Economics and Political Sciences), which allows a global and adapted approach to each case.

Ownership Structure

ARCTURUS GROUP is an independent public limited company, majority owned by its founder, Gilles TEISSEYRE, and its CEO, Agnès DUBOIS COLINEAU

International Structure

Brussels / Paris / Berlin / Marseille

Key Strengths

- Multicultural team to perfectly analyse the positions of the different Member States
- Combined intervention capacity in Brussels, Berlin and Paris with one same team
- Tailor-made approach, entirely dedicated to the needs of each client
- Strong ties with partners capable of assisting our clients in North America, China and Africa

Key Clients

ACO (Automobile Club de l'Ouest), AFRUIBANA, AIR LIQUIDE

ATTENTI, CAF, CNIV (Comité National des Interprofessions des Vins à AOC et IG), EQUAL, FIVAPE, HERMES, INTERCEREALES, MELITTA, MGI, MOBIVIA GROUPE, UMF (Union Maritime et Fluviale de Marseille Fos), VIN ET SOCIETE

Thought Leadership

At ARCTURUS GROUP, we are convinced that lobbying is, above all, aiming at defending point of views fairly and rigorously, thus contributing directly to a balanced democratic debate.

It must be carried out with great humility, a critical analysis of each proposal made and real creativity, in order to constructively feed this debate.

Our role is to challenge our clients and to help them bring their vision to institutional decision-makers, so that their reality on the ground is taken into account.

We also believe that institutional strategies must be thought as a key leverage of successful and responsible development.

Testimonials and why clients like to work with us

Rigorous approach, creativity and full engagement. The loyalty of our clients is our best reward. Some of them have been trusting us for 20 years. We will be happy to provide references and contacts to people interested in our services.



ARCTURUS GROUP

**GUIDES YOU DOWN
THE RIGHT INSTITUTIONAL PATH**

Master your institutional strategy.
www.arcturus-group.com

ARCTURUSGROUP

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Nick Blow

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Key Specialisms

☑ Banking, Insurance and
Financial Services

☑ Competition & Antitrust

☑ Digital Services &
Technology Hardware

☑ Food and Drink

☑ Oil & Gas

☑ Personal & Household Goods

☑ Transport and Vehicles

☑ Media

☑ Energy

☑ Retail

Brussels Office Since

📅 2000

Number of Public Affairs Consultants

👤 30

About Brunswick Group

Firm Description

Since 1987, Brunswick has been helping clients navigate the interconnected financial, political and social worlds to build trusted relationships with all their stakeholders. A global partnership, with 24 offices in 17 countries, we act as one firm, without financial or geographic barriers to support clients facing complex, international challenges. In Brussels, we specialise in public affairs and lobbying support on business-critical issues. We have an unrivalled knowledge of EU public affairs and assist clients in engaging with the political, media and regulatory environment locally and across all EU Member States. We combine deep technical knowledge and expertise in gathering critical insights with strong strategic advisory and engagement skills, to help our clients anticipate and react to the changing policy and political landscape.

Ownership Structure

Partnership.

International Structure

Founded in 1987, Brunswick's global partnership has grown organically over the past 30 years into 24 offices in 17 countries across the Americas, Asia, Europe and IMEA. Brunswick's capabilities are continually expanded with additional senior advisory roles and partners in all our offices and areas of operation, allowing us to connect across companies, sectors, and industries.

Key Strengths

Our strengths include:

- Competition Antitrust, Mergers and Acquisitions
- Corporate and media relations
- Corporate and reputation management
- Financial situations
- Employee engagement
- Investor engagement
- Digital strategies and content creation
- Geopolitical
- Insights – polling and data analytics
- Public and regulatory affairs

Key Clients

Alibaba, Amway, Ant Group, Apple, Bank of America Merrill Lynch, Bell, Condé Nast, Enviva, ICE, Intel, Lloyds, McDonalds, Nord Stream 2, Suez, The Walt Disney Company, TikTok, TIM.

Thought Leadership

Brunswick Review – <https://www.brunswickgroup.com/what-we-do/brunswick-review/>

The Brunswick Review is a journal of communications and corporate relations that features insights from global business leaders, policymakers, political figures and journalists, as well as Brunswick consultants.

Brunswick Social Value Review

The Brunswick Social Value Review made its debut in January 2020. It chronicles the growing pressure on companies to create social value alongside financial value. It shows how quickly thorny societal issues can become critical issues for business. Inequality, climate change, diversity, access to healthcare, privacy – today's business leaders must be clear where they stand on a growing list of societal challenges. The Brunswick Social Value Review profiles the pioneers, asks the difficult questions, and shows what leadership looks like in today's business world.

Reports and Surveys – www.brunswickgroup.com/reports-i4405/

Delivering content on the latest trends across the social, political and economic spheres. This has included sectoral studies on current issues with a view to offer a contribution to public debates, e.g. "Is the Techlash real?" and the "EU Competition Policy Study: Expectations for Change".

Testimonials and why clients like to work with us

"The Brunswick team helped us understand the impact media and politics would have on our case and how to best respond to those pressure points" Alstom

A nighttime photograph of a city street with light trails from cars and buildings in the background. A white text box with a blue border is positioned in the upper left.

Complex, fast *and challenging*

Even the best leaders sometimes
need help navigating today's world.

Brunswick helps clients build trusted
stakeholder relationships in the
interconnected financial, political
and social spheres.



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Key Specialisms

✶ Aerospace & Defence

✶ Digital Services &
Technology Hardware

✶ Healthcare

✶ Sport

✶ Sustainability & Environment

✶ Competition & Antitrust

✶ Food and Drink

✶ Trade

✶ Chemicals

Brussels Office Since

📅 1965

**Number of Public
Affairs Consultants**

👤 50+

About Burson Cohn & Wolfe (BCW)

Firm Description

BCW is one of the world's largest full-service global communications agencies. BCW delivers digitally and data-driven creative content and integrated communications programmes grounded in earned media and scaled across all channels for clients in the B2B, consumer, corporate, crisis management, CSR, healthcare, public affairs and technology sectors. BCW is ranked number one on PProvoke's Global Creative Index 2020.

Ownership Structure

BCW is wholly owned by WPP (NYSE:WPP), the world leader in communications services. WPP is a creative transformation company that brings together brilliant people to build better futures for our clients. WPP's annual report can be accessed at: <http://wppinvestor.com/wpp/investor/financials/reports>.

International Structure

BCW Group has 97 wholly owned offices in 39 countries worldwide. Including our network of market-leading affiliate partners, BCW Group has 229 offices in 132 countries.

You can view a complete list of BCW offices here: <https://bcw-global.com/contact>.

Key Strengths

Public Affairs and Government Relations, Competition & Regulatory, Corporate, Crisis and Consumer, Social, Digital, Data & Creative, Integrated Communications.

Key Clients

See our EU Transparency Register.

Thought Leadership

- The Influence Index: influenceindex.eu
- The EU Media Poll: <https://bcw-global.com/eu/latest/news/2020-11-25-eu-media-poll-2020>
- The European Commission Poster: <https://bcw-global.com/eu/latest/news/2020-11-25-eu-media-poll-2020>
- Twiplomacy: twiplomacy.com
- We issue regular blogs on EU policy: <https://bcw-global.com/eu>

Testimonials and why clients like to work with us

According to feedback in our latest annual client survey, they appreciate that we:

- Come up with creative, innovative and persuasive solutions that influence decision-making
- Understand their business
- Have a deep knowledge of EU government and policy processes
- Measure success
- Adapt to changing circumstances



A leading global communications agency with over 50 years of EU expertise

We combine an unmatched network of 163 offices in 112 countries with deep local knowledge.

We are experienced, strategic, integrated and creative.

Our team of talented consultants are at the frontier of public affairs and digital communications innovation.

burson cohn & wolfe





Dr2 CONSULTANTS

your key to Europe

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Key Specialisms

✶ Aerospace & Defence

✶ Digital Services & Technology Hardware

✶ Energy

✶ Healthcare

✶ Retail

✶ Transport and Vehicles

Brussels Office Since

📅 2012

Number of Public Affairs Consultants

👤 20

Key Clients

Airline Coordination Platform, City of Amsterdam, Closed Pallet Pooling Coalition, Ecommerce Europe, Europeans for Fair Competition, Google Belgium, Nederlandse Spoorwegen, Performance Review Body, Port of Rotterdam, Reusable Packaging Europe, Transport & Logistiek Nederland.

About Dr2 Consultants

Firm Description

Dr2 Consultants is a well-established consultancy firm located at the heart of Brussels' European Quarter. Our focus areas are digital & tech, transport and sustainability.

Thanks to the trust and endorsements of our clients, we have experienced tremendous growth over the past years. In 2020, despite a challenging year marked by a global pandemic, Dr2 Consultants further expanded its client portfolio and grew its team of Public Affairs professionals who provide continuous guidance, support and strategic advice to our clients at both EU and Belgian level.

International Structure

Offices in Brussels, The Hague, Copenhagen, New York City and Shanghai.

Key Strengths

We, at Dr2 Consultants, believe that our people are our biggest strength. An international team of 20 Public Affairs professionals with diverse backgrounds and interests delivers tailor-made services to our clients with the highest standards of quality. By working with Dr2 Consultants, you can focus on your business, while we take care of representing your company and defending your interests at both EU and Belgian level.

Dr2 Consultants' core competency is to connect businesses with the EU. We pay great attention to understanding how organizations work and daily operations unfold, thereby establishing the right link with the most effective Public Affairs approach. By doing so, we empower our clients so they can be successful in influencing EU policymaking.

By focusing on digitalization, transport and sustainability – the key priorities of the EU – Dr2 Consultants addresses policy areas that bring benefits to society at large and invest in future generations.

Thought Leadership

Part of our mission is to inspire. That is why, every year we organize the

Annual Transport Networking Event where we bring together relevant European stakeholders from across all modes of transport to informally exchange views on the EU's transport priorities. Our aim is to incentivize the discussion on important topics and provide a platform for knowledge-sharing of best practices.

In 2020, Dr2 Consultants also organized webinars on transport, digital and sustainability topics with distinguished policy-makers, think tanks and industry representatives.

Dr2 Consultants' Brexit office helps businesses find their best locations in Belgium and assists them in building constructive and long-lasting relations with Belgian and European stakeholders, as well as developing and implementing comprehensive Public Affairs strategies.

To offer clarity to companies during the COVID-19 crisis, Dr2 Consultants launched its COVID-19 services that support organizations in getting a better grip on the contingency and recovery measures that are announced at EU level.

Finally, the Dr2 Academy offers a curriculum of tailor-made EU Affairs trainings and one-on-one coaching sessions to help organizations navigate the EU maze and empower individuals to operate effectively at EU level. Leveraging on our extensive experience in providing trainings and coaching to organizations across different industries, the Dr2 Academy services can be tailored to your needs.

Testimonials and why clients like to work with us

Our clients value the high-quality services with focused approach. Thanks to our extensive network in Brussels, Dr2 Consultants provides clients with behind-the-scenes political intelligence. Thanks to our continuous monitoring of policy developments, our clients can be confident that there will be no surprises coming from EU legislation and that they can focus on their businesses.



Discover the possibilities we offer

EU Public Affairs



Belgian Public Affairs

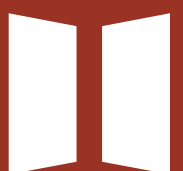
EU Green Deal Impact Scan

Dr2 Academy

Brexit Office

COVID-19 services

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Key Specialisms

- ☑ Sustainability
- ☑ Banking, Insurance & Financial Services
- ☑ Digital Services & Technology Hardware
- ☑ Food and Drink
- ☑ Governments
- ☑ Healthcare

Brussels Office Since

📅 1996

Number of Public Affairs Consultants

👤 35

About Edelman

Firm Description

Edelman is a global public affairs and communications marketing firm that partners with the world's leading businesses and organizations to evolve, promote and protect their brands and reputations. Simply put, in a complex and interconnected world, we work to support you earn trust.

Ownership Structure

As an independent, family-owned company, we do not answer to investors but solely to our clients, using our profits to strengthen our business, improve the lives of our employees, advance our industry, and serve as a responsible citizen of the world. Our commitment to the principles of our founder, Dan Edelman, are expressed in our core values — excellence, curiosity, and courage — that we strive to work and live by every day.

International Structure

With more than 60 offices worldwide, our global network delivers the right local expertise wherever you would like to undertake public affairs and communications marketing activities.

Key Strengths

In Brussels we have deep issues strategists combined with experts in media and digital strategy, crisis communications, influencer engagement, and corporate advisory. These core services are complemented by our in-house research and events services.

Key Clients

Our portfolio of clients can be accessed by logging onto our registration on the EU's Transparency Register.

Thought Leadership

Our work is rooted in our unique IP: The Trust Barometer. For the last 21 years we have focused on understanding the currency of trust and drawing unparalleled insights for our clients. To learn more about how Edelman can help you EARN TRUST.

Testimonials and why clients like to work with us

"Edelman has supported us since 2011 in building trust based relationships and developing an open dialogue with key EU, international and national policy makers. The Edelman team has assisted us in mapping and ranking our final audiences taking into consideration our company's goals as well as the national and international landscapes."

Head of EU Affairs of an Energy Company.



Edelman
evolve.promote.protect

2021



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Key Specialisms

☑ Banking, Insurance and
Financial Services

☑ Chemicals

☑ Digital Services &
Technology Hardware

☑ Healthcare

☑ Retail

☑ Telecoms

Brussels Office Since

📅 1991

**Number of Public
Affairs Consultants**

👥 At EU level 29 consultants supported by co-operation partners and partner agencies from all over the EU support the interest representation of our clients.

Key Clients

EUTOP is registered in the EU Transparency Register – please check the entry in order to see EUTOP's most recent client list at EU level. ID number: 171298025234-65.

About EUTOP

Firm Description

Now comprising over 150 employees and structural advisors, EUTOP has been acting as a structural process partner and intermediary since 1990, supporting the work of private companies, associations and organisations at the institutions of the European Union and selected EU member states.

Ownership Structure

SPRL

International Structure

EUTOP's business model is focused on governmental relations within the European Union and its member states.

Key Strengths

EUTOP is a specialised service provider who works for its clients on a structural, i.e. long-term and not project-by-project basis according to the principle of "only one interest". As such EUTOP bundles various competences EU-wide. EUTOP provides the process structure, perspective change and process support competences which are now, additionally to the client's content competence, essential for successful lobbying in the EU. Compliance, integrity and a scientifically founded business model are key pillars of EUTOP's success.

Since our foundation in 1990, EUTOP has nurtured diverse contacts with legislative and executive decision-makers on the EU level as well as in all EU member states. In this way, we effectively and efficiently support our clients in presenting their cases within the decision-making processes in Brussels and selected member states of the EU. Former legislative and executive heads, as well as well-known public figures from many EU member states, act on behalf of EUTOP. As structural advisors, they place their experience and expertise at EUTOP's disposal. Moreover, EUTOP co-operates structurally with selected governmental relations agencies within the EU. The linking up of networks according to EUTOP quality standards creates innovation

and success for our clients. EUTOP focuses on the process while our clients are the content carrier. The EUTOP-Methodology can be applied in all policy fields and is not limited to certain branches.

Thought Leadership

The key to success in the EU's complex decision-making system is EUTOP's long-term, i.e. structural process competence that is closely intermeshed with the client's content competence. By 2025 we will be present in all EU member states to provide the EU-wide process competence to our clients at all times and universal as a specialised service provider. By 2030 we will also conclusively build up acquisition and management structures in the relevant markets around the world in order to also support companies in other world regions procedurally within the EU.

Testimonials and why clients like to work with us

Long-standing clients of ours include numerous EURO STOXX, DAX and MDAX corporations as well as European subsidiaries of companies listed in the DOW JONES and NASDAQ index. They particularly value the successful nature of our cooperation. An enduring, long-term and structural cooperation is at the root of these common successes. Furthermore, from the very beginning, compliance and integrity have been the essential founding pillars of our approach to sustainable company management. EUTOP has always taken this subject very seriously and collaborates with leading external advisors. EUTOP clients are therefore guaranteed utmost security and reliability. The components of EUTOP's compliance standards are: legal compliance, tax compliance, financial compliance, external data protection officer, certification of all administrative tasks in accordance with ISO 9001. That is why many corporations, associations and organisations from both EU member states and many political and business centres worldwide trust in the quality of the services we provide.

THE EUTOP TEAM

Highly qualified and highly motivated

Dr Klemens Joos
Founder and
Managing Director (CEO)

Christian Schaufler
Managing Director
Chief Administration Officer

Dr Rainer Wend
Managing Director
EUTOP Düsseldorf GmbH

Konrad Kreuzer
Managing Director
EUTOP Vienna GmbH

Directors

Walter Tombrock

Matthias Schenk

Sara-Ida Kaiser

Lorenz Heimerl

Tim Bremmer

István Kornis

Julia Klohs

Daniel Kewitz

Yannik Huber

Anja Boelitz

Senior Consultants

Jens Wendel

Karen Sticht

Tatjana Saranca

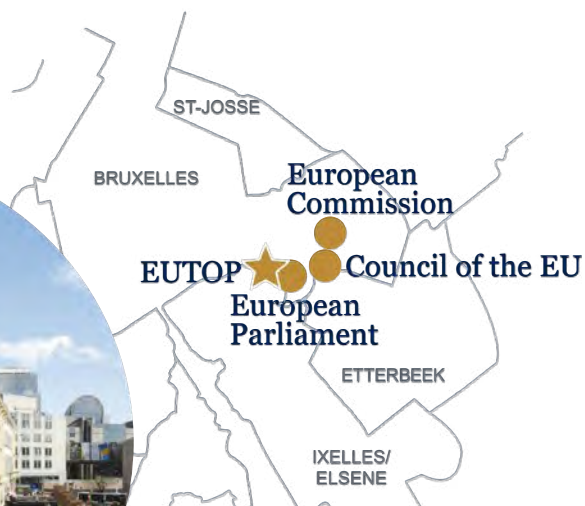
Lukas Rietig

Christina Krewerth

Over 150 employees and structural advisors

Structural co-operation partners in selected EU member states

EU-wide network across institutions and political groups (European Union, member states, regions)



FIPRA

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Key Specialisms

☑ Chemicals

☑ Competition & Antitrust

☑ Digital Services &
Technology Hardware

☑ Energy

☑ Governments

☑ Healthcare

☑ Sustainability & Environment

☑ Trade

☑ Transport

Brussels Office Since

📅 Spring 2000

Number of Public Affairs Consultants

👤 40 in Brussels

About FIPRA

Firm Description

FIPRA International is an independent European and international public affairs consultancy based in Brussels.

Ownership Structure

Independent – owned
by management.

International Structure

The FIPRA Network is a global network of independent, owner-operated consultancies providing high-level expert advice on public affairs, regulatory consulting & government relations. It offers clients access to a one-stop-shop for their policy and regulatory affairs, combining global reach with local in-market expertise. Our Network is present in more than 50 countries.

Key Strengths

As experts in political and regulatory processes, we advise leading businesses and organisations on how to navigate complex policy landscapes and address regulatory challenges. We do this by seeking positive outcomes and sustainable policy change at the intersection of public and private interests.

We also coordinate the wider FIPRA Network together with our partners. Our Network offers clients unrivalled access to bespoke, highly-specialised strategic counsel in all EU and EEA Member States in Europe, as well as elsewhere internationally, bringing together global reach with local, in-market expertise. With 50 outstanding, dedicated professionals in our Brussels and London offices, we combine in-depth regulatory expertise and high-level political insight which helps our clients achieve meaningful and measurable outcomes.

At the heart of our collective approach to public affairs and government relations lies a determination to seek the common ground between our clients' objectives and the wider public interest. We support our clients with an evidence-based approach to policymaking.

Since our founding in 2000, FIPRA International has advised a wide range of clients in a host of sectors, including banking & financial services, chemicals, industrials & mining, competition & antitrust, digital & tech, energy & environment, food & drink, healthcare & life sciences, transport, travel & logistics, international trade and, more recently, Brexit-related issues.

Key Clients

FIPRA is registered with the EU Register of Interest Representatives / EU Transparency Register. Further information on FIPRA's clients may be found on the EU Register website.

Thought Leadership

Members of FIPRA's senior management team, led by Chairman Robert Madelin, regularly contribute to EU public policy debates, conferences and publications, in addition to advising clients on their strategic positioning.

FIPRA

Professional Public Affairs in more than 50 countries

As experts in political and regulatory processes, we advise leading businesses and organisations on how to navigate complex policy landscapes and address regulatory challenges. We do this by creating a competitive advantage through sustainable policy change at the intersection of public and private interests.



We are high-level

Individually, each of our business practices are leaders in their specific policy areas. Together with our range of expert Special Advisors, all our specialist teams are recognised for the depth of their knowledge and a track record of delivering enduring results.



We are connected

We have operated at the forefront of strategic EU and international public affairs for the past twenty years, combining deep issue-centric expertise with innovative thinking. We have a strong track record in delivering agile public affairs.



We deliver tangible impact

We have a history of building lasting relationships with our clients. Understanding their operating environment allows us to deliver meaningful, measurable outcomes with a tangible impact on their business and the wider community.



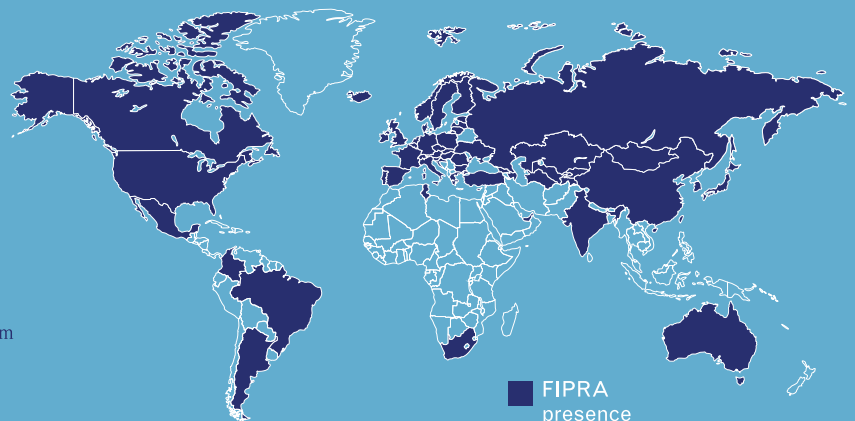
We find the common ground between public & private interest

We believe that business, civil society and policy-makers should work hand-in-hand to generate long-lasting, inclusive outcomes.

Our Global Presence

Our uniquely extensive global public affairs network allows us to offer global reach with local, in-market expertise.

Argentina	Greece	Romania
Australia	Hungary	Russia
Austria	Iceland	Singapore
Azerbaijan	India	Slovakia
Belgium	Ireland	Slovenia
Brazil	Italy	South Africa
Bulgaria	Japan	South Korea
Canada	Kazakhstan	Spain
China	Kyrgyzstan	Sweden
Colombia	Latvia	Switzerland
Croatia	Lithuania	Tajikistan
Cyprus	Luxembourg	Turkmenistan
Czech Republic	Malta	Tunisia
Denmark	Mexico	Turkey
Estonia	Mongolia	Ukraine
Finland	Netherlands	United Kingdom
France	Norway	United States
Georgia	Poland	Uzbekistan
Germany	Portugal	



FIPRA
presence

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Key Specialisms

☑ Media Relations

☑ Sustainability & Environment

☑ Trade

☑ Competition & Antitrust

☑ Healthcare

☑ Industrial Goods & Engineering

☑ Digital Services & Technology Hardware

Brussels Office Since

📅 2013

Number of Public Affairs Consultants

👤 20

About Finsbury Glover Hering

Firm Description

Finsbury Glover Hering is a leading global strategic communications and public affairs communications consultancy, helping clients navigate complex environments.

We help boards, C-suites and other senior leaders at public and private companies, leading institutions and non-profits harness the power of communications to capture strategic opportunity and overcome critical business and reputational challenges. Built on strong local foundations forged through decades of experience, we are local experts with global reach. We are committed to obtaining the best outcomes for our clients through stakeholder engagement, strategic communications and advocacy.

From Washington, DC to Brussels to capitals around the world, Finsbury Glover Hering provides counsel that draws on our ability to shape the policy and regulatory debates across leading markets. Whether it's about crafting a thought leadership platform, looking to advance a company purpose or about mission-critical situations such as M&A transactions, IPOs, a crisis or transformation and change, Finsbury Glover Hering develops the necessary strategies. Through strategic communications, we help companies maximize their value and move decisively ahead. We develop communication campaigns that engage, empower and energize employees, stakeholders, policymakers and the public. Whether you want to strengthen your reputation, increase your valuation or advance your policy position, we help to navigate the political and policy landscape.

Ownership Structure

Incorporated and majority owned

International Structure

Formed by the merger of three of the world's most respected advisory firms, Finsbury Glover Hering maintains a global network of 700 professionals in the world's

major financial, government, business and cultural centres.

Key Strengths

- Government Relations, Policy & Advocacy
- Legislative and regulatory policies and strategies
- Cross-border M&A (political, regulatory, antitrust clearance)
- Foreign direct investment clearance (AWG, EU FDI SCREENING, CFIUS etc.)
- State Aid and subsidies
- Competition policy and enforcement cases
- Trade disputes (Anti-Dumping and Anti-Subsidy investigations, trade negotiations)
- Crisis & Issues Management
- Corporate Reputation & Leadership Strategies
- Transaction & Financial Communications
- Transformation & Change

Key Clients

Please see Finsbury Glover Hering's EU Transparency Register Entry: <https://ec.europa.eu/transparencyregister/public/consultation/displaylobbyist.do?id=578189413297-97>

Thought Leadership

Two Circle World

Where US-EU-CHINA relations are headed in 2021 – 10 discussion points

The US-EU-China relationship lies at the heart of the global policy and business agenda and is at a very critical point. Here's how Finsbury Glover Hering experts from across the globe think about it

<https://fgh.com/insights/1146/two-circle-world>

For more views and analysis on issues impacting the world of business, politics and civil society today please visit our Insights Section at <https://fgh.com/insights>

OWN THE CONVERSATION. DELIVER RESULTS.

TO GENERATE GROWTH, SHAPE POLICY OR PROTECT
YOUR REPUTATION IN A RAPIDLY SHIFTING WORLD,
YOU NEED TO COMMUNICATE SEAMLESSLY.



**FINSBURY
GLOVER
HERING**

From Washington, DC to Brussels to capitals
around the world, Finsbury Glover Hering
provides you with counsel that draws on our
unparalleled ability to shape the policy and
regulatory debates across leading markets.

fgh.com



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Key Specialisms

Ⓢ Banking, Insurance and Financial Services

Ⓢ Chemicals

Ⓢ Digital Services & Technology Hardware

Ⓢ Food and Drink

Ⓢ Gas, Water & Utilities

Ⓢ Healthcare

Ⓢ Transport and Vehicles

Brussels Office Since

📅 1991

Number of Public Affairs Consultants

👤 60

About FleishmanHillard

Firm Description

We help clients navigate our increasingly complex world by thinking boldly. We explore unknown territory with our clients, whether they be industry leaders and pioneers, emerging challengers or agents of change. Together, we break new ground while staying true to our principles of excellence in client service, integrity and high ethical standards.

Ownership Structure

FleishmanHillard is a wholly owned subsidiary of Omnicom Group Inc.

International Structure

We are one of 80+ FleishmanHillard offices in 30 countries across the world. Our global public affairs practice connects key political capitals in Europe, Asia and the Americas and offers deep expertise across the public affairs spectrum including: intelligence and policy analysis, government relations, third-party mobilisation, grassroots network development, reputation and crisis management, and digital, social and creative strategy.

Key Strengths

- Established track record of more than 25 years' market leadership in Brussels headed up by Senior Partner and General Manager Mette Grolleman.
- Industry-leading Financial Services practice led by Donald Ricketts, Bertie Huet, Guylaine Vandooren and Anna Davreux.
- Best in-class Environment and Chemicals practice with deep expertise in REACH, circular economy and chemical policy advocacy led by Robert Anger and Aaron McLoughlin.
- Fast growing healthcare team led by Emma Cracknell specialised in delivering pan-European market access programmes for major pharmaceutical companies, and supporting both industry and civil society organisations to navigate the complex Brussels healthcare landscape.

- An integrated communications and reputation management offering led by David Turier and Peter Wilson that works seamlessly with blue chip companies across FleishmanHillard's global network.
- FH Studio, an in-house digital, social and content offering led by former EurActiv Multimedia Director and photo journalist Evan Lamos, which includes in-house video (and on-site soundproof interview studio), animation, graphic and web design capabilities.
- A centre of excellence and innovation for FH's global public affairs practice, acting as a hub for pan-European and global integrated public affairs campaigns.
- A founding member of EPACA, European Public Affairs Consultancies Association, and signatory of the EPACA Code of Conduct for Public Affairs professionals.

Key Clients

AB InBev, AFME, Allianz, Amazon, Barclays, BlackRock, Cefic, Cisco, Credit Suisse, CropLife, Eli Lilly, Emirates, the EU Tech Alliance, The Future of Sustainable Data Alliance, GE, Global Coalition to Fight Financial Crime, HSBC, JP Morgan, Inmarsat, Novartis, Pfizer, and S&P Global.

Thought Leadership

- The FH2050 climate and sustainability practice, a cross-sector team to help organisations navigate, communicate and engage with the green recovery.
- The #EUinTwo video series which analyses the latest policy and political trends from our range of sector experts
- The Adding Some Substance video series which gathered opinions from both regulators and industry about the European Commission's Chemical Strategy on Sustainability



FLEISHMANHILLARD

NAVIGATING EUROPE IN A YEAR OF HOPE

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Key Specialisms

☑ Banking, Insurance and
Financial Services

☑ Chemicals

☑ Competition & Antitrust

☑ Digital Services &
Technology Hardware

☑ Healthcare

☑ Sustainability & Environment

☑ Telecoms

☑ Energy and Natural Resources

Brussels Office Since

📅 FTI Consulting Belgium has been in Brussels since 2003. From its origins as an independent start-up, it has grown as part of FTI's international network to become one of the largest advocacy consultancies dealing with a broad range of EU policy issues and campaigns, whilst developing its reputation as a pan European communications hub.

Number of Public Affairs Consultants

👤 95+ consultants in Brussels. Our global team of 5,800+ employees is present in 84 cities in 27 countries.

About FTI Consulting

Firm Description

FTI Consulting is the only public affairs and corporate reputation consultancy globally that is part of a business advisory firm, with colleagues in economics, corporate finance and restructuring, forensic and litigation consulting and more. This gives us the ability to support our clients in a unique and integrated way, helping organizations transform, manage change, mitigate risk and resolve disputes.

From our office located in the heart of Brussels, FTI Consulting helps clients navigate the complex European Union and its Single Market. We provide an integrated approach, combining our policy and communication expertise, advising multinational companies and organisations on how to engage with politicians, NGOs and the media in Brussels, across Europe and beyond.

Our Brussels hub is at the centre of our global Public Affairs practice, working closely with colleagues in London, Washington D.C. and in every other major political, commercial and financial centre around the world.

Ownership Structure

FTI Consulting Belgium is part of FTI Consulting Group, which is publicly traded on NYSE.

International Structure

FTI Consulting has more than 4,600 employees located in 97 offices across 28 different countries around the globe. This direct representation is supplemented by a comprehensive network of rigorously selected affiliates. We have formal cooperation agreements with more than 120 tried and trusted teams with whom we have collaborated on a variety of projects for over a decade – one of the most extensive and actively managed networks in our industry.

Key Strengths

A leader in public affairs and corporate reputation in Brussels and beyond, FTI Consulting helps clients solve some of their most complex

problems. Our model emphasises senior involvement and a personalised and tailored approach towards our clients. Our award-winning team of experts is drawn from politics and government, law firms, financial institutions, journalism, multinationals and NGOs – all strong communicators and thought leaders with proven track records in political and corporate communications.

FTI Consulting in Brussels is also unique in its ability to leverage the wide range of business advisory capabilities offered by the firm globally. At FTI Consulting, we are committed to embracing, cultivating and maintaining a culture of diversity, inclusion & belonging as it is fundamental to our core values.

Key Clients

FTI Consulting advises market leaders in every industry we are active in, including 8 of the world's top 10 bank holding companies, 96 of the world's top 100 law firms and more than half of the world's 100 largest companies.

Thought Leadership

We continuously publish our thinking on major political and business developments in Europe on our dedicated EU website (www.GetReady4.EU) and our global content hub covers global trends and industry-specific analysis (<https://fticommunications.com/>).

Testimonials and why clients like to work with us

"The team at FTI Consulting has really been helpful in identifying and dealing with issues that are of core importance to our business. They have managed to quickly understand the complexities we face at policy level and translated this into effective EU action and positioning. Overall, the team has shined by way of its presence and determination. It's a pleasure to work with seasoned professionals that put the accent on efficiency and incisiveness."

Vice President, Government Affairs at an energy company

Definitive **expertise**, global **impact**



A hub for Europe and beyond, the Brussels office of FTI Consulting brings together public affairs, corporate communications and our wider consulting expertise to help clients protect their licence to operate, manage risk, promote their reputation and seize new opportunities. Leveraging the firm's capacities in economics, data analytics and more, we are able to run highly complex public affairs and communications campaigns internationally.

www.fticonsulting.com



EXPERTS WITH IMPACT™

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GRAYLING

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Key Specialisms

⊗ Digital Services &
Technology Hardware

⊗ Food and Drink

⊗ Public Utilities

⊗ Healthcare

⊗ Sustainability & Environment

⊗ Trade

Brussels Office Since

📅 1989

Number of Public Affairs Consultants

8 Grayling Brussels employs 35 consultants who collectively speak 14 languages, a key asset in the Brussels multi-cultural environment.

Key Clients

The European Partnership for Energy and the Environment, Kraft Heinz, SpiritsEUROPE, Honda, OLX, AbbVie.

About Grayling

Firm Description

Grayling Brussels is an integrated EU Public Affairs and Communications consultancy. We advise organisations on how to navigate the EU, to be a credible leader, and to identify solutions to policy and legislative challenges. We offer tailored services including political intelligence & monitoring, advocacy & strategic advice, perception surveys, public relations & social media campaigns, trade association & events management. Our offer is structured around 7 policy poles ensuring the depth of our expertise: energy, environment, food, health, ICT, transport and trade. In 2019 Grayling was named Public Affairs Consultancy of the Year at both the Global SABRE awards and the SABRE Awards EMEA. Our Brussels team also won Consultancy of the Year and the award for "Lobbying the European Parliament" at Public Affairs Awards Europe 2019.

Ownership Structure

Grayling SA is established in Belgium and is part of Huntsworth, an international Communications group.

International Structure

Grayling Brussels is the hub for the largest PA-owned network across Europe, with our 28 Europe-based offices. We also regularly link up with our global PA network located in Washington D.C, Asia, and Middle East & Africa.

Key Strengths

Our people who provide the policy but also the services expertise combined with tried and tested methodologies. We believe that every client is different. With our own advocacy methodology, SONAR, every campaign has its own tailored strategy and implementing actions.

In addition to our "traditional" Public Affairs services, we provide: Training: we train C-level executives in both Public Affairs & Media Relations. We take them through the ins and outs of PA and PR and provide tips to efficiently run a series of meetings with EU decision-makers or take part

in a media interview. Multi-market hub: we serve as the hub for multi-market accounts with our teams combining international thinking with local market understanding. Together with our UK colleagues, we run the Grayling Brexit Unit, providing clients across all industry sectors with strategic advice and tailored advocacy campaigns on all facets of Brexit. And finally, our new Events & Marketing Practice which provides a dedicated team to support our client teams in developing impactful, creative and value-added services.

Thought Leadership

As part of our Creating Advantage Series, we examine the reputational and regulatory challenges that organisations face and how these can be overcome. Every month, our teams of policy experts organise events to discuss with industry, NGOs and the EU institutions how specific EU topics impact businesses. Since 2016, our Brexit Unit has established a leading forum for dialogue – the Grayling Brexit Club – to encourage open debate and discussion between businesses, decision-makers and other stakeholders. Today and for the foreseeable future, we will be focusing on advising businesses on how to get the best out of a future trade deal between the UK and the EU. We've also been leveraging our expert partners across Europe and in the US to organise webinars on key issues, such as President Trump's Trade War. Finally, we are very proud to run the @TheEUlobby Twitter account with our 10,000 followers.

Testimonials and why clients like to work with us

The Grayling team immediately understood the business-critical issues we were faced with, and the urgency with which we needed to address them. The team is dedicated, passionate, solutions-oriented and professional- always a pleasure to work with!

Samuel Laurinkari, Head
of EU Affairs, eBay



GRAYLING

BRUSSELS

WINNER

Brexit Campaign of the Year



**Consultancy
of the Year**

Grayling Brussels is an award winning consultancy with the largest wholly-owned PA network across Europe, from Edinburgh down to Sofia, and from Madrid across to Moscow.

The EU Public Affairs Hub

We offer a wide range of services tailored to our clients' needs and expectations, with expertise incorporating energy, environment, food, health, new technologies, transport, trade – and everything in-between! Our multinational and multilingual team sets out to identify solutions which can create tangible and measurable advantage for your business.

We'd love to discuss what we can do for you.

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Key Specialisms

⊗ Agriculture & Agribusiness

⊗ Construction & Materials

⊗ Energy

⊗ Food and Drink

⊗ Healthcare

⊗ Sustainability & Environment

Brussels Office Since

📅 February 2018

Number of Public Affairs Consultants

👤 25 advisors

Key Clients

Kindred, Alliander, Primagaz, Lapinus, European Federation of Pharmaceutical Industries and Associations (EFPIA), European Hematology Association (EHA), Iodine Global Network (IGN), Medicinal Cannabis Europe (MCE), Upfield, European Margarine Association (IMACE), International Association of Plant Bakers (AIBI), European Alliance of Plant Based Food (EAPF), European Fruit Juice Association (AIJN), European Academy of Dermatology and Venereology (EADV), World Iodine Association (WIA), BeyondMeat, KRY, and Oracle.

About LP Brussels**Firm Description**

Hague Corporate Affairs (Hague) is a public affairs and strategic communication agency founded in 2015 and headquartered in The Hague. Our other offices are located in Amsterdam, Brussels and Paris. Hague breathes and lives with an international team of seasoned advisors and former Dutch policymakers and corporate executives. We integrate strategic advice, public affairs and corporate communications. We like a real challenge: We help our clients anticipate developments from the regulatory framework and from society. Hague has a solid track-record of successful advocacy and lobbying campaigns in the fields of bio-based and circular economy, sustainable energy, precision farming, life-science and health, and sustainable food. Unlike many agencies, we seek to be measured and evaluated on the basis of our clients' output and success. Hague has a strong reputation and network with European institutions and is equipped to translate risks stemming from legislative developments into opportunities for its clients. Also, Hague supports clients in getting the support they need for Research & Innovation (R&I). We advise them on EU funding opportunities and shape calls for proposal in line with their R&I priorities. Hague also participates in EU funded projects to anticipate R&I needs to address global challenges and making policy recommendations for new products. At present, Hague leads the public affairs and communication work packages of two EU funded projects.

Ownership Structure

Partnership

International Structure

Hague has developed international partnerships with Whyte Corporate Affairs (Belgium), Lowick Group (United Kingdom), and Dentons (Global).

Key Strengths

Hague's strength is the mindset: going the extra mile on every case for the benefits of its clients.

Our advocacy success is grounded in our collective years of policy experience, a keen understanding of politics, and effective representation in a myriad of policy areas. We believe maintaining the highest degree of quality representation is central to our successful and continued relationship with our clients. Our experience, resources, and dedication effectively prepare us to undertake the most complex issues. We ensure that the utmost attention and energy are devoted to each client.

Furthermore, Hague enables its clients to access high-level European decision-makers through its network of associate partners, among which are former ministers of the Netherlands and former corporate executives.

Thought Leadership

We work closely with our clients to set achievable goals, craft strategic arguments, and devise winning advocacy campaigns to address legislative challenges and opportunities. We implement winning strategies that help our clients meet their policy goals. Each of our clients is served by a highly professional team who can best help them to achieve their legislative objectives.

Testimonials and why clients like to work with us

"What I value in the collaboration with the Hague team is their professionalism, drive and agility. It is a young, dynamic open-minded team that approaches public affairs in an innovative and more holistic way, perfectly suited to address the current challenges of society, facing multiple transitions."

Siska Pottie, Secretary General, European Margarine Association (IMACE).



HAGUE

CORPORATE AFFAIRS

BUILDING IMPACT, EFFECTING CHANGE



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Brussels

Paris

hanover

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Key Specialisms

⊗ Chemicals

⊗ Digital Services &
Technology Hardware

⊗ Food and Drink

⊗ Healthcare

⊗ Energy

⊗ Telecoms

Brussels Office Since

📅 2010

Number of Public Affairs Consultants

👤 30

Key Clients

Airbnb, Apple, AstraZeneca, BASF, Bauer Media, Delivery Hero, Endeavor, European Branded Clothing Alliance, Gas Naturally, Hepatitis B and C Public Policy Association, Inditex, Lexmark, Nickel Institute, Nike, Pyrowave, Suntory Beverage & Food Europe, Sky, SQM, ViacomCBS, Vifor, Warner Media/AT&T, Wiley.

About Hanover

Firm Description

Founded in 1998, the Hanover Group celebrated its 22nd year in 2020 as a 180-strong strategic consultancy with offices in London, Brussels, Dublin and the Middle East. The company's mission is to improve the reputation, recognition, relationships and results of every business, institution, individual and organisation we advise. We design and deliver strategies that unlock insight, shape narratives, harness influencers, activate campaigns, navigate regulations and access markets. Our strategic approach is underpinned by data-led research and robust measurement practices to ensure that we create outstanding returns for our clients. We pride ourselves on hiring the best people and investing heavily in innovation to enable them to deliver outstanding client work. Hanover's entrepreneurial, collaborative and excellence-driven culture is underpinned by six core values: "Know your stuff", "Be trail-blazing", "Tell it like it is", "Give your all", "Remember how good you are" and "Show respect".

Ownership Structure

Hanover Brussels is part of the Hanover Group which has offices in London, Dublin and the Middle East.

International Structure

Hanover is the founding member of The Ecosystem, a collective of like-minded independent communications and public affairs consultancies across EMEA and beyond.

Key Strengths

Hanover Brussels is a leading independent communications and public affairs consultancy located in the heart of the EU quarter. Our team works closely with businesses, trade associations, NGOs and public sector bodies to bridge the gap between their business objectives and the policy environment they operate in. We provide tailored integrated services across the spectrum of public affairs, corporate communications, and media relations to clients in healthcare,

financial services, media, technology, transport, environment, FMCG, energy and international trade. Our ability to deliver distinctive political intelligence and analysis enables us to develop bespoke EU and international advocacy, reputation and relationship building campaigns that make a difference. In healthcare we have a specialism in supporting companies to strengthen their market access strategies through shaping the external policy and regulatory environment. The team is led by Christian Hierholzer, Claudia La Donna, and Emma Eatwell. In 2020, Hanover was named as a PROVOKE EMEA Agency of the Decade.

Thought Leadership

In 2020, we launched a Covid-19 repurposing offer for senior business leaders. The new offer – Hanover Rewire – is designed to help business leaders to reconfigure their organisations' purpose and strategy to respond to dramatic changes in their operating environment.

Last year we also launched Hanover360°, a pan-EMEA offering for businesses looking to embed sustainability practices within commercial strategy, public affairs, and communications to drive meaningful change. Hanover 360° combines the group's sustainability units and corporate divisions. Its launch was backed up by a report, Net Zero Unpacked, which includes proprietary YouGov research as well as case studies from across the Hanover Group.

Testimonials and why clients like to work with us

"Hanover has become an extension of our team. Their proactive and energetic support has become an essential part of our ability to effectively work on and shape many files simultaneously. The team is very knowledgeable, technically adept, and helps fill in any gaps we have. They're also a real pleasure to work with."

Daniel Friedlaender, Head of EU Office, Sky

The background features a dark, textured surface with a faint, glowing globe. Overlaid on the globe is a complex network of thin, interconnected lines in shades of blue and purple, resembling a digital or neural network. The lines are more dense in some areas and sparser in others, creating a sense of global connectivity and data flow.

WE HELP BUSINESSES REWIRE TO ENHANCE RECOGNITION, REPUTATION, & RESILIENCE.

For leaders of organisations, the current environment presents challenges and opportunities.

The potential exists to drive change, build a stronger business and positively impact society at large.

But this requires a fresh approach to the management of political, economic and social risks.

One that encompasses a combination of cultural, commercial and communications expertise that helps bridge the gap between statements of purpose and concrete actions.

And, in a world where policies, regulations, markets and mindsets are in flux, organisations and their leaders need to anticipate, understand, navigate and make decisions in real time.

Applying uncommon sense in an uncertain world.



**Hill + Knowlton
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Key Specialisms

☑ Agriculture

☑ Banking, Insurance and
Financial Services

☑ Chemicals

☑ Energy

☑ Healthcare

☑ Transport and Vehicles

Brussels Office Since

📅 1967

Number of Public Affairs Consultants

👤 Close to 200 public affairs
consultants globally of
whom 40 in Brussels.

About Hill & Knowlton

Firm Description

At Hill+Knowlton Strategies we have been helping clients navigate the European institutions and policy and media landscape for more than five decades. Every entity has a public, and today's publics are more powerful than ever before. They have the power to topple trade deals, disband boards, divert corporate strategy, and create unicorns.

We are client obsessed. We ensure our clients communicate their crucial perspectives to the audiences that matter. There's no issue or challenge we haven't faced. Our dynamic team from across the globe consistently delivers bold campaigns with real impact, on the most difficult issues at the most crucial times.

Ownership Structure

Part of WPP.

International Structure

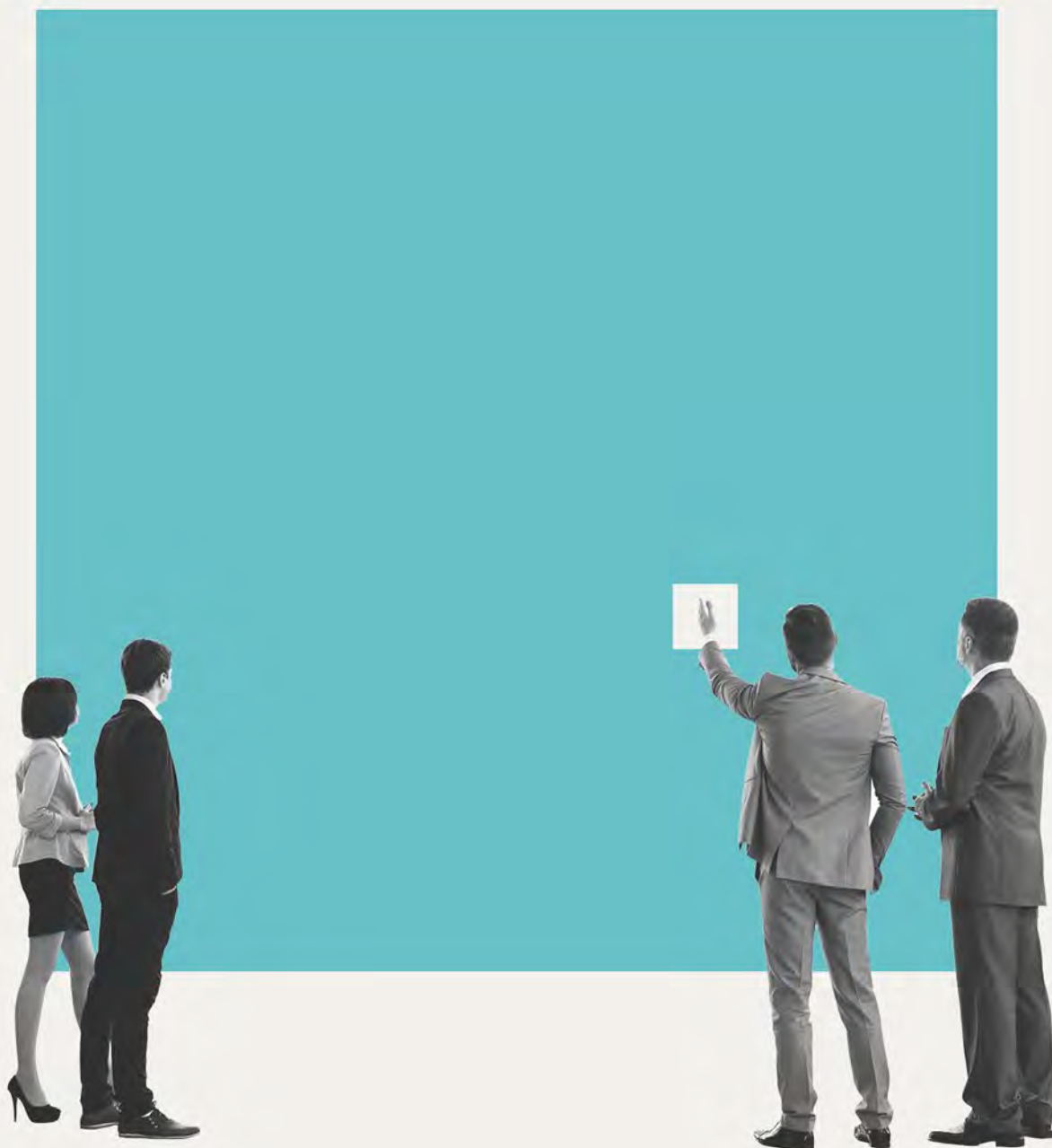
Connected as one, our global network is truly unique. With no 'mother ship', clients can access the globe through our extensive network of more than 80 offices from any H+K location worldwide. As we are client obsessed, our focus is on serving our clients wherever they are, irrespective of where we are. That means we put the right people in the right place at the right time, wherever needed.

Key Strengths

We believe that good communication is founded on simplicity and creativity, and delivers concrete results. Our expertise is deep, and our client obsession means we are constantly innovating our approach and challenging our thinking. In an environment where many prefer to play it safe, we dare to be bold.

Thought Leadership

Hill+Knowlton Strategies Brussels' consultants regularly share their insights into and analysis of EU industry, policy and sector developments, providing thought-provoking and business-critical intelligence to businesses and clients wherever they sit. Read more at <https://www.hkstrategies.com/specialist-expertise/public-affairs/>



When facing complex, crucial challenges, organisations come to **Hill+Knowlton Strategies**.

They value our ability to contribute meaningfully to intricate decision-making processes and deliver impactful communications across all audiences.

In an environment where many prefer to play it safe, **Hill+Knowlton Strategies dares to be bold.**



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GLOBAL REACH. LOCAL INFLUENCE.

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Key Specialisms

☑ Banking, Insurance &
Financial Services

☑ Chemicals

☑ Energy

☑ Food and Drink

☑ Governments

☑ Travel & Leisure

Brussels Office Since

📅 2005

Number of Public Affairs Consultants

👥 25 in Brussels

About Hume Brophy

Firm Description

Founded in 2005, Hume Brophy is a young and dynamic firm, with a focus on delivering our clients' goals. We have grown from two founders to over 120 consultants around the world, and our objective is to continue to grow while retaining our entrepreneurial and flexible culture. Across our global network we take a borderless and integrated approach – it's what has defined Hume Brophy from day one.

Our focus continues to be on the delivery of international government relations, public relations and investor relations support to firms and organisations in highly regulated sectors. It's our experience, expertise and network of contacts that have given us the reputation for getting things done.

Ownership Structure

Independent, management owned.

International Structure

Hume Brophy has offices in Brussels, Dublin, London, Paris, Frankfurt, Singapore, Hong Kong and New York and an established network of agency partnerships across Europe and Asia.

Key Strengths

Our strength lies in our independence, our people and our commitment to going the extra mile for our clients.

We know our way around EU affairs. And we have deep expertise in highly regulated sectors including financial services, agri-food, energy, environment and transport, as well as in the growing field of international trade.

In addition, our multilingual and multicultural Brussels team is bolstered by a panel of senior advisers comprising former European Commission officials, MEPs, trade negotiators, government ministers, journalists and industry sector experts.

It's important to us to develop strong working relationships with our clients, built on a track record of trust, integrity and results, which explains why so many stay with us for so long.

Key Clients

Airlines 4 America, Bayer, BDO, Citadel, CMC (Commodity Markets Council), CME (Chicago Mercantile Exchange), EEA (European Express Association), ETRC (The European Travel Retail Confederation), Meat & Livestock Australia, PepsiCo, Tetra Pak, World Rugby, Zurich Insurance.

Testimonials and why clients like to work with us

"A4A has relied on Hume Brophy for our members' needs across Europe. From the impact of Brexit to on-the-ground advocacy efforts in Brussels, HB has provided us with superior counsel on the issues affecting our industry. We rely on their perspective and relationships as we engage with policymakers throughout Europe."

Sean Kennedy, SVP Global Government Affairs, Airlines for America

"I am incredibly grateful to the Hume Brophy team for the great level of care and professionalism brought to me and to my company. In this time of regulatory uncertainty, I can only admire and benefit from their deep knowledge and understanding of market structure and the breadth of European rules."

Virginie Saade, Director of Government & Regulatory Policy, Citadel

"We are happy to rely on Hume Brophy's reinvigorated and energetic team of experts to help us engage with Members of the European Parliament on agricultural issues. They offer timely insights and support, adapting to their clients' needs without a hitch. We are pleased to be in such capable hands."

Liesbet Dendas, Senior Public Affairs Manager, AnimalHealthEurope



HUME BROPHY

GLOBAL REACH. LOCAL INFLUENCE.

Eight great cities. One great firm.



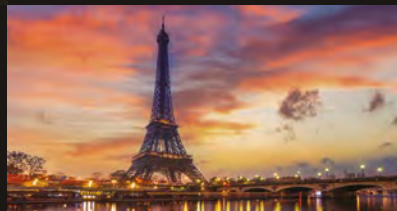
PUBLIC
AFFAIRS



INVESTOR
RELATIONS



PUBLIC
RELATIONS



BRUSSELS | DUBLIN | LONDON | NEW YORK | HONG KONG | SINGAPORE | FRANKFURT | PARIS

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Key Specialisms

☑ Association Management

☑ Chemicals

☑ Digital Services &
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☑ Energy

☑ Food and Drink

☑ Healthcare

☑ Industrial Goods & Engineering

☑ Sustainability & Environment

☑ Trade

☑ Transport and Vehicles

Brussels Office Since

📅 1983

**Number of Public
Affairs Consultants**

8 60 in Brussels. Together,
we are more than 1000
consultants covering 70
markets in the Americas,
Asia-Pacific, Africa and the
Middle East, and Europe.

About Interel

Firm Description

Interel is a leading European public affairs consultancy, supported by an unrivalled global public affairs network, the Interel Global Partnership.

We understand the relationships between people, ideas, and organizations. With expert services in government relations, issue management, stakeholder management, advocacy, policy communications and association management, we master the dynamics of government policy, regulation, market disruption and social change across all major industry sectors.

In a complex world of competing stakeholder agendas, we focus on nurturing the essential connections that advance our clients' interests.

We help our clients to create market opportunity, protect their licence to operate and innovate.

Ownership Structure
Partnership.**International Structure**

Our global reach through the Interel Global Partnership, a network of public affairs specialists spanning more than 70 countries, means that we can provide seamless support for the challenges you face anytime, anywhere in the world. We put our team of best-in-class affiliates with local and regional knowledge at your service to identify critical issues and deliver strategies to respond to them wherever they might arise.

Key Strengths

Success is based on deep subject matter expertise across food and health, energy, sustainability, mobility, environment and technology. This knowledge is combined with specialist association management services and an unrivalled global reach through the Interel Global Partnership.

We have a strong team of senior advisors who enable our clients to see the bigger picture: the team

includes Claus Sorensen, former Commission Director General; Linda Corugedo Steneberg, former Commission Director (DG Connect), Sandrine Dixon-Declève, Co-President of the Club of Rome and Catherine Stewart, founder of Cabinet Stewart.

Key Clients

Interel's EU practice has been a market leader in Brussels for more than 35 years and counts, amongst others; Asahi, Bristol-Myers Squibb, ChargePoint, the Coca-Cola Company, Eaton, Ecolab, the Expedia Group, GW Pharma, IEEE, IP2Innovate, Johnson & Johnson, Merck, Pinterest, the Project Management Institute, Reddit, ServiceNow, Sherwin-Williams, Sony Interactive Entertainment, TE Connectivity and Xiaomi.

Thought Leadership

We produce articles on areas within our field of expertise on a monthly basis and these are published on www.interelgroup.com. Our in-house parliamentary expert, Richard Steel produces a monthly Postcard from Strasbourg providing his take on events at the Parliament's plenary session.

We also host a number of policy-focused events throughout the year on subjects of interest to our client portfolio.

Testimonials and why clients like to work with us

"We see Interel as a natural extension of our team. Year after year, our partnership gets stronger, deeply rooted in trust and built upon strategic insights and excellent delivery. Interel is a sounding board and a sparring partner."

Wouter Vermeulen, Senior Director, Coca-Cola Public Policy Center Europe, Middle East & Africa

"The Interel team has not only provided us with high quality strategic advice but has also been highly effective in managing all aspects of the coalition and delivering concrete results."

Kevin Prey, IP Counsel, SAP

A group of five diverse professionals (three men and two women) are walking towards the camera on a cobblestone city street. They are dressed in business attire. The background shows a blurred city scene with trees and buildings.

ADVANCING INTERESTS

Empowering you to grow and shape public policy in Europe and globally.



Interel is the founder of the Interel Global Partnership (IGP), the world's largest network of independent public affairs, public relations, and government relations firms.



Together, we are more than 1000 consultants covering 70 markets in the Americas, Asia-Pacific, Africa and the Middle East, and Europe. 40 languages spoken by Interel consultants.



Award winning teams: 5 European Public Affairs Awards, including Consultancy of the Year. 4 PRCA Public Affairs Awards, including Consultancy Campaign of the Year.



We support multiple disciplines and sectors with an unwavering commitment to high standards. Our offices are located in global decision centers.

Brussels • Berlin • London • Paris • New Delhi • Beijing • Washington D.C.



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Key Specialisms

- ☑ Chemicals
- ☑ Construction & Materials
- ☑ Energy
- ☑ Food and Drink
- ☑ Public Utilities

Brussels Office Since

📅 1989

Number of Public Affairs Consultants

👤 40

Key Clients

- EUROBAT – Association of European Automotive and Industrial Battery Manufacturers
- ERA – European Equipment Rental Association
- IALD – International Association of Lighting Designers
- ISC – International Stevia Council
- ISDI – International Special Dietary Foods Industries
- EU Salt – European Salt Producers' Association.

About Kellen

Firm Description

Kellen professionals are educated in a variety of relevant disciplines and well versed in understanding the challenges and opportunities of associations and coalitions. Our Brussels staff of over 40 includes professionals from over 10 nationalities and with a wide range of expertise and experience. Together they serve over 30 associations of European or global membership.

Kellen is a global association management and communications company delivering dynamic, scalable solutions to clients for more than 50 years. We are serving more than 125 trade associations, professional societies and charitable organisations representing over 10,000 companies and 100,000 professionals worldwide.

Ownership Structure

NV/SA.

International Structure

Kellen has offices in Brussels, Beijing, Atlanta, Chicago, New York and Washington, D.C. Kellen has strategic alliances around the world ranging from Brazil to the Middle East, Singapore and India.

Key Strengths

Association Management, Marketing & Communications, Digital Strategy, Regulatory & EU Affairs, Meetings & Events, Strategic Advice & Planning, Global Consulting.

Thought Leadership

Kellen established thought leadership in the European association environment in many ways: Leaders of Kellen are active in the European Society of Association Executives (ESAE). Alfons Westgeest and Maria Teresa Scardigli served as Board members. Alfons was also Board member of the American Society of Association Executives (ASAE). Nele Devolder is a board member of SEAP, the Society of European Affairs Professionals.

Kellen has demonstrated leadership in Brussels through educational activities such as its annual EuroConference (2000 –2016) as a platform for association executives and companies to learn and share best practices on association management.

Kellen shared its knowledge through three books published by Palgrave on association representation and advocacy (2000 –2003), executive lunches and workshops.

The Report on Strategic Planning for Associations (2014) is a reference work. Social Media Reports 2013, 2014, 2015, 2016 (Europe, US, China) illustrate our forward thinking on important factors for associations regarding social media, based on a wide field research project.

For over 10 years, Kellen partners with ASAE, the American Society of Association Executives to host a yearly conference in Washington DC: 'Europe Today'.

Kellen is also an active supporter and contributor of ESAE and FAIB in Brussels.

Testimonials and why clients like to work with us

"Kellen manages EUROBAT for over 15 years and is leading and growing its visibility and influence with EU policy makers and member states on critical issues like REACH, as well as Vehicle and Battery Directives heavily impacting our sector. The EUROBAT team of Kellen also promotes the benefits of batteries for energy storage, automotive, off-road equipment, telcom and all sectors where batteries are increasingly used. We are building stronger relations with other associations in chemicals, metals, transport and equipment in Europe and worldwide."

Johann-Friedrich Dempwolff, VP Industry & Government Relations, Johnson Controls Power Solutions EMEA, President EUROBAT

Kellen partners with associations to achieve their missions by delivering innovative solutions and services.

Kellen has more than 30 years of experience serving organizations in Brussels and is recognized as a global leader in association management. We specialize in full-service management, communications, digital strategy, regulatory and EU affairs, meetings and events, and consulting across a diverse range of industries.

www.kellencompany.com



KREAB

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Key Specialisms

⊗ Banking, Insurance and
Financial Services

⊗ Chemicals

⊗ Digital Services & Technology
Hardware

⊗ Energy

⊗ Public Utilities

⊗ Industrial Goods & Engineering

Brussels Office Since

📅 1992

Number of Public Affairs Consultants

👤 Around 40 PA consultants and
10 active Senior advisors

Key Clients

We work with a large number of global bluechip companies, mainly from the financial sector, digital and manufacturing companies. A full list of our clients can be found in the Transparency Register.

About Kreab

Firm Description

Kreab was founded in 1970 with the mission to explain complicated matters in a simple way. Since our start in Brussels in 1992, we have developed an outstanding understanding of European decision-making processes. At Kreab Brussels, we strongly believe in creating continuous dialogue with decision makers and other stakeholders to constructively shape policy decisions. We put our clients' concerns into an EU context in order to create a beneficial dialogue between industry and policy. We represent the interests of companies and organisations toward European institutions, Member States and other public bodies, with the objective to have an impact on relevant policies through constructive dialogue. As one of the largest Public Affairs consultancies in Brussels, we offer a full range of services to our clients. From monitoring, intelligence gathering and policy analysis, to providing and implementing lobbying and profile-raising strategies, and senior counsel to boards and executives. We assess regulatory opportunities and risks, be it in forthcoming legislation or in the implementation and compliance of existing. By combining deep issue expertise and substantial knowledge about political processes with communication skills and know-how, we strategically advise our clients and assist them in developing and implementing Public Affairs strategies. Bringing together a broad range of professionals, our experienced consultants and senior advisors possess vast experience from the EU institutions, Member States' regulators, the media, think tanks, NGOs and the private sector.

Ownership Structure

Majority owned by Founder and Executive Chairman, minority owned Partners.

International Structure

Kreab was founded in Stockholm, Sweden, in 1970 and we recently

celebrated our 50th anniversary. We have since grown to a truly global company with a presence in over 25 countries in all continents. We are especially strong in the Nordic region, and in Brussels, London and Tokyo. And we have a strong presence in Spain with additional capabilities in seven South and Latin American countries.

Key Strengths

The combination of deep issue expertise, political process knowledge and communication know-how is what defines the Kreab Brussels office.

We realized some years ago that the demand for generalist PA services was fading, instead our clients demand and value expertise on policy issues and business sectors. Hence, we are today focused on a number of areas; Financial Services, Sustainability, Digital, Trade and Competition. In addition, we have a Task Force advising our clients on Brexit.

The Financial services and investment public policy team at Kreab Brussels is one of the most advanced European providers of professional services to the finance industry. The Sustainability practice provides public affairs services focused on delivering strategic advice to clients on critical, and often sensitive, policy issues. Kreab Brussels has profound technical expertise in issues across the Digital policy spectrum and understands how they impact our client's business and interests. Our Trade practice consists of a team with several former trade and custom officials. Finally, our team is very well positioned to support clients in antitrust investigations, merger clearance and state aid cases.

Thought Leadership

For example any recent research, reports, events or other initiatives useful for clients and the EU public affairs community.



KREAB

Explaining complicated matters in a simple way

At Kreab Brussels, we strongly believe in creating continuous dialogue with decision makers and other stakeholders to constructively shape policy decisions.

We put our clients' concerns into an EU context in order to create a beneficial dialogue between industry and policy.

Karl Isaksson

Executive Vice-President
Managing Partner Brussels

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landmark

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Key Specialisms

☑ Sustainability & Environment

☑ Digital Services &
Technology Hardware

☑ Food and Drink

☑ Media

☑ Personal & Household Goods

☑ Travel & Leisure

Brussels Office Since

📅 2007

Number of Public Affairs Consultants

👤 16 in Brussels, 30 across the
Landmark Public Affairs offices

About Landmark Public Policy

Firm Description

Landmark is an independent international public affairs and strategic communications agency. We help our clients to engage effectively with decision-makers, stakeholders, opinion formers and the media to achieve strategic business objectives. Landmark unites a diverse, dynamic, motivated team of experienced consultants able to deliver a highly professional service at all times. We work in seamless teams across geographies and time zones, tailored to the specific needs of each client. Our associates come from over 20 countries and speak more than 20 languages.

Ownership Structure

Independent.

International Structure

Offices in Singapore, London, New York, strong international network of trusted professionals.

Key Strengths

Commercial awareness, depth of knowledge, entrepreneurialism, responsiveness, stability and loyalty.

Key Clients

World Federation of Advertisers, PepsiCo, Toy Industries of Europe, International Food & Beverage Alliance (IFBA), Citrus Growers Association (CGA).

Testimonials and why clients like to work with us

Our clients come first. Where we can, we seek to anticipate client needs. Where we cannot anticipate, we are always available and dependable. We seek to identify opportunities for our clients proactively, we make the business case for seizing those opportunities and we turn them into sustainable business. We invest in gaining deep issue knowledge which, together with our commercial awareness, enables us to formulate powerful strategic advice and make us essential partners to our clients. We strive to obtain an exceptional understanding of our clients, their sectors and competitive

environments. This enables us to leverage our political, policy and communications expertise to generate maximum value added for our clients' business.

In 2019 we established a presence in the US with our New York office. We also launched our Trade Advisory Practice, to help organisations and associations navigate an increasingly complex international trade landscape. Our trade advisory practice combines strategic counsel and high-level political engagement with practical hands-on technical policy support.

We have a proven track record of effective and successful proactive engagement on trade legislative initiatives, including with European Commission officials, MEPs, diplomats, EU member state governments, including the UK, as well as trade officials in Southern Africa, Asia and the US Administration.

Our team of trade advisers have worked at the EU institutions and the UK Civil Service including the UK Department for International Trade, the European Commission and the European Parliament. They have provided strategic advice to multi-national blue-chip companies, trade associations and SMEs in a range of sectors on all aspects of international trade.



landmark
PUBLIC AFFAIRS

Intelligent Strategy, Flawless Execution

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Strategic Counsel

Corporate Communications



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Key Specialisms

✓ Aerospace & Defence

✓ Association Management

✓ Digital Services & Technology Hardware

✓ Energy

✓ Healthcare

✓ Sustainability & Environment

✓ Transport

Brussels Office Since

📅 1998

Number of Public Affairs Consultants

8 logos employs 35 consultants and senior advisors who collectively speak 11 languages. MCI Benelux employs 95 consultants in Brussels. Globally, MCI Group has 61 offices in 31 countries.

About logos

Firm Description

logos provides tailor-made advocacy and outreach solutions based on a combination of technical expertise, political savvy, and razor-sharp communications. We excel at building relationships and compiling the evidence for innovation-friendly public policy. We have been servicing clients for 20 years.

Clients trust us to steer alliances, activate communities, and engage with policymakers. They rely on our strategic insight and creativity to make themselves heard in Brussels and beyond. While our heart is boutique, our reach is global.

Ownership Structure

Established in Belgium, logos is owned by MCI Benelux. In 2012, logos joined MCI Group, an international communications and association management group.

International Structure

logos operates from Berlin, Brussels, Geneva, Paris and Washington, D.C. Since 2012, we have integrated MCI Group with its 62 offices in 31 countries.

Key Strengths

Our strengths include:

ADVOCACY & INTELLIGENCE

- public affairs strategy
- policy monitoring & intelligence
- outreach programme
- comitology & standardisation
- audit & strategic consulting

ASSOCIATION MANAGEMENT

- coalition & alliance building
- finance & governance models
- procurement & grant management
- working group coordination
- membership & community management

COMMUNICATION

- online & offline strategy
- reputation & crisis management
- campaign design & delivery
- media & public relations

- editorial approach & content strategy

DIGITAL ENGAGEMENT

- social media management
- website design & development
- digital marketing strategy
- video production
- infographics & visual assets

INDUSTRY & POLICY DIALOGUES

- speaker & event moderation
- event branding & audience marketing
- programme management & reporting
- offline & online interactions
- consensus building facilitation

Key Clients

4evergreen, 5GAA, ATVEA, CAPIEL, CEMEX, Clean Air Task Force (CATF), Committee of the Regions, Euralarm, European Commission, FIM, HINO, IMEC, Investment Migration Council, IRU, ISMA, Japan, Automobile Manufacturers Association, RECHARGE, SAE International, SGI Europe, ZTE.

Thought Leadership

logos consultants publish regular posts on our blog about regulatory challenges and policy trends in Europe. We focus on societal shifts such as digitisation, decarbonisation and the emergence of the sharing economy. We analyse how these ongoing transformations are leading industries to converge and seek partnerships beyond their traditional realm.

logos also organises or facilitates multi-stakeholder debates involving industry, civil society and policymakers.

For the European elections in May 2019, logos compiled an EU Tracker that anticipated the possible consequences of the electoral results in terms of EU leadership and political majority.



earn trust.
make change.

a public affairs & communications agency

logos is a global public affairs & engagement agency part of the MCI Group. We provide tailor-made visibility, outreach and advocacy solutions based on a compelling combination of creativity, technical expertise, political savvy, coalition-building, experience and razor-sharp communications.

Since 2012, we have integrated the MCI Group with its 62 offices in 31 countries. We have been serving clients for 20 years. They rely on our strategic insight and creativity to make themselves heard in Brussels and beyond. While our heart is boutique, our reach is global.



advocacy & intelligence

public affairs strategy, audit & consulting, policy monitoring, standardisation, outreach & influence



association management

coalition building, governance models, working group coordination, membership growth, monetisation & grants



digital engagement

online marketing, social media, visual asset development, website design, animation & video production



communication

public relations, reputation building, online & offline campaign design, editorial content & graphic design



industry & policy dialogues

speaker & programme management, audience marketing, event facilitation, online interactions, consensus building

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Key Specialisms

- ☑ Energy
- ☑ Digital and tech industry
- ☑ Sustainability and environment
- ☑ Healthcare
- ☑ Fast-moving consumer goods
- ☑ Sport
- ☑ Chemicals

Brussels Office Since

📅 October 2017

Number of Public Affairs Consultants

👤 17

About Nove

Firm Description

NOVE is an advisory agency in public affairs and communication. We guide businesses in their interactions with the European institutions and relevant stakeholders. Our story is one of entrepreneurship and trust. We know our success depends on the quality of our services, our creativity, and our commitment to our clients. This conviction – that each client is unique – shapes our strategies and is the cornerstone of our work.

We are a dynamic, independent team, with strong credentials and solid policy expertise. With experienced, well-connected public affairs practitioners and young talents, we bring together a distinctive set of skills to accompany our clients in their engagement strategies.

Ownership Structure

Partnership.

International Structure

We have built relationships with a series of like-minded, recognised, independent public affairs and communications agencies in key geographies, from the biggest European markets to the countries holding the rotating Presidencies of the Council of the EU.

Key Strengths

As a fast-growing company, we work differently to most agencies in the EU bubble: our 'start-up mindset' and creative thinking on EU engagement is one of our key strengths. Our senior experts work hand-in-hand with our consultants to deliver outstanding results. In servicing our clients, we combine strategic advice with first-class execution, top-level experience with pragmatic expertise.

Key Clients

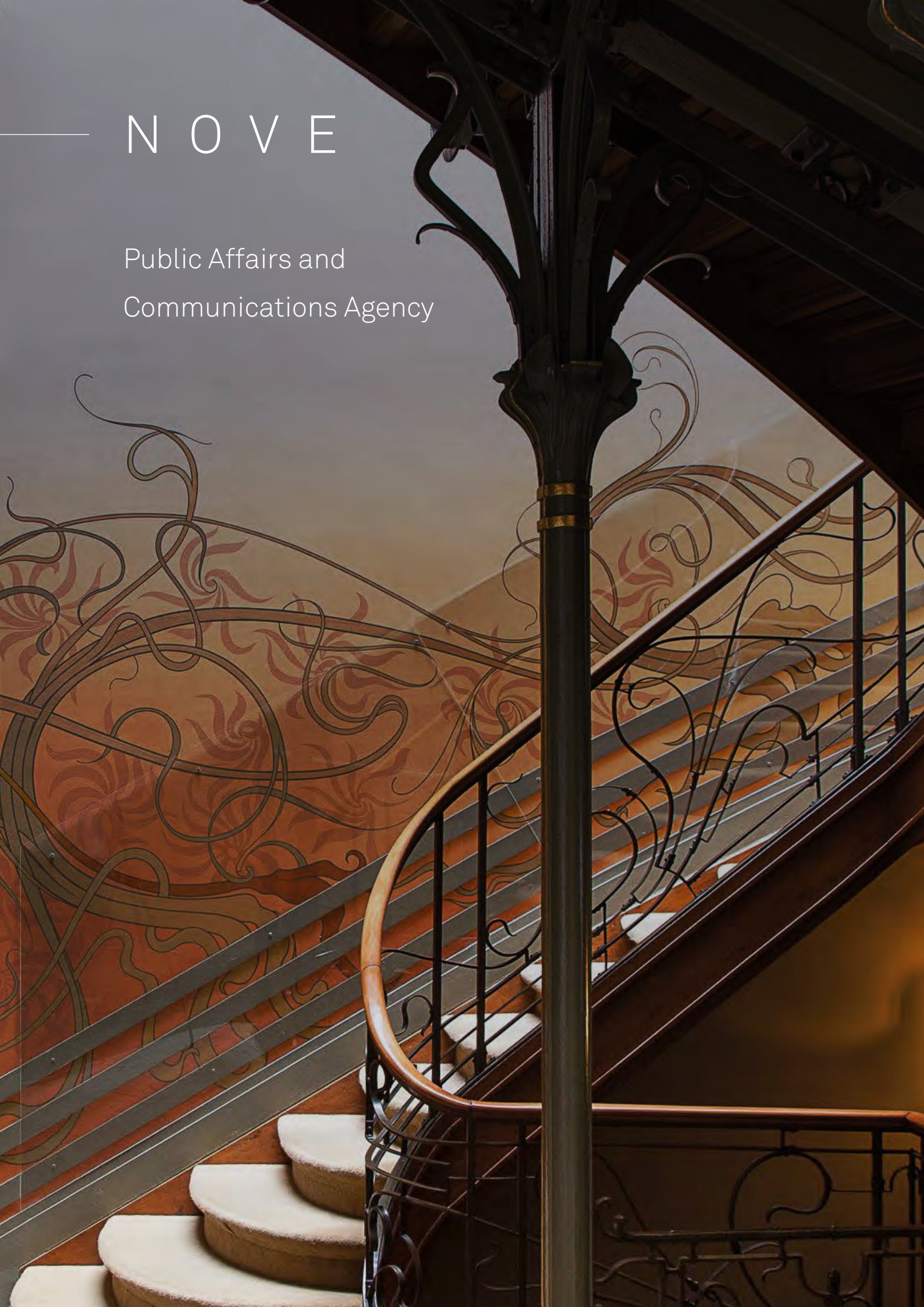
Our clients are listed in the EU Transparency Register. Register number: 522122412613-18.

Testimonials and why clients like to work with us

Almost all clients who joined us upon our launch are still working with us. Since then, many companies and industry associations have entrusted us with directing their positioning in the Brussels bubble. We aim at integrating ourselves early on and as much as possible, and always offer tailored rather than 'recycled' services. We dedicate time to creating a direct, trusted relationship with our clients, allowing us to act as a sounding board and define the best path forward.

NOVE

Public Affairs and
Communications Agency





Political Intelligence

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Key Specialisms

☑ Digital Services &
Technology Hardware

☑ Media

☑ Oil & Gas

☑ Telecoms

☑ Transport and Vehicles

Brussels Office Since

📅 1997

Number of Public Affairs Consultants

👤 28

About Political Intelligence

Firm Description

Established in 1997, we've built up over 20 years of lobbying experience. But don't take our word for it – the proof is in the longevity of our client relationships, where we become both trusted advisors and an integral part of their own team. To us, honesty and openness are vital to building a solid working relationship. We love people that have a vision, give their honest opinion and we never look away from criticism – we learn from it!

Our success is built on our people. At PI, we strongly encourage all team members to take responsibility, to be creative and to challenge ideas. Our horizontal hierarchy is about sharing leadership and solidarity. Our priority is for our clients to love working with us as much as we love working with them!

In 2020, Political Intelligence became carbon neutral through carbon-offsetting, and we are continuously working to reduce our carbon emissions and do our part for the planet.

Ownership Structure

Political Intelligence Brussels is privately owned and run by its 2 managing partners; Andrea D'Incecco and Isabelle De Vinck.

International Structure

Political Intelligence is a network of privately-owned companies in key European markets, including Brussels, London, Madrid, and Lisbon. Our Brussels office provides European, Belgian and Luxembourgish public affairs services. To ensure our clients have the necessary reach to engage with both national and EU institutions, we have developed longstanding and active partnerships with likeminded companies in Berlin, The Hague, Dublin and Rome.

Key Strengths

Tech policy is in our DNA – since our founding, digital and ICT policy has been Political Intelligence's core business. We have over 20 years' worth of expertise supporting innovative businesses

at European level. That said, with the economy digitalising at a high pace over the last decade, we have been branching out into a wide range of sectors such as aviation, energy, mobility, circular economy, health, food and tourism. Being at the forefront of the digitalisation of such traditional sectors, we fully understand disruptive digital business models, bring a fresh perspective to traditional activities, and remain passionate about innovation.

Key Clients

Google, Netflix, SHV energy, Etsy, Kickstarter, Verizon Media, Healthy Europe, Fedima, EuroISPA.

Thought Leadership

Our vision is one of transparency and best practice where our teams abide by ethical standards which guarantee a transparent and professional representation of our client's interest. But we also want to 'walk the talk' and actively participate. Isabelle has been the chairwoman of EPACA for two years, working to contribute to improving the professional standards of Public Affairs in Brussels.

Testimonials and why clients like to work with us

"The PI team are serious in the work they do; put simply, they know their stuff and are not afraid to give their honest professional opinions (even when that does not match your own). While undoubtedly the PI team are high specialised in digital policy, their diverse backgrounds adds an extra insight into the work they bring; as does their willingness to go that extra mile for their clients. However, most striking about working with Political Intelligence is their attitude; there is no request too demanding and their service always comes with a smile, which has led to our continued collaboration for over a decade."

Georgios Mavros, Public
Policy & Government
Relations EMEA at Google

Political Intelligence



www.political-intelligence.com



Political Communication Redesigned

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Key Specialisms

☑ Digital Services & Technology Hardware

☑ Environment & Circular Economy

☑ Healthcare

☑ Personal & Household Goods

☑ Transport and Vehicles

Brussels Office Since

📅 2002

Number of Public Affairs Consultants

👤 50

About RPP Group

Firm Description

RPP is specialized in policy development and political communication. RPP is also an industry leader in integrating visual communication into public affairs campaigns.

Our expertise lies in creating win-win scenarios for clients, policy-makers and stakeholders, and in identifying and communicating the societal value of ideas and products.

Our team comprises talented young professionals from a variety of nationalities and disciplines working in partnership with a renowned multinational group of senior experts.

Ownership Structure

Privately owned with headquarters in Brussels.

International Structure

Created in 2002 in Brussels, RPP's organic growth responded to clients' needs to take RPP's strategic programmes to new markets, which has resulted in opening offices in Berlin, London, Paris, Rome, Hamburg, Vienna, Madrid and Canberra.

Key Strengths

We take seriously our role in the political and societal landscape. If your ideas, or products can shape the future, RPP can help get your message to policy-makers and important stakeholders.

We strive to understand and reflect both the bottom-up and top-down processes of European and national policy making. Our offices in Europe's major capitals ensure we meet our commitment to a robust approach to all political issues.

Our success in redesigning political communication stems from our unique approach in developing cutting-edge strategies to help shape and improve policy.

Key Clients

AA, Alpha-1 Global, Avicenna Alliance, Becton Dickinson, BioMarin, DICE, EFPIA, European Cancer Patient

Coalition, European Haemophilia Consortium, European Society for Medical Oncology, International Patient Organisation for Primary Immunodeficiencies, MedTech Europe, MSD Animal Health, Pancreatic Cancer Europe, Pfizer, PPTA, Prolacta, Takeda, Terumo BCT.

Thought Leadership

RPP Group helped establish the Avicenna Alliance working on computer modelling & simulation in healthcare which will be the bridge between the potential of big data and the promise of personalized medicine.

RPP helped consolidate and establish the pancreatic cancer community in Europe, through the creation of a non-profit association in Belgium. By federating patient associations, experts, researchers and policy makers around this devastating disease, we are proud to contribute to ensuring a higher prioritisation in public policies and supporting better care for patients.

In addition, RPP has a long tradition of collaborating with patient groups. Recently RPP collaborated with the European Cancer Patients Coalition to develop the 'White Paper on Cancer Carers' in collaboration with a wide group of experts. This document was launched in the European Parliament and played a key role in supporting the then ongoing discussions on the Work-Life Balance Directive.

Testimonials and why clients like to work with us

"RPP Group has been instrumental in helping turn a research project into a full-fledged Association of Industries and Researchers working towards a common goal. Bringing their policy expertise to the Avicenna Alliance Secretariat, RPP Group has brought real policy results for the benefit of our Members and ever increasingly influence for the Alliance."

Thierry Marchal, Secretary General of the Avicenna Alliance

Are you in tune with European politics?



We **R**.

Political Communication Redesigned
www.rpp-group.com



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Key Specialisms

☑ Chemicals

☑ Health Care

☑ Energy

☑ Metals & Mining

☑ Personal & Household Goods

☑ Chemicals

☑ Sustainability & Environment

Brussels Office Since

📅 2017

Number of Public Affairs Consultants

👤 34

About Rud Pedersen

Firm Description

Rud Pedersen is an independent European consultancy where the partners do the work. Part of the Rud Pedersen Group, its partners bring decades of government, consultancy and industry experience in their relevant fields to solve the public affairs and communications challenges that shape our clients' businesses.

Ownership Structure

Partnership.

International Structure

Rud Pedersen's Brussels office is part of the Rud Pedersen group, one of the fastest growing public affairs companies in Europe. It has over 230 public affairs consultants operating in Brussels, Berlin and across the Nordics and Baltics, an office due to open in Berlin in 2020 and dedicated PR and creative sister-companies King Street PR and Welcom. As a dedicated public affairs consultancy, we ensure a seamless and high-quality service for our clients in other European capitals through selecting dedicated public affairs partners.

Key Strengths

With decades of experience of helping organisations reach their goals in Brussels, we seek to understand our clients' organisational goals and apply our expertise to address their challenges.

Our senior practitioners have experience in the full-range of public affairs and communications activities, from facilitating strategy and message development, to creative campaigning and media, to running successful legislative and regulatory public affairs campaigns.

The breadth of our experience and the depth of our understanding of the industries with which we work ensures market-leading senior counsel and day-to-day implementation by a senior team that brings measurable success.

Key Clients

Bayer, Cobalt Institute, Cosmetics Europe, Eli Lilly, Estee Lauder, EURIMA, EDANA, IOGP.

Thought Leadership

Public affairs is our chosen profession and we're passionate about it. As such, we regularly speak and write about its practice and evolution; from how to measure success in public affairs to how to leverage national activities for success in Brussels.

Ever since our partners started in public affairs, they have been part of the profession's continued evolution. One of our partners launched the concept of digital public affairs in 2008, with the market's first blog and twitter feed for a consultancy. We're constantly striving for new ways to help our clients' reach their goals, bringing a creative, solutions-oriented and client-centric approach to our work.

Testimonials and why clients like to work with us

Our clients see us as trusted advisors, who understand them and the businesses they serve and solve their challenges whatever they may be. Our clients know when they hire Rud Pedersen that they receive senior counsel and senior-level implementation.

Rud Pedersen Public Affairs

:RUD PEDERSEN GROUP



Your Public Affairs Partner in Europe

Rud Pedersen Public Affairs is a leading European consultancy specialising in Public Affairs. We help our clients navigate political systems and work with them to strategically reach their goals.

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Key Specialisms

⊗ Digital Services &
Technology Hardware

⊗ Education

⊗ Energy

⊗ Healthcare

⊗ EU Funding

Brussels Office Since

📅 1989

**Number of Public
Affairs Consultants**

👤 26

Key Clients

European Commission, Agilent Technologies, Deutsche Telekom, Elsevier, Motorola, Philips, Adecco, SAP, Bord Gáis, Special Olympics, British Council, Lantmännen, De Nora, Central Bohemia Region, Irish Aviation Authority, Nickel Institute, UniSystems, Anti-money Laundering Europe, ESB, Supermac's, Bird & Bird, MasterCard, HP.

About Schuman Associates**Firm Description**

Established in Brussels for over 30 years, Schuman Associates is an EU business advisory firm focused on funding, communication and public affairs. Schuman Associates is well known for its hands-on approach to EU funding. We coach clients to formulate and implement business development strategies to capitalise on Public-funded leads. We provide key intelligence on upcoming policy and funding initiatives and support a broad range of clients, from governments and large global firms to SMEs and NGOs. We are experienced in developing and managing Brussels-based communication strategies, projects and associations around various policy areas. Since 2017, Schuman Associates has managed the European Commission project, the European Broadband Competence Offices Support Facility.

Ownership Structure

Schuman Associates is independently owned.

International Structure

Headquartered in Brussels with a network of offices in Athens, Bucharest, Dublin, Hannover, Madrid, Milan, Prague, Rome, Sofia, Warsaw and partners in the USA.

Key Strengths

Schuman Associates supports clients to:

- understand and influence the policy and regulatory framework
- leverage market opportunities created by EU, national and multilateral donor funding programmes
- successfully bid for and implement publicly funded projects
- design communication and advocacy strategies to engage with EU stakeholders.

With a combined focus on funding and policy, we capture the complete life cycle of an opportunity for our clients.

Thought Leadership

Committed to the highest professional standards, integrity is key to our service to clients and in our relations with the European institutions. We are dedicated to delivering beyond expectations and to giving a return on investment.

Testimonials and why clients like to work with us

"Schuman's agency expertise has been instrumental to prioritising and supporting MasterCard's role and activities in the EU funding ecosystem. The know-how, flexibility and professionalism of the team contribute to creating an effective, qualitative and enjoyable collaboration environment."

MasterCard

"The British Council commissioned Schuman Associates to perform a strategic analysis of the impact of the EU Referendum on the access to funding for the UK's Education and Culture sectors. The work done by Schuman Associates was of outstanding quality for its clarity in quantitative and qualitative terms, and offered insightful proposals to address this impact. This no doubt stems from their extensive experience of the EU, as well as their astute understanding of the British Council requirements in this study."

The British Council

"We have been working for years with Schuman and have always enjoyed their professional support on planned and unplanned missions to detect business opportunities. Thanks to their daily work, we keep a continuous control on long-term initiatives, even at the very early stage. Schuman always finds who to contact in the sometimes complex EU organisation. This partnership is very valuable."

Hewlett-Packard



YOUR
EUROPEAN
PARTNERS
IN A GLOBAL
MARKET

since
1989

Get ready. Get in touch.

www.schumanassociates.com

PUBLIC AFFAIRS & COMMUNICATION

EU & PUBLIC SECTOR FUNDING

BID & PROJECT MANAGEMENT

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MILAN • PRAGUE • ROME • SOFIA • WARSAW • WASHINGTON DC

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Key Specialisms

☑ Banking, Insurance and Financial Services

☑ Digital Services & Technology Hardware

☑ Energy

☑ Media

☑ Telecoms

☑ Transport

☑ Competition & Antitrust

☑ Sustainability & Environment

Brussels Office Since

📅 2013

Number of Public Affairs Consultants

👤 30 people in Brussels

About Teneo**Firm Description**

Teneo is the global CEO advisory firm. Working exclusively with the CEOs and senior executives of the world's leading companies, Teneo provides strategic counsel across their full range of key objectives and issues. Our clients include a significant number of the Fortune 100 and FTSE 100, as well as other global corporations.

We work across all key European markets and globally through the Teneo offices in 20 hubs worldwide. With an unparalleled blend of knowledge, skills and experience, we offer strategic advice to senior leaders of some of Europe's and the world's largest companies to help solve their most complex regulatory and reputational challenges and opportunities.

They choose us because we take a long-term view, we look at challenges holistically and are not afraid to challenge their brief, but above all because we understand their business – how it makes money, how it is regulated and how it is regarded – and have a relentless focus on solving their problems.

Our 30-person strong team in Brussels come from 15+ European nationalities and are drawn from politics and government, the corporate world and journalism, NGOs and academia.

Ownership Structure

Teneo Brussels is wholly owned by Teneo, the global CEO advisory firm.

International Structure

Teneo's team is comprised of nearly 900 professionals, located in 20 offices, in key markets around the world.

Key Clients

See our EU Transparency Register entry.

Key Strengths

Senior-Led Advisory:

Teneo's teams have counselled the leaders of many of the largest and most complex companies in the world. We work directly with in-house teams and provide integrated advisory across their strategic business priorities. Our Brussels team have an in-depth understanding of clients' businesses, and a relentless focus on solving their problems and identifying opportunities.

- Strategic Advisory
- Advocacy and Outreach
- Reputation and Purpose
- Crisis Management
- Financial situations

Thought Leadership

Teneo Vision: Teneo's annual guide to global trends and outlook for global market and geopolitics by Teneo's top experts and senior advisors.

Teneo's team is comprised of nearly 900 professionals, located in 20 offices, in key markets around the world.

Teneo Insights: Teneo experts' takes on hot-button issues and the impact on the business world, financial markets and geopolitics.

Teneo Insights Podcast: Teneo's moderated webinar series featuring experts from business, politics, academia and media, providing in-depth analysis on the issues that matter most to CEOs and their businesses.



The Global CEO Advisory Firm

Teneo is the global CEO advisory firm. Working with the CEOs and senior executives of the world's leading companies, Teneo provides strategic counsel across their full range of key objectives and issues.

teneo.com

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Key Specialisms
☒ Financial Services

☒ Digital Services and
Technology Hardware

☒ Energy

☒ Healthcare

☒ Sustainability & Environment

☒ Trade
Brussels Office Since
☒ 1989
**Number of Public
Affairs Consultants**
☒ 21

About Weber Shandwick

Firm Description

Weber Shandwick is a leading global communications network that delivers next-generation solutions to brands, businesses and organisations in major markets around the world. Data-led, with earned ideas at the core, the agency deploys leading and emerging technologies to inform strategy, develop critical insights and heighten impact across sectors and specialty areas, including brand and B2B marketing, healthcare marketing, change management, employee engagement, corporate reputation, crisis management, data and analytics, technology, public affairs, social impact and financial communications.

Ownership Structure

Weber Shandwick is part of the Interpublic Group (NYSE: IPG).

International Structure

With offices in 71 cities and a network extending to 129 cities on 6 continents, Weber Shandwick is proud to meet the world's challenges head-on.

Key Strengths

Drawing on a strong global network, our public affairs and communications team partners with the world's leading organisations to engage audiences on the most critical and transformational issues of our time, operating at the intersection of industry, politics and culture.

We bring deep sectorial expertise in healthcare, financial services, technology, and energy with an emphasis on sustainability and climate policies. Our integrated communications and public affairs services are designed to help

our clients solve their business critical issues by maintaining their license to operate and creating new markets for their products.

Experienced in short- and long-term campaigns, we are able to traverse immediate issues of client reputation and navigate long-term

policy agendas, shaping opinions and engaging the right audience in the right place, at the right time.

We bring political diversity to our work, with experts coming from the highest levels of government, political campaigns, corporations, media, law firms, NGOs and regulatory agencies.

With a growing focus on data and insight-driven strategy, we accelerate change across platforms, driving results where influencers, traditional, digital and social media converge.

Key Clients

- ONCE
- Ericsson
- Galapagos
- Add Nespresso
- Shell
- Card Payment Sweden

Thought Leadership

1 / Financing Europe's green recovery: <https://medium.com/issues-decoded/financing-europes-green-recovery-9c86b8555044>

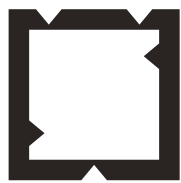
2 / EU's von der Leyen unveils blueprint for stability and competitiveness in post-COVID world

<https://medium.com/issues-decoded/eus-von-der-leyen-unveils-blueprint-for-stability-and-competitiveness-in-post-covid-world-dc6dc183b0a8>

3 / Global perspectives: What's on the 2021 agenda for corporate sustainability leaders?

<https://impact.webershandwick.com/global-perspectives-whats-on-the-2021-agenda-for-corporate-sustainability-leaders-4e0833eb4bbd>

4 / 10 principles for greater patient empowerment



**WEBER
SHANDWICK**

WE SOLVE

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Key Specialisms

☑ Banking and Payments

☑ Digital Services

☑ Sustainable Finance

☑ Insurance & Asset
Management

☑ FinTech

Brussels Office Since

📅 2012

**Number of Public
Affairs Consultants**

👥 14

Key Clients

Clients range from established financial services providers to innovative start-ups and include commercial and investment banks, securities firms and broker/dealers, insurance companies, asset managers, private equity, rating agencies, commodity traders and benchmark providers, payments and card providers and retail financial institutions, accountancy and auditing firms, overseas financial centres as well as some trade associations, Fintech companies and companies active on sustainable finance.

About Afore**Firm Description**

Afore Consulting is a European public affairs consultancy specialized in providing services to the financial services sector. Our aim is to increase the standing and positive recognition of our clients with the relevant policy community and shape the political environment in a helpful way for industry and the economy.

Ownership Structure

Private Partnership

International Structure

Operating out of Brussels, Afore Consulting is well connected in the European capitals and maintains regular dialogue with the national ministries, supervisory authorities and central banks. We also actively engage with the relevant international organizations based in Europe such as IOSCO, the FSB, the Basel Committee and FATF. We have developed strong relationships with a number of key third country jurisdictions including the USA and some of the Asian jurisdictions.

Key Strengths

Afore Consulting is unmatched for its financial services expertise at the European level. The team is led by two vastly experienced consultants Nickolas Reinhardt and Daniel Trinder. Nickolas has a distinguished background in financial services consulting while Daniel draws on his extensive career working in the financial services industry.

Along with our highly specialized team, we provide strategic, client focused regulatory and political advice.

Afore Consulting is very strong on relationships with the policy community and with clients.

Thought Leadership

Over the past months, we have held the Afore Consulting in discussion with... (<https://events.aforeconsulting.eu>) series of events which permitted continued dialogue on current financial services topics, competition and trade issues at a time when

travel to Brussels is restricted.

Through these virtual seminars we have been able to provide a platform of engagement for our clients.

The 5th Annual Afore Consulting Fintech conference (<https://www.fintech2021.eu>) was a 3 day virtual event bringing together key policy makers, supervisors and industry participants. Even with the current public health measures in place, Afore Consulting has again demonstrated its convening power in drawing together European policy makers, international regulators and industry.

Afore Consulting is uniquely placed to draw on our broad networks and relationships in Brussels and Asia through the EU-Asia Financial Services Roundtable (<https://www.euasiaroundtable.eu>). We also host the private stakeholder meeting on the fringes of the EU Asia Pacific Financial Services Regulatory Forum which is on 12 March 2021 as a virtual event.

Throughout the year, we run workshops and seminars on sustainable finance, payments and trade issues.

Much of our work on thought leadership is on behalf of our clients where we help position them with the key policy making community to build a strong reputation and develop relationships.

Testimonials and why clients like to work with us

Afore Consulting team members have achieved notable distinction as leaders in their respective fields of expertise. Our consultants have in-depth knowledge of the issues and excellent working relationships with key policy-makers. They are highly competent on the technical and political aspects of European public affairs. For globally active clients, there is the reassurance that Afore Consulting gets the job done. Afore Consulting is the go-to European public affairs consultancy in Brussels for financial services.

Skilful Positioning in Financial Services

www.aforeconsulting.eu



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Key Specialisms

☑ Banking, Insurance and
Financial Services

☑ Digital Services &
Technology Hardware

☑ Energy

☑ Healthcare

☑ Public Utilities

☑ Transport

☑ Association Management

Brussels Office Since

📅 2003

**Number of Public
Affairs Consultants**

👤 6

About Athenora Consulting

Firm Description

Athenora Consulting is a leading independent European public affairs firm based in Brussels. We build strategies that help our clients to constructively participate to EU decision making process at all levels.

We deliver tailor-made services:

- monitoring of our clients' legislative and regulatory environment;
- building of effective messages and narratives to be influential with impacts;
- designing with our client the most efficient and creative lobbying strategy to improve their reputation, to manage EU issues, to work with stakeholders building and managing large alliances to increase our clients' influence.

Ownership Structure

Athenora is an independent company with 3 partners Stéphane Desselas (founder) Natacha Clarac and Arnaud Magnier.

International Structure

Athenora joined the Public Relation Global Network in 2007 (PRGN (<https://prgn.com/>)). Worldwide, the PRGN has more than 40 branches working together on cross-border issues.

Key Strengths

We are in constant shaking to bring news ideas, strategies, or concepts. Our expertise is encompassed in three dimensions: Athenora Consulting, Athenora Coaching and Athenora Academy

We dare to innovate, and we know the power of communication. We do it with the highest ethical standards. We care and act.

Key Clients

ADEME, CNGTC (Greffiers des Tribunaux de commerce), EDF-Fondation pour le droit continental, France FINTECH, GRDF, La Poste, MAIF, Unite2Cure, VYV, VINCI.

Thought Leadership

Dedicated to helping businesses find their way in the EU complex arena, Athenora is known for the books written by its partners on successful EU lobbying Les règles d'Or du lobbying.

Partners are regular lecturer on lobbying strategies in various conferences and seminars including SciencePo, ENA, IHEDN ...

Athenora's team conduct studies and share analysis providing critical intelligence to various organizations

Read more at <http://www.athenora.com/en/>

Testimonials and why clients like to work with us

Confrontation of ideas – strategic advices – human qualities – lasting relationship based on trust.

Thought Leadership

Several reports on:

- Brexit
- Digitalization of the EU
- European Green Deal

Testimonials and why clients like to work with us

"ATREVIA is our key-partner in Europe, they are our window to the EU-bubble."

"The good thing of ATREVIA is that they can offer the full-pack of communication services at a once which facilitates organization and coordination."

"Besides to their expertise in Public Affairs their team is dynamic and young. ATREVIA looks at the future."



**Votre cabinet de conseils en
affaires publiques européennes**

***Eveillez-vous à l'Europe et
Agissez !***





BECAUSE TODAY
COMMUNICATION FACES
NEW CHALLENGES

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Key Specialisms

☑ Agriculture & Agribusiness

☑ Digital Services & Technology Hardware

☑ Energy

☑ Transport

☑ Healthcare

Brussels Office Since

📅 2014

Number of Public Affairs Consultants

8 9 consultants based in Brussels, specialized in EU public affairs, and more than 20 consultants based in Spain and Portugal involved with national and EU public affairs.

About ATREVIA

Firm Description

We are a Global Communication and Strategic Positioning Company, the largest one in Spain. Our own offices in 16 countries and our partners' network, enables us to offer our customers global coverage.

With over 380 professionals, made up of 30 nationalities and multidisciplinary profiles, we provide comprehensive solutions in more than 20 areas of expertise.

We have been recognized with important national and international awards, such as the Astrid Awards 2020, European Excellence Award, Emea Sabre Awards, Latin American Excellence Award, Gold Stevie Award, Mercury Excellence Award, Gold Questar Award, Premios Eventoplús, Publifestival, Smile Festival.

Our office in Brussels counts on a highly qualified team of EU Public Affairs consultants with professional experience in the EU Institutions ready to provide solutions for companies which need to position or define their strategies.

Ownership Structure

Limited Liability Company.

International Structure

We are member of PROI Worldwide and EPACA.

We are part of the Spanish Chamber of Commerce in Benelux and the Portuguese Chamber of Commerce in Belgium.

Key Strengths

- Extensive network of diplomats and EU-officials.
- Leaders and communication experts.
- Whole range of communication services: digital, public relations, advertising, reputation, public and regulatory affairs, events, etc
- We also provide surveillance and analytics services: market and social research, Big Data,

cyber intelligence, advanced social listening, etc.

- Covering EU, Spain, Portugal, and Latin America.
- Social Pillar

Key Clients

Ecuadorian Banana Cluster, ONCE.

Thought Leadership

Several reports on:

- European Green Deal
- Digital rights and AI.
- Farm to Fork Strategy and agri-food challenges in both LATAM and the EU.
- European Pillar of Social Rights.

Testimonials and why clients like to work with us

"ATREVIA is our key-partner in Europe, they are our window to the EU-bubble"

"The good thing of ATREVIA is that they can offer the full-pack of communication services at a once which facilitates organization and coordination"

"Besides to their expertise in Public Affairs

Thought Leadership

Several reports on:

- Brexit
- Digitalization of the EU
- European Green Deal

Testimonials and why clients like to work with us

"ATREVIA is our key-partner in Europe, they are our window to the EU-bubble."

"The good thing of ATREVIA is that they can offer the full-pack of communication services at a once which facilitates organization and coordination."

"Besides to their expertise in Public Affairs their team is dynamic and young. ATREVIA looks at the future."



ATREVIA™

AGENCY CONSULTANCY TECHNOLOGY

BECAUSE TODAY
COMMUNICATION FACES
NEW CHALLENGES

ATREVIA

The leading communications and public affairs consultancy firm in Spain,
is present in Brussels.

Our company network allows us to have an extensive presence
in Spain, Portugal, and Latin America.

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Spain | Portugal | Argentina | Bolivia | Brazil | Chile | Colombia | Ecuador | Guatemala
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Key Specialisms

☑ Banking, Insurance and
Financial Services

☑ Digital Services & Technology
Hardware

☑ Food and Drink

☑ Healthcare

☑ Retail

☑ Transport and Vehicles

☑ Sustainability & Environment

Brussels Office Since

📅 2006

Number of Public Affairs Consultants

👤 5 Brussels-based
with 20 in Berlin

About Bernstein Group

Firm Description

The Bernstein Group consists of multiple partner-managed consulting companies that specialise in communications services for exceptional circumstances, change and transformation processes, complex political decision-making processes and regulatory issues. We provide individual and bespoke solutions, delivering impact across local, regional, national and European levels from our offices in Berlin and Brussels.

Ownership Structure

Partnership.

International Structure

We maintain privileged partnerships with likeminded consultancies in the Nordics, the UK, the Netherlands, France, Italy and Spain to provide national leverage in Brussels.

Key Strengths

We work together to advise our clients on even the most specific issues in the field of communications and public policy. We rely on expertise, integrity, and experience rather than size. Our team provides excellent strategic consulting and execution skills.

We advise national and international companies, investors, start-ups, and institutions on how to deal with the media and politics, working for our clients in an environment of dynamic processes, divergent interests, and complex issues every day.

We bring high levels of personal commitment to our work and operate in close partnership with our clients, in order to support and guide them through complex decision-making and communication processes. Our strategic advice is based on experience, expertise and on the trust that we have earned from longtime clients and their respective internal and external stakeholders.

With our intimate knowledge of politics, business, and the media, we perform the role of translators between these systems. We understand the power of presenting the stronger argument.

With our intimate knowledge of politics, business, and the media, we perform the role of translators between these systems. We understand the power of presenting the stronger argument.

Key Clients

References available upon request.

A full-page background image of a mountain landscape. The scene shows a steep, rocky mountain slope with patches of green and brown vegetation. A winding road or path is visible, with a small bridge crossing a ravine. In the distance, a small building is perched on a rocky outcrop. The sky is overcast and grey.

Brussels Berlin

Expect Impact

BOLDT

STRATEGY ► COMMUNICATIONS ► TRANSFORMATION

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Key Specialisms

⊗ Chemicals

⊗ Digital Services &
Technology Hardware

⊗ Energy

⊗ Food & Drink

⊗ Healthcare

⊗ Oil & Gas

Brussels Office Since

📅 1 January 2018

Number of Public Affairs Consultants

8 Our Brussels team consists
of 2 Senior Partners, 1
Director, 4 Consultants, and a
number of senior advisors.

About BOLDT

Firm Description

Companies and organisations are faced with an increasingly complex and fragmented EU regulatory landscape. Public debates on important societal challenges, as well as rapidly evolving technological advances, put pressure on decision-makers to introduce new rules or adapt or abolish existing ones. In the era of fake news, hard facts and scientific evidence can no longer be relied on to guarantee a positive outcome.

Whether shaping legislation, navigating crises, changing business models or delivering sustainable growth with purpose, our strategic counsel makes the difference. We help companies and organisations navigate the nexus between politics and populism at every level – Member States, EU and EFTA, and at numerous international organisations. We address business strategy and communications together – and we believe the right combination will deliver transformational change.

Our services range from public affairs, public policy and political risk analysis, to CEO positioning, brand and reputation, organisational culture and engagement, issues management and crisis communications.

Key team members in Brussels:

- Jeremy Galbraith (Managing Partner)
- John Duhig (Partner)

Ownership Structure

BOLDT AG is a company limited by shares under Swiss law.

International Structure

We have a presence in Amsterdam, Berlin, Brussels, Cologne, Dusseldorf, Oslo and Zurich. Additionally, we have a network of strategic partners which enables us to provide seamless strategic advice around the world including: Madano in the UK, IBEX Partners / Summit Strategy Group in the United States, and

Agora Public Affairs & Strategic Communications in Latin America.

Key Strengths

Senior-Led Consultancy Firm

At BOLDT our clients have direct access to some of Europe's most experienced strategic communications consultants. The BOLDT partners bring unparalleled experience to work for our clients: We have all guided business and political leaders as senior advisors through complex, high-pressure and high-profile situations.

Our Model

The traditional agency model is broken. We know because many of us led these agencies at the highest levels. We founded BOLDT to give leaders direct access to counsellors with bold ideas, even bolder solutions and real records of achievement. There's no pretence and pageantry with us. No legacies or bloated bureaucracy. We're 100% focused on our core purpose: delivering transformations for our clients with BOLDT strategy and communication.

Key Clients

Google, Coty, MSD, Euroconsumers

Thought Leadership

BOLDT constantly tracks policy proposals coming out of the EU, key Member States and international organisations to ensure clients can take advantage of the impacts and opportunities that they present.

Additionally, BOLDT regularly publishes thought leadership pieces and participates in external speaking events on issues related to the public affairs and communications industry, providing advice and best practices. To learn more, please visit: <https://boldtpartners.com/category/news/>.

Testimonials and why clients like to work with us

Clients choose us because we challenge them, and we measure ourselves by the impact we have on their business. If they win, we win.

BOLDT

STRATEGY ► COMMUNICATIONS ► TRANSFORMATION

Industries **disrupted**. Change accelerating. New regulations. Raised **expectations**. Increased **scrutiny**. An ever changing and shrinking world.

We founded BOLDT to give leaders direct access to counsellors with bold ideas, even bolder solutions and real records of achievement.

We counsel leaders on strategy, communications and stakeholder engagement.

We transform organisations and performance.

Reach out to learn how we can help you **be BOLDT**.



www.boldtpartners.com

Amsterdam | Berlin | Brussels | Cologne | Dusseldorf | London | Oslo | Zurich

cicero/amo

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Key Specialisms

☑ Banking, Insurance and Financial Services

☑ Digital Services & Technology Hardware

☑ Metals & Mining

☑ Competition & Antitrust

☑ Sustainability & Environment

☑ Trade

Brussels Office Since

📅 2008

Number of Public Affairs Consultants

8 We have 10 dedicated EU specialists, as part of 41 consultants across our Brussels, London and Dublin offices.

Key Clients

European Confederation of Police (EuroCOP), European Hotels Forum, Index Ventures, Legal & General, MarketAxess, Onfido, Standard Life Aberdeen, Worldpay.

About Cicero/AMO

Firm Description

Cicero/AMO is a full-service communications and market research agency. We design and deliver award-winning corporate, brand, political and regulatory campaigns across all major business sectors from our offices in Brussels, London and Dublin. Working in a rapidly changing, fiercely competitive world we know that you don't simply find opportunities – you must create them. It's the creed we live by and practice for our clients every day. Across a number of sectors – from banking to fintech, data to trade issues, sustainability to pensions, and many more – we help our clients gain competitive advantage, build a strong reputation, earn the understanding and support of key stakeholders and influence opinion, behaviour and the development of policy. Together our corporate communications, public affairs, market research and digital specialists have vast experience of running integrated campaigns that maximise our clients' exposure and return on investment through a toolkit of services that includes expert corporate and media relations, leading thought leadership and pan-European regulatory engagement counsel. Whatever the audience, consumer, business or government, Cicero/AMO is trusted to deliver.

Ownership Structure

Cicero/AMO is part of Havas Group.

International Structure

Cicero/AMO has offices in Brussels, London and Dublin. Cicero/AMO is a member of AMO, the global strategic advisory network that is present in 11 countries, with consultancies based in Paris, London, Frankfurt, Berlin, Stockholm, Zurich, Amsterdam, Milan, New York, Washington, Tokyo, Montreal and Hong Kong. In 2020, /amo's agencies advised on almost 262 deals, worth a total of \$156.4 billion..

Key Strengths

- Proven results for clients across a wide range of sectors and issues
- Specialists in complex markets
- Highly experienced team

Thought Leadership

Cicero/AMO's dedicated market research team provide award-winning marketing and communications creation services, blending sector specialist copywriters and thought leaders with our in-house graphic design capabilities.

Among the recent thought leadership pieces produced by the team are:

Intermediated ESG Investing: What do advisers think?

The new social contract: Empowering individuals in a transitioning world. Working with Aegon, the multinational life insurance, pensions and asset management company, this report surveyed 14,400 workers and 1,600 retired people across 15 countries.

European Commission work programme. Cicero/AMO regularly produces analyses of key EU legislative initiatives for the benefit of our clients.

The future of transport: A brave new world? Working with Kennedys, a global law firm this is one of the largest studies towards autonomous vehicles to date.

Testimonials and why clients like to work with us

"Cicero's team is spot on with its competent advice and guidance through highly complex domestic and international politics. They are a reliable source for information on policy development and the key people involved in decision-making. We have been working with them for a long time and continue to appreciate their professionalism and client dedication." Geoff Aberdeen, Global Head of Public Affairs & Policy, Aberdeen Standard Investments

Trusted to deliver

Cicero/AMO is a full-service communications and market research agency. We design and deliver award-winning corporate, brand, political and regulatory campaigns across all major business sectors from our offices in Brussels, London and Dublin.

Working in a rapidly changing, fiercely competitive world we know that you don't simply find opportunities - you must create them. It's the creed we live by and practice for our clients every day.

Across a number of sectors - from banking to fintech, data to trade issues, sustainability to pensions, and many more - we help our clients gain competitive advantage, build a strong reputation, earn the understanding and support of key stakeholders and influence opinion, behaviour and the development of policy.

Together our corporate communications, public affairs, market research and digital specialists have vast experience of running integrated campaigns that maximise our clients' exposure and return on investment through a toolkit of services that includes expert corporate and media relations, thought leadership and pan-European regulatory engagement counsel.

Whatever the audience, consumer, business or government, Cicero/AMO is trusted to deliver.

The logo for Worldpay from FIS, featuring the word "worldpay" in red and "from FIS" in black.The logo for Standard Life Aberdeen, featuring the text "Standard Life" in blue and "Aberdeen" in a smaller blue font.The logo for the European Hotel Forum (ehf), featuring a blue circle with "ehf" in white and "European Hotel Forum" in small text below.The logo for onfido, featuring a green checkmark icon and the word "onfido" in blue.The logo for Index Ventures, featuring a red icon of three horizontal bars and the text "Index Ventures" in black.The logo for Legal & General, featuring a colorful umbrella icon and the text "Legal & General" in black.The logo for EURO COP, featuring a blue circle with "EURO COP" in white and a ring of stars around it.The logo for Market Axess, featuring a blue "X" icon and the text "Market Axess" in black.

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cicero/amo
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Key Specialisms

⊗ Aerospace & Defence

⊗ Banking, Insurance and
Financial Services

⊗ Construction

⊗ Digital Services &
Technology Hardware

⊗ Energy

⊗ EU Funding

Brussels Office Since

📅 2009

**Number of Public
Affairs Consultants**

👥 6

Key Clients

Energy, Banking, Health, Heavy
industry, Paper industry, regional
and local authorities.

About Eupportunity**Firm Description**

We are a versatile and multidisciplinary 9-people team with extensive experience in Brussels, composed of former European Parliament, Commission and Council advisers; C-level staff of EU Associations/ Agencies; Representatives of public sector, both at Government and local levels; and private sector, e.g. law firms, business consultancies and corporate communications. We define tailor-made strategies for our clients, which are boosted by an exhaustive and internally developed monitoring system of all EU-related initiatives. And above all we make sure your interests are presented having in regard EU policies and priorities.

Ownership Structure

Independent firm co-founded and owned by former MEP, Luís Queiró, and Journalist and Political Adviser, Henrique Burnay.

International Structure

The partnerships built throughout these 11 years are our most valuable asset and one that we nurture on a daily basis. We would highlight the ones with the Portuguese Catholic University, Kent University, Porto Business School, Nextlaw, Portugal Network, and the on-going participation in international EU projects: ALBATTs and DRIVES (Erasmus +) and Bundle-Up (Horizon 2020). Furthermore, we are founding members of The Brussels Group, a network of independent public affairs companies with a strong expertise at both European and national levels.

Key Strengths

By partnering with us, our clients learn how to tell their story in an effective way. Firstly, we know Brussels' fast-paced landscape and institutional specificities, thus we identify the right interlocutors across a wide range of sectors. Secondly, we help them to bring added value to policy-makers, to question themselves "in what way can I be useful?, how do we match

with European policies?" instead of simply asking "what can the EU do for me?". Hence, we advise them on how to collect and present data on the right timing, while bringing the right mix of enthusiasm, experience and perseverance.

Thought Leadership

We established long-standing collaborations with private and public sector entities to organize iconic events in Brussels, such as the Innovation Sessions that, once per year, together with the Portuguese Trade and Investment Agency and other partners, show cases sectorial best practices (e.g., Aeronautics & Space, Health Care), or Portugal Network, that, since 2009, brings together, twice per year, +100 Portuguese working at the 'Brussels bubble'. We also have informal partnerships with Universities with whom we organize Intensive EU Affairs Seminars.

Testimonials and why clients like to work with us

"They understand two fundamental things in EU affairs: business needs and policymaking"

**Rui Pedro Batista, Head of
Communications and Brand
– The Navigator Company**

"No one better to guide you in Brussels"

Victor Lino Mendonça, Mylan

"Eupportunity is a highly professional and dedicated team, and we have worked together in setting up a very successful european initiative – The Innovation Sessions". Their knowledge and expertise on European matters, their network contacts was crucial for the organization of the events, covering a wide set of sectors (aerospace, renewable energy, mobility, digitalization, health, among others)."

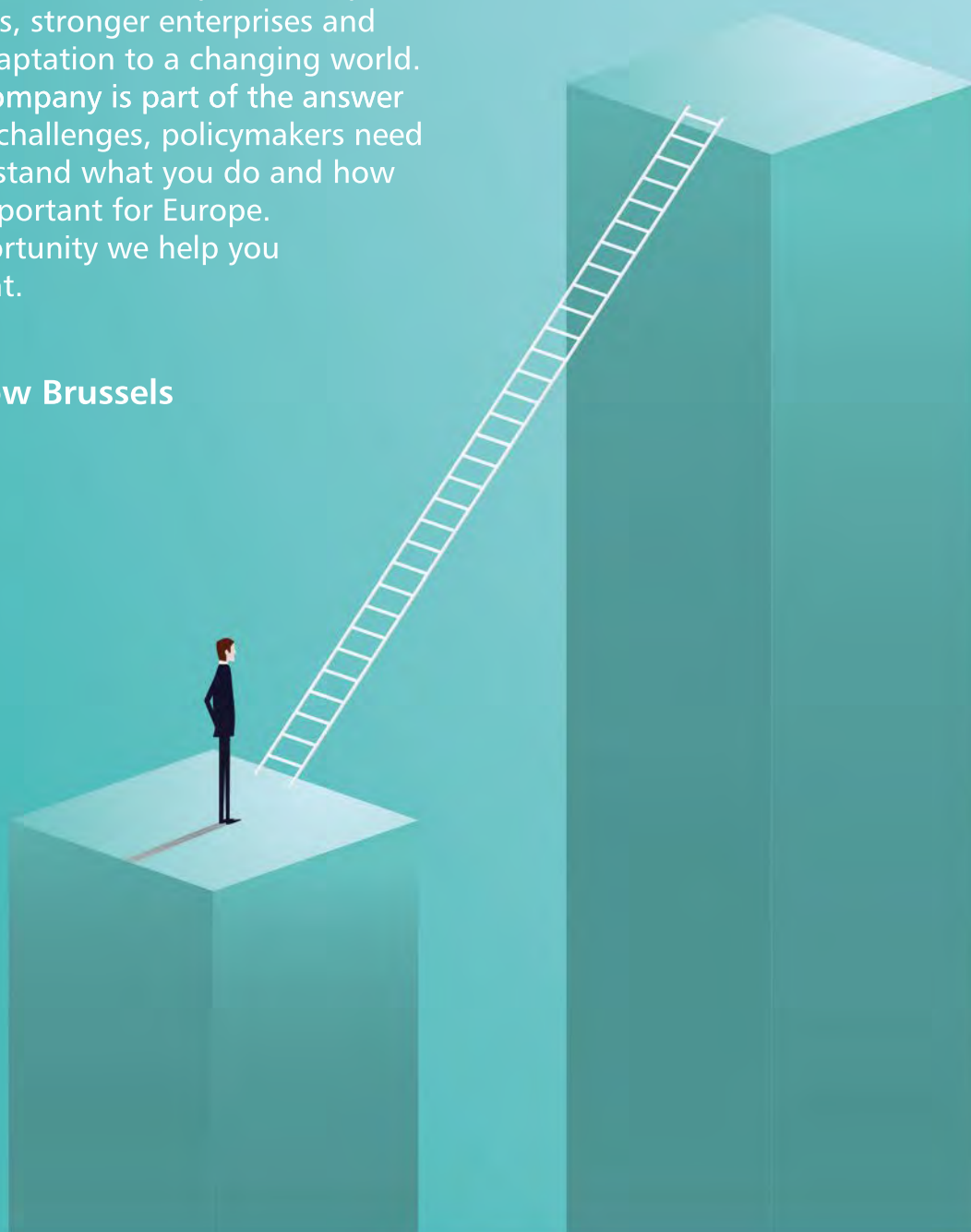
**Maria Manuel Branco, Director,
Portuguese Trade & Investment
Agency | Brussels & Luxembourg**

We Help You Shape the Future!



The European Union needs more innovation, more entrepreneurship, more jobs, stronger enterprises and faster adaptation to a changing world. If your company is part of the answer to these challenges, policymakers need to understand what you do and how that's important for Europe. At Eupportunity we help you to do that.

We Know Brussels



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eupportunity
european affairs consulting

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Key Specialisms

☑ Banking, Insurance and Financial Services

☑ Energy

☑ Environment & Circular Economy

☑ Food and Drink

☑ Healthcare

☑ Retail

☑ Sustainability and Environment

☑ Digital Services & Technology Hardware

☑ EU Funding

Brussels Office Since

📅 1993

Number of Public Affairs Consultants

👥 13 consultants based in Brussels and Paris.

About Euralia

Firm Description

EURALIA is an independent Franco-European Consultancy based both in Paris and Brussels. Expert in both European and French public affairs our consultants are based between Brussels and Paris and have an extensive expertise in advocacy and strategy campaigns, linking national and European issues. From the design phase to implementation, we are our clients' long-term partner and our dynamic team offers bespoke services to address their needs.

Ownership Structure

EURALIA is an independent company owned by Didier SALLE and Mathilde BONVILLAIN-SERRAULT.

International Structure

- Brussels
- Paris

Key Strengths

- High level of expertise in EU affairs and specific regulatory fields
- Combined lobbying strategy in Brussels and Paris, with the same teams
- Independence
- Mix up of young professional and experienced leaders
- Ability to anticipate political and regulatory risks as well as clients expectations
- Tailor-made service
- Integrity and high ethical standards
- Partnership relationship

Key Clients

- Association française des sociétés financières
- Ordre des Masseurs-Kinésithérapeutes
- European Federation for factoring and Commercial Finance
- MAIF
- Groupement les Mousquetaires
- Association Française des Pôles de Compétitivité (AFPC)
- Carpimko
- Union of European Veterinary Practitioners (UEVP)
- Interchanvre
- Thales
- Limagrain
- Conseil Supérieur de l'Ordre des Experts Comptables
- Comité du Pineau des Charentes
- Compagnie Nationale des Commissaires aux Comptes
- Recommerce
- Suez

Thought Leadership

The whole team.

Testimonials and why clients like to work with us

"EURALIA's consultants are excellent partners both in strategy planning and action implementation."

**“THE BRIDGE
BETWEEN PARIS
& BRUSSELS**



EURALIA



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Key Specialisms

☑ Digital Services &
Technology Hardware

☑ Sustainability

☑ Governments

☑ Healthcare

☑ Industrial Goods & Engineering

☑ Telecoms

Brussels Office Since

📅 2001

Number of Public Affairs Consultants

👥 2 directors, 2 senior
consultants, 3 senior
advisers, 2 consultants
and 1 office manager.

Key Clients

Current clients include Orange, Ericsson, Nokia, Panasonic, Dolby, InterDigital, Qualcomm, Climate Neutral Data Centre Pact and CISPE.

International Structure

We focus on European institutions. We work in selected European capitals to echo and strengthen our client's messages at EU level. We maintain a network and ongoing engagement with key national government agencies, Public National Investment Banks and key business and industry stakeholders.

About Europa Insights

Firm Description

Providing independent legal and strategic policy advice and fostering third-party and coalition engagement. We work with small and medium sized enterprises, industry coalitions, global tech giants and EU institutions and policymakers to plan, build and deliver the most effective European ecosystems in critical legislative areas including Digital Economy, Privacy, Data Security, Public Health, Sustainability and the 'Green Deal', Intellectual Property Rights (IPR), Technology Licensing.

Our expertise across industries and regulatory affairs includes data economy, cyber security, analytics, public health, sustainability, patents and licensing, wireless standards and international trade. Our team includes in-house domain, public affairs and policy specialists and external senior advisors who bring insight, focus and experience to bear on behalf of our clients.

Creating an innovation ecosystem for Europe: 100% independent, our strategic advice and political, legal and regulatory analysis enables organizations to improve their understanding and engagement with EU institutions, and so navigate the most effective route through complex policy and legislative decision-making systems.

Industry coalitions, alliances and third-party engagement: we also manage and support highly successful pan-European associations. These cover multiple stakeholders ranging from global corporations to SMEs and research institutions.

- Climate Neutral Data Centre Pact (<http://climatenutraldatacentre.net>)
- IP Europe – for R&D and IP-intensive innovators (www.iptalks.eu)
- CISPE – Cloud Infrastructure Service Providers in Europe (cispe.cloud)

Ownership Structure

Independent: privately owned.

Key Strengths

What makes us different? Operating across key communities of interest, we work with organizations, SMEs and individuals that actively contribute to innovation. We share their aspirations to help build a more secure and equitable innovation-based society founded on principles of fair play and sustainability.

- Data Economy, Cloud Computing
- GDPR and Cyber Security
- Sustainability and the 'Green Deal'
- Intellectual Property Rights, Patents, Standard Essential Patents
- Innovation and Competition Law
- 5G and Internet of Things
- International Trade
- Social Entrepreneurship and Infrastructure
- Public Health and International Development

Thought Leadership

Climate Neutral Data Economy and Green Deal: we support over thirty leading cloud infrastructure providers and data centre operators who endorse the Climate Neutral Data Centre Pact, a Self Regulatory Initiative pursuing ambitious greenhouse gas reductions and leveraging technology and digitalization to achieve the goal of making Europe climate neutral by 2050.

Intellectual property, patents and standards: through the IP Europe alliance, we are working with European institutions to strengthen Europe's strategic autonomy in the field of 5G/6G cellular communication.

Data protection, GDPR and industry code of conduct: we manage the first ever GDPR Code of Conduct for Cloud Computing Infrastructures.

Internet of Things: we work to create the European Partnership on Smart Networks and Services, bringing Next Generation Connectivity and the Internet of Things into the Horizon Europe research program.

Climate Neutral Data Centre Pact

The Green Deal needs Green Infrastructure

Data centre operators and trade associations are committed to the European Green Deal, achieving the ambitious greenhouse gas reductions of the climate law, and leveraging technology and digitalization to achieve the goal of making Europe climate neutral by 2050. To ensure data centres are an integral part of the sustainable future of Europe, data centre operators and trade associations agree to make data centres climate neutral by 2030.



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Key Specialisms

☑ Digital Services &
Technology Hardware

☑ Media

☑ Association management

☑ EU funding

Brussels Office Since

📅 1999

**Number of Public
Affairs Consultants**

👤 10

Key Clients

The European Publishers Council, The News Media Coalition, CEPI, the European Audiovisual Production association, FIAD, the International Federation of Film Distributors' Associations, STM, the global voice of scholarly publishing, APA Italy-Association of Audiovisual Producers.

About Europe Analytica

Firm Description

Europe Analytica is a Brussels-based public affairs consultancy specialising in media and communication, with a strong focus on cultural and creative industries, media, data and privacy, copyright, innovation and digital services. Our company has been expanding and also embedding new areas of expertise very much focused on SMEs, as well as environmental and healthcare issues. Our Directors have over 30 years of experience and, together with a young and dynamic multicultural team, we work across many sectors to provide clients with bespoke solutions which are at the same time flexible while always maintaining high ethical values. We have an extensive influential network in Brussels which is ready to help clients make the best out of the challenges and opportunities that legal and operational transformations can bring to your sector at the European, national and local level. Europe Analytica won two awards at the Public Affairs Awards Europe 2018: In-house Team of the Year and Lobbying the European Parliament.

Ownership Structure

Chairman Angela Mills Wade.

International Structure

We recently launched 'EA Global' to work with clients in the USA, Australia and Ukraine. Also links with independent consultancies across EU, and partnerships with top universities across Europe including VUB, Nottingham Trent, John Hopkins, Zuyd and the American university of Brussels.

Key Strengths

Since its founding in 1999, the company has grown into an award-winning Brussels based consultancy specialising in the cultural, creative and media industries and is leveraging its profile to expand into new sectors.

Europe Analytica is proud to have won two awards at the Public Affairs Awards Europe 2018:

- In-house Team of the Year
- Lobbying the European Parliament

Our consultants are flexible and can adapt quickly to any demand so as to provide a bespoke service. We have an extensive and influential network at political and regulatory levels as well as throughout some key business sectors, bringing invaluable specialist knowledge. Our multi-cultural team brings a fresh approach to strategic thinking.

Thought Leadership

Our Directors and senior consultants have proven track records in influencing the direction of key policy areas such as copyright, data privacy, competition in the platform economy and audio-visual policy through their expertise in imaginative thinking. Working closely with a variety of businesses, we are highly respected for our knowledge and insights, often being invited to head up industry coalitions, and being invited to contribute to some strategic projects.

Testimonials and why clients like to work with us

"Europe Analytica helped the News Media Coalition significantly increase its profile, effectiveness and ability to deliver key messages on an important stage"

Andrew Moger- Executive Director, News Media Coalition (NMC)

"We are now more engaged than ever before and our voice is now heard in many different policy debates."

Jérôme Dechesne- President, The European Coordination of Independent Producers (CEPI)

Angela Mills Wade has been recognised by Politico as one of the Key Women who Shape Brussels and particularly her influence in Tech policy through her work with Europe Analytica and the European Publishers Council.



An award-winning consultancy based in the heart of the European Union

Europe Analytica is a Brussels-based public affairs consultancy founded in 1999. We specialize in topics affecting the media, cultural and creative industries, marketing and digital communications, privacy and data protection.

With over 20 years of experience and with a young and dynamic team, we work across many sectors to provide our clients with bespoke tailor-made solutions which add value to their work.

We have an extensive and influential network ready to help businesses, educational institutions, non-profits, governments and think tanks shape the future regulatory landscape in Europe and beyond to make the best out of the challenges and opportunities that the digital transformation brings.

We are proud that our efforts were recognized when we won two prestigious prizes in 2018:



In-house Team of the Year

Lobbying the European Parliament

At Europe Analytica our clients are central to everything that we do. The company's overriding objective is to provide our clients with efficient and cost-effective services which are flexible and responsive to each client's requirements.

At the beginning of our relationship, we will help you plan an overall Public Affairs Strategy. This is based on an initial but thorough assessment of which policies that affect you which informs the strategic thinking behind which services we can offer.

- 1. Intelligence Gathering and Monitoring – Keep up to date*
- 2. Contact Programme – Meet the right people*
- 3. Strategic Advice – the next step to take*
- 4. Direct Participation – Be part of the process*
- 5. Project Management – Every step of the way*
- 6. Association Management – Stay on top*
- 7. EU Funding – Growing the business of our clients*
- 8. Events Management - Focus on what matters*
- 9. Communications – Getting the message of our clients out there*

Whilst retaining our European identity we have **expanded our operations to a more global level** to represent and/or provide the inside track on issues and policy to companies and associations in the United States of America, and post-Brexit UK. To get your voice heard in the corridors of power get in touch with us today at **info@europe-analytica.com**

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Key Specialisms

☑ Digital Services &
Technology Hardware

☑ Education

☑ Healthcare

☑ Media

☑ Telecoms

Brussels Office Since

📅 2009

**Number of Public
Affairs Consultants**

👥 10

About EU Strategy

Firm Description

A young, dynamic and multicultural team of EU enthusiasts, we make the impossible happen. The team is led by Andrea Parola, an established networker, who has been shaping the EU political landscape directly from the institutions as well as from behind the scenes for more than 20 years. Our activities focus on three areas:

- Public Affairs, with long-term experience in guiding clients through the complex approval process of European legislation-making;
- Project Management, with a proven track record of drafting winning proposals;
- Association Management, spanning anything from daily operations, to more strategic advocacy.

Ownership Structure

Independent firm owned by Andrea Parola.

International Structure

Due to EU Strategy's strong connections with its clients, we are able to reach out far and wide, throughout Europe and across the Atlantic.

Key Strengths

EU Strategy has a proven track record in delivering the most challenging tasks. Constantly working on a basis of trust and dialogue, our boutique firm gives prominent emphasis to our clients' needs. Our talents are extremely flexible, nimble, creative and work around the clock. Bearing comparison to our larger competitors, our small team is what makes us stand out from the crowd: the key is versatility and expeditious exchange of information, not headcount. The objective is tailor-made delivery, not slow and corporate decision-making with hierarchic procedures. From organising a meeting with a Vice-President of the European Commission in a week's time, to acquiring information before everyone else, is daily life at EU Strategy.

Key Clients

Google, Qualcomm, Facebook, Spotify, ESET, UiPath, EeSA (European e-Skills association), CETIN (Česka telekomunikační infrastruktura), ICT Coalition for Children Online, etc.

Thought Leadership

We strongly believe that thought leadership is when thoughts and innovative ideas are handed down to lead others, and we constantly strive to do so. We have navigated the EU's political and legislative landscape for the last decade and have produced intelligence reports on political trends; created tailored newsletters for our clients; organised the biannual Forum of ICT Coalition for Children Online and have co-produced research reports with them: "Let's Play it Safe – Children and Youth in the Digital World"; "The First Report on the implementation of the ICT Principles"; and much more.

Testimonials and why clients like to work with us

"You can ask Andrea and his team for almost anything, any time. When it comes to corporate lobbying efforts, any political cobweb is untangled as a result of EU Strategy's strategic mindset and deep understanding of the political and legislative landscape and their mechanism. You simplify our lives!"

Marisa Jiménez Martín,
Facebook, Director and
Deputy Head of EU Affairs.

"EU Strategy's unique strength is its ability to be fully integrated in a corporate policy strategy aiming at establishing a constructive and open dialogue with key officials of the Brussels' political scene. This is a key component for any company strategym aiming to be at the forefront of the EU mpolicy agenda."

Wassim Chourbaji,
Qualcomm, Senior VP.



Shaping Positions Developing Strategies Through Constructive Dialogues



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Key Specialisms

☑ Aerospace & Defence

☑ Digital Services

☑ Banking, Insurance &
Financial Services

☑ Real Estate

☑ Transport

Brussels Office Since

📅 2011

**Number of Public
Affairs Consultants**

👤 3

About Gibbels Public Affairs

Firm Description

Through the solid and consistent work we have delivered for our clients, Gibbels Public Affairs Director, Patrick Gibbels, has been honoured with the European Public Affairs Award for two consecutive years (2016/2017). We maintain this level of trust because we care about your reputation as much as our own.

Ownership Structure

Independent firm, majority owned by Patrick Gibbels.

International Structure

Managing mainly associations, GPA has a network throughout and beyond the EU.

Key Strengths

Intelligence, Strategy, Execution, Influence.

Key Clients

Association of passenger rights advocates (APRA), Asian Hospitality Federation Europe (AHFE), Lennoc, ASUFIN, #NOTINOURGAME, European Fundraising Association (EFA).

Thought Leadership

After answering the good old "what do you do" with "I am a lobbyist", at birthday parties in particular, I get asked the strangest questions sometimes, ranging from: "Is it true that there is all this corruption?"; "Have you ever bribed someone?" to "What do you do all day" and "A lobbyist, so you spend your days in pinstriped suits, strolling cocktail events"...I have decided to start answering these and other questions in a new VLOG: #ASKALOBBYIST, sometimes alone and sometimes with friends and colleagues!

Testimonials and why clients like to work with us

We have been working together with Patrick Gibbels for the past 3 years to help us with the political developments in Europe concerning air passenger rights. Patrick has a keen understanding of the European legal and political system and shown great interest and knowledge of the issues we are dealing with. We rely on him to keep us up to date on any developments in the European Parliament and Council, and advising us who to talk to and how to approach each issue. He has also been instrumental in the creation of the Association of Passenger Rights Advocates (APRA) and is an active and supportive Secretary General for the group."

Hendrik Noorderhaven, CEO EUclaim

A portrait of Patrick Gibbels, a man with short blonde hair, wearing a grey suit, white shirt, and a patterned tie. He is sitting in a black leather office chair. Behind him is a large abstract painting with dark and light tones. The word "Gibbels." is written in large, bold, yellow letters in the top left corner.

Gibbels.

Trust is our number one asset

Through the solid and consistent work we have delivered for our clients, **Gibbels Public Affairs Director, Patrick Gibbels**, has been honoured with the **European Public Affairs Award** for two consecutive years (2016/2017).

We maintain this level of trust because **we care about your reputation as much as our own.**



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Key Specialisms

⊗ Digital Services &
Technology Hardware

⊗ Food and drink

⊗ Healthcare

⊗ Personal and household goods

⊗ Sustainability and environment

Thought Leadership

We intermittently publish blog pieces on our website at harwoodlevitt.com/home#sectionIdeas. The usual reaction is "excellent, and slightly too long." We are rude about Mark Zuckerberg, explain poker strategy in trade associations, and discuss the role of myth in advocacy narratives.

We strongly believe it will become increasingly important for future CEOs and others to build public policy more centrally into their strategies. Over the past 10 years, we have focused on executive education. We teach public policy and strategy at several leading business schools and often run our MBA modules with visiting universities.

About Harwood Levitt Consulting

Firm Description

Harwood Levitt Consulting (HLC) is a boutique consultancy that works with leading organisations to create competitive advantage through political risk analysis, policy advocacy, and strategic communications. We bridge the gap between public affairs and management consulting, influencing policy, the public, and commercial strategy.

Our work leans towards big-picture strategy, guiding organisations through the fundamental changes in public policies over the past 10 years. Organisations typically engage on a technical policy level, finding it increasingly hard to manage the links between political change and their business. By engaging in strategy discussions around key issues of our time, HLC helps navigate these challenges. For example, if influencing public opinion is cheaper through Facebook advertising than direct lobbying, is that clever advocacy or unethical? If companies invest in CSR and 'purpose', what happens when it clashes with business growth? What happens when defending an industry's license to operate upsets mainstream opinion?

HLC was founded in 2009 to counsel the world's leading organisations on how to navigate the intersection between strategy and public policy. Traditional strategy consultancies did not support the Government Affairs function, and PA agencies did not have the models and scope of thinking to help clients plan with their businesses, as well as influence externally.

We have grown from those beginnings to work with leading companies, trade associations, foundations and Civil Society Organisations (CSOs). Our key areas of support range from advising on advocacy strategy and message development, to developing team capabilities through workshop moderation.

A team of 15, we are based in Brussels but much of our work is outside the EU beltway, working with Global and Regional HQs and increasingly with affiliates in Latin America, Middle-East Africa and Asia-Pacific. Most frequently, we work with the heads of Regional or Global Public Affairs functions who report directly into the business (in pharmaceuticals, environment, consumer, technology among others). We have also extensive experience of the NGO sector, having worked with heads of European and Global CSOs.

We pride ourselves on recruiting the best possible talent from across the world and in training and developing this talent for success in business and beyond.

Come to us if you want

- Management Consultancy for Public Affairs
- Political Risk Strategy
- Training and Workshop Moderation
- Political Influence, Communications and Public Relations
- Corporate Message Development and Testing
- Policy Advocacy and Awareness Raising

Ownership Structure

Privately owned by two founding partners.

International Structure

Our team is made up of talented young professionals based in Brussels and across Europe. Our model is to build a network of PA professionals and other consultancies as clients need them, either by coordinating the work of existing agencies or supporting RFP selection processes.

"Before HLC, consultancies in Brussels focused almost entirely on direct lobbying. With HLC, we can build our long term strategies and plans. They help us predict what the policy makers will be doing in 3-5 years time."

"There's bench extension and then there's strategic bench extension. HLC are the colleagues we wish we had internally."

"By far the best moderators and workshop facilitators in Brussels."



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Key Specialisms

☑ Banking, Insurance & Financial Services

☑ Education

☑ Healthcare

Brussels Office Since

📅 1992

Number of Public Affairs Consultants

👤 5

About ICODA European Affairs

Firm Description

For the past 28 years ICODA European Affairs has successfully connected a wide range of organisations and companies with the European institutions.

We focus on three activities: European Public Affairs, Lobby training & EU coaching and EU Seminars & Events.

European Public Affairs

We offer strategic advice on how to influence the EU's legislative process. We assist our clients with putting their items on the EU agenda, keep them well informed about upcoming legislation and guide them through the EU-decision making process.

Lobby training and EU coaching

Are you the new 'EU man/woman' in Brussels for your organisation? We offer lobby training and EU coaching to make you will feel at home in the EU bubble in no time at all.

We also organise tailor-made working visits to the EU institutions for companies, universities and other organisations. Our knowledge and network in Brussels guarantees an enjoyable time with excellent learning opportunities to get a firm grasp on how to practice public affairs.

EU Seminars and Events

ICODA European Affairs also takes care of your presence in Brussels through our EU seminars and events. We advise on how to convert European issues to your audience and how your event topic can be placed in the European context.

Ownership Structure

Independent firm co-owned by Lodewijk Buschkens and Esther Ahern.

International Structure

An EU-wide network of associated professional experts supports ICODA European Affairs with the implementation and execution of assignments and projects.

In addition, ICODA European Affairs has an inter-firm collaboration with the innovation consultancy 'BeBright' in the Netherlands.

Key Strengths

We believe in client participation. Together with our clients we devise and execute their lobbying strategies. It's the combination of our in-depth knowledge of the EU decision-making procedures, the technical expertise of our clients and our 28 years of practical experience that gets things done in Brussels.

Key Clients

For information about our clients, please have a look at the EU Transparency Register, accessible through our website www.icoda.eu

Thought Leadership

"Thank you for your commitment to the great learning experience last week in Brussels. You increased the popularity of the European Union substantially!"

At ICODA European Affairs we strongly believe in the European project. Consequently, over the past two decades, we have introduced over 2500 professionals to the EU institutions during our EU events. We give lectures and provide access to the machinery of the EU. As a result, our participants return to their home countries with a better understanding of how the EU institutions function and, more importantly, with a positive mindset about the European project.

Testimonials and why clients like to work with us

"ICODA brought us tremendous results within months. What else is there to say?"

Frank Hoen – Chairman
Amber Alert Europe



Lobby Training

Public Affairs

EU Seminars

www.icoda.eu





Incisive Health

An Ashfield Health Company

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Key Specialisms

🏥 Healthcare

Brussels Office Since

📅 2016

Number of Public Affairs Consultants

👥 15 in Brussels and 45 across the Group.

About Incisive Health

Firm Description

Incisive Health is an award-winning healthcare policy and communications consultancy. We deliver the results that matter for our clients and – ultimately – for the patients they serve. Our multilingual, multinational team of experts, based in Brussels and in London, knows how to cut through the noise to deliver real change, improving results, enhancing reputation and changing patients' lives. As specialists in health, we understand the detail but can see the big picture. We know how to change minds, mobilise advocates and deliver results. Our work has changed policy and transformed lives.

Ownership Structure

An Ashfield Health Company, part of UDG Healthcare PLC.

International Structure

Incisive Health is part of Ashfield Health, a new healthcare marketing and communications network built for today where a global mindset meets individual depth and specialism. Together with our family of agencies, we create life-changing solutions that achieve new realities for our clients.

Key Strengths

Our services range from market access communications and strategy development through to media campaigns and clinical advocacy, all underpinned by a deep understanding of health policy and politics. Every client's problem is unique, so the programmes we create are tailored to deliver on their ambitions. Our team's experience and expertise allow us to focus on the interventions that will make the difference. We have developed a series of methodologies which create the firm foundations for creative strategies, impactful programmes and exceptional results.

Key Clients

Astellas, Biogen, Edwards Lifesciences, European Brain Council (EBC), European Federation of Pharmaceutical Industries and Associations (EFPIA), Global Blood Therapeutics (GBT), Illumina, Jazz Pharmaceuticals, MedTech Europe, MSD, Norgine, Plasma Protein Therapeutics Association (PPTA), Roche, Roche Diagnostics, Stryker, Takeda, Vifor Pharma

Thought Leadership

At Incisive Health, we pride ourselves on our insights and are not afraid to give our opinion. Our team is passionate about what they do: interrogating the latest policy developments and understanding what they mean for patients. This is underpinned by our values: expert, challenging, exceptional, collaborative and ambitious.

In 2020 we launched a new series of breakfast events: the Incisive Health Morning Club. The Morning Club is a unique opportunity for experts to collaboratively shed light on key EU health policy topics, including those that are less debated in the public sphere and that could be further prioritised by policy makers. With this platform, Incisive Health gives a voice to patients, healthcare professionals, industry representatives, academia and other key stakeholders on topics such as the future of brain health policy in Europe, the revision of the In Vitro Diagnostic Regulation and the need to increase plasma donations across Europe. Feel free to contact us to discuss a topic that you would like to see included in our 2021 Morning Club calendar.



Incisive Health

An Ashfield Health Company

Incisive Health is about driving policy change on the issues that matter – to our clients, to us as individuals and – importantly – to the patients we collectively serve. Together with our partners in Ashfield Health, we are aligned behind a shared purpose to:

make it matter.

Our promise to clients and patients and a reminder to ourselves that everything we do is a matter of life. It drives us to work smarter, be more creative and be more incisive than anyone else.



INSTINCTIF

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Key Specialisms

☑ Chemicals

☑ Digital Services & Technology
Hardware

☑ Energy

☑ Environment

☑ Food and Drink

☑ Health Care

Brussels Office Since

📅 Policy Action Ltd. since
July 1999, sold to Instinctif
Partners in Oct. 2011

Number of Public Affairs Consultants

👤 5 permanent/FTE staff

Key Clients

European Alliance for Access to Safe Medicines, Health First Europe, Medtech Europe, European Manufacturers of Expanded Polystyrene, Smart Packaging Europe, Gesellschaft für Internationale Zusammenarbeit, Nomad Foods and U.S.-Afghanistan Democratic Peace and Prosperity Council.

About Instinctif Partners

Firm Description

Instinctif Partners is a leading European Public Affairs communications consultancy – specialists in reputation, influence and engagement. We work with our clients to reach multiple and complex audiences through deep insight, expert storytelling and creative delivery. Our work drives both policy outcomes and real and measurable commercial value. IP Brussels is a boutique consultancy with a stable base of retainer clients in the coalition and association management spaces in addition to corporate clients. In 2018, Instinctif Partners was named International Agency of the Year at the PR Week Global Awards for a second successive year. The prestigious International award recognises the leading international consultancy and is assessed across criteria ranging from business results, financial success, talent development, innovation and community leadership.

Ownership Structure

Instinctif Partners is majority owned by LDC, the private equity arm of Lloyds Banking Group.

International Structure

Instinctif Partners employs more than 300 people across Europe, Africa & the Middle East, acting for over 850 clients across the globe, from large quoted multi-national corporations and business associations to small- and medium-sized businesses just starting out on their journey.

Key Strengths

Instinctif Partners Brussels distinguishes itself in the marketplace with its bespoke, honest and candid approach to the complex world of European public affairs. We are specialists in communications, influence and engagement, experts in telling stories so powerful and compelling they demand a change in behaviour, emotion, and perception, whatever the audience. Our Brussels office provides a wide range of services in the strategic communications

and public policy spaces from basic monitoring services to coalition building, coalition management, association management, media training, sustainability strategy, crisis management and integrated advocacy campaigns. Instinctif Partners prides itself in its ability to work with clients to protect their business interests and improve their competitive advantages.

Thought Leadership

Instinctif regularly publishes thought-leadership research on a variety of topics, including recent articles on Europe's Pharmaceutical Strategy, Beating Cancer Plan and COP26.

Testimonials and why clients like to work with us

Much of our work is the result of referrals from clients and deep personal relationships. For example, our extensive experience in the healthcare sector regularly leads to projects, for example on nanomedicines, the fight against infectious diseases, digital health, anti-microbial resistance and medicine traceability. Our sustainability work with Cefic, the European Chemical Industry Council, led to related work on packaging and recycling for Total Polymers, the European Manufacturers of Expanded Polystyrene and Smart Packaging Europe.

Instinctif Partner's portfolio is diverse and includes clients such as Google, Medtech Europe and Dogs Trust as well as previous work for Ancestry.com, Becton Dickinson, Docusign, Johnson & Johnson and VOI. Through this work Instinctif Partners has gained valuable insights into the nature and workings of the EU policymaking machine, insights that we use daily to help clients achieve their own policy and communications goals.



We are Instinctif.
We know Europe.
We shape perceptions.

We are a **European public affairs and communications consultancy**, specialising in reputation, influence & engagement.

We work with our clients to build reputations, manage risks and shape public policies - both in **Brussels & beyond** - through deep **insight, expert storytelling & creative delivery**.

Our work drives both **policy outcomes & real and measurable commercial value**.

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- I N S T I N C T I F -
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LP BRUSSELS

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Key Specialisms

⊗ Digital Services & Technology Hardware

⊗ Energy

⊗ Public Utilities

⊗ Sustainability & Environment

⊗ Media

⊗ Transport and Vehicles

Brussels Office Since

📅 2009

Number of Public Affairs Consultants

8 We have 7 public affairs consultants working for our clients in the EU.

About LP Brussels

Firm Description

LP Brussels is an independent integrated communications company, specialising in public affairs and public relations.

For a decade, we have been helping our clients achieve results, get their voice heard and effect change in the EU, either as part of specific regulatory campaigns or broader reputation management campaigns.

Our team has extensive first-hand experience of advising different levels of government, think tanks and corporates – either individual companies, associations or coalitions.

Ownership Structure

Independent company.

International Structure

From our base in Brussels, we actively use our network to ensure clients can receive the best possible service wherever it is needed.

We have a strategic partnership with Luther Pendragon, a leading London-based public relations and communications agency.

At a pan-European level, we are members of The Brussels Group, a network of independent public affairs companies from across the EU.

At a global level, we are members of the Global Public Affairs Group.

Key Strengths

Our key strength is our people – hands on, experienced, passionate about political communications and successful in complex and challenging situations.

Key Clients

- National Express / ALSA
- Drax Power
- PSI Alliance
- UK Transport in Europe (UKTiE)
- US Industrial Pellet Association
- Forum for the Future of Agriculture
- SEA\LNG

Thought Leadership

Members of our team regularly speak at conferences, are part of EU public affairs best practice organisations and share their analysis of developments in the EU on blogs and vlogs.

Testimonials and why clients like to work with us

"What makes LP Brussels stand out is their ability to cut through complexity and implement effective campaigns. They are a valuable part of our team."

Ross McKenzie, Group Head of Public Affairs, Drax Group

"For over 10 years LP Brussels has guided the PSI Alliance sensitively through two revisions of the PSI Directive. Relying on their competence and thoughtfulness we have always succeeded in getting our positions into Parliament, Commission and Council."

Nikolaus Futter, CEO Compass Verlag and Chairman of PSI Alliance

"As members of the European transport association 'UKTiE', RIA regularly works with LP Brussels who provides the association with public affairs support. It is clear that LPB are key players in preparing the transport industry for what is to come in the years ahead, and have a very strong understanding of, and ability to influence, relevant transport policy in the EU."

Darren Caplan, Chief Executive, Railway Industries Association

LP | BRUSSELS

*Your team
in Brussels*

- Public Affairs
- Public Relations
- Reputation & Risk



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Key Specialisms

☑ Agriculture

☑ Digital Services

☑ Food & Beverage

☑ Health Care

☑ Insurance & Financial
Services

☑ Energy /Oil & Gas

☑ Retail

☑ Sustainability & Environment

☑ Trade

Brussels Office Since

📅 2017

**Number of Public
Affairs Consultants**

👥 15 on the Europe
team, 100 globally

About McLarty Associates**Firm Description**

McLarty Associates is the global strategy firm led by former Clinton White House Chief of Staff Thomas F. "Mack" McLarty, III, former Deputy Secretary of State John D. Negroponte, President and Co-Founder Nelson W. Cunningham, and former NATO Supreme Allied Commander James Stavridis. Since 1998, McLarty Associates has built a team of nearly 100 seasoned international specialists with expertise in all the major markets of the world, including former diplomats and senior officials, trade negotiators, intelligence officers, journalists, academics, and business people. Our clients are generally Fortune 200 companies with substantial global footprints, but we also advise emerging companies venturing abroad for the first time. We offer our clients tailor-made advisory services to help them solve problems and seize opportunities globally.

Ownership Structure

Limited Liability Corporation (LLC).

International Structure

With offices in Brussels, Beijing, Delhi and Singapore and people in over twenty countries, our team is multinational, multilingual, and multipartisan with a strong transatlantic footprint and experience working in Republican and Democratic administrations in the US as well as across the political spectrum in key global markets. Having lived in over 50 countries, we are a pioneer in the field of private sector diplomacy and have built an institutionalized and professional platform to help our clients in every part of the world.

Key Strengths

We are a boutique firm – large enough to be global, small enough to be nimble, and provide bespoke solutions for our clients. McLarty relies on long-standing, trusted relationships at leadership levels in almost all markets, offering a unique window into policy- and decision-making processes and corresponding ability to solve client problems. Our end goal is to help our clients make informed business decisions, develop and implement strategies, and appropriately deploy resources – ensuring they always have the tools in hand to succeed.

Key Clients

Walmart, Corteva, Chevron, Meridiam.

Thought Leadership

Our international team members frequently comment and publish in international media on political developments in key markets around the globe and provide in-depth analysis on international trade in outlets such as POLITICO, The Washington Post, The Wall Street Journal, The Atlantic, Handelsblatt, Deutsche Welle, France24, CNN, Fox News, and many others. Our team is also deeply engaged in leading transatlantic think tanks as affiliated scholars, board members, panelists, and task force leaders. We use our convening power to provide a forum for informal debate, allowing our clients to connect with relevant decision-makers and exchange with facilitators across sectors, regions, and continents, enabling them to build trusted relationships.



McLARTY ASSOCIATES

Diplomatic Solutions

Since 1998

300+

CLIENTS

112

COUNTRIES

25

FORTUNE 100
COMPANIES

30+

FILM & TV
PROJECTS



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WASHINGTON | BRUSSELS | BEIJING | SINGAPORE | DELHI | www.maglobal.com

MUST

& PARTNERS

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Key Specialisms

☑ Banking, Insurance and Financial Services

☑ Digital Services & Technology Hardware

☑ Energy

☑ Food and Drink

☑ Public Utilities

☑ Transport and Vehicles

Brussels Office Since

📅 2014

Number of Public Affairs Consultants

👤 10

About MUST & Partners

Firm Description

MUST & Partners is a public affairs boutique based in Brussels.

We bridge the international business community with the EU Institutions, Brussels-based opinion leaders, trade associations, political entities and social partners.

Headquartered at the heart of the European district, MUST works with a number of partners and external advisors.

Coming from both the public and private sectors, we rely on a strong background in the field of political communication and EU affairs.

MUST & Partners currently offers its services to several companies and European associations in the fields of transport, financial services, food health policy, Public Utilities, digital markets and energy.

Ownership Structure

Independent: privately owned by Luciano Stella & Matteo Mussini.

International Structure

MUST & Partners operates in Brussels as well as in major EU capitals in cooperation with a wide range of External Advisors and Senior Experts that support our advocacy with outreach capabilities in Rome, Madrid and Paris.

Key Strengths

Legislative and Political Analysis, Lobbying, Advocacy.

Key Clients

Philip Morris International, Atlantia, Cryptovalues, TLScontact, Deloitte.

Thought Leadership

Nowadays, national legislations depend unequivocally on the decisions that are taken in Brussels by the European Commission, Council and Parliament.

In order to make business in the EU Single Market it is of fundamental importance to maintain a fruitful dialogue with all the institutions of the Union. Monitoring and influencing the current legislative framework play a fundamental role

in predicting regulatory risks and seizing business opportunities.

However, the more the decision-making process is complex, the more it is necessary for a company to rely on competent professionals able to translate its priorities in a clear and effective advocacy strategy.

Testimonials and why clients like to work with us

We enable our clients to play an active role in shaping the policy debate of the European Union. In order to do so, we can count on several qualified experts, who know in depth the internal dynamics that rule the decision-making process of the European Union.

We make the client relevant in the EU policy debate.

We make things happen.



We make things happen.

**Regulatory due
diligence.**

**Legislative and
political analysis.**

**Intelligence and
lobbying strategy.**

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MUST
—
& P A R T N E R S



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corporate advisors

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Mansur Philipp Gharabaghi,
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Key Specialisms

☑ Banking, Insurance &
Financial Services

☑ Construction & Materials

☑ Energy

☑ Healthcare

☑ Industrial Goods & Engineering

☑ Metals & Mining

Brussels Office Since

📅 2010

Number of Public Affairs Consultants

👤 10

Key Clients

Amiblu, Austrian Post, European Mineral Resources Confederation, Greiner Group, Uniqq, German Association of Parallel Distributors, Raiffeisen Bank International, Association for construction products.

About Pantarhei corporate advisors

Firm Description

Pantarhei is a partner-managed corporate consultancy. We combine the methodological approach of a classic consultancy and the spirit and agility of a modern Public Affairs agency. Our customers profit from our experience and our strive for continuous innovation, thus raising the bar for excellence. We do this by using approaches such as Service Design as the new community building tool or by developing a unique approach to Digital Public Affairs.

Ownership Structure

Pantarhei is a 100% partner-led and partner-managed corporate consultancy

International Structure

Our understanding of supporting our clients in the best way involves an interdisciplinary approach, working with law firms, accountants, tax consultants, engineering consultants, investment banks, university institutes, think tanks and other communication professionals.

Key Strengths

Pantarhei consultants all have extensive experience in either the business world or in the political sphere (or ideally both). This allows us to act as a "translator" between the corporate world and "planet Brussels".

The Commission's "Green Deal" is living proof: sustainability, a word much laughed at in the past and looked down at as a hippy ideal, today translates into hard facts and the corporate bottom line. Sustainability is no longer a luxury in the boardroom, it is a fundamental necessity for survival. The paradigm is change now or be extinct tomorrow.

What makes PANTARHEI different, is the fact that we understand sustainability as strategic asset for corporates. Our unique experience allows us to translate this into public affairs strategies that give our clients a competitive advantage over others.

Among others, our members have initiated and managed

communications for award-winning global campaigns such as the 'Sustainable Antibiotics' program, which was instrumental in transforming the European antibiotics industry and turned DSM Sinochem Pharmaceuticals (now Centrient Pharmaceuticals) into a profitable purpose-led organization.

Amidst this loss of direction and message chaos, we have developed a clear reproducible structure and strategy, which can help organizations and companies to re-engage with the public. We are convinced, our approach to communication is the only way to survive.

Thought Leadership

The current political paradigm shift creates uncertainties and ambiguities for European businesses. New emotionally charged radical political positions, make the old political system more fragile and less open for fact-based input. This disruption of politics mandates a rethinking of the way we interact with European associations and stakeholders in the EU.

The focus on a more marketing and data driven understanding of the new generation leads to a change in communication. Mass communication turns into multi-individual-communication. Participants expect fast, if not instant reactions. At the same time, separation of internal and external communication is diminishing. A political environment that is more agile due to this new way of communicating requires all participants to increase speed and flexibility in handling of new stories.

Organisations like associations or corporates must undergo a fundamental mind-set change. They need to embrace this new paradigm if they want to continue to contributing to the agenda through Public Affairs. Otherwise they will fail to make their case in what will be the biggest transformation of Europe in decades.



PANTARHEI
corporate advisors

Do you have 5 seconds?*

*In the modern battle for attention, 5 seconds is all you get to advocate your interests.

Communicate like a Politician

We sharpen your mindset to communicate your interests with emotions and imagery, ensuring they hit home.

Mobilize like an NGO

We collaborate to build an agile, communication-led organisation structure that allows you to develop and run successful campaigns.

Make a Difference

We strengthen your skills required to plan and technically implement data-driven, dialogue-based, multi-individual campaigns.



Digital Public Affairs by Pantarhei Advisors
www.digitalpublicaffairs.solutions

RASMUSSEN GLOBAL

ESTABLISHED 2014

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Key Specialisms

⊗ Aerospace & Defence

⊗ Banking, Insurance and
Financial Services

⊗ Digital Services &
Technology Hardware

⊗ Energy

⊗ Governments

⊗ Telecoms

Brussels Office Since

📅 2017

Number of Public Affairs Consultants

👤 20

About Rasmussen Global

Firm Description

Anders Fogh Rasmussen founded this campaigns and public affairs firm with a clear purpose: to help democratic governments and companies committed to open and free markets navigate international politics, shape public policy, and get their message across.

We take on projects where we can make a difference. Combined with our senior staff's experience in top level positions in governments and international institutions and a strong media outreach capability, we are a powerful ally in the battle for ideas and influence.

Rasmussen Global provides a wide range of services to our clients including analysis, advice, high-level briefings with a strong tactical focus on delivery, campaign execution, communication and media outreach, and influence strategies.

Our extensive media network has secured prominent coverage, helping to shift the dial on policymaker or public opinion.

Ownership Structure

Privately owned.

International Structure

With a presence across Europe and the US, our team of senior advisors can reach governments, institutions and key opinion-makers. Our staff consists of public policy professionals with experiences ranging from business and political advisory to communications and campaigns.

Key Strengths

We specialise in political consultancy and campaigns, intelligence gathering, business advisory and speaker services. Our focus is on large influence campaigns in areas such as geopolitics, trade, the digital agenda, mobility, energy and security.

Moreover, as one of the few international leaders combining experience from the top decision-making level in Denmark, the EU and NATO, with a high profile across

the Atlantic, Mr. Rasmussen and his team are in a unique position to advise clients on transatlantic issues, international affairs and public policy management.

Key Clients

See our Transparency Register listing for key clients.

Thought Leadership

Mr. Rasmussen and his team regularly publish in top-tier international and national media across sector and medium, on subjects ranging from geopolitics and security to the EU digital agenda.

Mr Rasmussen himself has been at the centre of European and global politics for over three decades. In 2017, he founded the Alliance of Democracies Foundation, a non-profit that works to strengthen the force for democracy around the world. Its projects include the annual Copenhagen Democracy Summit and the Transatlantic Commission on Election Integrity.

Testimonials and why clients like to work with us

For individual case studies and testimonials, please reach out to us directly.



RASMUSSEN GLOBAL
ESTABLISHED 2014

**POLITICAL CONSULTANCY
& CAMPAIGNS**

**POLITICAL
INTELLIGENCE**

**INTERNATIONAL
BUSINESS ADVISORY**

Connect. Shape. Influence.

We are Rasmussen Global, a firm with a purpose: to help democratic governments and companies navigate a complex world and get their message across, harnessing decades of political expertise with data-driven analysis. We shape and deliver winning campaigns to influence opinions, policies and decision-makers at global and local level.

Copenhagen Brussels Washington DC Berlin Paris London

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Key Specialisms

⊗ Chemicals

⊗ Sustainability & Environment

⊗ Digital Services &
Technology Hardware

⊗ Food and Drink

⊗ Healthcare

⊗ Transport and Vehicles

Brussels Office Since

📅 2015

About Red Flag

Firm Description

Red Flag is a specialist campaigning agency founded on the idea that politics, regulation and global movements are becoming more difficult for companies and interest groups to understand and navigate. Traditional strategies – built on evidence and access – struggle in fast-moving environments that reward novelty and noise.

Unlocking policy problems demands much wider campaigning approaches that attach political risk and reward to decisions – by driving media attention, citizen engagement and online debate.

We are a multi-award-winning campaigns and issues management agency with a strong record of representing trade associations, companies and organisations in Europe and globally.

Driving EU-focused campaigns since 2013, Red Flag expanded its presence in Brussels in 2015 working for our clients on regulatory issues, strategic communications, reputation management and public affairs.

Ownership Structure

Independent, management owned.

International Structure

Red Flag runs its global operations from a network of nine offices: Brussels, Dublin, London, Washington DC and Cape Town.

Key Strengths

Red Flag's campaign and strategic communications team are drawn from the worlds of politics, media, diplomacy, European political institutions and business, from large multinationals to start-ups and incubators.

Our team operates at the intersection of these spheres, understanding how strengths in one can be leveraged to solve problems in another. We specialise in changing the atmosphere and framing debates ensuring that the right messages are delivered by the right people at the right time.

Red Flag gathers reliable intelligence, tests it, analyses it, and presents our clients with recommendations. We ensure that every threat to our clients is identified and addressed, and every opportunity is capitalised upon.

Key Clients

British American Tobacco, Counter Extremism Project, Diageo, EDiMA, Free Now, Google, spiritsEUROPE.

Thought Leadership

Red Flag has several ongoing series, featured on our website and digital channels, where the teams from all our offices shares insights. Check out our latest pieces on policy, communications and why campaigning matters on our LinkedIn page.

Testimonials and why clients like to work with us

It was a pleasure working with the Red Flag team. They provided us with communications expertise that allowed us to bring across our messages in a credible and effective manner, maintaining our professional integrity throughout the process. Red Flag truly stands apart from its counterparts in its understanding of the complex landscape that organisations such as EDiMA face; reaching a very diverse public in Brussels and across the EU on technical issues.

Siada El Ramly, Director-DOT Europe

RED FLAG

THE MULTI-AWARD-WINNING AGENCY

WE SOLVE PROBLEMS

thisisredflag.com



WINNER
Crisis
Management



WINNER
Reputation
Management

Brussels | Dublin | London | Washington DC | Cape Town

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Key Specialisms

☑ Banking, Insurance and
Financial Services

☑ Digital Services &
Technology Hardware

☑ Energy

☑ Food and Drink

☑ Transport

☑ Competition & Antitrust

☑ Sustainability & Environment

Brussels Office Since

📅 2019

**Number of Public
Affairs Consultants**

👥 Our Brussels office consists
of our Managing Partner, 2
Public Affairs consultants
and 2 Senior Advisers.

About Rise Corporate Purpose Advisory

Firm Description

RISE is a corporate purpose advisory firm that helps leaders and organisations put purpose and sustainability at the core of strategy and engagement. The firm offers services in four key areas: Purpose definition & development, Business transformation & embedding purpose, Sustainability & stakeholder engagement, Public & government affairs.

Ownership Structure

RISE is part of Cronos, a large European technology and venture capital group.

International Structure

Based in London & Brussels with partners around the world.

Key Strengths

We are a multi-disciplinary team with outstanding experience and passion for working with businesses to enhance their performance and reputation through purpose.

Our team works alongside clients to align with the UN Sustainable Development Goals and EU Green Deal, put in place strategies to accelerate their achievement, and develop creative engagement campaigns.

We provide high-level counsel on how to leverage purpose when navigating the regulatory and political landscape and develop public affairs strategies that put sustainability at the core.

Key Clients

Eurogas, Women Political Leaders.

Thought Leadership

Purpose-led or Purpose-washing?

Purpose-led public affairs
– what's new?

The German Presidency of the
Council of the EU – Purposefully
Driving Sustainability

**Testimonials and why clients
like to work with us**

Why RISE?

- Strategic communications and EU public affairs support that meets the new expectations from stakeholders
- In depth understanding and advisory on the European Green Deal
- Extensive network and contacts in Brussels
- Unparalleled senior expertise in strategic sustainability and corporate purpose
- Global partnerships and insight

RISE ABOVE BUSINESS AS USUAL



**Business as usual will not make
Europe climate-neutral by 2050.**

Be part of the solution.

RISE helps organisations put corporate purpose at the heart of strategy and stakeholder engagement.

- European Green Deal policy advisory
- Regulatory risk & international policy
- Sustainability communications & COP26 support
- RISE 2030 – UN Sustainable Development Goals advisory

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Key Specialisms

⊗ Chemicals

⊗ Construction & Materials

⊗ Energy

⊗ Industrial Goods & Engineering

⊗ Metals & Mining

⊗ Competition & Antitrust

⊗ Sustainability & Environment

Brussels Office Since

📅 January 2020

Number of Public Affairs Consultants

👤 6 consultants, including founder, 1 strategic advisor.

About #Sustainable Public Affairs

Firm Description

#SustainablePublicAffairs is the first purpose-driven Public Affairs agency that only takes on cases that have a positive impact on the environment.

We work for sustainable frontrunners and want to make their performance the norm for the rest. We believe in market-led sustainability and advocate for regulatory conditions that support that.

We believe that public affairs should play an active role in getting us to a better tomorrow and is uniquely well positioned to do so. We hope to change EU policy into a more sustainable frontrunner-friendly environment.

Ownership Structure

SPRL with Willem Vriesendorp as only shareholder

International Structure

We work within an international ecosystem of likeminded consultants

Key Strengths

Our pledge to sustainability leads to three key strengths:

- We attract the best consultants, as today's top talent is motivated primarily by working for a purpose.
- We can think transversally across all the different aspects related to sustainability, which leads to better, more creative approaches for our clients
- It gives us (and our clients) credibility and this spills over to our connections with the EU Institutions and relevant stakeholders.

We do not only want to talk the talk though – we like to walk to walk, too. Therefore, we also aim to be completely sustainable in our own operations.

Key Clients

Some of our key clients are:

DSM, LKAB, Corbion, Closing the Loop, ISSOL, AGC, SunEwat.

Please see our advert for testimonials!

Thought Leadership

We are the first purpose-driven Public Affairs agency that only takes on climate-positive cases and this (thought) leadership has been featured in news outlets like Politico and Le Monde. To contribute to better and more transversal, multi-stakeholder thinking around sustainability we also have our own #SustainableBlog. We also take a keen interest in academic thought leadership – an example being our contribution (as only the public affairs agency) to the Concurrences handbook on Competition Law, Climate Change & Environmental Sustainability.

Testimonials and why clients like to work with us

DSM "While looking for an agency that shares our vision, ambition as well as commitment to sustainability we decided to partner with #SustainablePublicAffairs. It turns out that was the right choice!"

Closing the Loop "In our view, #SustainablePublicAffairs' has created the new standard for the PA industry."

LKAB "We believe that working with them also says something about us and our commitment to competitive sustainability!"

Corbion "Public affairs doesn't always have a good ring to it, so when we wanted to hire a public affairs agency, we wanted to be sure it had the same vision on sustainability. That is why we engaged #SustainablePublicAffairs."

ISSOL They are the first to do PA this way and they are leading the sustainability revolution in their own sector: public affairs!"

AGC – SunEwat "It is amazing that just months after starting, they are so influential and successful already, and ... this is just the beginning!"

Because it is always better to let others speak about you, than that you speak about yourself: Please see our advert for the full version of the testimonials!



SustainablePublicAffairs

POLICY-DRIVEN GROWTH FOR SUSTAINABLE BUSINESS CASES

Joost de Kluijver
Founder and Director
CLOSING THE LOOP

"In our view, #SustainablePublicAffairs' has created the new standard for the PA industry. Not only because of their green mindset. We mostly appreciate their hands-on and pragmatic approach towards creating positive impact in Brussels."

Sanne Verhoeven
Senior Corporate Communications Manager
CORBION

"Public affairs doesn't always have a good ring to it, so when we wanted to hire a public affairs agency, we wanted to be sure it had the same vision on sustainability. That is why we engaged #SustainablePublicAffairs, and it turns out that was the right choice! It's great to see how their expertise and knowledge dovetails into ours, providing us the opportunity to propel the transition towards a more sustainable future together."

Federico Magalini
Managing Director
SOFIES UK

"We decided to cooperate with #SustainablePublicAffairs because we needed not only a reliable partner supplying us with updated intelligence and information, but someone that shares our values and vision. We do not only need to understand main policy trends, but want to rely on a partner that can anticipate our needs and request. This is only possible when we both know where the sustainability journey will and should bring us!"

Olivier Demeijer
Managing Director
ISSOL

"From the very beginning, #SustainablePublicAffairs came up with numerous imaginative ideas and approaches, and we quickly got to a very clear strategy for photovoltaics, that makes business sense. I particularly admire their approach to accepting new clients, refusing any company, however large or well known, that is not entirely focused on a more sustainable future. They are the first to do PA this way and they are leading the sustainability revolution in their own sector: public affairs. Hopefully very soon #SustainablePublicAffairs will simply become the norm for all lobbying!"

André van Wageningen
Director Public Affairs EU/NL
DSM

"The time to have an impact as public affairs community is now – with the European Green Deal at full speed. In all honesty, for us this also meant we needed support to drive change. While looking for an agency that shares our vision, ambition as well as commitment to sustainability we decided to partner with #SustainablePublicAffairs. It turns out that was the right choice! We can bounce of ideas like we have been working together for years, build on each other's competences and expertise and create the intimacy needed to make it all work, and propel the transition to a more sustainable future together."

Bo Krogvig
Vice-President of Strategic Projects
LKAB

"At LKAB we lead the way to fossil-free iron & steel making. We have invested massively in sustainability, like for example in our HYBRIT process. In order to thrive we need EU policy frameworks to make our performance on sustainability the norm for the rest of the industry and we need to convince the Commission not to favor the status-quo. That means we have a lot of convincing advocacy work to do. One of our partners is therefore #SustainablePublicAffairs, as they have the right combination of knowledge on content, creativity and credibility to help us to transform our sustainability leadership into a competitive advantage. We believe that working with them also says something about us and our commitment to competitive sustainability!"

Niels Schreuder
Public Affairs & Communication
AGC GLASS EUROPE

"Knowing the EU public affairs scene quite well, I was surprised by the audacity of Willem Vriesendorp to start a new and independent public affairs consultancy, breaking away from the traditional ones. Instead of accepting any work possible, they carefully judge which causes they will work on. Personally, I appreciate #SustainablePublicAffairs for the ability they've shown to bring us in touch with peers and like-minded clients, among which are pioneers and trendsetters in the field of renewable and sustainable energy solutions. It is amazing that just months after starting, they are so influential and successful already, and ... this is just the beginning!"

POSITIVITY • INTEGRITY • TRANSPARENCY

www.sustainablepublicaffairs.com

Stenström Consulting

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Rue du Luxembourg 3,
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kajsa.stenstrom@
stenstromconsulting.com

Telephone Number

+32 473 77 77 87

Client Contact

Kajsa Stenström

Website Address

stenstromconsulting.com

Key Specialisms

⊗ Energy

⊗ Banking, Insurance and
Financial Services

⊗ Digital Services &
Technology Hardware

⊗ Healthcare

⊗ Telecoms

⊗ Transport

Brussels Office Since

📅 2007

Number of Public Affairs Consultants

👤 5

About Stenström Consulting

Firm Description

Stenström Consulting is a Brussels-based EU public affairs consultancy. We offer advice on EU policy and regulatory developments and provide services to clients from different countries and different industry sectors. Many of Stenström's clients are regular and long-standing. Although we are a small consultancy, we count several multinational companies as our clients and we often report to the highest level within those firms. The company was founded by Kajsa Stenström, who has more than 20 years of experience in providing strategic EU advice. Prior to launching Stenström Kajsa set up and managed a unique public affairs department within an international law firm. This means that Stenström is very close to the legal community in Brussels.

Ownership Structure

Belgian Management firm, majority owned by Kajsa Stenström.

International Structure

Stenström Consulting is a growing company with a number of strategic partnerships both locally and in key countries, including Israel, France, Germany, the UK and Sweden. The firm has an innovative take on expansion and regularly collaborates with like-minded independents, law firms and business intelligence agencies.

Key Strengths

Our accomplishments over the years can be explained by the commitment to excellence in service delivery. We are precise and conscientious in our work yet have the ability to see the bigger picture and to understand the real impact of EU policy on our clients' daily business. We are discreet yet efficient; we know that "Brussels is all about compromise" and that a pushy attitude does not necessarily take you far. We also know to make a low-key presence in the core dialogue – which is that between the client and the decision maker. Finally, we pride ourselves in being able to think laterally – we enjoy working across sectors and finding synergies and unexpected collaborations.

Key Clients

NXP, Autotalks, ECOHZ, HSB, Intrum, SABO, Swedish Enterprise, Walgreens Boots Alliance.

Thought Leadership

Stenström Consulting is a strong believer in good public affairs work ethics. We strive to always represent our clients with integrity, and the same principle applies to our relationships with decision-makers and other stakeholders. This is further demonstrated through our involvement in SEAP, the Society of European Affairs Professionals, where we actively promote transparency and high standards in public affairs. Kajsa has been a SEAP board member for 15 years.

In addition to the classical EU public affairs services Stenström Consulting also offers EU Training Programmes – for groups or individuals wishing to learn more about the EU Institutions, their functions and the EU decision-making process. Our team includes professional trainers and Kajsa is an experienced lecturer on EU lobbying. She regularly contributes to books and publications on EU affairs and has taught EU Lobbying and Effective influencing at Master's level at Lille University, France for several years.

Testimonials and why clients like to work with us

"We are a longstanding client of Stenström's – they have provided us with first-class advice over many years, delivered in an intelligent, professional and enthusiastic way, all at the same time." Sacha Polverini, Director Public Affairs at Walgreens Boots Alliance

"Working with Stenström Consulting has truly supported us in building strong relationships with relevant stakeholders in Brussels over the years. Stenström Consulting has been a key factor in developing our position as undisputed market leader in our sector in the Brussels context, and have done so with a lot of passion, deep knowledge and a genuine interest in furthering our cause." Karin Franck, PR and Media Relations Director, Intrum

Stenström Consulting

“We are a longstanding client of Stenström’s – they have provided us with first-class advice over many years, delivered in an intelligent, professional and enthusiastic way, all at the same time.”

**Sacha Polverini, Director Public Affairs
Walgreens Boots Alliance**

“Working with Stenström Consulting has truly supported us in building strong relationships with relevant stakeholders in Brussels over the years. Stenström Consulting has been a key factor in developing our position as undisputed market leader in our sector in the Brussels context, and have done so with a lot of passion, deep knowledge and a genuine interest in furthering our cause.”

**Karin Franck, PR and Media Relations Director
Intrum**

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bruxelles@utopialab.eu

Telephone Number

+32 374 3886

Website Address

www.utopialab.eu

Key Specialisms

✓ Digital Services &
Technology Hardware

✓ Energy

✓ Food and Drink

✓ Governments

✓ Healthcare

✓ Transport

Brussels Office Since

📅 2019

**Number of Public
Affairs Consultants**

👤 56

About Utopia

Firm Description

UTOPIA is a leading independent consulting company, with offices in Brussels, Rome and Milan. Our work is structured around four Business Units that offer a wide range of integrated professional services in public, media, legal and digital affairs.

Through a qualified professional consulting activity, UTOPIA's Brussels Office assists clients in their relations with European institutions, opinion makers and influencers, media and business world.

We contribute to the EU decision-making process through transparent representation of interests and public affairs activities, engaging stakeholders to support the brand, reputation and economic development of companies, trade associations and governments.

Ownership Structure

UTOPIA is an independent, privately owned, limited liability company.

International Structure

With offices in Brussels, Rome and Milan, UTOPIA can assist its clients throughout the whole policy cycle, representing a real added value both at EU and Member States' level.

Key Strengths

Four Business Units work in a synergistic and integrated way to achieve our clients' goals. A team of over 50 professionals with relevant experience in politics and communication located between Brussels, Rome and Milan are able to provide clients with a wide range of services in their respective field of expertise.

Strategically combining different professional skills and competences, UTOPIA represents a real added value for its clients, aimed at reaching the objectives identified.

Key Clients

Facebook, Enel, Asian Vision Institute, Poste Italiane, MSD, Aeroporti di Roma, Federalimentare, Assarmatori, Toscana Life Sciences

Thought Leadership

Every day, Institutions create new rules that deeply influence the functioning and business of companies and associations. Some let this happen by chance, others more far-sighted turn to experienced professionals.

UTOPIA helps its clients to understand and assess the impact of legislation on their businesses, seizing the opportunities of public decision-making to promote, consolidate or protect their interests. We make it happen bringing arguments and ideas to the attention of key stakeholders, in a strategic way and at the right time.

Testimonials and why clients like to work with us

"Professional expertise and dynamism: UTOPIA provides clients with the perfect mix for building strong and trustful collaborations with all its clients".

"Through a solid working methodology, UTOPIA develops effective strategies and approaches to problem-solving, establishing fruitful and long-lasting relationships with clients and stakeholders".

"UTOPIA's consultants are able to understand the dynamics of a fast-changing world, deploying the right tools to seize opportunities and neutralising threats".

"A young and talented team, delivering on the objectives identified through a tailor-made service: UTOPIA is more than a classic consultancy".



IN A FAST-CHANGING WORLD,
THE WAY YOU ENGAGE WITH
INSTITUTIONS AND MEDIA
NEEDS TO EVOLVE

THIS IS HOW WE ARE
CHANGING THE WORLD, ONE
CLIENT AT A TIME

WE MONITOR LEGISLATIVE AND POLITICAL SCENARIOS

WE ADVOCATE YOUR INTERESTS AT INSTITUTIONAL LEVEL

WE IDENTIFY THE BEST REGULATORY SOLUTIONS

WE ENGAGE WITH KEY STAKEHOLDERS

WE COMMUNICATE THROUGH TRADITIONAL AND DIGITAL MEDIA



BRUSSELS



ROME



MILAN

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Email Address

info@vulcanconsulting.eu

Telephone Number

+32 2 791 7576

Website Address

vulcanconsulting.eu

Key Specialisms

☑ Banking, Insurance and
Financial Services

☑ Digital Services &
Technology Hardware

☑ Governments

☑ Trade

Brussels Office Since

📅 2018

**Number of Public
Affairs Consultants**

8 We have ten full time public
affairs specialists across our
Dublin and Brussels offices.

About Vulcan Consulting

Firm Description

Founded in 2016 by our CEO, Lucinda Creighton, a former Member of Parliament and Minister for European Affairs, Vulcan Consulting is a leading government and regulatory affairs firm that offers specialist advice to growing businesses and multinational companies on complex domestic and EU regulation.

With offices in Dublin and Brussels, we bring decades of experience to bear as a key thought leadership partner for indigenous and multinational firms, NGOs and industry associations. We specialise in providing clients with insights, analysis and advice on navigating political and regulatory hurdles across Europe.

Ownership Structure

Vulcan is a private Limited Liability Company.

International Structure

Vulcan has offices in Brussels and Dublin. Vulcan is also a member of the Fipra International Network, which means we are positioned to draw on the knowledge and insights of our strategic partners in every single EU/EEA Member State.

Key Strengths

We have extensive experience working on Technology, Security and Financial Services.

Vulcan's team is made up of former Government Ministers, EU officials, former diplomats, policy makers, industry leaders, communications professionals and experienced political and regulatory affairs consultants. Our extensive high-level network allows us to gain real time insights for our clients from key decisions makers in Brussels and Dublin.

Key Clients

Invest Barbados, Revcap, Viiv, Johnson & Johnson, Counter Extremism Project, Irish Local Development Network, British Toy and Hobby Association, Forest Industries Ireland, Bank of America, Viagogo, Zipp Mobility.

Thought Leadership

Vulcan write a weekly newsletter on significant political and regulatory developments at an EU level. We also produce specialised reports on Brexit, trade and elections across Europe.

Our CEO, Lucinda Creighton regularly contributes to International and Irish media, where she has a weekly column in a national broadsheet newspaper. She also regularly contributes to international broadcast media, including Sky News and BBC.

Testimonials and why clients like to work with us

'Our partnership with Vulcan has been hugely beneficial – the team is dedicated and understands our cause. Vulcan's insight into technology, security, and defence policy has been in-depth and comprehensive. Their strategic guidance and unparalleled understanding of the E.U. political and regulatory landscape has been vital in progressing our aims in Europe.'

David Ibsen, Executive Director,
The Counter Extremism Project.

'Marykate and the Vulcan team fulfil a critical role in how the government of Barbados approaches public policy engagement with the EU institutions. The Vulcan team's experience of EU politics and decision making is a critical ingredient in advancing our strategic objectives'.

Kaye Braithwaite, CEO,
Invest Barbados



LEADING EU GOVERNMENT AND REGULATORY AFFAIRS

We offer specialist advice to indigenous and multinational companies on public policy and regulation across the EU.

We specialise in providing clients with **strategic advice** on navigating **political** and **regulatory** hurdles across Europe. Vulcan is made up of former **Government Ministers, EU officials, policy makers, industry leaders, communications professionals** and experienced political and regulatory affairs consultants.

We help companies shape policy by identifying and implementing an effective strategic plan, tailoring messaging and engaging with key policy and public stakeholders in order to facilitate a successful outcome for your business.

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vulcanconsulting

The Best in Brussels Public Affairs Consultants 2021

BestinBrussels. seeks to promote best practice, the best firms and the best professionals. Our overall mission is to help connect the best Brussels public affairs advisers with clients.

Now we go a step further and look at the people behind the leading firms, to create the Directory of the Top EU Public Affairs Consultants which identifies 200 stand-out individuals in alphabetical order.

We started drawing up a Top 100 Directory in 2020 but found that Brussels is so rich in talent we would be doing a disservice to many talented EU Public Affairs Consultants if we did not highlight the Top 200 in 2021 – and we are accepting nominations for any more who feel they deserve to be listed. Apologies to the many other senior great practitioners in the Brussels bubble who are not featured here. Indeed we may have to create a larger Directory given the breadth of talent in Brussels! Nomination for the Directory of the Top EU Public Affairs Consultants follows a careful analysis of the leading firms and individuals recommended to us by clients, colleagues and peers.

Firstly, we looked with fresh eyes in 2021 at the leading consultancies as determined by staff numbers and other criteria. It is logical to nominate the leaders of the leading EU Public Affairs Consultancies where you would expect to find the Top EU Public Affairs Consultants. So with few exceptions that is what we did. We have not yet focussed on the up-and-coming stars with less years of experience. Nor did we look at the small sole-trader sector. Rather, the Directory focuses on the current top senior tier of Consultants who are typically driving their client's agendas, and in key leadership positions in their respective firms.

Secondly, we asked over 150 trusted consultancy leaders, association leaders and corporate affairs executives who they would nominate as Top EU Public Affairs Consultants. We even got feedback from current and former politicians.

Thirdly, we started to form BestinBrussels.eu In-house Panels in key sectors such as Digital Services, Healthcare and Financial Services and we asked the clients themselves who they rate highly in their respective areas.

Fourthly, we announced this exercise and posted part of this methodology on LinkedIn, inviting feedback which resulted in more names and

recommendations, as well as some amazing lobbying campaigns for individuals to be included which in one case was successful!

Finally, once we had a comprehensive list of hundreds of names, we compiled the Top EU PA Consultants Directory by putting them against six key criteria laid out below.



If you want to learn more about our methodology please see our website here: www.bestinbrussels.eu/best-in-brussels/what-makes-the-best-consultant

Please visit our website to see the full Directory. Clicking on the hyperlink associated with each name will lead to a detailed profile of the consultant and give useful professional information on their experience, education, specialisms and languages; together with interesting personal insights into their proudest achievements, interests outside work and their favourite Brussels anecdotes.

Aaron McLoughlin

Senior Advisor, FleishmanHillard

Agnes Brandt

Associate Director, Incisive Health

Agnès Dubois Colineau

CEO, ARCTURUS GROUP

Aida Axelsson-Bakri

Managing Director, ADS Insight

Alain Berger

Executive Strategy Director,
Hill+Knowlton Strategies

Alberta Laschena

Partner, Kreab

Alfons Westgeest

Managing Partner, Kellen

Amaia Betelu

Director, Edelman

Andrea D'Incecco

Managing Partner,
Political Intelligence

Andrea Parola

Managing Director, EU Strategy

Andreas Constantinides

Senior Director, APCO Worldwide

Andrew Cecil

Chief Client Officer, Europe & Africa,
Burson Cohn & Wolfe (BCW)

Andrew Johnson

Partner, Rud Pedersen

Angel Rebollo

Senior Partner, Must & Partners

Angela Mills Wade

Director (and owner),
Europe Analytica

Anna Lekston

Partner, Kreab

Anne MacGregor

Managing Director – Head of
Competition, FTI Consulting

Anna-Maria Karjalainen

Senior Account Director, Energy
& Sustainability, Hume Brophy

Antoine Mialhe

Managing Director, Head of
Healthcare and Lifesciences,
FTI Consulting

Aurélie Marchand

Associate Director, Incisive Health

Ayrton Thevissen

Director, Brunswick Group

Beatriz Soares Carneiro

Head of Public Affairs, Eupportunity

Benita Lipps

Head of Association
Management EU, Interel

Benoit Roussel

Partner, Portland

Bertrand Huet

SVP & Partner, Co-Head of
Financial Services & Head of
Tech, FleishmanHillard

Biancastella de Angelis

Managing Director, Finsbury
Glover Hering

Brandon Mitchener

Managing Partner, Instinctif Partners

Carmen Bell

Director, Portland

Chris Mehigan

Director Strategic Relationships,
Hume Brophy

Christian Hierholzer

Group Managing Director
International, Hanover

Christian Jebesen

Director Head of Healthcare
practice, Grayling

Christoph Mielke

Senior Director, APCO Worldwide

Claire Boussagol

President, Europe, APCO

Claudia La Donna

Head of Office, Brussels, Hanover

Damir Filipovic

Partner, Europa Insights

Daniela Negri

Director Health Policy,
Weber Shandwick

David Bates

Director, Landmark Public Affairs

David Reed

Senior Partner, Global Head
of the Financial Policy
Advisers Network, Kreab

Deborah Nash

CEO Brussels, Teneo

Delphine Close

Director at Grayling's

Dirk Hudig

Partner, FIPRA

Donald Ricketts

Managing Director, Financial
Services, FleishmanHillard

Elaine Cruikshanks

Partner, Acumen Public Affairs

Ellen Hof

Managing Director, Hill & Knowlton

Emily Rees

Managing Director, Trade Strategies

Emma Brown

Director of EU Affairs, Red Flag

Emma Eatwell

Senior Director, International,
Policy & Market Access

Emmanouil Patavos

Head of Technology Media
Telecoms (TMT), FTI Consulting

Fiona Wright

Partner, Brunswick Group

Florian Lottmann

Partner, Bernstein Group

Francesca Scassellati

Sforzolini Managing Director,
Incisive Health

Francis Boeynaems

Partner, NOVE

Francisco Mingorance

Partner & founder, Europa Insights

Frederic Soudain

Managing Director, logos

Gaëlle Lemaire

Director, Brunswick Group

George Candon

Strategy Director, Hill+Knowlton

Gerard McNamara

Founder & CEO, Schuman Associates

Gilbert Rukschcio

Managing Partner, Pantarhei
corporate advisors

Giles Keane

Partner, Acumen Public Affairs

Gilles Teisseyre

Président & founder,
Arcturus Group SA

Glenn Cezanne

Founder & Managing Director,
Time & Place Consulting

Grégoire Poisson

CEO & Managing Partner, Interel

Gurpreet Brar

General Manager, Edelman

Hannalena Ivarsson

Senior Partner, Kreab

Hans Craen

Vice President, Kellen

Hans Hack

Senior Managing Director,
FTI Consulting

Helena Walsh

Executive Director and Board
member, Cicero Group

Henrique Burnay

Owner and Senior partner,
Eupportunity

Henriette Peucker

Partner, Finsbury Glover Hering

Hilary Hudson

Account Director, Fipra International

Isabelle De Vinck

Managing partner,
Political Intelligence

Jacques Lafitte

CEO, Avisa Partners

James Holtum

European Affairs Director,
Rasmussen Global

James Kennedy

Director of Healthcare, RPP Group

James Stevens

Managing Partner, Rud Pedersen

Jasper Nagtegaal

Managing Partner, Dr2 Consultants

Jeremy Galbraith

Managing Partner, BOLDT

Jill Craig

Managing Director, Hume Brophy

John Duhig

BOLDT

Jonathan Fauli

Chair, European Public
Affairs, Brunswick Group

Julia Harrison

Global Head, Public Affairs,
FTI Consulting

Julian Jacobitz

Director, Finsbury Glover Hering

Julie Cooper

Partner, Managing Director,
Health at Interel

Julie Valente

Senior Director, Head of
Government Relations Team,
Burson Cohn & Wolfe (BCW)

Julius Waller

Partner, EPPA

Kajsa Stenström

Founder and Managing Director,
Stenström Consulting

Karl Isaksson

Executive Vice President, Managing
Partner Brussels, Kreab

Katarina Wallin Bureau

Managing Partner, RISE
Corporate Purpose Advisory

Kerstin Duhme

Senior Managing Director,
FTI Consulting

Kieran O'Keeffe

Deputy Managing Partner, Interel

Kit Greenop

Director, RPP Group

Laura Batchelor

Partner, FIPRA

Lawrie McLaren

Chairman, Corporate Purpose,
Brussels, Burson Cohn & Wolfe (BCW)

Linus Turner

Partner, Brunswick Group

Lodewijk Buschkens

Managing Partner, ICODA
European Affairs

Luciano Stella

CEO & Co-founder, MUST & Partners

Lucie Bínová

Head Of Financial Services,
Hume Brophy

Luis Cervilla

Account Director, Head of EU Energy
Practice, Weber Shandwick

Lutz Dommel

CEO, RPP Group

Magnus Franklin

Managing Director, Teneo

Margot Lotz

Partner, Harwood Levitt Consulting

Margreet Lommerts

Managing Partner, Dr2 Consultants

Maria Teresa Scardigli

Vice President, Kellen

Marie Gorkem

Partner, Kreab

Marie Van Raemdonck

Partner, NOVE

Mario Filipponi

Managing Director, Teneo

Mark Watts

Director, LP Brussels

Marykate Collins

Head of EU office, Vulcan Consulting

Mathilde Bonvillain-Serrault

Partner, EURALIA

Maximilian von Olenhusen

Partner, Acumen Public Affairs

Máximo Miccinilli

SVP, Sustainability, FleishmanHillard

Maya Doneva

Managing Director, FTI Consulting

Melanie Faithfull Kent

CEO Brussels & SVP Continental
Europe, Hill & Knowlton

Mette Grolleman

General Manager, FleishmanHillard

Michele Morena

Partner, Kreab

Milan Pajic

Director, Digital and Trade
Practices at Grayling

Mónica Vicente Cristina

Managing Director, Weber Shandwick

Nathalie Rubin-Delanchy

Senior Consultant, Cambre

Nele Devolder

Association Director, Kellen

Nick Blow

Partner, Brunswick Group

Nicholas Whyte

Senior Director, Global
Solutions, APCO Worldwide

Nickolas Reinhardt

Director, Afore Consulting

Nicola Scocchi

Associate Director and Head of Health & Wellbeing, Edelman

Nikos Manaras

Partner, Acumen Public Affairs

Oliver Kaye

Director, LP Brussels

Olivera Drazic Gaubert

Head of Practice, Fipra

Otilia Dhand

Managing Director, Teneo

Pablo López-Alvarez

Senior Managing Director, FTI Consulting

Paolo Nicoletti

Senior Partner, NOVE

Patrick Gibbels

Director, Gibbels Public Affairs

Quentin Galland

Account Director, Hague Corporate Affairs

Rhiannon Ducas-Chevalier

Senior Advisor, ADS Insight

Philippe Maze-Sencier

Chair, Global Public Affairs, Hill+Knowlton Strategies

Philippe Radinger

Director, Finsbury Glover Hering

Riccardo Pozzi

Head of EU Corporate Affairs, UTOPIA

Richard Steel

Senior Associate, Interel

Robert Anger

Senior Vice President & Partner, FleishmanHillard

Robert Madelin

Chairman, FIPRA

Robert Wright

Senior Vice President, FleishmanHillard

Robrecht Vandormael

Managing Director, FTI Consulting

Rocco Renaldi

Founder and Partner, Landmark Public Affairs

Roland Moore

Senior Director, Head of Sustainability Practice, Burson Cohn & Wolfe (BCW)

Rory Chisholm

Partner, FIPRA

Rory Macrae

Strategy Director, Hill+Knowlton Strategies

Russell Patten

Chief Executive Grayling Belgium & Chairman of Public Affairs for Europe, Grayling

Ruth Estrada Dorronsoro

Partner, Schuman Associates

Sandrell Sultana

Partner, Kreab

Sandrine Lauret

Account Director, Hague Corporate Affairs

Sebastian Remøy

Executive Vice President – Global Head of Public Affairs, Kreab

Sebastian Rohde

Senior Advisor, RPP Group

Simon Levitt

Harwood Levitt Consulting

Stefan Borst

Consultant

Stéphane Desselas

President, Athenora Consulting

Stéphanie Chauvet

Account Director Health Policy, Weber Shandwick

Stéphanie Pochon

Partner, Avis Partners

Stephen Jackson

Consultant

Teresa Calvano

Director, Rud Pedersen Public Affairs

Tania Pentcheva

Director Public Policy, Cambre

Thaima Samman

Head of digital practice, FIPRA

Thea Utoft Høj Jensen

Managing Director, Head of Financial Services Brussels, FTI Consulting

Theo Moore

Managing Director, APCO Worldwide

Thomas Gelin

Senior Director, Healthcare & Food, BCW Brussels

Thomas Linget

Director Advocacy & Coalitions, logos

Thomas Tindemans

Chairman, Hill & Knowlton

Tina Ajdić

Senior Adviser and Expert on EU Circular Economy Policies, ADS Insight

Tom Murray

Head of Office, EUK Consulting

Tom Parker

Chairman, Cambre

Valeria Fagone

Senior Director, FTI Consulting

Victoria Main

Cambre

Vinciane Patelou

Senior Director, Interel

Willem Vriesendorp

Founder #SustainablePublicAffairs

William Parker

Managing Director, FTI Consulting

Winston Beck

Partner, Kreab

Apologies if your name did not appear above. Perhaps you will be in our Hall of Fame at a later date or in 2022!

There are also a number of other senior consultants who did not want to be profiled but we certainly consider worthy of an honourable mention notably; Andrea Collart, Aymeric Leruste, Daniel Brinkwerth, David Turier, Fiona Murray, Frances Hunt-Wood, Gregor Kreuzhuber, Guylaine Vandooren, Hans Kribbe, Jacob Lund Nielsen, Katarina Maaskant, Meglena Mihova, Olivier Benoist, Pascal Michaux, Peter Guilford, Philippe Blanchard, Renato Addis, Robert Olma, Thomas Barros-Tastets and Tim Price. Together with the Top Consultants in our Directory, and some new additions, these are the top 200 EU Public Affairs Consultants.

In addition there are many outstanding part-time Senior Advisers to Top Consultancies such as Pascal Lamy at Brunswick Group but this Directory does not cover such individuals – but we may compile a list of Senior Advisers in the 2022 edition!

The Best in Brussels Law Firms 2021



Law Firms

PAGE NUMBER

- 143** Covington
- 145** DLA Piper
- 147** Freshfields
- 149** Norton Rose Fulbright
- 151** Squire Patton Boggs

Measured by numbers of full time lobbyists and persons involved, the top law firms with public policy capabilities in Brussels are (in alphabetical order): Alber & Geiger, Covington, DLA Piper, Freshfields Bruckhaus Deringer, Norton Rose Fullbright and Squire Patton Boggs.

Other prominent law firms with lobbying capabilities include: Bird & Bird, Fieldfisher, Gide, K&L Gates, Keller and Heckman, Linklaters, Mayer Brown, Latham & Watkins and Steptoe.

Interestingly some of the largest US law firms in Brussels (e.g. Cleary Gottlieb with 90 lawyers here) lack any dedicated lobbyists.

Brussels lobbying Law Firms can provide high value for their clients. Often specialising in certain legal topics such as competition, anti-trust, or intellectual property, law firms understand the technical details of EU legislation and can add valuable insight in their discussions with Commission officials and MEPs. There is a grey area when it comes to the question of where legal advice ends

and lobbying begins, and many law firms argue that they cannot join the lobby register because either their work does not constitute lobbying, or because they would not be able to disclose their clients because of legal client confidentiality.

As discussed elsewhere, a number of law firms are not on the transparency register despite having lobbying capabilities, including prominent firms Sidley Austin and White & Case.

Squire Patton Boggs' European Public Policy Practice develops strategies to make sure clients are heard at the right time, by the right people. Their team has the ability not only to monitor legislative and administrative developments, but to design realistic and effective advocacy strategies.

"Lawyers are inherently trained to spot risks and manage them prudently, such as for instance how to conduct public policy and communication strategies in line with stringent GDPR and other rules. This helps clients avoid reputational and other risks, which can undo in days what takes years to build up in terms of connections and goodwill. Working with public policy lawyers can therefore provide clients with additional ease of mind when operating in the fast-moving and high-stakes world of Brussels policy making." "



Wolfgang Maschek

Partner & Chair of the European Public Policy Practice at Squire Patton Boggs LLP

Covington helps clients worldwide achieve critical business objectives by combining legal, political, and policy expertise to provide strategic advice and advocacy. Covington highlights the connections and experience of its senior staff.

"Described as 'well connected with both the regulators and thought-leaders,' by Chambers and Partners, Covington's USP is the sheer number of former senior diplomats in our midst, on both sides of the Atlantic, as well as in Asia and Africa. What clients value most is the combination of law and policy that we are able to offer. Having a team that can analyse a regulatory issue from a legal as well as a policy perspective and then draft and propose amendments in a compelling way is seen as a real benefit."



Sebastian Vos

co-chair of Covington's public policy practice

Norton Rose Fullbright underlines its grounding in technical knowledge to lobbying. Their government relations and public policy (GRPP) practice helps clients promote policy change, shape draft legislation and manage regulatory risk.

"Having both deep expertise in the law and regulation and an insider's understanding of politics and policy-making enables us to synthesise solutions that work commercially, legally and politically. That is a rare combination which we believe adds real value to our clients."



Anna Carrier

Senior Government and Regulatory Affairs Advisor, Norton Rose Fulbright

DLA Piper's International Government Affairs team provides advice at all stages of the regulatory process. Advising on regulatory law, they focus on areas such as international trade, antitrust and competition, global governance and more.

"DLA Piper takes a cross-disciplinary approach in our engagements, because the path to success frequently is not linear, but one that requires carefully coordinated efforts in different forums. Accordingly, our lawyers and policy professionals often work across borders and practice groups in interdisciplinary teams, ensuring the most efficient and effective results for our clients."



Richard Sterneberg

Partner, Head of Global Government Relations, DLA Piper

Freshfields offers clients strategic policy advice to help them shape legislation and administrative decisions. They cover a broad range of sectors, including financial services, technology, energy, environment, telecoms, tax, trade, transport and retail.

"Our Regulatory and Public Affairs teams, based in Brussels and Berlin, work closely with legal teams across our network to provide clients with unrivalled access to legal and sector-specific industry knowledge and help them manage their regulatory environments. We have exactly what they need: advisers who focus on the interface between law, politics and business. Being able to develop a quick understanding of clients' businesses and the environments in which they operate means we can add value right from the start."



Christiaan Smits

Head of EU Regulatory & Public Affairs at Freshfields Bruckhaus Deringer

COVINGTON

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Key Specialisms

⊗ Digital Services &
Technology Hardware

⊗ Energy

⊗ Environment

⊗ Food and Drink

⊗ Financial Services

⊗ Healthcare

⊗ Technology

Brussels Office Since

📅 1990

Number of Public Affairs Consultants

8 24: Covington's European Public Policy team includes 4 partners, 2 counsel, 3 associates, 4 policy advisors and 11 senior advisors. In addition, a large number of other colleagues across the firm contribute to our global public policy projects in Europe and beyond.

About Covington

Firm Description

Building a successful global business involves navigating the intersection of law and public policy for every country and every region in which you operate. Covington helps clients worldwide achieve critical business objectives by combining legal, political, and policy expertise to provide strategic advice and advocacy. In an increasingly regulated world, Covington has an exceptional ability to help clients navigate their most complex business problems, deals and disputes. Our focus lies in highly-regulated sectors – technology, life sciences, energy, environment, financial services, competition and trade policy. Our distinctively collaborative culture allows us to be truly one team globally, drawing on the diverse experience of lawyers and advisors across the firm, sharing insight and expertise seamlessly. What sets us apart is our ability to combine deep knowledge of policy and policymakers, with one of the world's leading regulatory practices, and the tremendous strength in our litigation, investigations, and corporate practices. This enables us to create novel solutions to our clients' toughest problems, successfully try their toughest cases and deliver commercially practical advice of the highest quality. Led by Global Public Policy Chair Sebastian Vos, Covington's European Public Policy team draws on a range of former policymakers, including politicians, lawyers, public affairs practitioners, diplomats and economists, as well as policy advisors with deep substantive know-how in a range of sectors. The team offers clients unparalleled insight into the workings of EU political processes and institutions.

Ownership Structure

Limited Liability Partnership.

Key Clients

Key Clients – Business Software Alliance, Facebook, Global Blockchain Business Council, Microsoft, Oculus, Uber, Illumina, UCB Pharma, Kosmos Energy and Monster Energy Company.

International Structure

With over 1,000 professionals in 13 offices worldwide, Covington has policy capability and experience in over 100 countries. We work through our own team of experts, excellent contacts in the European External Action Service and the U.S. State Department, and established partnerships with a variety of highly respected law and public policy firms that can help with on-the-ground execution.

Key Strengths

Covington has the largest integrated public policy team at a law firm in Europe, with offices in Brussels, London, and Frankfurt, and a presence in Dublin. "Global Problem Solving" from Covington draws together our global team of lawyers, former diplomats, senior government officials, and investigators. This team brings significant experience in dealing with the types of complex problems that involve both judicial and government institutions. Our senior advisers include a range of former policymakers – such as Thomas Reilly, a former British Ambassador and Head of Government Relations at Royal Dutch Shell, now Covington's Head of UK Public Policy; Carl Bildt, former Prime Minister and Foreign Minister of Sweden; Lord Francis Maude, former UK Europe and Trade Minister; Erika Mann, a former leading Member of the European Parliament; Ambassador Jean De Ruyt, former Permanent Representative of Belgium to the European Union; Ambassadors Péter Balás and Karel Kovanda, former European Commission Deputy Directors General for Trade and External Relations, respectively; and Sir Michael Leigh, former European Commission Director General for Enlargement. As a Band 1 firm ranked in Chambers, we receive praise both from market commentators and clients: "I think they are best in class, at UK or European level."



We Help Clients Navigate Issues at the Intersection of Law and Policy Around the World

Covington has the largest public policy team at a law firm in Europe, combining the tremendous strength in our litigation, investigations, and corporate practices with regulatory expertise and deep knowledge of policy and policymakers.

“We experienced outstanding service and technical knowledge.
They are politically savvy and have deep political networks.”

Client feedback, *Chambers* legal directory

COVINGTON

BEIJING BRUSSELS DUBAI FRANKFURT JOHANNESBURG LONDON LOS ANGELES
NEW YORK PALO ALTO SAN FRANCISCO SEOUL SHANGHAI WASHINGTON

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Key Specialisms

⊗ Agriculture & Agribusiness

⊗ Digital Services &
Technology Hardware

⊗ Governments

⊗ Healthcare

⊗ Competition & Antitrust

⊗ Trade

Brussels Office Since

📅 2007

**Number of Public
Affairs Consultants**

👥 5

About DLA Piper

Firm Description

DLA Piper is a global law firm with lawyers located in more than 40 countries throughout the Americas, Europe, the Middle East, Africa and Asia Pacific, positioning us to help clients with their legal needs around the world.

Government Affairs is a key part of our global offering with an multi country team operating seamlessly across the world. We deliver consistent Government Affairs services across our platform of practices and sectors in all policy matters we undertake.

Our clients range from multinational, Global 1000, and Fortune 500 enterprises to emerging companies developing industry-leading technologies. They include more than half of the Fortune 250 and nearly half of the FTSE 350 or their subsidiaries. We also advise governments and public sector bodies.

Ownership Structure

Limited Liability Partnership

International Structure

DLA Piper is composed of 4,200 lawyers working in more than 90 offices in more than 40 countries across Europe, America, Africa, Asia, Australia and the Middle East.

With offices on all five continents, our offices operate in a perfectly integrated manner across borders. In each of the countries where we are established, our legal and policy expertise as well as knowledge of local languages and cultures enable us to offer our clients integrated legal services provided by a single group of lawyers within a single international law firm. Our international presence also allows us to provide our clients with strategic advice, which takes into account legislative changes linked to geopolitical developments such as Brexit, COVID-19 related matters, or the introduction of new policies abroad.

In some countries we have developed privileged relationships and ongoing collaborations with leading local firms that are an integral part of our network. This allows us to provide our clients with a service and legal assistance that meets our requirements and quality standards in each of these countries.

Key Strengths

Our firm's strength lies in our exceptional international network (as described above), our sector approach, and our "full service". With the latter we mean that we cover all the different branches of law and policy developments allowing us to assist our clients in all types of cases, whether they are questions relating to the day-to-day management of their companies or complex international negotiations.

Key Clients

European Union Fisheries Alliance, Medtronic, Sodexo and BioLegend

Thought Leadership

The team contributes to numerous informal Brussels groups and is extremely active in a number of projects that aid the plight of refugees in Greece. It also has truly unique expertise in the area of fisheries policy and contributes to industry leadership in the European Union.

Testimonials and why clients like to work with us

"Richard has a rare ability to understand our business needs as well as the policy influencing our company – that's why we use him"

"DLA Piper have been much more than a law firm to us. They are trusted advisers that cut through the clutter and see what is needed"

Clients appreciate a no nonsense and direct service... there is a 'can do' attitude in the company.



Your partner in successful policy

From start-ups to international businesses, our commitment to our clients is at the heart of our approach.

We offer the legal and policy expertise you need.

Whichever region, country or continent you are developing your activities in, we are here to assist and advise you in government affairs as well as all areas of law. We help you achieve your goals.



**Best Law Firm
of the year 2017**
Chambers & Partners



**Best Law Firm
of the year 2017**
Legal Trends Awards



DLA Piper is a global law firm operating through various separate and distinct legal entities. Further details of these entities can be found at www.dlapiper.com. Copyright © March 2020 DLA Piper. All rights reserved.



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Key Specialisms

☑ Banking, Insurance and
Financial Services

☑ Digital Services &
Technology Hardware

☑ Sustainability & Environment

☑ Competition and Antitrust

☑ Trade

☑ Energy

Brussels Office Since

📅 1989

Number of Public Affairs Consultants

👥 6 in Brussels and 3 in Berlin

Key Clients

London Stock Exchange Group, Futures Industry Association, Lloyd's of London, American Council of Life Insurers. PayPal, QVC, National Retail Federation, UN Principles for Responsible Investment, The Minderoo Foundation.

About Freshfields Bruckhaus Deringer

Firm Description

Freshfields Bruckhaus Deringer LLP is a leading law firm, combining a first-class European offering with a strong global network.

Our Regulatory and Public Affairs teams, based in Brussels and Berlin, work with lawyers across our global network to advise clients on strategic policy issues arising from EU and national legislative developments and in the framework of competition and trade proceedings, with a focus on sensitive legal transactions and in-depth merger investigations.

On a daily basis, we help clients:

- Identify the risks and opportunities of policy developments and gain an insight into the decision-makers and political drivers behind such developments;
- Access the information necessary to properly assess these risks and opportunities, including from both public and informal sources, as well as individual requests in the spirit of transparency;
- Influence the policy debate and the substance of upcoming rules;
- Build an effective profile towards decision-makers in Brussels, Berlin and beyond;
- Devise engagement strategies in the context of politicised competition and trade proceedings, in alignment with the legal strategies;
- Understand relevant policy developments that could impact business decisions regarding potential investments or acquisitions; and
- Analyse the intention behind legislative provisions, particularly in the context of legal advice or litigation.

Ownership Structure

Limited Liability Partnership

International Structure

Over 2,800 lawyers, working in more than 150 countries, speaking 70 different languages.

Key Strengths

Expertise: The firm's legal offering, combined with our Brussels and Berlin teams' experience of advising on strategic policy issues, enable us to represent clients' interests at an EU and national level.

'One firm' mindset: Cross-border work is what we excel at. We understand what it takes to work across different political, legal and business environments.

Consistency and diversity: The integration of our Brussels and Berlin teams within the firm's network ensures consistency of advice and service. Our diverse backgrounds and nationalities allow us to seamlessly switch between law, politics and business and maintain a range of connections with EU and national officials.

Thought Leadership

We work with our lawyers globally to share insights on the most complex legal challenges, be it in relation to digitalisation, sustainability or competition/trade. We produce blogposts, podcasts and briefings, and set up a dedicated website to help clients understand the impact of Brexit.

We take part in EU stakeholder platforms (e.g. EU AI Alliance, Blockchain Observatory & Forum and the Commission's Expert Group on liability and new technologies).

Testimonials and why clients like to work with us

Our EU Public Affairs and Regulatory practice is ranked Europe-wide in Chambers. Clients say:

"We were more than astonished by the availability of the team and their ability to handle a lot of topics at the same time with regulatory and competition aspects." "They have a superb team providing integrated support across some of our most complex multi-jurisdictional matters." Practice head Christiaan Smits has "a particular strength related to fintech and the EU digital single market."

In exceptional times, one exceptional team



We offer clients strategic policy advice to help them shape legislation and administrative decisions

Our practices based in Brussels and Berlin work closely with legal teams across our network to give clients unrivalled access to legal and sector-specific industry knowledge. Being able to develop a quick understanding of clients' businesses and markets means we can add value right from the start.

Brussels

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Head of EU Regulatory and Public Affairs
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Berlin

David Issmer

Head of Public Affairs Germany
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Freshfields Bruckhaus Deringer

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Key Specialisms

⊗ Banking, Insurance and
Financial Services

⊗ Digital Services &
Technology Hardware

⊗ Energy

⊗ Oil, Gas & Coal Production

⊗ Competition & Antitrust

⊗ Sustainability & Environment

Brussels Office Since

📅 1990

Number of Public Affairs Consultants

👤 5

Key Clients

Bank for International Settlements,
Institutional Money Market Funds
Association, London Bullion Market
Association, Ruffer, Banco Finantia.

About Norton Rose Fulbright

Firm Description

Norton Rose Fulbright's Government Relations and Public Policy practice comprises lawyers and government affairs professionals working across our global network. We work with in-house lawyers and government relations teams to help them to navigate the complex and sensitive interaction between law and politics, policy and regulation. We serve clients in the banking, commodities, digital asset, financial services and technology sectors as well as public authorities and self-regulatory organisations. Offering clients an unmatched mix of policy, process and sectoral expertise, we work with our clients through the entire legislative process from initial objectives to new law, from implementing measures to application. We support our clients across jurisdictions, helping them coordinate and promote appropriate and consistent legislation wherever they do business.

Ownership Structure

Limited liability partnership.

International Structure

Norton Rose Fulbright is a global legal practice comprised of more than 4,000 lawyers based in over 50 cities across Europe, the United States, Canada, Latin America, Asia, Australia, Africa and the Middle East.

Key Strengths

Drawing on the experience of lawyers, lobbyists and consultants who have held senior positions with government agencies and departments worldwide, we offer our clients a significant understanding of the underlying policies which shape the regulators' approach and of the sensitivities of dealing with global, regional and national policy makers and regulators. This allows us to provide comprehensive assistance to our clients as they navigate the evolving and increasingly complex global regulatory and compliance environment. Examples of how we support our client's business include:

- Providing bespoke insight and intelligence support
- Supporting advocacy and strategic engagement
- Helping with responses to consultations, formulating positions on proposed legislation and regulation
- Training senior managers before committee appearance or other regulatory hearings
- Advising on political and regulatory matters in the course of transaction support
- Supporting clients through regulatory investigations and inquiries

Thought Leadership

Members of our Government Relations and Public Policy practice regularly work with legal teams across the network in producing cutting-edge research and analysis on public policy issues ranging from the regulation of cannabis products to insolvency practices for crypto-assets, from the evolution of lobbying regulation to national security reviews of foreign acquisitions and investments across jurisdictions. Some of our most widely cited and popular publications and resources include:

- Our Brexit Pathfinder and PathfinderPLUS hubs
- Our Blogs on a range of topics, including Regulation Tomorrow
- Our thought leadership Global Publications from across the network and practice areas.
- Our innovative Podcasts on variety of issues and including financial services, technology, data, project finance and renewable energy.
- Our premium knowledge NRF Institute site exclusively available to our clients.

Heading into unexplored territory? **We're there.**

Our far-reaching global footprint brings with it far-reaching knowledge. This allows us to deliver bold new ideas in established markets and react first in emerging markets all around the world. From complex regulation to local laws and customs, our experience allows us to tackle the terrain with certainty. So whether your next step represents geographical or intellectual progress, you can feel confident taking it with us.

Law around the world
nortonrosefulbright.com

SQUIRE



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Key Specialisms

- ⊗ Automobiles & Parts
- ⊗ Banking, Insurance & Financial services
- ⊗ Chemicals
- ⊗ Digital Services & Technology Hardware
- ⊗ Healthcare
- ⊗ Telecoms
- ⊗ Environment & Circular Economy

Brussels Office Since

📅 1974

Number of Public Affairs Consultants

👤 18

About Squire Patton Boggs

Firm Description

We are a full-service global law firm and public policy powerhouse. We provide insight at the point where law, business and government meet, giving clients a voice and achieving successful outcomes. Our multidisciplinary team of more than 1,500 lawyers and more than 100 policy advisors in 44 offices across 19 countries provides unrivalled access to expertise, experience and invaluable connections on the ground. Our Brussels team is situated at the decision-making heart of the European Union (EU), and we have long been at the forefront of advising companies on how best to access the EU market and comply with – and shape – EU law.

Ownership Structure

Limited Liability Partnership (LLP).

International Structure

Our global Public Policy Practice is predominantly located in the strategic locations of Brussels, Washington DC, Shanghai and London, supported by a network of 45 offices in 20 countries across the globe. Our International Public Policy team has become a trusted advisor to sovereign governments and multinational businesses. In Europe, we have 17 dedicated public policy advisors located across six countries.

Key Strengths

Our leading European Public Policy Practice draws upon the strength, reputation and resources of a well-connected team of experienced EU legal and policy practitioners to advise clients on the most effective way to engage with EU institutions, policymakers at the national level and international bodies located in the region (e.g. NATO, OECD and WTO). Our senior public policy advisory team in Europe includes former members of the EU Parliament, former ambassadors, former ministers and members of national parliament, as well as former private sector executives.

We devise and execute legal, policy and communication strategies that ensure our clients' interests are effectively communicated and protected. We serve a diverse mix of private and public sector clients, from Fortune 500 corporations to emerging companies, and from non-governmental organisations and trade associations to governments. We relentlessly focus on our clients' interests and excel at managing complex, multifaceted, legal, regulatory and policy issues, or matters with a cross-border component involving the EU and any other country or region (in particular, the US).

Key Clients

Children's Tumor Foundation (CTF), Mars, NIO Nextev, Styrenics Circular Solutions (SCS), Synthos S.A., Xiaomi, European Manufacturers of Expanded Polystyrene (EUMEPS), BASF, Avery Dennison, Olin, Iseki and Sustainable Packaging Europe.

Thought Leadership

We regularly publish thought leadership pieces on our key areas of expertise, including on environmental, chemicals, telecommunications, technology, digitalisation, automotive and financial services matters. Our team regularly organises and/or speaks at events in Brussels and other EU capitals, or writes opinion pieces.

Testimonials and why clients like to work with us

Our experience has been beyond expectations. SPB Brussels is a super passionate, highly experienced, smart, flexible and strategic team. For me, it is not just the best team in Brussels; it is THE best team I have ever worked with!"

Annette Bakker, President,
Children's Tumor Foundation

"Squire Patton Boggs represents the high ambition our firm has in its EU advocacy objectives. They are the best (law) firm that you can look for, not only for "Brussels' Bubble" affairs."

Krzysztof Żarnotal, Synthos S.A



Commercial. Committed. Connected.

- Providing insight at the point where law, business and government meet
- European team of 16 public policy advisors, supported by 600 lawyers across 15 European Countries
- Drawing on the reputation, connections and resources of a global public policy team with more than 100 advisors
- Multidisciplinary team of more than 1,500 lawyers

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Local Connections. Global Influence.

47 Offices in 20 Countries
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Best Sector Specialists



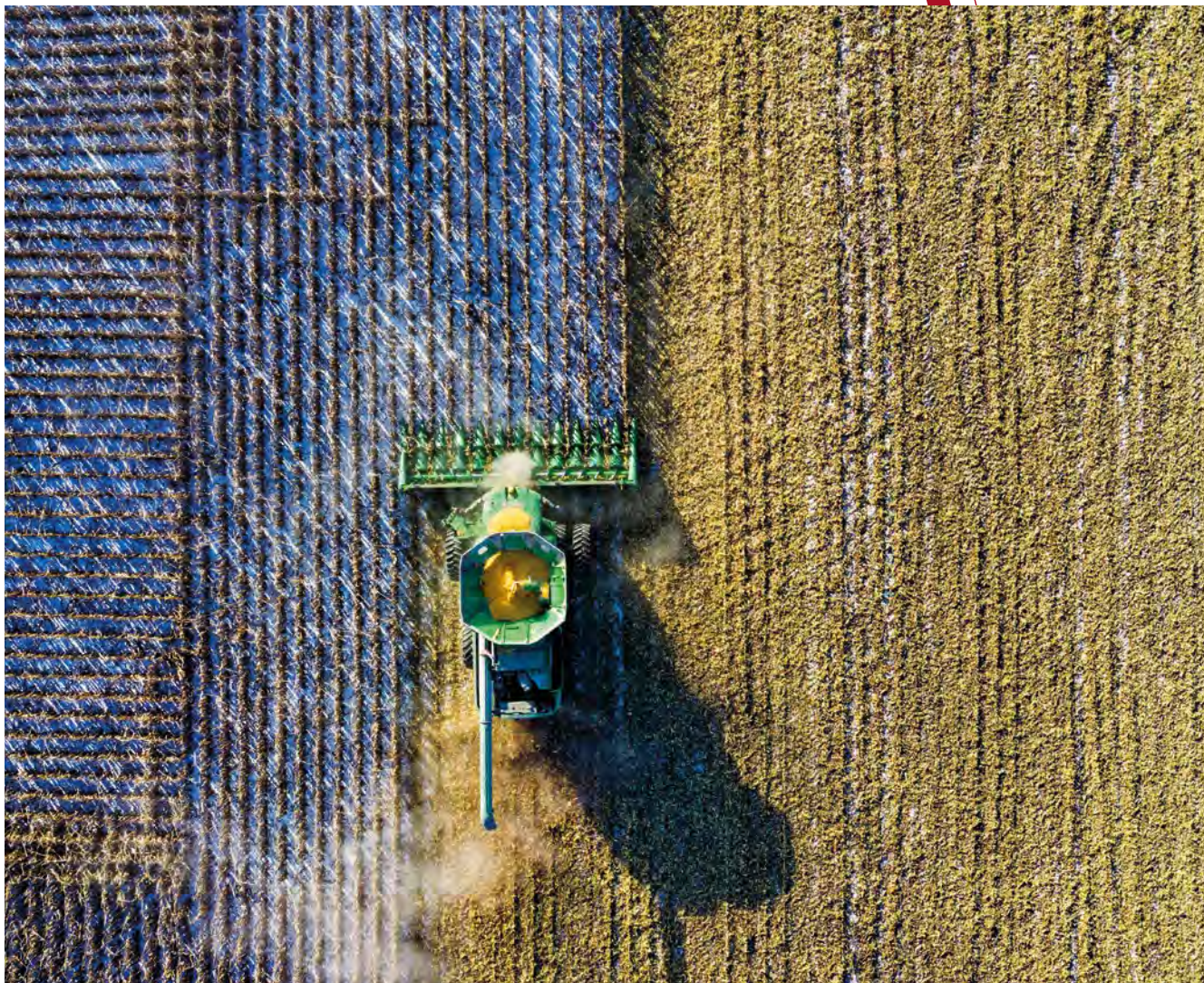
Specialist Consultancies:

APCO
ARCTURUS GROUP
Burson Cohn & Wolfe (BCW)
Dr2 Consultants
Edelman
Eupportunity
Gibbels Public Affairs
logos
Rasmussen Global

Aerospace & Defence

The European civil aerospace sector is a major pillar of the European economy, generating a turnover of approximately €160 billion and employing over 1 million workers throughout the EU and beyond.

Defence industries are major contributors to the European economy with a turnover of €100 billion/year and €1.4 million highly skilled employees. Moreover, they generate spin-off technologies which reinforce also the competitiveness of other sectors such as aviation, space and electronics. Brussels-based NATO HQ is also a strategic centre for the defence industry together with the EU.

**Specialist Consultancies:**

Acumen Public Affairs
ADS Insight
ARCTURUS GROUP
ATREVIEW
Finsbury Glover Hering
Hague Corporate Affairs
Hill & Knowlton
McLarty Associates
Rud Pedersen

Agriculture & Agribusiness

Agriculture has always been at the heart of European politics and initially, the EU budget used to fund mainly agriculture.

In the EU almost 50% of the territory is covered by farmland (both arable land and permanent grassland). Agriculture therefore plays a key role in land management and has a huge responsibility in the preservation of natural resources. Agriculture and food related industries and services provide over 44 million jobs in the EU, including regular work for 20 million people within the agricultural sector itself. EU agricultural policy covers a wide range of areas, including food quality, traceability, trade and promotion of EU farm products.

The Agribusiness sector includes agrichemicals, breeding, crop production, distribution, farm machinery, processing, and seed supply, as well as marketing and retail sales. EU regulation has had a major impact on these businesses, notably in the crop protection/ agrichemicals field in recent years.

Trade with third countries has become a major issue for the Agriculture & Agribusiness sector.



Specialist Consultancies:

Afore Consulting
APCO
Athenora Consulting
Bernstein Group
Brunswick Group
Cicero Group
Edelman
Euportunity
Euralia
EUTOP
Finsbury Glover Hering
FleishmanHillard
FTI Consulting
Gibbels Public Affairs
Hill & Knowlton
Hume Brophy
ICODA European Affairs
Kreab
MUST & Partners
Pantarhei corporate advisors
Rasmussen Global
Rise Corporate Purpose Advisory
Stenström Consulting
Teneo
Vulcan Consulting
WeberShandwick

Specialist Law firms:

Covington
Freshfields Bruckhaus Deringer
Norton Rose Fulbright
Squire Patton Boggs
Norton Rose Fulbright
Squire Patton Boggs

Banking, Insurance and Financial Services

Some of the largest trade associations in Brussels represent the financial services sector including the European Banking Federation, Insurance Europe and Invest Europe but interestingly there is only one financial services corporate affairs spender in the Top 30 covering all sectors – Deutsche Bank.

Centralisation of power by the EU over financial services during and since the crisis in 2008 led to massive growth in the Brussels banking, insurance and financial services community.

One of the biggest issues facing the sector today is Brexit which is creating threats and opportunities for the Brussels public affairs community. Many UK-based financial services companies and trade associations are increasing their presence in Brussels and spending more money with consultancies and lawyers.

"Following the outbreak of the financial crisis the EU put forward an unprecedented series of reforms to restore financial stability and public confidence in the financial system. Overall, these reforms have made the financial system more stable and resilient. But the process of transformation needs to continue to address the remaining risks and to keep the regulatory framework up to speed with technological and economic developments."

European Commission


Specialist Consultancies:

Acumen Public Affairs
 BOLDT
 Burson Cohn & Wolfe (BCW)
 EUTOP
 FIPRA
 Finsbury Glover Hering
 FleishmanHillard
 FTI Consulting
 Hanover
 Hill & Knowlton
 Hume Brophy
 Instinctif Partners
 Interel
 Kellen
 Kreab
 Nove
 Red Flag
 Rud Pedersen
 Sustainable Public Affairs

Specialist Law firms:

Squire Patton Boggs

Chemicals

It is impossible to talk about the chemical sector in Brussels without mentioning the European Chemical Industry Council.

Cefic employs 49 full time lobbyists inhouse and represents large, medium and small chemical companies across Europe, which directly provide 1.2 million jobs and account for almost 15% of world chemical production.

Cefic spends around €12 million annually on lobbying in-house and through external counsel which is the highest lobbying spending in the EU transparency register of any organisation. The largest chemical companies are also significant Brussels players in their own right with four of them (Bayer, ExxonMobil, BASF, Dow) in the top 20 of all corporate spenders according to the EU transparency register.

"The chemicals industry is one of Europe's largest manufacturing sectors. As an 'enabling industry', it plays a pivotal role in providing innovative materials and technological solutions to support Europe's industrial competitiveness. The chemicals industry produces petrochemicals, polymers, basic inorganics, specialties, and consumer chemicals. The sector is currently undergoing rapid structural change as it faces major challenges, including increased competition from other countries and rising costs."

European Commission

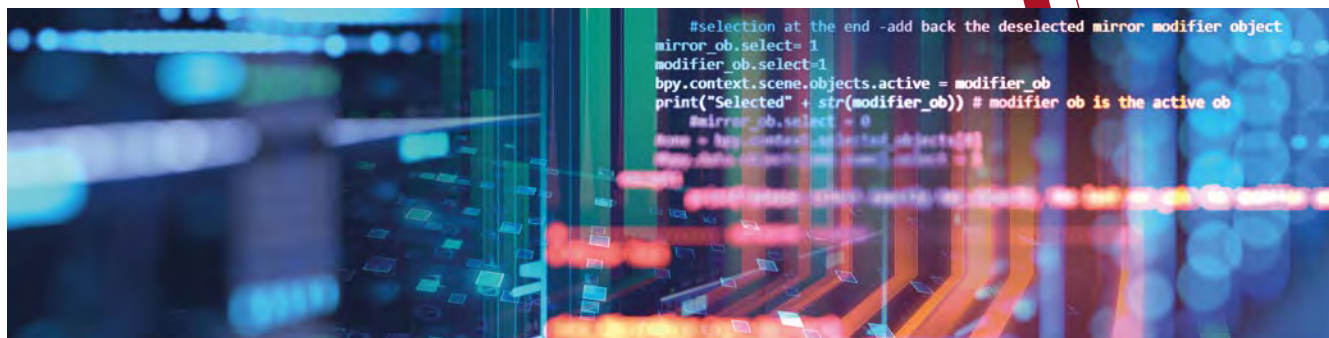
**Specialist Consultancies:**

Eupportunity
Hague Corporate Affairs
Kellen
Pantarhei corporate advisors
Sustainable Public Affairs

Construction & Materials

The construction and materials sector is very important to the EU economy. The sector provides 18 million direct jobs and contributes to about 9% of the EU's GDP.

It also creates new jobs, drives economic growth, and provides solutions for social, climate and energy challenges. The goal of the European Commission is to help the sector become more competitive, resource efficient and sustainable.



Specialist Consultancies:

Acumen Public Affairs
 ADS Insight
 Afore Consulting
 APCO
 ARCTURUS GROUP
 Athenora Consulting
 ATREVIA
 Bernstein Group
 BOLDT
 Brunswick Group
 Burson Cohn & Wolfe (BCW)
 Cicero Group
 Dr2 Consultants
 Edelman
 Eupportunity
 Europa Insights
 Europe Analytica
 EU Strategy
 EUTOP
 FIPRA
 Finsbury Glover Hering
 FleishmanHillard
 FTI Consulting
 Gibbels Public Affairs
 Grayling
 Hanover
 Harwood Levitt Consulting
 Instinctif Partners
 Interel
 Kreab
 Landmark Public Affairs
 logos
 LP Brussels
 McLarty Associates
 MUST & Partners
 Nove
 Political Intelligence
 Rasmussen Global
 Red Flag
 Rise Corporate Purpose Advisory
 RPP Group
 Schuman Associates
 Stenström Consulting
 Teneo
 UTOPIA EU
 Weber Shandwick
 Vulcan Consulting

Specialist Law firms:

Covington
 DLA Piper
 Freshfields Bruckhaus Deringer
 Norton Rose Fulbright
 Squire Patton Boggs

Digital Services & Technology Hardware

Digital sector lobbying activity has increased substantially since when the European Commission launched its flagship digital single market strategy.

Indeed, a key priority for the EU has been to create a digital single market where the free movement of goods, persons, services, capital and data is guaranteed — and where citizens and businesses can seamlessly and fairly access online goods and services, whatever their nationality, and wherever they live. Brussels is home to more than 15 trade associations involved directly with digital services and technology, from Digital Europe to the Business Software Alliance. Although Google and Microsoft are the two biggest corporate affairs spenders in Brussels, in the words of one tech commentator: "There are new actors who have come to Brussels, lots of them which didn't exist 20 years ago. They've gone from being economically insignificant to being economically substantial, so they want to be part of the policymaking process."

Also as Transparency International recently reported: "For decades, Silicon Valley companies have turned traditional business models on their heads. From streaming movies to turning private cars into taxis, these companies are known for both innovation and shaking-up the markets they operate in. A similar phenomenon is happening in Brussels where Silicon Valley companies are rapidly changing the lobbying scene.

As a result, they are fast becoming the largest, most influential and most transformative players in town."

"The digital single market could contribute €415 billion to the European economy, boosting jobs, growth, competition, investment and innovation. It can expand markets, offering better and more cost-effective services, transform public services and create new jobs. It can create opportunities for new start-ups and allow companies to grow and innovate in a market of over 500 million people. A completed digital single market can help Europe hold its position as a world leader in the digital economy."

European Commission

**Specialist Consultancies:**

ADS Insight
EU Strategy
ICODA European Affairs
Schuman Associates

Education

The EU supports Member States in their efforts to provide the best education and training for their citizens.

It also promotes multilingualism in Europe, helping with the teaching and learning of languages, encouraging mobility of students, trainees, teachers and young people, and facilitating exchanges of information and experience. The Commission is advancing work to build a European Education Area by 2025, reinforce the cultural dimension of the European

Union and bolster youth participation, with a new set of measures, including a new Youth Strategy and a new Agenda for Culture. Through the Erasmus+ programme, the EU also provides funding, tools and resources for individuals, organisations and policy reform.



Specialist Consultancies:

Acumen Public Affairs
 ADS Insight
 ARCTURUS GROUP
 Athenora Consulting
 ATREVIA
 BOLDT
 Brunswick Group
 Cicero Group
 Dr2 Consultants
 Eupportunity
 Euralia
 FIPRA
 Finsbury Glover Hering
 FTI Consulting
 Hague Corporate Affairs
 Hanover
 Hill & Knowlton
 Hume Brophy
 Instinctif Partners
 Interel
 Kellen
 Kreab
 Logos
 LP Brussels
 McLarty Associates
 MUST & Partners
 Nove
 Pantarhei corporate advisors
 Rasmussen Global
 Rise Corporate Purpose Advisory
 Rud Pedersen
 Schuman Associates
 Sustainable Public Affairs
 Stenström Consulting
 Teneo
 UTOPIA EU
 Weber Shandwick

Specialist Law firms:

Covington
 Freshfields Bruckhaus Deringer
 Norton Rose Fulbright

Energy

Europe's energy sector spans numerous, often competing interests spanning renewables, oil, gas and nuclear though to electricity distribution.

The coal lobby used to be a Brussels power player. No more. At the last count there are over 50 trade associations focussed on energy, and three of Brussels top 10 corporate affairs spenders (ExxonMobil, Equinor and BP) are energy companies. Moreover, every sector is an energy consumer which means EU energy policy is a vitally important horizontal policy area.

The energy union strategy aims at building an energy union that gives EU consumers – households and businesses – secure, sustainable, competitive and affordable energy. The Commission recently proposed to step up Europe's 2030 climate ambitions by reducing greenhouse gas emissions by at least 55%. To this end, the Commission intends to present proposals to revise key climate and energy-related legislation in mid-2021. In parallel, Member States must implement their national plans fully and update them in 2023 in light of more ambitious EU climate and energy targets for 2030.

"People's well-being, industrial competitiveness and the overall functioning of society are dependent on safe, secure, sustainable and affordable energy. The energy sector, covering extraction, production and distribution directly employs in the EU about 1.6 million people and generates an added €250 billion to the economy, corresponding to 4% of value added of the non-financial EU business economy."

European Commission.



Specialist Consultancies:

Acumen Public Affairs
 ADS Insight
 Bernstein Group
 BOLDT
 Brunswick Group
 Burson Cohn & Wolfe (BCW)
 Edelman
 Euralia
 Finsbury Glover Hering
 FleishmanHillard
 Grayling
 Hague Corporate Affairs
 Hanover
 Harwood Levitt Consulting
 Hume Brophy
 Instinctif Partners
 Interel
 Kellen
 Landmark Public Affairs
 McLarty Associates
 MUST & Partners
 Red Flag
 Rise Corporate Purpose Advisory
 Rud Pedersen
 UTOPIA EU

Specialist Law firms:

Covington
 Norton Rose Fulbright

Food and Drink

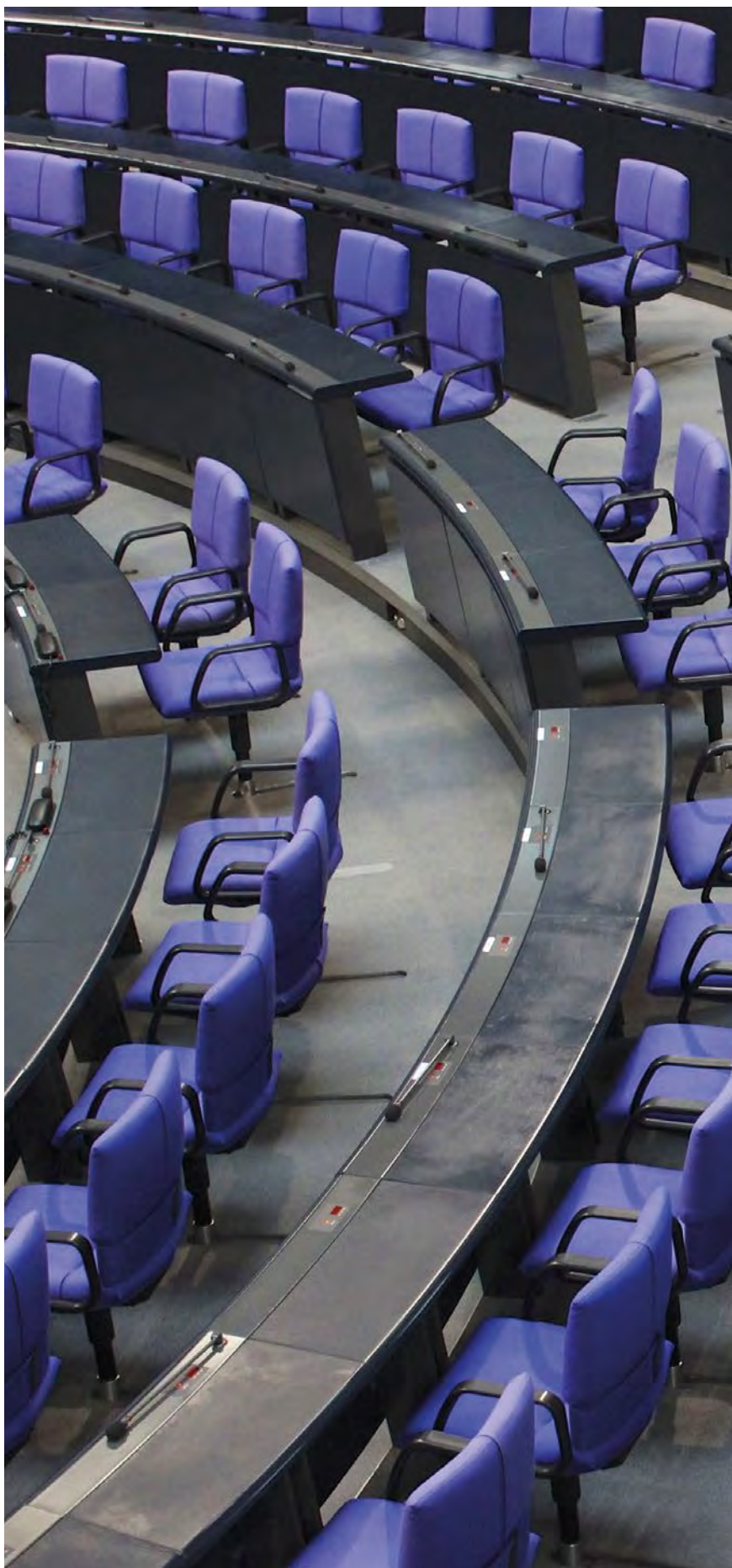
Food and drink is the largest manufacturing sector in the EU with a turnover of €1.1 trillion, employing 4.6 million people.

FoodDrinkEurope and its 27 sectoral members are the dominant Brussels trade associations representing the sector. Overall the sector is comprised mainly of SMEs with relatively few big spending multinational companies – interestingly not one food and drink company is in the top 50 corporate affairs spenders in Brussels!

However, the sector is highly regulated as society and governments have become more aware of the impact of what we eat and drink.

"In the last 10 years, EU food and drink exports have doubled. EU food legislation is highly harmonised and the sector benefits significantly from the opportunities offered by the EU Single Market. At the same time, however, the sector faces certain challenges in both international and European markets. The European Commission is working to improve the competitiveness of the EU food sector and the functioning of the Single Market for Food. It also strives to create new trade opportunities for food and drink products, through various trade negotiations and dialogues with third countries."

European Commission



Governments

Arguably the biggest lobbying community in Brussels of them all are government representations.

Indeed, Brussels hosts 183 embassies, the most out of any city in the world. Brussels is unique in that it is not only the seat of the Belgian Government, but also of the European Union to which countries accredit representatives. Thus, a country can send up to two ambassadors to Brussels, one to Belgium, and one to the EU. Some embassies serve both functions, while other countries open separate embassies for both.

All of the EU Member States have employed consultants and lawyers at one time or other in Brussels. Council presidencies, particularly provide opportunities for public affairs consultancies in all their aspects. Governments are increasingly local, and many cities and regions have representation in Brussels. However, it is often the non-EU governments of Eastern Europe, Africa, Middle East and Asia that spend the most money in Brussels on a variety of issues ranging from trade to the environment.

Specialist Consultancies:

APCO
Edelman
Europa Insights
FIPRA
Hume Brophy
Rasmussen Global
UTOPIA EU
Vulcan Consulting

Specialist Law firms:

DLA Piper



Specialist Consultancies:

Acumen Public Affairs
 ADS Insight
 APCO
 Athenora Consulting
 ATREVIA
 Bernstein Group
 BOLDT
 Burson Cohn & Wolfe (BCW)
 Dr2 Consultants
 Edelman
 Euralia
 Europa Insights
 EU Strategy
 EUTOP
 FIPRA
 Finsbury Glover Hering
 FleishmanHillard
 FTI Consulting
 Grayling
 Hague Corporate Affairs
 Hanover
 Harwood Levitt Consulting
 Hill & Knowlton
 ICODA European Affairs
 Incisive Health
 Instinctif Partners
 Interel
 logos
 McLarty Associates
 Nove
 Pantarhei corporate advisors
 Red Flag
 RPP Group
 Rud Pedersen
 Schuman Associates
 Stenström Consulting
 UTOPIA EU
 Weber Shandwick

Specialist Law firms:

Covington
 DLA Piper
 Squire Patton Boggs

Healthcare

The healthcare industry is one of the world's largest and fastest-growing industries. Consuming over 10 percent of gross domestic product (GDP) of most developed nations, healthcare forms an enormous part of the EU's economy.

The healthcare industry is made up of two main groups: healthcare equipment and services; and pharmaceuticals, biotechnology and related life sciences. Europe's pharmaceutical sector employs some 750,000 people and generates three to four times more employment indirectly. Medical technology is also a major contributor to the EU economy, employing over 650,000 people in high quality jobs in a market estimated at around €110 billion.

As healthcare concerns human health, it is one of the most regulated industry sectors and gives rise to one of the most vibrant Brussels public affairs communities. By far the biggest spenders on public affairs are the 40 leading pharmaceutical companies who are members of the European Federation of Pharmaceutical Industries and Associations. In second place are the Diagnostics and Medical Devices manufacturers represented collectively by MedTech Europe.

EU countries hold primary responsibility for organising and delivering health services and medical care. EU health policy therefore serves to complement

national policies, and to ensure health protection in all EU policies. However, COVID-19 has brought the EU's health policy into sharp focus and fostered joint actions such as vaccine procurement. Indeed, since the beginning of the pandemic, the EU has been working with member states to reinforce national healthcare systems and limit the spread of the virus. It has been coordinating action at EU level based on the best available science and giving recommendations to EU countries on public health measures. New measures to combat other health threats such as cancer are to be expected.

"Good health is a major concern of European citizens. EU action on health issues aims to improve public health, prevent diseases and threats to health (including those related to lifestyle), as well as to promote research. The EU does not define health policies, nor the organisation and provision of health services and medical care. Instead, its action serves to complement national policies and to support cooperation between member countries in the field of public health."

European Commission



Industrial Goods & Engineering

Industrial engineering is one of the largest sectors in the EU economy in terms of number of enterprises, employment, production, and the generation of added value.

The sector is characterised by relatively small family owned companies. The industrial engineering industry is an excellent example of an EU sector that is performing well economically. Europe is the world's largest producer and exporter of machinery with an estimated 36% share of the world market.

Specialist Consultancies:

ARCTURUS GROUP
Europa Insights
Interel
Kreab
Pantarhei corporate advisors
Sustainable Public Affairs

**Specialist Consultancies:**

Brunswick Group
Europe Analytica
EU Strategy
Landmark Public Affairs
LP Brussels
Political Intelligence
Teneo

Media

The content and media sector plays a key economic, social and cultural role in Europe. The European Commission's role is to put in place the ideal conditions and regulations to create a single market for audiovisual media services.

Content industries are not only crucial to cultural diversity; they are also of paramount importance for the economy of the European Union. For instance, the audiovisual sector alone directly employs over

one million people in the EU. With the internet, media content, be it made of images, sound or written words can be distributed and accessed in a variety of ways and EU policy is evolving to reflect this new situation.

**Specialist Consultancies:**

Cicero Group
Pantarhei corporate advisors
Rud Pedersen
Sustainable Public Affairs

Specialist Law firms:

Norton Rose Fulbright

Metals & Mining

The metal industries process non-ferrous metals such as aluminium, copper, and zinc; and ferrous materials such as steel.

Both sectors are very important to the EU's economy, competitiveness, and industrial development. The EU metallic minerals sector produces a wide range of ores yielding metals or metallic substances. The EU is an important producer of chromium, copper, lead, silver, and zinc. However,

most metallic ores that supply the European metallic industry are imported. Only a few EU countries have active mines. They include Austria, Finland, Greece, Ireland, Poland, Portugal, and Sweden.

**Specialist Consultancies:**

BOLDT
Brunswick Group
McLarty Associates
Political Intelligence

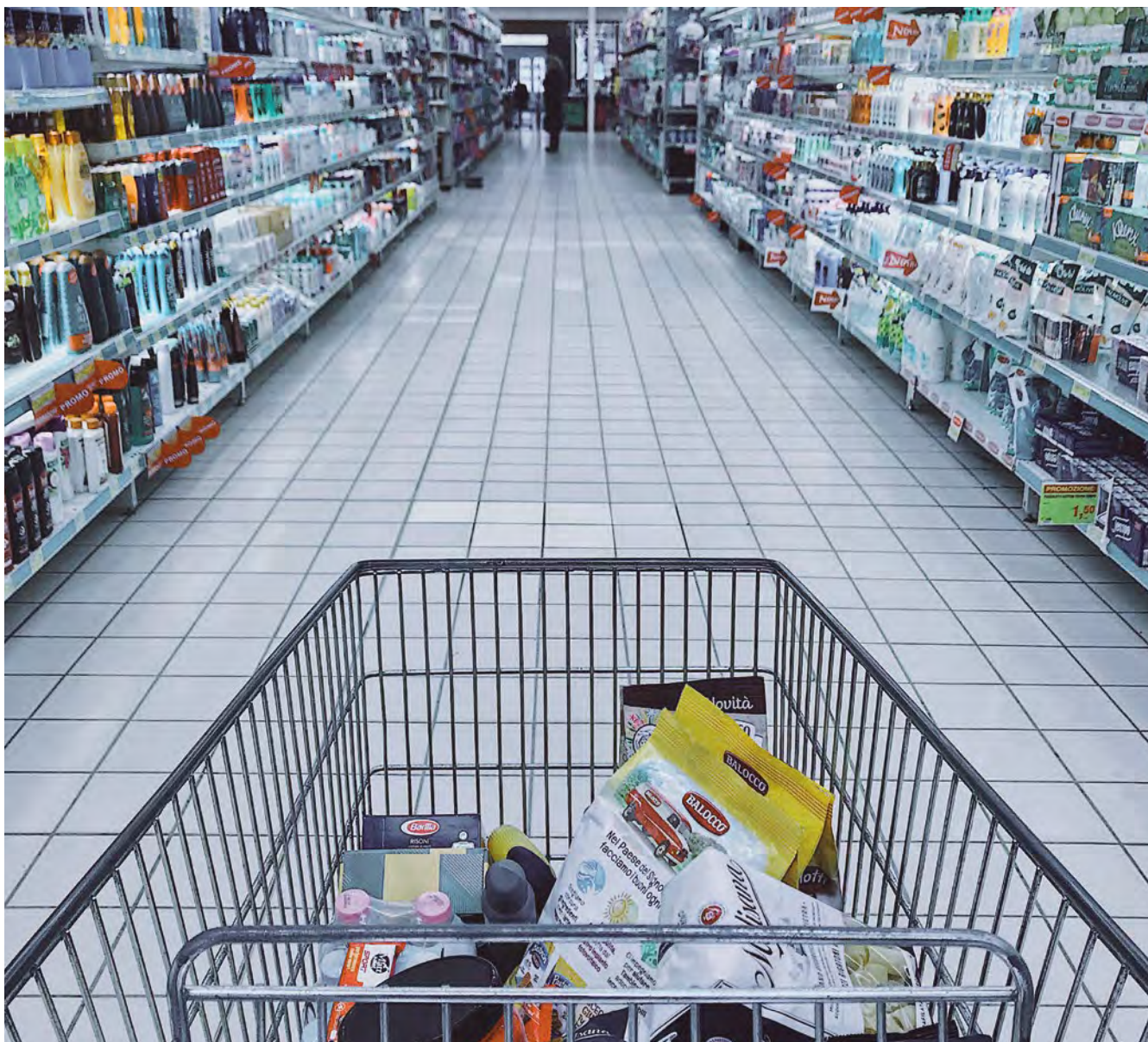
Specialist Law firms:

Norton Rose Fulbright

Oil, Gas & Coal Production

Upstream oil and gas production and operations identify deposits, drill wells, and recover raw materials from underground.

They are also often called exploration and production companies. Europe producing 25% of the oil and almost half of the gas it uses. While reliance on imports is likely to remain important, recent domestic exploration & production dynamics suggest high remaining potential for decades to come. Eight of the biggest offshore oil and gas fields in Europe are located in Norway and the other two belong to the UK. Coal production in Europe is falling, and imports exceed production.

**Specialist Consultancies:**

Brunswick Group
Finsbury Glover Hering
Harwood Levitt Consulting
Landmark Public Affairs
RPP Group
Rud Pedersen

Personal & Household Goods

The Household Products Industry is composed of a diverse group of companies operating across many sub-sectors such as cosmetics which are important contributors to the EU economy.

Notably, valued at almost €80 billion at retail sales price, the European cosmetics and personal care market is the largest in the world.

The leaders in this sector (Procter & Gamble, Unilever, L'Oreal, Henkel, GSK etc.) are well represented in Brussels as corporate affairs functions, and via their trade associations..

**Specialist Consultancies:**

Athenora Consulting
FleishmanHillard
Grayling
Kellen
Kreab
LP Brussels
MUST & Partners

Public Utilities

A public utility company (usually just utility) is an organization that maintains the infrastructure for a public service.

The term utilities can also refer to the set of services provided by these organizations consumed by the public, including electricity, natural gas, water, sewage, telephone, and local transportation. Public utilities are subject to forms of public control and regulation, and range in nature from local community-

based groups to government monopolies and multinationals. EU public procurement rules have to be applied in utilities involved with water, energy, transport and postal services.



Specialist Consultancies:

Bernstein Group
Brunswick Group
Dr2 Consultants
Euralia
EUTOP
Finsbury Glover Hering
McLarty Associates

Retail

Retail is the second largest EU service sector after financial services, generating 4.5% of the value added in the EU economy and providing 8.6% of all jobs in the EU.

EU households spend up to one-third of their budgets in retail shops. The sector is changing rapidly with the development of e-commerce and multi-channel retailing, and has the potential to perform better. Fewer restrictions in retail mean higher productivity in manufacturing. A more efficient retail sector can offer consumers lower prices which

creates more demand and steers producers towards more innovative goods. This is why the Commission is helping Member States and operators to overcome the current challenges by addressing an accumulation of restrictions in the retail sector.



Specialist Consultancies:
Burson Cohn & Wolfe (BCW)
Nove

Sport

While a number of consultancies have sports experience representing organisations as diverse as the Premier League and the UFC, there are two leaders in Brussels – BCW and Nove.

Sport is a field in which the EU's responsibilities are relatively new, having only been acquired with the entry into force of the Treaty of Lisbon in December 2009. In the 2014–2020 period, a specific budget line was established for the first time under the Erasmus+ programme to support projects and networks in the area of sport.

The EU works to attain greater fairness and openness in sporting competitions and greater protection of the moral and physical integrity of sportspeople whilst taking account of the specific nature of sport. In

particular, the EU is concerned with three aspects: (1) the societal role of sport; (2) its economic dimension; and (3) the political and legal framework of the sports sector.



Specialist Consultancies:

Europa Insights
EU Strategy
EUTOP
FTI Consulting
Hanover
Political Intelligence
Rasmussen Global
Stenström Consulting
Teneo

Specialist Law firms:

Squire Patton Boggs

"Just two years after telecoms consolidation appeared stymied by Brussels' steely competition watchdog, European executives are again talking up the chances of mergers seen in the industry as key to investment in next generation mobile networks. The European telecoms industry wants to persuade Brussels to listen to such arguments amid fears that the region lacks the sort of national champions being created in China and the US."

Financial Times – European telecoms industry

Telecoms

ETNO has been the voice of Europe's telecommunication network operators since 1992 and with 40 members is the principal policy group for European electronic communications network operators.

The European Competitive Telecommunications Association (ECTA) is the leading pan-European telecoms association promoting market liberalisation and competition in the European communications sector. The EU telecoms sector is one where there are many national champions but few pan-European leaders.

As a side note, the author once looked at the correlation between the size of the association secretariat and the size of the industry it represents, and found that there were many other factors at play. ETNO members for example employ 1 million people throughout Europe, however, the secretariat only employs 9 people which is much smaller than

other associations with industries of similar scale. Fragmentation of the European market and the presence of many national telecoms operators in Brussels probably explains this disparity. Hence, most opportunities for public affairs consultancies and law firms are with traditional telecoms operators, or newer entrants offering consumer broadband and triple-play and challenger mobile/wireless network operators and service providers.



Specialist Consultancies:

Acumen Public Affairs
 ADS Insight
 Athenora Consulting
 ATREVIA
 Bernstein Group
 Brunswick Group
 Dr2 Consultants
 FIPRA
 Finsbury Glover Hering
 FleishmanHillard
 Gibbels Public Affairs
 Hill & Knowlton
 Hume Brophy
 Interel
 Landmark Public Affairs
 logos
 LP Brussels
 MUST & Partners
 Political Intelligence
 Red Flag
 Rise Corporate Purpose Advisory
 RPP Group
 Stenström Consulting
 Teneo
 UTOPIA EU

Specialist Law firms:

Squire Patton Boggs

Transport

Clearly COVID-19 has hit many aspects of the transport sector, particularly airlines. However, in normal times transport is a major contributor to the economy (4.8% – or €548bn – in gross value added overall for EU countries), and sustains over 11 million jobs in Europe.

As our societies become more mobile again, EU policy aims to help our transport systems meet the major challenges facing them including congestion, oil dependency, greenhouse gas emissions, infrastructure and competition.

There are numerous Brussels transport associations from the global International Association of Public Transport (UITP) to those representing individual sectors from airlines to railways, and from bicycles to electric vehicles. Many of Brussels top 20 corporate affairs spenders like BMW and Daimler have a stake in the transport debate, as does Number 1 Google.

"As long ago as the Treaty of Rome, Member States stressed the importance of a common transport policy by devoting a separate title to it. Transport was therefore one of the Community's first common policy areas. Alongside the opening-up of transport markets and the creation of the Trans-European Transport Network, the 'sustainable mobility' model will take on even greater importance between now and 2020 – particularly in view of the constant rise in greenhouse gas emissions from the transport sector, which threatens to jeopardise the European Union's efforts to achieve its climate goals."

European Parliament Factsheet

Best Services Specialists

Specialist Consultancies:

Athenora Consulting
Interel
Kellen
logos

Specialist Law firms:

DLA Piper

Association Management

Lobbying really matters for Brussels trade associations. There are around 1,200 Trade and Professional Associations with a Brussels office employing around 5,500 people with public affairs responsibilities.

The author has written extensively on the ingredients of the Best Associations in Brussels in reports including 'Key Success Factors for European Associations' and 'High Performance Secretariats'. Our research shows that achieving favourable EU policy outcomes is the primary expectation of the vast majority of European business association members, even ahead of promoting an industry and its reputation.

Most European associations are set up so that they lead on EU issues, but are restricted to lobbying the EU institutions in Brussels, Strasbourg, and Luxembourg, rather than contacting policy-makers in Member States. Our research identifies the importance of: keeping ahead of regulation; making timely decisions; conveying clear messages; teamwork between members and secretariat; building coalitions; and targeting the right audiences. These are all areas where external advisers can provide valuable support.

Typically, the best associations have excellent people within the leadership teams of their secretariats, at the level of Director General, Director of Communications, and Head of Regulatory or Public Affairs. Working together they communicate effectively internally and externally, and deliver favourable policy outcomes for their members. Behind every great leadership team should be a high performance secretariat, supported in many instances by first class public affairs and legal advisers.

Association expertise exists in all of the consultancies and law firms highlighted in BestinBrussels.eu; from the boutiques to some of the largest such as FTI Consulting and FleishmanHillard.

Many groups employ external counsel for specific aspects of their public affairs activities, while some associations and coalitions are actually housed and staffed by consultancies and law firms as their secretariat, providing services from accounting to governance beyond the normal scope of the regular work of lobbyists.

An association management company (AMC) is a professional service company that specializes in providing management services for associations on a fee-for-service basis. AMCs provide the professional staff, administrative support, office space, technology, and equipment an association needs to operate efficiently. The global AMC Institute advances professionalism and high industry standards for association management companies, representing over 180 association management companies that manage over 1,800 associations.





Specialist Consultancies:

APCO
ARCTURUS GROUP
Avisa
Brunswick Group
Burson Cohn & Wolfe (BCW)
Cicero Group
FIPRA
FTI Consulting
Rise Corporate Purpose Advisory
Sustainable Public Affairs
Teneo

Specialist Law firms:

Covington
DLA Piper
Freshfields Bruckhaus Deringer
Norton Rose Fulbright
Squire Patton Boggs

Competition & Antitrust

Most Competition & Antitrust work in Brussels is in three key areas: M&A approvals, Cartel or abuse of dominant position investigations, State aid cases for the alleged beneficiaries, for the targeted States and for the complainants.

Most euros spent in Brussels on Competition & Antitrust work are with the law firms. Hence, the legal lobbying firms have a particular advantage in providing relevant services and working alongside the relevant competition colleagues.

However, since the 1990s a number of Brussels public affairs consultancies have developed Competition & Antitrust practices which provide added-value services not typically provided by the law firms. For example, media relations is a sensitive area that requires specialist expertise and good press contacts, as a bad story can lead to a fall in stock price and even the Commission considering a case in a new light. Beyond Brussels some networked agencies can offer outreach to National Competition Authorities and relevant stakeholders around the European Union.

"In all cases, companies involved in or seeking to challenge a merger will need specialist advice on law, economics and communications. Tell the truth and be prepared to provide compelling evidence. Do demonstrate advantages for customers and final consumers; explain the expected positive impact on price, quality, innovation and employment; stress the competitive and expanding nature of the market; and present consistent legal, economic and communications cases across all jurisdictions. Don't forget that the EU is concerned to create or, where it exists, maintain a seamless single market across all its members. So don't present national or regional markets within the EU as separate without very good arguments and evidence."

Jonathan Faull, Chair of Brunswick's European Public Affairs team



EU Funding

The EU makes funding available in different forms, including grants, loans and guarantees, subsidies, prizes and public contracts.

The EU awards grants to organisations and, occasionally, individuals, to help them carry out projects that further its policies. Grants are awarded in many different fields, from research to education to humanitarian aid. The EU rarely finances projects up to 100%. Rather, grants are a form of complementary financing, and the beneficiary organisation will also put up a percentage of the funding for their project. The European Commission advertises grant opportunities through calls for proposals.

The EU also provides loans, guarantees and equity as forms of financial assistance to support its policies and programmes. For example, the EU provides loans to businesses of all types for investment in research and innovation. It also provides guarantees to help beneficiaries to obtain loans more easily or at better conditions from banks and other lenders. The EU may also financially participate in a project by owning parts of it.

Brussels is also the origin of several pan European initiatives developing ICT networks, security systems and transport corridors. Being involved from the inception phase is vital to get access to the funding, very often disbursed through complex mechanisms involving EU Agencies, Member States and EC headquarters.

Understanding how EU funding works, the main conditions and access strategy, is instrumental for being successful. Consultants can assist clients with bid management and bid writing support across the range of EU funding programmes. Probably the best known consultancy in this field is Schuman Associates.

Specialist Consultancies:

Eupportunity
Schuman Associates



Media Relations

Brussels is one of the most important international media centres in the world. According to the European Commission there are over 1,300 accredited journalists and technical press people reporting from Brussels. In total they represent almost 500 different print, broadcast and online media organisations from over 60 different countries. They cover European affairs, NATO and events in Belgium, the Netherlands and other European countries. Many more journalists from all over the world visit Brussels for brief periods for EU related events or to report on the activities of the international institutions based here.

Although traditional and new media can greatly influence EU policy-makers, not every public affairs consultancy offers media relations as part of their core offering. Law firms tend to partner with outside media experts as it outside their key competences, apart from Alber & Geiger.

Media is central to the work of many agencies from acumen and Brunswick to FIPRA and Political Intelligence. Consultancies with

a PR pedigree such as Edelman, FleishmanHillard, FTI and Grayling offer strong media capabilities in Brussels. Indeed a number of public affairs consultancies including Bernstein Group, EU Opportunity, and Instinctif are led by former senior journalists.

There are also a number of specialist media relations consultancies in Brussels. For instance, niche firms such as RedThread and Clear Europe provide media training. Red Flag has a reputation for framing stories in the right way and placing them in the right media, delivering results. The authors at Dober Partners published the report 'EU Media Relations' and focus on litigation communication.

It is important for communicators to understand what types and formats of information are most useful for journalists. According to our research and experience the more exclusive and personal the briefing, the more it will be valued by the journalist. Hence, exclusives and interviews are typically highly valued, while conference calls or even press conferences where the same story is shared with competing journalists are much less compelling.

What are the most important elements in a good story pitch?

Dober Partners EU Media Relations Survey of Brussels Journalists. (N.B. Multiple elements possible hence % greater than 100)

GOOD STORY IDEA

59%

CLEAR EXPLANATION OF COMPLICATED ISSUES

57%

NEW ANGLE

49%

EXCLUSIVITY

47%

IMMEDIATE NEWS VALUE

40%

INFORMATION THAT BALANCES OFFICIAL SOURCES

38%

STRONG SUPPORTING EVIDENCE

37%

NATIONAL OR LOCAL ANGLE

23%

INTERVIEW OPPORTUNITY

22%

AVAILABILITY OF VISUAL OR SOUND BITES

21%

OTHER

7%

Source: Dober Partners EU Media Relations Report



Specialist Consultancies:

Acumen Public Affairs
 ADS Insight
 Bernstein Group
 Burson Cohn & Wolfe (BCW)
 Cicero Group
 Europa Insights
 FIPRA
 FTI Consulting
 Grayling
 Hague Corporate Affairs
 Hanover
 Harwood Levitt Consulting
 Hume Brophy
 Instinctif Partners
 Interel
 Kreab
 Landmark Public Affairs
 logos
 LP Brussels
 McLarty Associates
 Nove
 Red Flag
 Rise Corporate Purpose Advisory
 Rud Pedersen
 Sustainable Public Affairs
 Teneo
 Weber Shandwick

Specialist Law firms:

Covington
 Freshfields Bruckhaus Deringer
 Norton Rose Fulbright
 Squire Patton Boggs

Sustainability & Environment

Sustainability and environmental issues cut across every industry sector but some more than others such as transport, chemicals and energy.

The European Union is considered to have the most extensive environmental laws of any international organisation. EU environmental policy has significant effects on those of its member states and internationally. The new European Green Deal is as audacious as anything ever announced by the European Commission. Coming just 11 days after Ursula von der Leyen took office as Commission President, its scope is colossal. Already, the European Union's environmental legislation addresses issues such as acid rain, the thinning of the ozone layer, air quality, noise pollution, waste and water pollution, and sustainable energy. The Institute for European Environmental Policy estimates

the body of EU environmental law amounts to well over 500 Directives, Regulations and Decisions. The ground-breaking European Green Deal is intended to make the EU's economy sustainable, by turning climate and environmental challenges into opportunities, and making the transition inclusive. The European Green Deal provides an action plan to boost the efficient use of resources by moving to a clean, circular economy, restore biodiversity and cut pollution.

As sustainability and environmental issues concern so many clients, every firm has touched on this area to a less or greater extent. However, the following firms stand out in Brussels.

Specialist Consultancies:

Burson Cohn & Wolfe (BCW)
 Cicero Group
 FIPRA
 Grayling
 Hume Brophy
 Interel
 Kreab
 McLarty Associates
 Vulcan Consulting
 WeberShandwick

Specialist Law firms:

Covington
 DLA Piper
 Freshfields Bruckhaus Deringer
 Norton Rose Fulbright
 Squire Patton Boggs

Trade

Trade is a highly politicised issue, so it is surprising that it is not a bigger area of business for consultancies and law firms than it actually is. Moreover, the EU is the world's biggest exporter of manufactured goods and services, and it is the biggest import market for over 100 countries.

Thanks to the Commission's powerful competencies in EU trade law, businesses are sometimes involved in trade defence measures, primarily anti-dumping and anti-subsidy actions against imports from countries outside the EU. China is often at the centre of these disputes and this poses a challenge for multinational companies who often do not support legitimate trade complaints against China because of its market potential, and for fear of retaliation and the potential interruption of supply chains. Free Trade Agreements have also been a source of trade business for firms representing sectors, standing to gain or lose from their conclusion.

Brexit has not yet generated substantial amounts of Brussels lobbying work outside certain specific sectors like financial services and aviation. However, many of Brussels' public affairs consultancies and law firms have set-up Brexit practices as their clients ask for more analysis and advisory services.





Best Intelligence Systems



Best Intelligence Systems

DODS EU Monitoring
Fiscal Note
One Policy Place
POLITICO Pro
Quorum
Ulobby

Specialist Regulatory Intelligence

Cullen International
MLex

The best public affairs operators know how to employ digital tools to complement their real world stakeholder outreach and early-warning digital systems for policy intelligence. Described below are some of the best in Brussels public affairs intelligence systems for clients.

DODS EU Monitoring

DODS EU Monitoring saves time and effort in monitoring developments at European Union level by using our experts on the ground in Brussels. They deliver up-to-the-minute unbiased news and information tailored to your specific demands to ensure you have everything you need at your fingertips. We also provide political monitoring across the UK, France and Germany. DODS' service includes:

- Alerts: tailored real time alerts delivered to your inbox
- Briefings: unique coverage of European Parliament committees and plenary sessions, Council deliberations, Commission conferences and other key events
- Forward-looking agendas: comprehensive calendars of institutions and stakeholders events
- Newsletters: bespoke daily, weekly and monthly newsletters
- Hotline: direct interaction with our monitoring consultants, research and analysis service to answer your specific questions about the EU
- Stakeholder mapping

Fiscal Note

FiscalNote is a technology-powered global software data and media company that uses powerful machine learning to provide clients with the right policy information and insights, and at the right time so that they can better navigate market risk and uncertainty and maximize new opportunities.

As the premier hub of domestic and global information for more than 5,000 clients worldwide, FiscalNote's tools, analysis, news, and award-winning journalism delivers context, clarity, and a competitive edge in a rapidly changing world.

Known in Brussels particularly for EU Issue Tracker they offer a suite of cutting edge products and tech solutions for public affairs practitioners.

One Policy Place

Co-founders Luisa Frumenzi, Mark Wilson and team have built One Policy Place (OPP) into an excellent Brussels-based service with four key features:

- **Newsfeed** – The Newsfeed enables you to filter and manage content on One Policy Place, according to the policy issues that are critical to you and your organisation. This saves you time and ensures you remain on top of your brief.
- **Pipeline** – They bring together into one place, key dates, documents & debates on procedures. The Pipeline covers all publicly available information from the EU institutions ensuring at the click of a button you know the state of play of any dossier.
- **Planner** – They curate all EU institutional meetings, public events, & activities, enabling you to keep track of key dates and plan ahead. OPP customers also benefit from our vast network as we help you publicise your events.
- **Mentions** – Mentions is a unique tool giving you insight into member state positions, Commission views, and MEP interventions in meetings OPP have published. Mentions also allows you to track products & keywords in order to assess regulatory risk in your industry.

POLITICO Pro

POLITICO Pro is POLITICO Europe's premium policy intelligence service for professionals.

Fusing the power of technology with the power of journalism, Pro combines the expertise of a 70+ international newsroom with innovative technology and data analysis, providing a one stop shop solution for policy professionals.

From daily morning newsletters, real time alerts, breaking scoops, and deep analysis to legislative tracking, key word monitoring, vote mapping breakdowns and much more, Pro helps organizations keep one step ahead of the policy developments impacting their industry, clients or members.

POLITICO Pro serves many thousand policy experts and decision-makers from over 850 organizations in 28 countries. Subscribers include EU and national government, corporations, trade associations, consultancies, law firms, and NGOs.

Quorum

Quorum is public affairs software that helps our clients work smarter and move faster.

In Quorum, you can map, track, change and report on the policy landscape, all in one place.

You're able to work smarter when you can map the issues and people that matter most to your organization and track real-time updates on important legislation, issues, and dialogue. As things happen, you can see the impact and make decisions about how to react.

You're also able to move faster to create change. Quorum has powerful tools to help you mobilize stakeholders, advocates, and policymakers to move the needle on your issues. You can also move faster with smart reporting tools that make it easy to understand your impact and demonstrate it for stakeholders. QUORUM EU allows you to:

Engage With Officials: Connect with officials and staff across the European institutions with up-to-date contact information, full biographies, and an integrated email platform so you can easily send personalised messages.

Follow The Conversation: Keep track of how your issues are being discussed by European officials across social media, parliamentary questions, speeches in plenary, and more. Then follow along with relevant legislation as it passes through the institutions.

Report on Your Efforts: Use data to inform your strategy with auto-updating reports and visualizations to identify emerging developments and track trends. Illustrate the success of your team's efforts with easy to create ROI reports.

Ulobby

Ulobby is a software-as-a-service platform developed by lobbyists for lobbyists with political intelligence, monitoring, stakeholder management, and legislation tracking right at your fingertips.

With an automated political monitoring, you can be informed and productive at the same time. Their solution is based on machine learning to allow you to fine tune our tracking to your context by using political data.

Maintaining an overview of all stakeholder activities and ensuring coordination across the organisation is often challenging. Realising this, Ulobby has developed a stakeholder management-tool integrated with your own internal systems.

Ulobby touchpoints are designed to give users the complete view of the stakeholder landscape of their organisation. We help you visualise the impact and return on investment for public affairs work, to ensure that senior management consistently sees how public affairs is a business necessity.

Ulobby, founded in 2017, has offices in Copenhagen and Brussels, and serves clients all over the world.

Specialist Regulatory Intelligence

There are a number of regulatory intelligence service providers that track and analyse areas of EU policy for specific sectors.

Cullen International

For instance, Cullen International helps organisations gain insight and clarity on the latest developments, and get a global perspective on regulation and competition law, across the telecoms, media, digital economy and postal sectors. For 35 years, Cullen has been providing comprehensive, neutral and timely information that is trusted by industry and official institutions alike. The company serves over 270 key market players and public organisations from over 80 countries – all with a serious strategic focus on competition law or regulation in the communications sector. Their regulatory intelligence is available upon annual subscription and complemented by their custom research and regulatory training services.

MLex

MLex is an independent media organisation providing exclusive market insight, analysis and commentary on regulatory risk. Their customers, the world's leading law firms, corporations, advisory firms and regulators, rely on their reporting to ensure they are well positioned to take advantage of the opportunities posed by regulatory change as well as to mitigate the risks. MLex has a track record of uncovering regulatory risk before it breaks in other news outlets. Offering up-to-the-minute coverage of regulatory threats and opportunities from the perspectives of M&A, antitrust and trade defence, as well as data privacy and security, they also specialize in sector-specific regulation across TMT, energy and financial services.

we help you

gain clarity and insight
on regulation and
competition law
in the communications sector



regulation made simple



Quorum is a public affairs software company that helps teams **work smarter and move faster** by providing one place to map, track, change, and report on your organization's policy landscape.



Quorum is a one-stop-shop for issues management, stakeholder engagement, and monitoring in the EU and globally. Measure the return on investment (ROI) of your public affairs efforts and derive powerful insights with Quorum's tools. Keep your team on the same page by tracking in real time how your organization is making an impact on your global policy issues with issues management. Manage your contacts and engagements in a CRM customized for public affairs and send updates on the work your organization is doing with integrated reporting tools. Set up email alerts to ensure you never miss a mention of your issue or organization by EU officials across legislation, press releases, social media, and more.

Thousands of public affairs professionals use Quorum for their work in the European Union, United States, and major global markets. **Learn how Quorum is expanding what's possible in public affairs at www.quorum.eu.com.**

www.quorum.eu.com

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+32 497 24 59 74 | info@quorum.eu.com



“Dods enables me to deliver a vital and invaluable service that allows EuroGeographics and the European NMCA's to react quickly and confidently to EU developments.”

– Marjana Zelic, Research & Policy Officer,
EuroGeographics

In this fast-moving, ever-changing political climate, understanding the impact of politics and policy development are critical to business success.

At Dods Monitoring, we provide up-to-the-minute alerts and expert analysis tailored to your key areas of interest.

Our consultants deliver comprehensive coverage on European Commission, European Council, EU Agencies, Court of Justice of the EU, NGOs, European Parliament, Council of the EU and other interest groups.

Working with Dods Monitoring is the perfect way to receive unbiased news and knowledge tailored to your specific demands.

We provide political monitoring across the UK, EU, France and Germany. With teams based across Europe, you'll have direct access to policy consultants who will save you time and resources by providing market-leading information that helps minimise risk.



Our service helps you to:

- ✓ Save time by receiving vital information quickly into your workflow
- ✓ Understand the implications policy developments may have on your organisation
- ✓ Identify stakeholders interested in your issues of importance
- ✓ Detect emerging trends and interest around key policy areas
- ✓ Stay close to the political process

SECTOR COVERAGE INCLUDES:



Health



Energy



Environment



Cyber Security



Defence



Financial Services



Technology



Education



Transport and infrastructure



Public sector

****Sector coverage varies based on monitored region**

In our Business Intelligence portfolio, we also provide:

Dods Research

In-depth analysis into political and public sectors – writing whitepapers, commercial opportunity analysis and much more

Dods People

Verified and accurate data and information on political, civil service and stakeholders across the UK & EU

Unifeye

Targeted online intelligence platform, monitoring over 50 million global resources in over 70 languages

An integrated approach...

At Dods we provide an integrated approach. Offering a wide range of events, publications, training courses and business intelligence solutions that can help your organisation solve complex problems, mitigate major risks and secure competitive advantage across the political and public sector markets.

Business Intelligence

Dods' Business Intelligence team produces research, news and insights to help understand the ever-changing political and public sector landscape.

Media

Tailored research and reports can provide rich content for our media publications, helping to deliver key messages to a broad and engaged audience of readers from across the political and public affairs sectors.

Training

From policy development to communication and leadership skills, Dods Training specialists develop bespoke training courses to help maximise your investment and achieve your goals.

Events

Dods Events can take the same research to develop engaging parliamentary events in Westminster, Holyrood or Brussels, offering clients the opportunity for face-to-face opportunities to engage with key policy makers and Senior Civil Servants. It can also become the key part of the content agenda at a larger scale annual conference or summit.

To find out more about how we can help your organisation achieve maximum impact with a highly-engaged audience of key stakeholders, contact us:



Client Contact:

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EU Business
Development Manager

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FiscalNote | MEP List

All the MEP Contacts and Information You Need.

In public affairs it's important to know and build relationships with the relevant lawmakers. That's why we're introducing our **EU MEP List** so you have access to the contact details for the 705 members of the European Parliament.



Policy making is changing. At FiscalNote we're committed to changing with it, so you can mitigate risk and find opportunity.

What is it?

FiscalNote's MEP List is a comprehensive directory updated monthly with all the details you need on MEPs, their Member States, political groups, Committees and Delegations they sit on.

Why do you need it?

1. All MEPs related information in one place
2. List is categorized by Committee and Delegation.
3. Comprehensive, accurate, and regularly updated information
4. Save time and effort when looking for EU Members of the European Parliament.

What you get:

- ✓ **Name**
- ✓ **Member State**
- ✓ **EU Political Group**
- ✓ **National Party**
- ✓ **Committees**
- ✓ **Delegations**
- ✓ **Job Title**
(ex. Chair of the Committee, Political Group Coordinators)
- ✓ **Full contact details**
(Brussels and Strasbourg offices: address, email, phone, fax)
- ✓ **Social media** (Twitter/Facebook)

To learn more about MEP List, reach out to europe@fiscalnote.com



FiscalNote | EU Member States Attachés List

All the EU contacts you need. When you need them.

In public affairs it's important to know and build relationships with the relevant stakeholders. That's why we're introducing the **EU Member States Attachés List**, a comprehensive directory of the officials who represent their Member States across multiple policy areas at the EU level.



Policy making is changing. At FiscalNote we're committed to changing with it, so you can mitigate risk and find opportunity.

What is it?

The EU Member States Attachés list is a central repository updated quarterly with the contact details for all 27 EU Member States representatives' as well as their roles and the topics they work on.

Why do you need it?

1. All EU Member States Attachés in one place
2. Quickly find who you need to talk to by policy topic and member state
3. Get access to comprehensive, accurate and regularly updated information
4. Save time and effort when looking for the people in EU Permanent Representation

What you get:

The Attaché list will be GDPR compliant, and will include publicly available information for each individual, including on:

- ✓ **Name**
- ✓ **Member State**
- ✓ **Role**
- ✓ **Email**
- ✓ **Telephone Number**
- ✓ **Policy topic**

To learn more about EU Member States Attachés List, reach out to europe@fiscalnote.com



Monitor and understand European legislation with EU Issue Tracker

You don't have time to continuously check for potential regulatory risks or monitor dossiers as they move through the EU institutions. Our EU Issue Tracker, a comprehensive regulatory intelligence platform, combines cutting-edge technology with human analysis from our team in Brussels so you can spend your time on the work that matters most. Our systematic and complete approach also means you will not have an exploding inbox and still be left wondering where your files have got to.

FiscalNote offers a modern technology solution for managing global policy and corporate issues, streamlining data management, engaging stakeholders, collaborating across the enterprise, and centralizing knowledge management and reporting. Find out how digitizing issues management can save you time and improve impact.

Discover

Become aware of what affects you

Plan

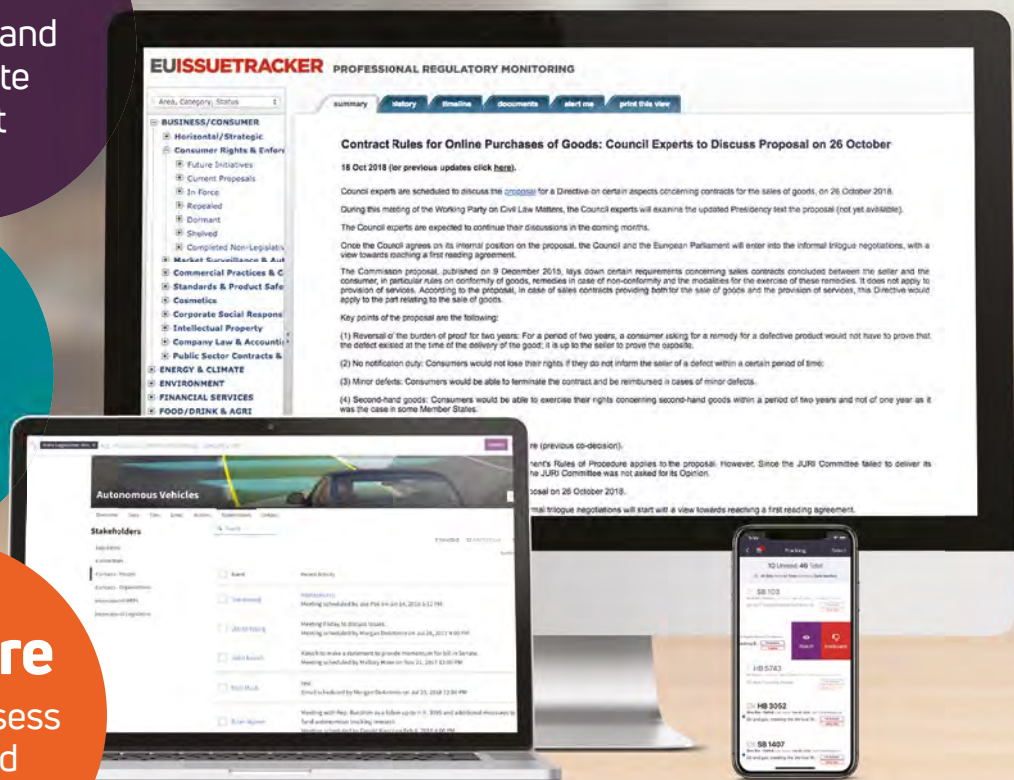
Prioritize and anticipate impact

Execute

Act and engage the right stakeholders

Measure

Reflect & assess impact and results



Best Multimedia Agencies



"Public affairs professionals are increasingly aware that combining online and offline tactics is the best way to get their message across and persuade their audiences. Digital advocacy is no longer a "nice to have" – it's a critical tool for the success of any public affairs campaign."

Public Affairs Council

Digital Public Affairs

The digital public affairs landscape has changed dramatically over the last decade. Policy audiences now look to a range of on and offline channels to gather information, debate issues and ultimately influence policy outcomes. There are a number of digital thought leaders in the larger consultancies, notably Steffen Thejll-Moller of RudPedersen, Philip Weiss, ZN CEO and Brett Kobie at Bump who really drive best practice in Brussels.

Indeed, ZN were digital before it became the defining aspect of the 21st Century, and they're still leading thought development in the EU arena on how to use digital tools for reaching out to stakeholders. They have conceived and implemented successful communication for many demanding clients, from European associations to major corporate customers, not forgetting the largest group in the European Parliament and the award-winning #DiscoverEU campaign.

Multimedia/Visual Communication Agencies

Brussels lobbyists can sometimes be a little too wordy, and might use a thousand words rather than one infographic to convey their messages. However, visual communication is the most effective way of passing information because the human mind processes things in images. It is simply easier to process a visual signal quickly than to read a paragraph full of text.

An image will pass a lot of information within a short time because one image can literally be worth a thousand words. Research shows that the brain processes images 60,000 times faster than texts.

There are a number of multimedia and visual communication agencies who are well versed with EU public affairs. Karakas and Morris & Chapman are two particularly well regarded firms in this space, but there are others, such as up and coming agencies The Right Street and Symantra.

Morris & Chapman is a Brussels based communication agency specialised in developing on and offline communication solutions for institutional and corporate clients, Fortune 500 companies and trade associations.

Karakas started life over twenty years ago as a brand, print and advertising agency, working for trade associations and multinationals. Over the years, they have morphed into a full service digital agency expanding their client base to include think tanks, NGOs, startups and multinational organisations.

90% of the information processed by the brain is visual. Since the human brain processes information in image form, a person will be able to retain visual information for a long time. People easily forget what they hear or read easily but retain images because they are stored in long-term memory, and words and texts are stored in short term memory.

Digital Platforms & Apps

There are numerous digital platforms, tools and apps that enable EU public affairs practitioners expand their reach, and work smarter and faster.

For instance, many European associations have undergone a digital transformation over the last year, to increase membership engagement, offer new services and harness data analytics. One of the Brussels pioneers in this space is niche agency Symantra.

karakas

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About Karakas

Firm Description

Karakas is a digital, print and branding agency, supplying creative, high quality solutions across different media, to a wide range of associations, federations, think tanks, NGOs and companies.

We have been operating in Brussels since 1996 and run a team of 14 – all experts in their respective fields.

Services

DIGITAL STRATEGY, DESIGN AND BUILD

- Digital strategy, website auditing, audience analysis, content analysis
- Wire-framing, UI / UX
- Creative design combined with high quality coding
- Websites, basic or complex, in WordPress and Joomla
- Extranets or secured member areas
- Impactful campaign websites
- E-newsletters with bespoke templates
- Events modules, registration, document sharing, working group modules
- Support services
- Hosting with several levels of security depending on your needs
- Security assessment, penetration testing

DIGITAL CONTENT

- Copywriting to optimise your website and SEO
- Photography
- Animations
- Videos
- Infographics

DIGITAL MARKETING

- SEO keyword analysis
- SEO media strategy
- Technical optimisation for SEO on websites
- Social media campaign strategy and media management

BRANDING

- Brand positioning (in conjunction with online analysis)
- Brand design of your complete guidelines
- Logo design, font choice, colour choice, templates for stationery, reports, newsletters...
- Social media banners
- Digital branding
- Photographic style

PRINT

- Design
- Layout
- Illustrations and graphs
- Conversion of print documents to digital
- Printing of brochures, reports, events materials
- Artwork for laser cutting

Testimonials and why clients like to work with us

"You are an excellent agency. I've built several platforms and Karakas is the most professional team I've collaborated with so far, not to mention pleasant and easy to work with."

EED

"Working with Karakas means working with a partner who understands our company, our customer expectations and our need for results."

CAREERS INTERNATIONAL

"Merci Karakas, c'est exactement ce que je souhaitais donc encore bravo pour le design et pour la parfaite compréhension de mon brief. Quel bonheur de travailler avec des gens aussi compétents!"

INSUROPE

karakas

Creative design that **drives** performance and **builds** relationships

Digital strategy, design and build

Digital content

Digital marketing

Brand creation

Print services



Karakas SA

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About Morris & Chapman

Firm Description

Morris & Chapman is a Brussels based design agency focused on developing bespoke issues-related communication solutions primarily for the public affairs community.

We work closely with our clients on creative solutions that deliver results by mixing a unique blend of advice, design, media and delivery across multiple platforms.

Our team goes beyond simply developing websites, designing publications or producing videos. Our strength and track record lie in our experience with translating complex policy messages into impactful communication tools. We deliver tailored, high-impact, content visualisation and solutions that help our clients get their message across to the right audiences.

Active in Brussels since 1999, we have an established and diverse in-house team that includes designers, developers, animators, editors and animators.

Our services include:**BRANDING**

- Brand development
- Logo & visual ID design
- Style guides & brand books
- Brand benchmarking & positioning

ONLINE COMMUNICATIONS

- Website design & development
- SEO & content marketing
- Social media strategy & deployment
- Association extranets
- Online advertising
- Search Engine Optimisation
- Support & system administration
- Security & maintenance

PHOTOGRAPHY, VIDEO AND ANIMATION

- Corporate video production
- Social media focused content development
- Event coverage
- Video news releases
- Policy & promotional animations
- Infographic animations
- Interactive presentations
- Event, portrait & image library photography

GRAPHIC DESIGN

- Annual reports, brochures and policy publications



your policy messages

delivered | seen | understood



Morris & Chapman is a Brussels based design agency focused on developing bespoke issues-related communication solutions primarily for the public affairs community.

www.morris-chapman.com

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Key Specialisms

☑ Member Platform

☑ CRM for associations

☑ Data Platform

☑ Cybersecurity

☑ Digital transformation

Brussels Office Since

📅 2009

Firm Description

Symantra is a Brussels-based digital agency specialized in 360 degrees solutions for EU Associations. Symantra's innovative platforms are being used by many reputed Business and Trade Associations in Brussels.

Symantra has the reputation of being a market leader in Digital Transformation. Our platforms evolve continuously and are customizable to specific needs. Symantra is focused on building digital skills into associations' culture and streamlining internal processes, resulting in significant productivity gains for the staff. For more

information, visit www.symantra.com

About Symantra

Our Products**1. Member Platform/Extranet**

Symantra's Member Platform provides you a connected, agile, and modern digital workspace. It helps you build member relationships and open new possibilities for member engagement. It can be accessed anytime, anywhere, on any device. It follows the highest cybersecurity standards, regularly audited by external cybersecurity agencies. Every feature in the platform is built with the associations in mind, it is NOT a generic one-size-fits-all approach.

2. CRM platform for Associations

Not just another CRM focussed on Sales Teams. Centralize all your contacts, whether members or external stakeholders. Take control of the complete lifecycle of membership management and outreach activities, by automating your daily tasks and interconnect all your digital tools. Deliver more value to your members & stakeholders.

3. Cybersecurity Audit tool

Cyberattacks on Associations and Thinktanks even in Brussels have been on the rise.

The Cyber Auditing tool of Symantra helps in a semi-automated way:

- To identify the main vulnerabilities across your digital ecosystem (Networks Vulnerability, Web, Databases, Firewall, Cloud security)
- To receive alerts on malicious or anomalous patterns
- To retain security signals to identify trends over time

4. Data Platform for smarter policy-making

Symantra's Data Platform helps EU associations put data at the core of their value proposition and services for their members and stakeholders. Unlock the potential of your data for smarter policy-making. Spend more time exploring Valuable Insights and less on managing manual data processes.

Testimonials and why clients like to work with us

The Member platform developed by Symantra to manage members has been a game-changer for DIGITALEUROPE. For the first time, we have been able to provide a transparent, professional, and coherent service to all of our members while freeing up a lot of time from our staff to focus on the policy work instead of administrative procedures. Since Symantra's Member platform is used for several other Trade associations, it constantly evolves and we can benefit from best practices as we scale our operations.

DIGITALEUROPE

Symantra has been the best partner to reach our goal of a better member experience. Symantra's platform has helped us with insights into our members' needs and priorities. We have definitely gained time in administrative tasks, we are managing all the digital tools with a centralized interface. The fact that we are using a platform that addresses specific issues of other associations in Brussels is a huge benefit for us.

CLEPA (European Association of Automotive Suppliers)

We have used Symantra's platform for 300 organizations (Mainly National Olympic Committees and National Sports Federations) across 25 countries as part of a collaborative project. We highly recommend Symantra's platform as it is intuitive, cost-effective, and easily customizable to your needs.

EUROPEAN OLYMPIC COMMITTEE



**We make
Digitalisation of
EU associations
simple.**



Member Platform

**NextGen Extranet
for EU Associations**



Digital. Unlimited




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Key Specialisms

Ⓢ Chemicals

Ⓢ Digital Services &
Technology Hardware

Ⓢ Food and Drink

Ⓢ Governments

Ⓢ Healthcare

Ⓢ Transport

Brussels Office Since

📅 1998

**Number of Public
Affairs Consultants**

👤 20

About ZN Consulting

Firm Description

As the leading digital agency in Brussels, we conceive and execute digital campaigns for clients ranging from Jean-Claude Juncker to Coca-Cola and the vaccine industry. We are leading the EU on how to use digital tools for communication and shifting perception.

Ownership Structure

We are a privately owned agency. Client satisfaction means everything to us as we have only our clients to answer to. Our profits are used to strengthen our business, enhance the lives of our employees and advance our cause: helping the world on its digital journey by taking organisations into the digital world. We have been shaping a story of digital transformation since 1998.

Key Strengths

- Digital strategy
- Digital influencer & target mappings
- Website and social media audits
- Hyperthinking
- Creative and Branding
- Visual identity
- Website development
- Social media workshops
- Content creation and shareable assets
- Videos, animations and documentaries
- Data analytics
- Social media campaigns

Key Clients

- Sanofi Pasteur
- UCB
- AbInBev
- Vaccines Europe
- Coca-Cola
- EPP and EPP Group
- United Nations
- EU Commission
- FoodDrinkEurope
- FEFCO
- Pfizer

Thought Leadership

We created the Hyperthinking philosophy and course. 30,000 people already enrolled.

We teach Digital Marketing to bachelor and master students

at Odisee University

We co-founded TEDxBrussels, and are part of the TEDxULB organisation each year..

Testimonials and why clients like to work with us

"ZN has proved an extremely valuable agency partner to the Coca-Cola Company, bringing impressive innovation, creativity, and strategic expertise in the digital space."

Dan Baxter, Communications Director EMEA at Coca Cola

"ZN is a strategic and creative partner for FEFCO. The #CircularbyNature campaign has been extremely successful, combining a mix of events and online engagement. The ZN team is a pleasure to work with and very competent. ZN's work has helped raise awareness of the positive contribution of the corrugated packaging industry. We look forward to continuing our long-term collaboration."

Nathalie Schneegans, FEFCO's Communications Director

"ZN has been a consistent partner for us throughout the past 5 years. They have been invaluable in providing us with out-of-the-box creative ideas which have challenged our institutional understanding, such as the #DiscoverEU campaign particularly oriented towards a young audience. There they showed the span of their digital expertise. Although we prefer to adopt new processes internally they have also been extremely reliable in providing campaign support. They have an excellent and diverse team that is able to react and create content on a moment's notice."

Lada Jurica, Head of Communications Strategy EPP Group

"When you go to an integrated communication agency, everything goes better"

Roxana Caba EPRA Events Manager

“

***You don't
have to be a
techie to believe
in technology...***

JEAN-CLAUDE JUNCKER



Jean-Claude Juncker: "You don't have to be a techie to believe in technology."

1.124.432 views

**As long as you
have ZN to make
you digital 😎**

Since we made Juncker's viral campaign video, we have helped many leading organisations embrace digital communication.

We bring 20 years of experience to help you reach your audience where they spend the most time today.

**#WeMakeEU
Digital**



ZN

ZNCONSULTING.COM





Dober Partners
Executive Search
& Consultancy



We recruit better candidates, faster.

Dober Partners is an Executive Search & Consultancy firm operating in Brussels and around Europe, since 2010. From our offices in Brussels, we recruit senior communication and public affairs executives for corporates, associations, consultancies and law firms. We also provide strategic advice, research and other consultancy services. We are independent specialists who don't have to support an expensive HQ, costly network and outside shareholders. Our overheads are lower and our focus is clear.

www.doberpartners.com

Dober Partners

Executive Search & Consultancy since 2010

The Communication, Public Affairs &

Association Leadership Specialists

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