

The Best EU Public Affairs Consultancies & Law Firms Guide 2023/24



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. For instance, we were proud to donate a keyboard to an NGO in Rwanda that gives the gift of music to victims of the genocide. Thanks to BestinBrussels.eu we have donated over 60,000 euros to UNICEF, and an additional 15,000 euros to Brussels charities for the homeless, due to the dire situation of many people in the capital. BestinBrussels are official sponsors of DoucheFlux thanks to the contributions made by BestinBrussels participants. DoucheFLUX provides essential services in its fully operational day centre, temporary accommodation for women and couples, and a wide range of activities which give self-confidence and dignity to homeless people. Thank you to everyone who made this contribution possible.

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About BestinBrussels.eu

The profits of BestinBrussels.eu are donated to UNICEF and Brussels charities for the homeless including Douche Flux, given the current crisis in the EU capital. The report is published by Dober Partners srl.



BestinBrussels seeks to promote best practice, the best firms and the best professionals in the Brussels public affairs community. Welcome to our 2023/24 Guide which is bigger and better than ever. Perhaps that is why more people are reading it than ever before – including you!

This is the fifth annual edition of BestinBrussels which was first published online as a Website and Annual Guide in 2019. We could not have predicted how the global pandemic would interrupt printing and distribution of the Guide in the following three years. Hence, the launch of this 2023/24 edition on 22 June 2023 for the first time at a live event at the Microsoft Centre was a proud moment.

The launch highlighted news and trends in the public affairs sector, particularly in relation to Artificial Intelligence and featured a panel discussion on Brussels lobbying landscape post-Qatargate. Michiel van Hulten, Director of Transparency International EU and Carl Dolan, Senior adviser, Cabinet of the European Ombudsman opened the debate together with Emma Brown, Vice President of SEAP and Isabelle de Vinck Chairwoman, EPACA, both representing the public affairs profession. Afterwards two awards were presented for “Best Corporate EU Public Affairs Team 2023” and “Best EU Trade Association 2023”. Later in this report you will find out who are this year’s winners, runners-up and shortlisted teams.

In previous editions we have surveyed top consultants on the state of the market and issues of the day. This year we decided to survey a broader range of 500 Brussels public affairs professionals, spanning members of the European Centre for Public Affairs (ECPA), the Society of European Affairs Practitioners (SEAP), the European Public Affairs Consultancies’ Association (EPACA), and our Top 220 BestinBrussels Consultants. The survey

looked at three main issues; the state of the EU public affairs market; the post-Qatargate lobbying environment; and AI in public affairs. The results are presented below graphically with our own reflections, as well as inputs and quotes from the experts themselves.

Thanks to the support of BestinBrussels’ sponsors, this year we will have donated 75,000 euros to charity since we started in 2019. We have donated over 60,000 euros to UNICEF, and over 15,000 euros to Brussels charities for the homeless, due to the dire situation of many people in the capital. BestinBrussels is an official sponsor of DoucheFlux which provides essential services in its fully operational day centre, temporary accommodation for women and couples, and a wide range of activities which give self-confidence and dignity to homeless people.

Best wishes from Brussels!

Mark Dober, Natalia Kurop and the Dober Partners team



EU Public Affairs 2023/24



2023 – 24: Another year of growth for EU Public Affairs?

Last year was an unprecedented year of growth for EU Public Affairs despite the backdrop of massive inflation and the war in Ukraine. Most public affairs consultancies grew substantially, as their clients clamoured for advice and assistance in dealing with the “Polycrisis” 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 healthcare. Initiatives like the Digital Services Act and the EU’s Green Deal required a massive response from the private sector and resulted in staffing up of many Brussels corporate representations, and increased spending on advisory services from public affairs experts and lawyers.

According to Transparency International there are more than 48,000 lobbyists working for 12,000 organisations in Brussels with a combined annual lobby budget of 1.8 billion euros – although we suspect the real spend is significantly higher. When the author (Mark Dober) first came to Brussels in 1993 there were a reported 10,000 lobbyists in Brussels and the EU had only 12 Member States, today we have 27 Member States and almost five times as many lobbyists. There are not many sectors in the Belgian economy that have experienced that kind of growth!

As we entered 2023, rising prices and wages have made profitable

business growth challenging. Meeting the expectations of demanding clients, staff and shareholders against this backdrop has been stressful. Hybrid working has also created challenges in keeping teams working together with the same goals although it is generally accepted as the new way of working.

EU public affairs does not stand still, and if you are not growing, you’re going backwards. Even just to stand still, firms need to be growing and acquire new business as quickly as they are losing business because client churn is inevitable. Different firms have responded in different ways. For example, Andrew Cecil CEO at BCW told us that “we’re focused on building a growth mindset culture”, and he recently recruited a senior executive to the newly created position of Head of Growth to help drive that mission. Firms have also invested in new talent in high growth areas like sustainability, chemicals, and healthcare. Looking back on the last year, and however they accomplished it, the result is clear: around 90% of BestinBrussels public affairs firms grew, measured in key metrics including gross income and staff numbers.

Alongside high growth has come the mainstreaming of hybrid working. For example, FleishmanHillard job adverts state that “you have the flexibility to work from home if you choose”; while Edelman Global Advisory has a great working from abroad policy which says that: “As long as we have access to a high-speed, reliable connection, our people can live and work from anywhere in the world for up to 30 days a year.”

While such widespread HR policies would be hard to imagine before the pandemic, we see that remote, flexible workers tend to be happier and more loyal employees, in part because working from home has been shown to lower stress, provide more time for personal interests, and improve personal relationships. Productivity can even be higher without the distractions and politics that come along with an in-office job. Pretty much every firm now say remote work has a high impact on employee retention, although secretly some office heads we have talked to would like their staff five days a week in the office!

Brussels is still bubbling

Last year we reported that Brussels bubble was booming – this year it is still bubbling as it is easy to see in nine clear signs...

- Clients are (generally) investing more in EU public affairs than ever before.** Trade associations, coalitions, alliances and corporates are opening offices in Brussels for the first time. For example, in the last year, Dober Partners has helped recruit leaders for major multinational companies including Amadeus, Amundi, GM, Moët Hennessy, MSC Shipping and SSAB who previously did not have representations in Brussels.
- Leading Mid-to-Large Consultancies are thriving.** The Top 15 Brussels Public Affairs Consultancies employ over 1,000 staff including around 930 public affairs consultants. The Top 15 are in alphabetical (not size) order; Acumen, APCO, BCW, Brunswick, DGA, EGA, FIPRA, FH, FTI, H&K, Kreab, Logos, PI, RP and Teneo.
- Boutiques and niche firms are still flourishing.** Healthcare, technology and sustainability focused firms did particularly well during the last year. For example, #SustainablePublicAffairs has now grown to 25 consultants since launching in 2020 during the pandemic.
- New Consultancies are still Brussels sprouting.** A number of new entrants have set-up offices this year, and more than 30 international consultancies engaged in EU public affairs for the first time in 2023.
- Global consultancies acquired Brussels independent firms.** In 2023 Edelman Global Advisory (EGA) took over Landmark Public Affairs, putting Rocco Renaldi as Chair of the whole European company, while Washington D.C headquartered Penta acquired Hume Brophy.
- Law firms offering public affairs continue to expand.** While some law firms chose to create dedicated public affairs consultancies like Dentons Global Advisors, other Brussels-based law firms including Bird & Bird, Covington, DLA Piper, Freshfields Bruckhaus Deringer, Norton Rose Fullbright and Squire Patton Boggs continue to grow their inhouse government relations practices.
- The Brussels Public Affairs jobs market continues to be white hot.** The Jobs pages at Eurobrussels or Euractiv are still very long, and at Dober Partners we had another record year for recruitment.
- EU Public Affairs Salaries are still booming.** Following 11% pay rises in January the competition for EU affairs talent continues unabated, and salaries keep rising. By way of example, at Dober Partners we have now recruited a number of Brussels-based candidates earning in excess of 500,000 euros per annum.
- Shortage of EU Quarter Offices.** Although it is counterintuitive given the proliferation of remote working, ask any Brussels agency head who has tried to move offices in the last year and they will tell you about the lack of decent office space around Schumann, Place Lux and Square de Meeus. Real estate agents say this is because companies have been hiring and growing, at the same time as many organisations opened new offices in Brussels to be closer to the EU.

"Given the horizontality of this Commission's twin ambitions – sustainability and digitalisation – combined with the volume of legislative initiatives, clients across multiple sectors have found it increasingly challenging to assess their impacts, effectively influence and ensure alignment with business strategies. With this in mind, we find companies increasingly value and require advisors who can bring together legal advice, political strategy and business insights across jurisdictions. This is especially true given this Commission's geopolitical ambitions and an increasing understanding of the need to stay close to European developments as they influence policy debates at the international level."



Natalie Pettinger Kearney
Head of EU Regulatory & Public Affairs at Freshfields Bruckhaus Deringer

"You can't get any nearer to Europe's policy makers than Brussels. The city hosts all the major EU institutions and is home to a huge diplomatic corps, journalist community and lobby group. But Brussels is also about business: 1,700 international corporations operate Europe-wide from their base here, spawning a diverse business services sector. Also, with more than 2,400 international associations based in Brussels, this sector is of strategic importance for the n°1 association city in the world."



Outlook for the year ahead

As Heraclitus said more than 2,500 years ago "The Only Constant in Life Is Change." Today, across every industry sector, we are witnessing incredible change driven by technological advance, societal expectations, and global events.

As we look at the state of the world in summer 2023, the outlook is uncertain again amid financial sector turmoil, high inflation, ongoing effects of Russia's invasion of Ukraine, and three years of COVID. However, the ECB recently upgraded its EU GDP growth forecast to 1.0% in 2023 and 1.7% in 2024.

Looking to the year ahead for EU public affairs, clearly some sectors are going to be very busy – notably healthcare given the Commission new 2023 proposals to revise the EU's pharmaceutical legislation, the largest reform in over 20 years. The battle lines are already forming. On one hand the pharma industry argues that the proposals risk sabotaging Europe's life science industry and putting European patients further away from the cutting-edge of healthcare; while the Commission claims new legislation will provide better access to innovative and affordable medicines for patients and national health systems.

Overall, the EU weathered the energy crisis well thanks to the rapid diversification of supply and a sizeable fall in consumption. Energy policy, however, remains a top EU priority to diversify away

from Russian fossil fuels, promote energy saving measures and boost the roll-out of renewables.

The Technology, Media & Telecom (TMT) sector should see lower growth than last year. Twitter shut its Brussels office and some companies in fintech, crypto and even in the GAMMA group are cutting back EU public affairs staff and budgets. However, the outlook remains positive and there are numerous issues to deal with from the Artificial Intelligence Act to Cyber Resilience and Data.

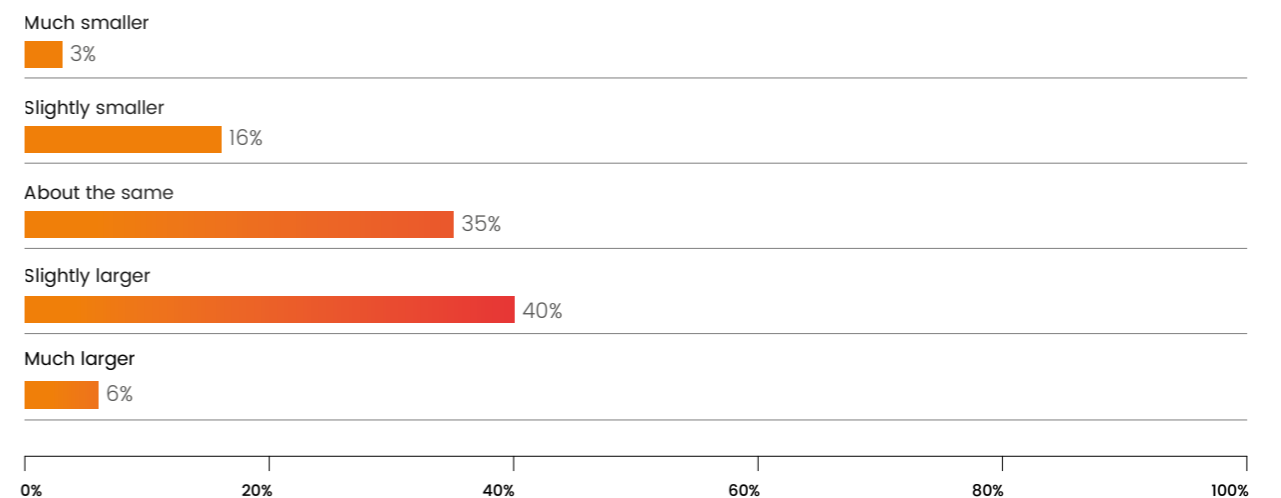
Overall, we remain positive and optimistic for the EU public affairs market for the year ahead. Indeed, across the 21 Industry Sectors we cover in BestinBrussels from Aerospace & Defence to Transport, there seem to be significantly more opportunities for growth than threats.

Moreover, 2023 will be a crucial one in the run-up to the 2024 European elections, with Parliament facing several major political challenges in the wake of Qatargate and long-standing efforts to involve the electorate more and 'Europeanise' the elections. Although the pace of new measures may slow down given the change of the guard in

leadership in the Commission and Parliament, what will this mean to the EU public affairs market for 2023-24?

In previous changeovers some slowdown has been observed in direct lobbying, for example, but it is also an opportunity for companies, sectors, and trade associations to work on their strategic priorities for the new legislature. This reflection often leads to additional external advice, and sometimes beefing up internal resources to deal with multilevel EU public affairs spanning Brussels and EU capitals. So, we asked our experts whether they think the overall spend (including inhouse and outsourced) on EU public affairs will be smaller or larger in 12 months' time measured in euros? As the graph below shows, the optimists significantly outnumber the pessimists again this year, with only around one third who think the market will remain static.

Do you think the overall spend (including inhouse and outsourced) on EU public affairs will be smaller or larger in 12 months time measured in euros?



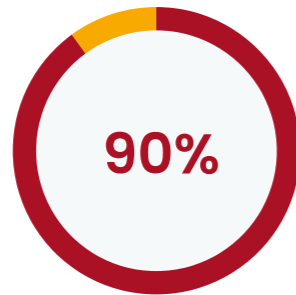
Lobbying after Qatargate

Lobbying and Transparency post-Qatargate

Brussels started the new year with a former vice president of the European Parliament, the Greek socialist Eva Kaili, in jail. Qatargate raised concerns about the influence of money and political interests on EU decision-making.

Do you think Members of the European Parliament should only meet with lobbyists listed on the EU Transparency Register?

■ 90% Yes
■ 10% No



As Transparency International EU states there are two main issues with lobby transparency in the Parliament. First, there is no oversight or enforcement of the rules. The second issue is that there are many other people involved in lobbying who are not covered by any rules, including Accredited Parliamentary Assistants and Political Group Advisors. They also believe that for former MEPs, the cooling-off period should be equal to time during which they receive a transitional allowance from the taxpayer (from 6 to 24 months, depending on length of service), as President Metsola proposed in January 2023.

Furthermore, a key vulnerability in our view is that Members of the European Parliament can meet with unethical lobbyists who are not listed on the EU Transparency Register – despite clear alignment between the key NGOs (Transparency International and Corporate Observatory Europe) and the public

affairs industry (represented by EPACA and SEAP) on this issue!

We were interested to ask the 500 public affairs experts what the Parliament should do, and as the pie chart shows below 90% believe that MEPs should only meet with registered lobbyists.

While it is not perfect, the Transparency Register is a key tool to promote good practice in EU public affairs through the website, the code of conduct and a complaints mechanism. At BestinBrussels we seek to promote best practice, the best firms and the best professionals. Hence, we exclude any public affairs consultancy that is not listed on the register. Besides which any self-respecting client should ask themselves why they would hire an EU advisor who is not allowed to engage with high-level EU officials and are not signed up to a code of ethics.

“Transparency goes both ways and rules should be applied by all parties, including on decision-makers interacting with interest representatives. EU decision-makers should only be allowed to meet with entities registered on the EU Transparency Register. All staff, and not just MEPs, meeting with interest representatives should abide by this principle (e.g., MEP assistants, staff working in subcommittees, Desk Officers, etc). In order to ensure the highest level of trust in the EU democratic process, we believe that the enforcement of the current rules, including through the use of sanction, is of utmost importance.”



Paul Varakas
SEAP President addressing the President of the European Parliament, January 2023



Unfortunately, in the year after Qatargate was made public, little has changed in the ethics body discussion so far. Commissioner Jourová's proposals for reform have been hampered by legal constraints and partisan divisions within the Parliament itself. Furthermore, in April the European Parliament decided even against introducing mandatory registration of meetings between interest groups and MEPs in a move criticised by pro-transparency campaigners.

Meanwhile, also in April 2023, the European Commission removed public access to the names and contact details of most of its staff, justifying its actions by stating: “Alongside its obligations linked to transparency and accountability, the Commission has the duty to protect its staff, especially those dealing with sensitive files. To avoid that these colleagues are subject to undue pressure from external sources, the access to the names and contact details of non-management staff has been limited. The measure is part of the Commission's increased efforts on security and emphasis on data

protection, respecting the requests from a number of colleagues on non-managerial positions not to disclose their data on EU Whoiswho.” In our view the Commission's move is another setback for transparency under the rather flimsy and opportunistic guise of data protection. As SEAP states “Publishing the names of EU officials in a centralised public database is tremendously helpful for those working in public affairs, citizens and journalists alike. The Commission demonstrated greater transparency into the work of the EU institutions.”

Almost 90% of our public affairs experts also agree this is a setback for transparency, while only 5% believe it is a legitimate move by the European Commission.

“Only a meaningful cooling-off period will help prevent former MEPs monetising their privileged access to their former colleagues. When they do eventually become lobbyists, former MEPs should register in the same way as other lobbyists, with the same access rights and responsibilities. They should not be given a “specific badge”, other than the one handed to other lobbyists.”



Michiel van Hulten
Director of Transparency International EU

In April 2023, the institutions' online address book, EU WhoisWho removed names and contact details of desk officers and policy assistants in the European Commission. Do you think this move to only include heads of unit and above in the database is:



A legitimate move to protect lower level Commission staff members from undue influence, as well as address their potential data security concerns

5%

A setback for transparency and leads to a more opaque EU decision-making process

88%

Of little concern to transparency and the lobbying sector

7%



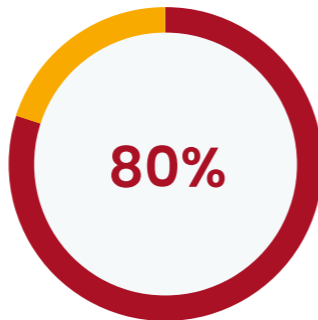
Ironically while these lower level Commission staff have now become less visible, unlike their bosses they can meet with unregistered lobbyists as they are not obliged to check the EU Transparency Register. However, they are required to preserve their professional and personal independence, and act in a manner consistent with the independence of their position and the principle of integrity, as laid down in the staff regulations. There seems to be another inconsistency here, so we asked our experts whether it should be mandatory for these lower level civil servants in the European Commission to check whether interest representatives are registered before accepting an invitation to a meeting or to an event. A clear 80% of lobbyists think this should be an obligation not a choice as the pie chart below shows.

"The faceless bureaucrats slaving away on EU legislative proposals are now nameless, too. Under a new policy, the European Commission has removed the names of lower-level staff from the EU WhoisWho directory. The online database used to have email addresses and phone numbers for officials up and down the ranks of the EU executive. But that apparently made them too easy prey for those seeking to influence EU policy. So now only their bosses — heads of unit and above — will be included in the public-facing directory. Lobbyists are not pleased."

Sarah Wheaton
POLITICO, April 2023

Civil servants at lower levels within the European Commission are generally advised to check whether interest representatives are registered before accepting an invitation to a meeting or to an event. Do you think this should be mandatory for lower levels within the European Commission?

80% Yes
20% No

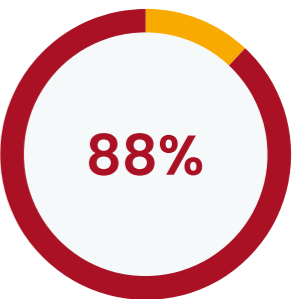


Although in the short term Qatargate seems to have had little direct commercial impact on the Brussels public affairs sector, the story reinforces a certain view among the public that lobbying is all about corruption and secret meetings in Brussels. Moreover, Qatargate has damaged the reputation of the EU and the European project. Brussels' "soft power" aims to influence others by the example it sets, so Qatargate has knocked the EU from its pedestal as the world's human rights and rule-of-law champion. Not surprisingly, Victor Orban suggested that the European Parliament should be eliminated while Hungarian pro-government media covered Qatargate extensively. As Commission President Ursula von der Leyen said "Corruption like that erodes the trust of the public in the institutions. This is painful and we have to work hard again to regain trust and confidence".

Overall, we were interested to understand if Qatargate has changed how lobbyists engage with the EU institutions. For the clear majority it hasn't changed anything yet, according to our survey question below.

As one of our survey respondents told us: "I had nothing to hide before Qatargate, and nothing to hide now so why would it change my practice?". On the policy-making side one practitioner told us that "EU institutions seem to be more careful when engaging with stakeholders", while another on the lobbying side says that "it became even more important to carry out appropriate due diligence before meeting representatives from EU Institutions (and MEPs in particular)."

Has "Qatargate" changed how you engage with the EU Institutions?



12% Yes
88% No

AI in Public Affairs



According to the experts, AI will change the world dramatically in the very near future. Depending on who you talk to AI could solve the energy crisis, add trillions to the global economy, or wipe out humanity.

Former Google executive and so-called Godfather of Artificial Intelligence, Geoffrey Hinton says that the new generation of large language models—especially GPT-4, which OpenAI released in March—has made him realize that machines are on track to be a lot smarter than he thought they would be. “These things are totally different from us,” he says. “Sometimes I think it’s as if aliens had landed and people haven’t realized because they speak very good English.”

The so-called technological singularity is anywhere from a few years to a few decades away, depending on who you listen to. Once an artificial general intelligence, or superintelligence, surpasses the smartest human, its rate of progress will be impossible for us to follow, and technological growth will become uncontrollable and irreversible. People are also divided on whether the consequences of this new form of intelligence,

if it exists, would be beneficial or apocalyptic. Hinton says, “Whether you think superintelligence is going to be good or bad depends very much on whether you’re an optimist or a pessimist. If you ask people to estimate the risks of bad things happening, like what’s the chance of someone in your family getting really sick or being hit by a car, an optimist might say 5% and a pessimist might say it’s guaranteed to happen. But the mildly depressed person will say the odds are maybe around 40%, and they’re usually right.”

At BestinBrussels we like to be optimistic but if in a few years we have AI-powered Members of the European Parliament and AI robots doing the work of European Commission staff, then no doubt AI is going to have a massive impact on how we do EU public affairs! If everyone from truck drivers to voice over artists are at

risk of being replaced by AI, how about public affairs experts?

A recent Goldman Sachs report says that AI could expose the equivalent of 300 million full-time jobs to automation, stating: “Despite significant uncertainty around the potential for generative AI, its ability to generate content that is indistinguishable from human-created output and to break down communication barriers between humans and machines reflects a major advancement with potentially large macroeconomic effects.”

Although the impact of AI on the labour market is likely to be significant, most jobs and industries are only partially exposed to automation and are thus more likely to be complemented rather than substituted by AI which will also lead to new jobs and a productivity boom.

Indeed, that is how many in the public affairs and communications market see it, for instance WPP (the parent company of BCW, H+K and FGS Global) stated recently that AI will be “fundamental” to its business and the group is “excited by its transformational potential”.

However, most PR firms and inhouse communications teams are grappling with what AI will mean for their function. For example, fake news and misinformation is exploding due to the advent of generative AI. Instead of a few people writing articles with controversial headlines based on fake facts to generate clicks and money, with a few lines of code and seconds of computer time, one person can generate thousands of articles.

Lawyers are also affected. One new study, by researchers at Princeton University, the University of Pennsylvania and New York University, concluded that the industry most exposed to the new A.I. is “legal services.” Another research report, by economists at Goldman Sachs, estimated that 44 percent of legal work could be automated. From automated document review to predictive analytics, AI is already being used in a variety of ways to improve the efficiency and accuracy of legal services. AI-powered legal research tools are also becoming increasingly popular, allowing lawyers to quickly search for relevant case law and other legal documents. AI-powered chatbots can now provide basic legal advice and answer simple questions. AI is also being used to create new legal products and services, for example to identify potential risks and liabilities in contracts.

Given legal services are very close to public affairs services it seems obvious that AI will spark a similar revolution, including within multinational companies where the public affairs team most often report into the General Counsel and legal function.

We believe that public affairs and law firms that effectively leverage AI technologies will be able to offer services at lower cost, higher efficiency, and with higher odds of favourable regulatory and policy outcomes. In the longer term, firms that fail to capitalize on the power of AI will be unable to remain cost-competitive, losing clients and undermining their ability to attract and retain talent. Inhouse public affairs practitioners who integrate AI effectively will outperform competitors through public affairs; as well as better avoid potential

costs and political risks and leverage public affairs opportunities.

AI is most effective when it is used to complement human skills, and the people who learn how to leverage this collaboration well will get the most out of AI tools. The AI revolution will require developing new skills, including knowing how to choose the right AI tool for a particular task, knowing how to construct the right queries and evaluate the relevance, quality, and accuracy of the responses (and then update the queries as needed), and being able to synthesize the overall results into a cohesive, actionable, and well-documented picture. PA professionals will also need to be attentive to ensuring that any use of AI tools is done with proper attention to protecting confidentiality. Firms will need to institute new training so that their staff can adapt to this new environment, and we expect these skills will be in high demand among recruiters.

The work of humans will increasingly be to focus on developing sector and policy expertise, exercising good judgment in complex political and regulatory matters, offering strategic guidance, and building trusted relationships with stakeholders. Public affairs will remain a person-to-person business for the foreseeable future, and the pandemic taught us the value of personal relationships which are difficult to form on screens.

“A.I. Is Coming for Lawyers, Again... Law is seen as the lucrative profession perhaps most at risk from the recent advances in A.I. because lawyers are essentially word merchants. And the new technology can recognize and analyse words and generate text in an instant. It seems ready and able to perform tasks that are the bread and butter of lawyers. But unless the past isn’t a guide, the impact of the new technology is more likely to be a steadily rising tide than a sudden tidal wave... New A.I. technology will change the practice of law, and some jobs will be eliminated, but it also promises to make lawyers and paralegals more productive, and to create new roles. That is what happened after the introduction of other work-altering technologies like the personal computer and the internet.”

Steve Lohr

The New York Times, April 2023





AI in EU policymaking

In looking at how AI might impact public affairs, we thought it important to firstly reflect on how it will change politics and policymaking, so we spoke to a friendly MEP who has been a rapporteur on AI regulation. He told us that most MEPs are not really thinking about AI in that way, partly because most are too old to understand its practical applications (!!!) and secondly the recent focus of the AI act has been about mitigating risks in other areas.

AI is likely to have a significant impact on how politicians promote themselves in the future, for instance through targeted messaging. Unfortunately, AI is likely to turbocharge the aggressive and polarising kind of politics exemplified by Donald Trump, Boris Johnson and Marine Le Pen. AI can analyse vast amounts of data to understand voter preferences, interests, and demographics. This information can help politicians tailor their messages and campaigns to specific segments

of the population, increasing the effectiveness of their promotions. AI can assist politicians in generating content such as speeches, press releases, and social media posts with persuasive facts and messages. It is also easy to imagine AI-powered chatbots and virtual assistants engaging with individual voters on MEP websites or social media platforms providing personalized responses, answering questions, and addressing voter concerns.

Moreover, our friendly MEP believes that the EU policy-making process itself is rather slow and antiquated, which opens the possibility for AI to speed it up, for instance; analysing consultation documents to define the key issues which require consensus and formulate texts, proposals and amendments that would find consensus.

“ChatGPT — is sending European rulemakers back to the drawing board on how to regulate AI. The chatbot dazzled the internet in past months with its rapid-fire production of human-like prose. It declared its love for a New York Times journalist. It wrote a haiku about monkeys breaking free from a laboratory. It even got to the floor of the European Parliament, where two German members gave speeches drafted by ChatGPT to highlight the need to rein in AI technology. But after months of internet lolz — and doomsaying from critics — the technology is now confronting European Union regulators with a puzzling question: How do we bring this thing under control?”

Gian Volpicelli
POLITICO March 2023

AI employed in EU public affairs today

Artificial intelligence is now part of our everyday environment, whether we are aware of it or not. AI lurks in the background every time we open our Facebook newsfeed, conduct a Google search, purchase a suggestion from Amazon, or book a trip online.

However, it is ChatGPT the advanced AI language model developed by OpenAI that is causing excitement around AI in public affairs. ChatGPT represents a significant leap in natural language processing, enabling AI to generate coherent, contextually relevant, and almost human speech-like text responses in a conversational manner. So as a second step we talked to inhouse public affairs professionals and their external advisers on how they are using AI now. As the graph shows only a minority are consciously using AI in 2023 although we expect the answer to that question to be very different in three years' time.

Even for top lobbyists AI is still in its infancy and has many limitations. For instance, Aaron McLoughlin, Partner, FleishmanHillard & Blogger told us: “AI is useful. It is like having a smart intern. It can speed up some research and produce short summaries etc. I'm sure that soon enough AI will be an excellent Personal/Professional Knowledge Management System. I'd find it helpful to do the hard work and find out if I've written something on point in memos or on my blog. The biggest limitation is accuracy. It gives convincing statements, like a self-assured young lobbyist opinionating about something they know nothing about. That the answer is often the opposite of reality does not seem to matter. I just tested it out, and it seemed I worked for the Irish government (I have not). The core skills you need as a good lobbyist will still be needed. AI is not going to remove that any time soon.”

As with any new technology, there are also ethical considerations to be addressed. AI can be used to manipulate public opinion or to push certain agendas, which could undermine the democratic process. Lobbyists will need to consider the ethical implications of using AI in their work. Although most PA experts are experimenting with ChatGPT, others are immersing themselves in its applications and using it for everything from draft emails to summarizing documents. As one expert told us “I use AI wherever and whenever I can on anything and everything”. In our survey

question on how EU public affairs professionals are now using AI in their daily work, we perceived two main areas (Research and Analysis + Content Creation and Improvement). Their verbatim quotes below give a flavour of what this means.

Research and Analysis

- “To gain knowledge on legislative procedures”
- “To scan websites and track online sentiment”
- “We are exploring various ways to strengthen our policy monitoring and analysis activities”
- “Background research, quick explanations”
- “Mostly for research”
- “Monitoring, research, pitch preparation and scenario planning”
- “Intelligence gathering”
- “Using an AI-driven platform to track sentiment towards a brand or an issue as a basis for strategic recommendations/actions”

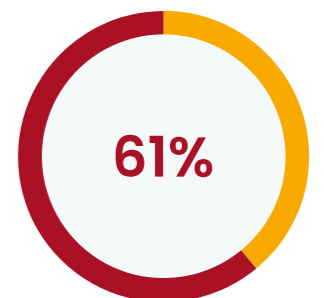
Content Creation and Improvement

- “Very first draft of position papers and press releases”
- “Some of my team members are using AI for report summaries”
- “To doublecheck if we have covered all the possible angles of a complex story”
- “For text checks”
- “Proofreading, event ideas, searching for specific information, drafting texts, learning about new topics”
- “Spell checking, social media”
- “Content creation, summarizing events and papers”
- “Helps me summarise ideas”
- “Early drafts for variety in wording, not content”
- “To take time out of initial stages of some work”
- “Experimenting with ChatGPT, checking grammar of memos”
- “Various simple research tasks or text generation”
- “Simplifying tedious workflows. Idea generation.”

The Brussels technology experts at Symantra recently posted a blog about AI tools for use in public affairs, and highlighted some useful content creation and editing tools including:

- Jasper.ai – this is an AI copywriting assistant. It covers a wide range of marketing functions like Ads Headlines and Primary Text, Company Bios, AIDA (Attention, Interest, Desire, Action) copy, Problem-Agitate-Solution copy, Engaging Questions, Short Social Posts, Email Subject Lines, Content Rewriting. Free trial.
- Hemingway – to check the readability score. It analyses your content and suggests where you could make it clearer, more concise, or improve your diction.
- Other copywriting tools: Writesonic, copy.ai, rytr.me
- Audio editing: Descript, Adobe Podcast
- Image generation: Midjourney, Adobe Firefly

Are you consciously using AI now in your EU public affairs activities?



39% Yes
61% No

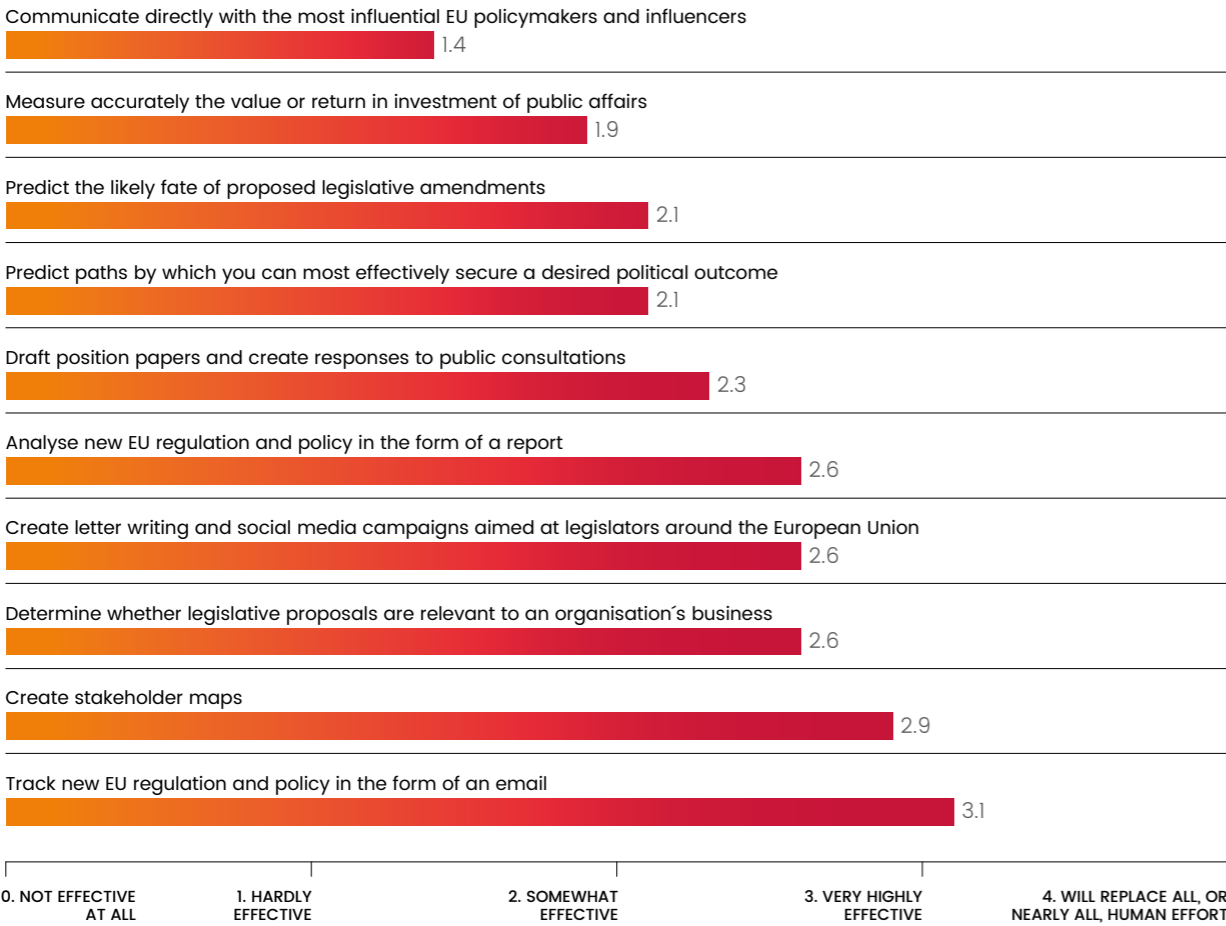
AI in the future of public affairs

The AI revolution will be bigger and more disruptive than the internet – the question is by when? Given the speed of progress, we envisage a very different backdrop for public affairs by 2027

As we reflected on almost every aspect of public affairs activity, it seems credible that AI will substitute if not replace most of the work done by people today. Our experts seem to agree that AI will support human endeavour across all public affairs activities, ranging from being somewhat effective in communicating directly with the most influential EU policymakers and influencers; to being highly effective in creating stakeholder maps and tracking new EU regulation.

Every public affairs leader will need to reflect on what AI means for their organisation, and what capabilities and skills will need to be developed in the coming years. We reflected on each key area of public affairs activity and asked some of Brussels public affairs leaders how they see the impact of AI in the section below.

How effective do you think Artificial Intelligence will be in the next 3 years before 2027 to help public affairs professionals do the following:



AI to Communicate directly with the most influential EU policymakers and influencers

In our survey the experts believe direct communication will be the area of public affairs least affected by AI. That seems quite probable in the near term, although imagine a future where you ask your mobile device to list the most important politicians on a given issue, then to draft and send different tailored letters according to party affiliation, voting records, and national language with a proposal to meet. AI will make this a reality sooner than we might think; indeed, the technology already exists although the applications are not yet seamless. However, AI cannot replace the age-old bread and butter of our profession: the face-to-face meeting between lobbyist and policymaker.



“The most influential policymakers will likely expect communications to be via human contact in the immediate future. But given the power of AI to analyse large amounts of data and to help with sentiment analysis, it will be easier to identify trends, communicate with policymakers with that analysis and help them understand the public’s opinions better. They should therefore be able to make more data-based decisions.”

Jill Craig
Partner & Head of Brussels Office, Penta Group

AI to measure accurately the value or return in investment of public affairs

As the saying goes, if it’s not measured, it’s not truly managed. Measurement is said to be the first step to improvement. If you can’t measure something, you can’t understand it; if you can’t understand it, you can’t control it; if you can’t control it, you can’t improve it. Public Affairs teams and their advisers must add measurable value to the organisations they represent or face the consequences. Hence, there has been the tendency of public affairs, in-house and externally, to define their value in terms of how many millions of euros they saved or gained through influencing legislation which is an imprecise science. To calculate ROI on Public Affairs you compute total gain (cost savings plus revenue created), subtract the fully loaded cost of public affairs, and divide the total by the cost. If accurate data exist to support costs reduced/avoided and revenue created, then this method can be extremely useful.



“Recent years have witnessed technology radically altering public affairs practices. Accurate measurement of Public Affairs’ value and ROI has become quicker, cheaper, and more effective. Big data, AI, and machine learning are accelerating this transformative shift. Public Affairs is experiencing a significant change and to stay competitive, Public Affairs professionals must integrate AI tools into all of their Public Affairs practices, from prioritization, intelligence gathering, engagement, and evaluation. Predictive analytics, risk, sentiment, network and text analysis, built on expanding data sets, empower AI to provide more accurate measurements of Public Affairs’ impact and ROI. All of this you can do now – how you integrate it will be key to your future success.”

Alan Hardacre
Co-Founder, AdvocacyStrategy

Senior management understands ROI which means they want the data, and more so in a world dominated by AI. However, according to our previous research everybody agrees that in terms of influencing final legislation, “getting in there early” is vital. Being consulted before legislation is even drafted is the greatest measure of

successful public affairs. For instance, EU legislation is much easier to influence when it is an idea in the head of a Commission official, than when the European Parliament and Council of Ministers are debating a written proposal but mind-reading may be too much even for AI!

AI to predict the likely fate of proposed legislative amendments

AI can process large datasets to identify patterns, correlations, and trends that can inform campaign strategies. By utilizing predictive analytics and machine learning algorithms, lobbyists will be able to make data-driven decisions regarding resource allocation, prioritization, and targeting specific stakeholders, as well as the likely fate of proposed legislative amendments.



"AI is a game-changer for turning information into intelligence. For Public Affairs managers who adopt AI, efficiency and output quality will increase in every workflow. But regulators will adopt AI too, in all stages of the policy making process. This will force lobbyists to profoundly adapt: machines will read our position papers, AI will help EU Commission officials draft laws, algorithms will provide data analysis for decision-making. AI will not replace human attributes such as building trust, empathy, relationships and humour. But competitive advantages await those who adopt it, whilst considering threats to human rights, democracy, and reputational implications."

Tim Werkhoven
CEO Lobium.ai

AI to predict paths by which you can most effectively secure a desired political outcome

If AI can already utilize predictive models to forecast the outcomes of various campaign strategies and policy positions, then lobbyists will be able to leverage these insights to optimize their campaign approaches, prioritize issues, and identify potential pitfalls before they occur.



"Technology has changed the world, but not as much as the hype suggests. I'm not of the school that AI will solve everything. This is a delusional notion. I do use AI now – for example Otter.ai is a great tool for providing good transcripts of debates. I feed in exchanges from the Environment Committee debates I'm interested in, and it gives me a good transcription. Mine knows Pascal Canfin's voice. I find I can turn around a better note of a debate, drawing out the essence and sensitive points faster. I find the predictive accuracy of EUMatrix unnerving. Politicians and governments don't change their minds on issues so often, so if you dig deeper into their past voting for both ordinary and secondary legislation, the patterns become clear. It often confirms gut feelings and identifies important outliers that can be used."

Aaron McLoughlin
Partner, FleishmanHillard & Blogger

AI to draft position papers and create responses to public consultations

AI will vastly accelerate workflows, completing tasks in seconds that without AI might take days or even weeks. AI can be used to very quickly to produce initial drafts, citing key facts and legal references, advancing arguments, and rebutting (as well as anticipating) arguments advanced by opposing sides. Human input will still be needed to produce the final draft, but the process will be much faster with AI.



"ChatGPT says: 'AI can be a valuable tool, but human expertise and critical thinking should still play a crucial role in the final review and refinement of position papers'. I tend to agree (no one wants to contradict a robot), but many public affairs professionals may wonder if we are really going to be better off with AI. A solid prompt – the description of the task the AI must accomplish – can save precious time by preparing first drafts, answer technical questions or provide specific data for a policy paper. But AI won't know who to speak to in your company to define your position or how to get members of an association to agree on that same paper. And that's a good thing."

Marie Van Raemdonck
Partner, Nove

AI to analyse new EU regulation and policy in the form of a report

Currently analysing a new piece of legislation requires reading, re-reading and then reading again to fully understand the complexity of what is being proposed, ideally alongside others' analysis from policy advisors to lawyers. AI enables data analysis across all kinds of different data inputs. Due to its lack of human bias and ability to analyse massive volumes of data at breakneck speed, AI can provide insights that the human eye would miss. Integrating AI tools to analyse data can also make the task of data visualization easy in charts and pictures. Leading public affairs intelligence providers such as FiscalNote, Quorum and Policy-Insider.ai, are already integrating AI into their analysis and reporting. Human analysis on top will ensure that reports are factually correct, relevant and don't miss important intelligence that even a machine might miss!

AI for letter writing and social media campaigns aimed at legislators around the European Union

AI algorithms can analyse social media conversations and public sentiment, providing organisations with insights into political and public opinion with real-time feedback. This information can help them adapt their messaging and campaign strategies to better resonate with legislators.



"AI has the potential to disrupt how we analyse EU policy, draft analysis, and interact with policymakers. Generative AI systems are becoming able to summarise and extract key details, compare new and existing legislation, and predict industry impact. AI-generated reports can offer structured, tailored insights to policymakers, business leaders, and stakeholders. However, AI should augment, not replace, human expertise, as the interpretation and decision-making process will still involve policy experts to ensure accurate understanding and responsible decision-making. At FiscalNote, we've used AI to improve our policy monitoring from the start. We're collaborating with OpenAI to advance AI in the political, legal, and regulatory domains and provide enhanced value to our customers."

Geraint Edwards
Managing Director for FiscalNote in Brussels



"Over the next three years, AI's impact in public affairs will be significant, streamlining processes like tracking new EU regulations, drafting position papers, and identifying key influencers. While AI offers efficiency and insights, human judgment remains essential in interpreting complex regulatory landscapes and stakeholder engagement. The combination of AI and human intelligence will drive impactful advocacy and successful outcomes. So is your job about to be replaced by AI? No. But it will be replaced by someone who can use AI to do their job better than you. Stay #onestepahead by embracing this change."

Philip Weiss
ZN founder and CEO

AI to determine whether legislative proposals are relevant to an organisation's business

New regulation can be costly. Successful AI-supported public affairs will shape regulation to minimize the risks. In highly regulated industries, the EU and European governments are the key influencer in helping to grow corporate revenue, and in others like IT and pharma, they can be the actual customer. So public affairs integrating AI can create growth opportunities for business, as well as support public procurement activities by identifying and responding to tenders for example or helping secure government subsidies and access research programmes.



"Artificial intelligence is great at inferring probable outcomes from past human behaviour and AI tools should simplify the meticulous work of going through legislative texts, reveal patterns and create novel insights. But we are still a long way from AI understanding the dynamics of a boardroom, or the political deal-making that shapes legislation and amendments. As the past years have shown, the world is becoming less and less predictable, and it will take people with experience of human behaviour to look beyond the likely answer to identify the correct one."

Deborah Nash
CEO Brussels at Teneo

AI to Create stakeholder maps

Stakeholder mapping is a visual process and as such it has already been digitized for some time. Specialist companies like Quorum offer a CRM customised for public affairs. AI tools can already collect and analyse data from multiple sources – public and private – that give rapid analysis of who matters on your key issues, allowing you to tailor your messages accordingly. AI can also predict your audience's intent, sentiment, and loyalty, and adjust your strategy accordingly. What currently requires a great deal of subjective human assessments and manual inputting to identify your most important stakeholders, as well as their interest and influence on any given issue should be largely replaced by AI in the coming years. As ever it will require human oversight and sensitivity to data protection rules and ethical behaviour.



"The recent hype surrounding ChatGPT and other NLP technologies has led to predictions around how AI will revolutionize the way we work. AI tools can assist public affairs professionals too, by streamlining and enhancing various aspects of our jobs. There are already several AI tools available that can automate tedious tasks, freeing up time for more strategic and creative work. One notable example is stakeholder mapping, where AI can analyse extensive amounts of public information to provide advanced metrics for prioritizing engagement (reach, authority, and network analysis, etc.). While these tools are incredibly helpful, human expertise remains crucial in assessing AI-generated insights and translating them into effective strategies."

Timea Strihova
Head of Brussels Office, Trilligent

AI to track new EU regulation and policy and send it in the form of an email

AI is already being used to track EU regulation by the digital intelligence systems highlighted by BestinBrussels later in this Guide, so not surprisingly our experts see this as the number one area that is shifting even more rapidly toward machine intelligence. Automating mundane, repetitive tasks to copy and paste text from multiple news sources by junior public affairs staff before their bosses are on their second coffee should be applauded. This has been the direction of travel for a long time. The author recalls as a humble account executive in the early 1990s cutting out relevant articles, gluing them to white paper, manually typing the headline and faxing the most important ones to clients. Thankfully, AI is going to relegate such dumb human processes to the distant past, but it means junior staff will need to up their game and provide more human analysis and oversight which will ultimately enable them to be better advisors and strategists.



"We are interested in the recent developments of AI and believe it will support what we do. We are confident that it has a role to play in optimising how technology supports our people, but there is space for humans left in deciphering the political nuance and reading between the lines of regulation and policy. That is why we have brought together the DeHavilland and Forefront services into our Group"

Andrew Himsley
Chief Executive Officer at DeHavilland Information Services



The risks of AI in EU public affairs

For public affairs professionals, it is crucial to approach these tools with a critical mindset, considering their capabilities and limitations, and how they can support the work.

Additionally, we must acknowledge that this is an entirely new realm that requires time investment in learning and training. One notable concern is the presence of bias in data sets, which poses a problem. AI algorithms are trained using data derived from existing publications, which often carry biases. It is important for lobbyists to exercise caution, as the biases embedded in AI algorithms can potentially affect the quality and accuracy of their analyses.

Moreover, factual accuracy is another significant risk when utilizing AI. Some users of AI tools, particularly those involving generative AI, have experienced outputs that contain inaccuracies. Although these algorithms are expected to improve their accuracy over time, it is imperative to review all generated content with human oversight to ensure its factual correctness.

With the increasing integration of AI and machine learning tools in businesses, there is growing concern about the risks they pose to data security. AI tools like ChatGPT are now commonly used to facilitate daily tasks, often without giving much thought to the repercussions of uploading sensitive information. Samsung has banned the use of ChatGPT after employees inadvertently revealed

sensitive information to the chatbot. AI platforms are actively engaged in efforts to mitigate these risks. Recently, OpenAI also launched an "incognito mode" which allows users to disable their chat history. OpenAI also announced that it was working on a ChatGPT version for businesses which wouldn't share chat data by default.

As with any new technology, there are also ethical considerations to be addressed. AI can be used to manipulate public opinion or to push agendas, which could undermine the democratic process. Lobbyists will need to consider the ethical implications of using AI in their work and take steps to ensure transparency and accountability.

AI is changing at an incredible pace, and it is difficult to predict all the changes it will make to public affairs, but change is coming. As Geoffrey Hinton said recently: "I have suddenly switched my views on whether these things are going to be more intelligent than us. I think they're very close to it now and they will be much more intelligent than us in the future."

"Generative AI platforms are trained on data lakes and question snippets — billions of parameters that are constructed by software processing huge archives of images and text. The AI platforms recover patterns and relationships, which they then use to create rules, and then make judgments and predictions, when responding to a prompt. This process comes with legal risks, including intellectual property infringement. In many cases, it also poses legal questions that are still being resolved. For example, does copyright, patent, trademark infringement apply to AI creations? Is it clear who owns the content that generative AI platforms create for you, or your customers? Before businesses can embrace the benefits of generative AI, they need to understand the risks — and how to protect themselves."

Generative AI Has an Intellectual Property Problem
April 2023, Harvard Business Review



"Artificial Intelligence: Business as usual"

Guest Article - 2023 12th John Houston Essay Contest Winner

"The arrival of artificial intelligence (AI) and the development of its tools is set to change the paradigm, not only in the public affairs sector but in every domain. However, have we not been here already?"

The past century has seen life-changing technological developments that range from computers, smartphones, the use of internet or even microwaves. AI seems like the next logical step in this race. Despite that, deciding now whether this new technology is "a trend or the next big thing" seems premature. Even though the benefits stemming from this technology are undeniable, the final landscape will depend on how this technology is developed and regulated. Already in 2021, the European Union proposed a Regulation for artificial intelligence, being the first major regulator in the world to do so.

In regard to the advantages that it might bring to the public affairs sector, it is easy to mention some of them. To start, AI tools can reduce drastically the amount of time dedicated to every-day tasks and ensure that decision-making processes are properly

informed through fast data analysis. In contrast, these benefits do not come baggage-free. AI is also posing moral challenges related to transparency, privacy or authorship. For example, some academic magazines stopped submissions because of the amount of text produced with AI.

All in all, even though AI is here to stay, its regulation is set to balance the trade-offs it poses. As for the human-technology division, the COVID-19 pandemic showed that, notwithstanding the usefulness provided by instant messaging, videochats and other online tools, technology can still not capture the human essence. In certain circumstances, it is not about whether it brings benefits or not, but about the connection of human interaction. Whether that will be achieved some day, it is yet to be seen."

The John Houston Essay Contest highlights the Public Affairs profession and brings recognition to young practitioners under the age of 30, working for member consultancies of EPACA.



Aralda Torres
Nemec+Chvatal, Guest Article and 2023 12th John Houston Essay Contest Winner

BestinBrussels 2023 Best Practice Awards



This year we surveyed a very broad range of 500 Brussels public affairs professionals, spanning members of the European Centre for Public Affairs (ECPA), the Society of European Affairs Practitioners (SEAP), the European Public Affairs Consultancies' Association (EPACA), and our Top 220 BestinBrussels Consultants.

In our 2023 survey, we included two simple questions; to name one trade association and one company who exemplify best-practice and best-in-class EU lobbying in Brussels. In previous years, the BestinBrussels winners with the most votes were Microsoft and AmCham EU in 2021, and Spotify and EFPIA in 2022, along with close runners-up who received multiple votes as well as honourable mentions.

This year we presented the shortlist of the top five nominations per category with the most votes to a BestinBrussels Judging Panel comprised of Emma Brown (Vice President of SEAP), Isabelle De Vinck (Chairwoman of EPACA), and Christophe Lecureuil (Executive Director of ECPA). The BestinBrussels Judging Panel confirmed the "Winners" with the most votes identified below, along with close runners-up who were "Shortlisted" for their respective awards. BestinBrussels also highlights the list of "Honourable mentions" which denotes the many organisations who received multiple votes from the EU public affairs community.

Best Corporate EU Public Affairs Team 2023

Winner: Mozilla

Mozilla's mission is to promote openness, innovation, and opportunity on the Web. They build software such as Firefox, which is an openly developed and open-source web browser. Mozilla is also a non-profit foundation that educates and empowers Internet users to be the Web's makers, not just its consumers. To accomplish this, Mozilla functions as a global community of technologists, thinkers, and builders who work together to ensure the Internet is a global public resource, open and accessible to all. Anastasios Stampelos is Head of EU Public Policy & Government Relations at Mozilla, and Claire Pershan is EU Advocacy Lead for the Mozilla Foundation. According to the Transparency Register, Mozilla declares under 300,000 euros total spend on EU public affairs which is considerably less than the big tech companies. Mozilla have worked with Hill and Knowlton Strategies and are a member of DOT Europe, a leading EU-level trade association for tech companies.

moz://a



Shortlisted Runners-up:

Booking.com, Danone, Google and Microsoft.

Honourable mentions:

Abbvie, Amazon, AstraZeneca, AWS, BASF, Bayer, Belron, BlackRock, Borealis, Bosch, Cargill, Chemours, Chiesi, Citeo, Coca-Cola, Deutsche Boerse Group, Edison, GSK, Heidelberg Material, Honeywell, IBM, Johnson & Johnson, Mahle, Mars, Mastercard, Meta, MSD, Netflix, Nike, Nokia, Novartis, VF Corporation, Pepsi Co, RELX GROUP, Schwarz Group, Siemens, Stora Enso, LEGO Group, Uber, Veolia, VMware.

Best EU Trade Association 2023

Winner: Cefic

Cefic is a not-for-profit trade association devoted to promoting a thriving European Chemical Industry. Europe is the second-largest chemicals producer in the world. Marco Mensink, Director General should be happy with their BestinBrussels award this year, as according to its website: "Cefic strives to be the best respected and most trusted business association in Europe". Indeed, under Marco's leadership Cefic, has steadily built its reputation in Brussels through becoming more transparent, constructive and open in their communication, retaining some great people and advisors, and moving to the EU quarter on Rue Belliard. Cefic is by far the largest trade association in Brussels with a total budget of over €41 million, 160 staff and around 70 Cefic Sector Groups, dealing with specific substances and products. Cefic is supported by BestinBrussels firms Fleishman Hillard, Hill & Knowlton and SEC Newgate EU. In proportion to its scale the association also has a big job, not just dealing with a whole host of general measures from the Fit for 55 package to trade policy but also a packed EU chemicals policy agenda, including the Chemical strategy for sustainability and action plan; REACH; Microplastics restriction; Classification, Labelling and Packaging; Combination effects of chemicals; Endocrine Disruption; Human Biomonitoring; Nanomaterials; and Biocides



Shortlisted Runners-up:

Airlines for Europe (A4E), AmCham EU, DIGITALEUROPE, European Confederation of Pharmaceutical Entrepreneurs (EUCOPE).

Honourable mentions:

ACEA, ACT (Association for Commercial Television and Video on Demand), AIM, AIOTI, AnimalhealthEurope, BDI, Blood Transfusion Alliance, Business Europe, Computer and Communications Industry Association - CCIA, Confederation of European Paper Industries - CEPI, Coalition for App Fairness, CropLife Europe, EFPIA, ePURE, EUREFAS representing the electronics refurbishment industry, Eurelectric, Eurochambres, EUROMETAUX, European Insulation Manufacturers Association (EURIMA), European Payment Institutions Federation, European Publishers Council, European Tech Alliance - EUTA,

Foreword from SEAP

Is Public Affairs Changing for Good?

As we are a year away from the next European elections, it is a time to start reflecting on what has changed during this Commission Mandate and what trends will remain for the next.

This mandate kicked off with a highly ambitious programme of priorities looking at strengthening the global order, protecting the rule of law and democracy whilst at the same time striving to be the first climate-neutral continent and empowering the next generation of technologies.

After nearly four years of this programme, it is undeniable that the Commission has accomplished a lot in the face of many challenges, and at times opportunities.

No less than a few months into taking office, we were hit with a global pandemic, while only last year saw Russia's illegal and tragic invasion of Ukraine, the revelations of Qatargate and the advent of ChatGPT in our lives.

These instances were also a wake-up call for the public affairs profession – shaking up the way lobbying was perceived and undertaken.

Covid was something no-one saw coming, what seemed to be something we mistakenly expected to last a few weeks took us into a whole new reality of remote working and virtual meetings and creative backgrounds.

When Covid started to close cities down, people started to wonder what this would mean for their future. In Brussels, a city which is renowned for being based on relationships, lunches and face-to-face meetings – it definitely (momentarily) threw a spanner in the works for public affairs and affected the momentum of the policies. But we, as public affairs professionals, rallied. One could say we banded together, using all our skills – soft and hard – to continue to put our best foot forward. Online events, virtual meetings with MEPs and Commission officials, remote voting – all became something of the norm.

Just as we stopped referring to Covid in every second sentence, having in-person (or hybrid) events and

heading back down on the train to Strasbourg, the Russian invasion of Ukraine took place. Whilst this action did not directly affect the majority of public affairs professionals in Brussels, there were a number of knock-on effects. All eyes turned to specific policy areas – like in the pandemic where health policy was the sole entry point into discussions – it now became about energy and food security issues or which businesses were active in Brussels. With files – and therefore lobbying efforts – prioritised according to the political momentum, a renewed scrutiny ensued on sectors involved in public affairs. This demonstrated clear and simple that transparency must remain a vital and mandatory part of any political ecosystem but that the system is only as strong as its weakest link.

Which leads to third and possibly final bump in the road – Qatargate. This scandal reverberated throughout Brussels. Not only damaging the reputation of the EU institutions, but also those practising public affairs who respect the rules. At SEAP, we have been very vocal to make the facts clear and ensure that the reputation of lobbyists and public affairs professionals alike were not tarnished. Lobbyists were unjustifiably put front and centre of the scandal. Those accused were not lobbyists – they held public official positions.

All the challenges listed above demonstrate the resilience, creativity and adaptability of the public affairs profession. However, as we look at the challenges we have faced and where we stand today – are we back in the same spot we were pre-pandemic or are we in a new changed, improved position?

This adaptability and creativity we refer to is probably why the advent of artificial intelligence tools has set the world of public affairs alight. Since ChatGPT became the lingua franca on everyone's lips in Brussels, the tool used to start or conclude speeches or to write opinion pieces, people have been wondering if this can truly replace or support public affairs activities. Whilst the technology

is fascinating and the results have proven outstanding, the jury is still out from our side on how effective these tools will be in our everyday professional lives. Technology can be a powerful thing and it is an opportunity for public affairs professionals but, nothing is better than the experience and intricate knowledge of Brussels. This report and all the professionals listed therein truly constitute what is Best in Brussels.

* This foreword has not been generated by any AI tool.

About SEAP

The Society of European Affairs Professionals (SEAP) serves as the professional body 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 25 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.



Paul Varakas
President of the Society of European Affairs Professionals (SEAP)



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

www.seap.be



LobbyEurope

Raising Lobbying Standards

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TRANSPARENCY PLEDGE

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

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JOIN US:

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

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



The current climate in EU public affairs

This is a particularly interesting period for the association and for the public affairs sector as a whole. Recent events have raised serious concerns of corruption at the heart of the EU institutions, which is damaging to citizen's trust in policy-making and to the reputation of legitimate interest representation. EPACA and its members have long been promoters of ethical and transparent lobbying in Brussels, pushing for an increasingly mandatory character of the Transparency Register, equal rules for all policymakers to only meet with registered lobbyists, and for the creation of a level playing field for legitimate interest representation.

While the Commission and Parliament are rightfully taking initiatives to curb undue influence in the EU, EPACA is concerned that certain measures could have the unintended consequence of making access to policymakers less democratic or could lead to disparity between different data disclosure mechanisms.

For instance, the early 2023 decision to remove the contact details of certain Commission officials from the Whoiswho Directory is creating a competitive advantage for insiders with an active network within the Commission. The EU Defence of Democracy Package, on the other hand, risks creating additional reporting obligations for public affairs consultancies while all relevant information is already available in the Transparency Register. Considering this, EPACA will continue to play its role as a strong advocate for an integrity framework that is more mandatory, effective and efficient.

EPACA: a focus on ethical standards, defending public affairs, and professionalising the sector

Whilst adapting to changing political realities, EPACA maintains its focus on promoting ethical standards in the EU public affairs space. Being an EPACA member is synonymous with the highest quality of ethical conduct, which is upheld by initiatives such as

EPACA's Code of Conduct, a self-regulatory instrument recognised by the European Commission and European Parliament. 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.

Since EPACA was founded, we have been working to alter the reputation of the public affairs profession, challenging the unfavourable stereotypes of lobbying through interviews, media appearances, opinion pieces, negotiations with EU officials, and appearances at events. 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. 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, and trade associations. For several years, EPACA has cooperated with the Transparency Register Secretariat to share views and insights from our members on the development of a Mandatory Transparency Register, and we will continue to do so.

EPACA actively works to give its members the opportunity and tools to integrate the values of transparency, ethics, and integrity into every aspect of their professional lives. Through our Code of Conduct and online tools, we aim to bring written principles into practical acts and ensure the youngest generation builds an ethical approach to public affairs. Each year, our workstreams focus on particular areas of relevance, from Diversity, Equity, and Inclusion, to GDPR compliant stakeholder mappings, to the impact of emerging technologies such as Artificial Intelligence on public affairs. Through our events and workshops, 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.

About EPACA

EPACA (the European Public Affairs Consultancies Association) is the representative trade association for professional public affairs consultancies active in the EU marketplace. Public affairs consultancies play a crucial and active role in the democratic process, acting as a link between the world of business, civil society, and European policy-makers. At EPACA, 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 who wants to know more about public affairs activities.

Why join EPACA?

Transparency and ethics in the public arena continue to be under scrutiny. Public affairs consultancies must 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 and members are an active and vital part of the association's activities. By becoming a member of EPACA, consultancies can contribute to the promotion of the public affairs profession, network with peers, exchange ideas, and stay abreast of what matters to public affairs professionals in Brussels.

www.epaca.org



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

The Best in Brussels Consultancies 2023/24

Leading Mid-to-Large Consultancies

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Leading Boutiques, Specialists and Start-ups

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There are more than 520 public affairs consultancies on the EU Transparency Register but less than half have an office in Brussels. We believe it is essential to have an office and professional team in Brussels to have a real impact in Brussels.

BestinBrussels highlights the following Top 85 EU Public Affairs Consultancies, grouped as mid-to-large consultancies and boutiques with strong track records in their specialist sectors, services and policy areas and an office in Brussels.

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.

For further information please visit their websites and entries on the EU Transparency Register.

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 16 other consultancies to be commended in Brussels who we hope to feature in future editions of BestinBrussels including; Aliénor, Aula Europe, Business Solutions Europa, Cattaneo Zanetto, Eamonn Bates Europe Public Affairs, EPPA, EUK Consulting, Europtimum Conseil, Euros/Agency, FLINT, Global Counsel, Hanbury Strategy, Lighthouse Europe, Lysios Public Affairs, Ohana Public Affairs, Portland Communications, and Shearwater Global.

Together with our featured firms these are the Top 85 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 five 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 2023 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 2023, there are 520 public affairs consultancies on the EU Transparency Register, as well as around 160 self-employed public affairs consultants. Although there are many good individual consultants, our mission is to examine the best firms.

A closer inspection of the 520 agencies showed that actually there are less than 100 consultancies of sufficient size and experience to offer a broad public affairs service offering with offices in Brussels.

Since 2018 we have studied the top public affairs consultancies and reached out to the top firms measured by staff numbers, declared revenue and other metrics. At BestinBrussels we believe that EU public affairs firms need to be truly present in Brussels to be the best guides for their clients. They 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. Although many great EU public affairs advisers are based outside Brussels,

all of the top practitioners have spent significant time in the capital of Europe. Moreover, Covid showed the importance of real relationships with EU policymakers which just cannot be formed online. Also, in the darkest days of Covid lockdowns, meetings were still going on in parks and on walks between lobbyists and decision-makers, while borders into Belgium were shut. So just like real estate, lobbying showed the importance of location, location, location.

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.

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.

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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Brussels Office Since

📅 2010

**Number of Public
Affairs Consultants**

👥 65

Key Specialisms

- 📌 Chemicals
- 📌 Digital Services &
Technology Hardware
- 📌 Energy
- 📌 Food and Drink
- 📌 Healthcare
- 📌 Sustainability & Environment
- 📌 Transport
- 📌 Media Relations

About Acumen Public Affairs

Firm Description
We are an independent consultancy set up in 2010 to combine the very best of big agency experience with hands-on senior support. Our founding partners Elaine Cruikshanks and Giles Keane, joined by 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.

We've built a culture at Acumen to meaningfully shape policy and deliver impact that lasts.

We're really not like other agencies. We have a distinctive culture and a unique approach to the business of public affairs.

We adapt to your needs. Your pace. Your reality. All with agility that's only possible because we removed the hierarchies, unnecessary costs and business models that cause inflexibility and crush creativity.

Ownership Structure
SRL, privately owned by 4 partners.

International Structure
We're based in Brussels, but we think globally about your challenge, and act locally where and when you need it. This means you get flexible support at national, European and international levels on your terms.

We're an independent agency without any big corporate structure. This independence is absolutely fundamental to the energetic debates, fresh ideas and go-getter attitude that we're known for and that clients seek in our counsel.

Key Strengths
We bring more than experienced counsel and a winning record to the table. We pride ourselves on being the kind of advisers you actually want at your side during your most complex, difficult decisions. We delight in what we do and look after our clients.

We're all public affairs specialists, of course. But our talent extends far beyond policy and politics. Our team includes scientists, digital strategists, social media pros, former journalists and more.

We leverage all the tools in the public affairs toolbox, to ensure you influence the debate and secure a seat at the decision-makers' table. Together, we make your policy agenda matter to the people that count, where and when you need it most.

Key Clients
Please see our list of clients on the EU Transparency Register – ID number 85679286747-21



Shaping policy.
Delivering impact.

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🐦 @AcumenPA

ADS Insight

ADVOCACY | DIALOGUE | SUSTAINABILITY

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Website Address

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Brussels Office Since

📅 2001

**Number of Public
Affairs Consultants**

👥 12

Key Specialisms

- 📍 Sustainability & Environment
- 📍 Transport
- 📍 Healthcare
- 📍 Food and Drink
- 📍 EU Funding
- 📍 Energy

About ADS Insight

Firm Description
Who we are:

ADS Insight is an independent, B Corp certified, EU public affairs consultancy with more than 20 years of experience. We have two complementary business strands that:

1. Bridge the business and policy interface
2. Bridge the science and policy interface. As facilitators of dialogue, we offer EU policy advisory and government relations services, including support on EU funding applications. We are also organisers of events and large science-based congresses.

Services:

- Policy and communication
- Studies
- Training and capacity
- Organising European and international conferences
- Hosting

Ownership Structure

SPRL, private company.

International Structure

Branch offices in Sweden, Germany, Poland and a satellite office in France. Extensive global network through professional contacts extending across Africa, Japan, small island developing states, and North America.

Key Strengths

- Our people: dedicated, committed, and highly professional team
- Vast experience in core fields: maritime, energy, circular economy, education, agri-food, health and sustainability
- Flexible, proactive and quick-footed
- Dedicated to empowering under-represented minorities, women and youth
- We do what we say and say what we do
- Prior experience from within the EU institutions

Key Clients

- DNV
- Japan Transport and Tourism Research Institute
- Reloop Platform
- Tomra
- INTERTANKO
- Einride
- European Commission

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"



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

We mediate, advocate and influence rules for a better world.

We are proudly one of Brussels' first BCorp certified consultancies and we strive to create sustainable policies using the UN Sustainable Development Goals as our guide.

Are you interested in collaborating? We would love to hear from you.

Visit us at www.ads-insight.com to learn more about us.



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ADS Insight

ADVOCACY | DIALOGUE | SUSTAINABILITY



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Brussels Office Since
📅 1995
Number of Public Affairs Consultants
👥 70
Key Specialisms
✔ Aerospace & Defence
✔ Banking, Insurance and Financial Services
✔ Competition & Antitrust
✔ Digital Services & Technology Hardware
✔ Governments
✔ Healthcare
✔ Sustainability & Environment

About APCO Worldwide

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.

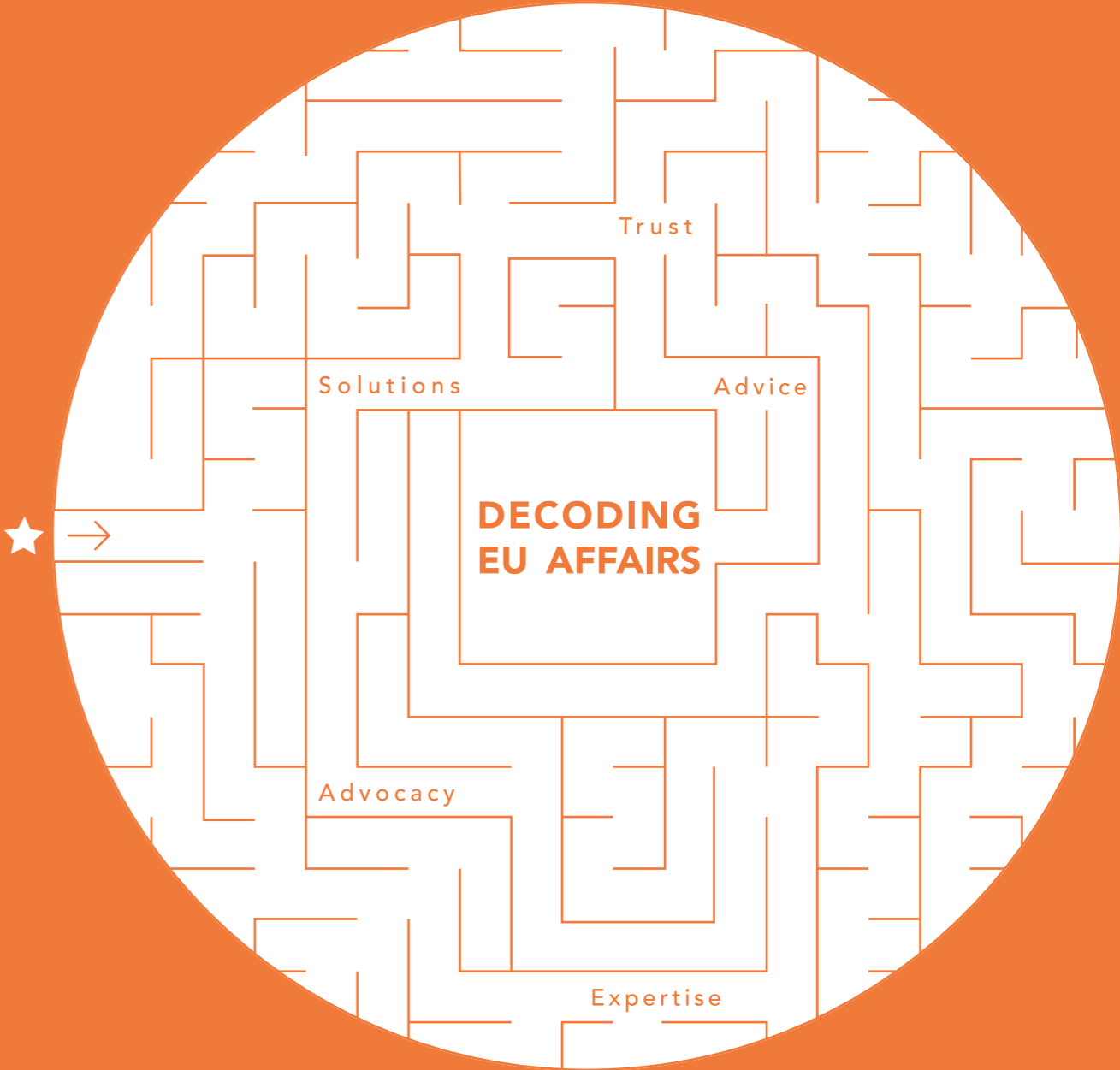
Key Strengths
In addition to EU and Member State public and regulatory affairs, our international expertise and integrated global approach enables APCO to provide a full range of services across industry sectors and markets, including competition and antitrust, mergers and acquisitions, crisis communication, 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
Align Technology, Amazon, American Express, Apple, AstraZeneca, Blockchain for Europe, Booking.com, capital.com, Costa Crociere, DTCC, Enterprise Rent-A-Car, Johnson & Johnson, Microsoft, Oral Health Platform, Patagonia, Premier League, Roundtable of Sustainable Palm Oil.

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 over 1000 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.

We can help you navigate EU public affairs



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Brussels Office Since

📅 2001

Number of Public Affairs Consultants

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

Key Specialisms

- 🚀 Aerospace & Defence
- 🌾 Agriculture & Agribusiness
- 💻 Digital Services & Technology Hardware
- ⚡ Energy
- ⚖️ Competition & Antitrust
- 🏭 Industrial Goods & Engineering

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.

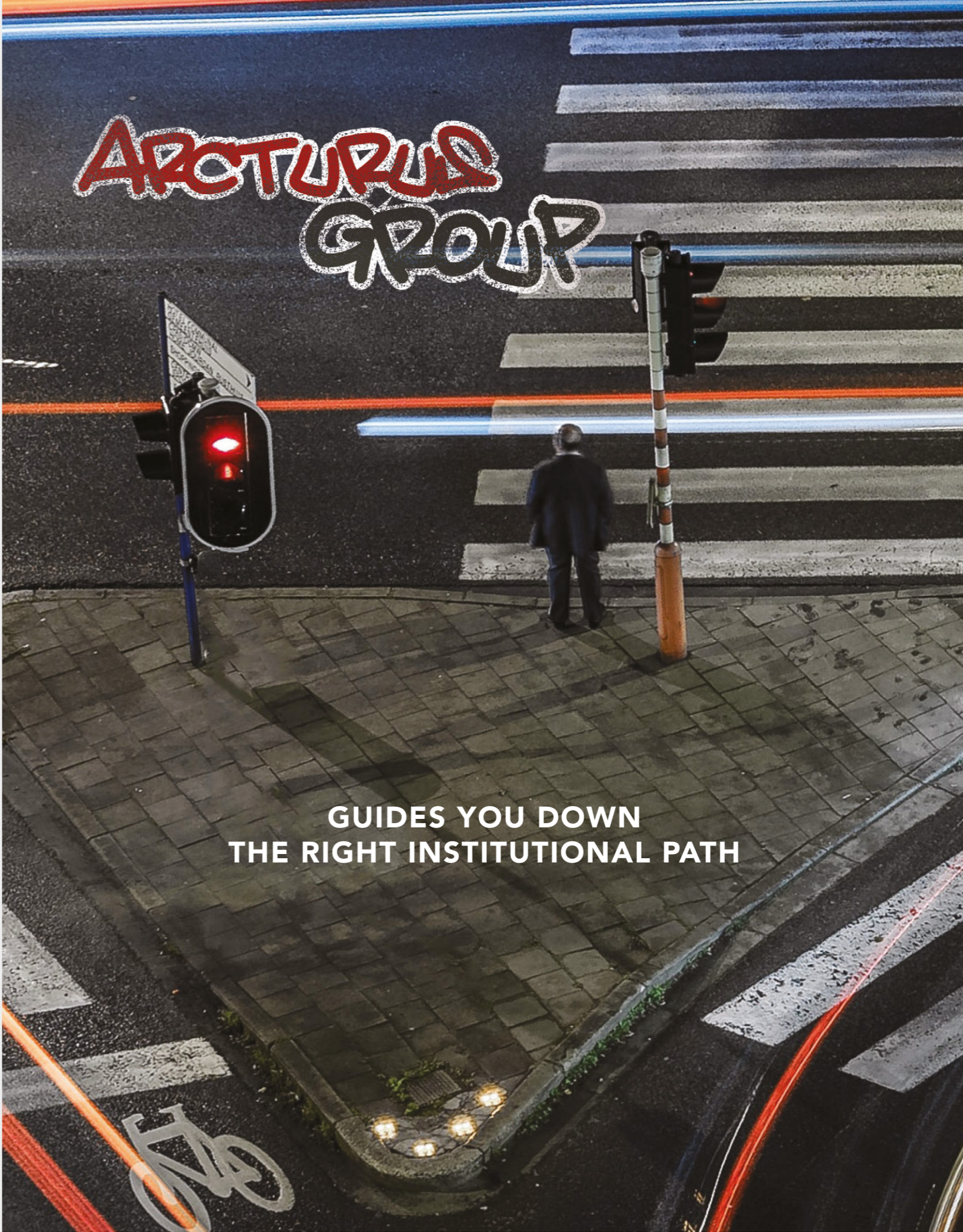
Ownership Structure
ARCTURUS GROUP is an independent public limited company, majority owned by its founder, Gilles Teisseyre, and its CEO, Agnès Dubois Colineau.

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, CNIV (Comité National des Interprofessions des Vins à AOC et IG), CNOEC (Conseil national de l'ordre des experts-comptables), Equal, FIVAPE, Heetch, Hermès, Melitta, Mobivia Groupe, UMF (Union Maritime et Fluviale de Marseille Fos), Utiq, Velux, Vin et Société.

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.



GUIDES YOU DOWN
THE RIGHT INSTITUTIONAL PATH

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

ARCTURUSGROUP

avisa partners

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Brussels Office Since

📅 2007

Number of Public Affairs Consultants

👥 25

Key Specialisms

- 📌 Competition and Antitrust
- 📌 Digital Services & Technology Hardware
- 📌 Media
- 📌 Aerospace and Defence
- 📌 Trade & Sustainability
- 📌 Agriculture & Agribusiness
- 📌 Energy
- 📌 Transport

About Avisa Partners

Firm Description
Avisa Partners is an international risk management group of about €80 million sales, 350 staff and offices in four cities – Brussels, Paris, London, Washington. We specialize in impact oriented Public Affairs, Communication Campaigns, Due Diligence and Cybersecurity Services (strategic, operational, forensic and due diligence). Avisa Partners 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
Offices in Brussels, London, Paris (HQ) and Washington DC.

Network Offices in Sao Paulo, Shanghai and Tokyo.

Key Strengths
Avisa Partners 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
Full list available on the transparency register.

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).

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EUROPE

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GERMANY

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Brussels Office Since

📅 2000

Number of Public Affairs Consultants

👥 27

Key Specialisms

- 📌 Banking, Insurance and Financial Services
- 📌 Chemicals
- 📌 Digital Services & Technology Hardware
- 📌 Energy
- 📌 Healthcare
- 📌 Competition & Antitrust

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 27 offices in 18 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 campaign management 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 35 years into 27 offices in 18 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:
- Public and regulatory affairs
 - Media relations
 - Competition, Antitrust, and Foreign Investment
 - Corporate communication and reputation management
 - Financial situations
 - Investor engagement
 - Digital strategies and content creation
 - Geopolitical
 - Insights – polling and data analytics
- Key Clients**
- AWI
 - Horizon Therapeutics
 - ICE
 - Illumina
 - McDonalds
 - Merck
 - Solvay
 - The Walt Disney Company

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

“Brunswick always seamlessly complements our legal team, helping clients navigate the potential stakeholder and reputational pitfalls that can come with complex cases. They understand antitrust.” Freshfields Bruckhaus Deringer

“We appreciated the availability of senior advisers and team around the clock – it showed that our case mattered to them as much as it did to us”. Telia Company



Critical Issues. Critical Stakeholders.

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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Brussels Office Since

1965

**Number of Public
Affairs Consultants**

70+

Key Specialisms

- ☑ Chemicals
- ☑ Digital Services & Technology Hardware
- ☑ Energy
- ☑ Healthcare
- ☑ Competition & Antitrust
- ☑ Sustainability & Environment

About BCW

Firm Description

Located in the heart of Europe, the BCW Brussels office has a track record of delivering successful public affairs and integrated communication campaigns for local, European, and international clients. Our team of highly skilled professionals, with diverse backgrounds and extensive experience, leverages their expertise, networks, and strategic approach to provide tailored solutions that meet the unique needs of clients across a broad range of industries.

Focusing on innovation, creativity and strategy, BCW Brussels delivers data-driven integrated communications and public affairs campaigns. BCW's EMEA network was named Pan-EMEA Consultancy of the Year in 2021, and Best EMEA Place to Work in 2022 by PROvoke Media.

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 has a network of 237 owned and affiliated offices in 132 countries with over 4,000 employees worldwide.

Key Strengths

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

Key Clients

See our EU Transparency Register: <http://ec.europa.eu/transparencyregister/public/consultation/displaylobbyist.do?id=9155503593-86>.

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

BCW is the global public affairs and communications agency built to move people.

We set strategic direction and create powerful, unexpected ideas that move our clients forward.



bcw-global.com



@BCWBrussels



BCW Brussels



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& Head of Public Affairs, EMEA

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Brussels Office Since

📅 1983

**Number of Public
Affairs Consultants**

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

Key Specialisms

- 📍 Chemicals
- 📍 Digital Services &
Technology Hardware
- 📍 Energy
- 📍 Food and Drink
- 📍 Healthcare
- 📍 Transport

About DGA

Firm Description
Dentons Global Advisors (formerly Interel) is an expert-led advisory firm that provides integrated solutions for clients in an increasingly complex, regulated and interconnected business environment. Comprising Albright Stonebridge Group and a deep bench of communications, public affairs, government relations and strategy consultants, we help clients engage with governments and regulatory bodies, navigate public disclosures and transactions within the private and capital markets, and manage their reputations through critical moments of change, challenge or opportunity. Our relationship with Dentons, the world's largest law firm, means clients can draw upon integrated legal expertise and strategic advisory services when and where they need them.

Ownership Structure
Partnership.

International Structure
The Dentons Global Advisors Network connects you with best-in-class public affairs firms in more than 70 countries. The Network draws its membership from organizations of all sizes that help clients shape government policy or public opinion through government relations, strategic communications, stakeholder engagement, grassroots organizing, grass-tops outreach, survey research, as well as digital and social media engagement. <https://dganetwork.com/>

Key Strengths
Success is based on deep subject matter expertise across food and health, energy, chemicals, transport, sustainability, mobility, digital, and technology. This knowledge is combined with specialist association management services and an unrivalled global reach through the Dentons Global Advisors Network.

We have a strong team of senior advisors who enable our clients to see the bigger picture: the team includes Dominique Ristori and Claus Sorensen, former Commission Director Generals; Linda Corugedo Steneberg, former Commission Director (DG Connect), Michael Bartholomew, former ETNO Director General and Catherine Stewart, founder of Cabinet Stewart.

Key Clients
Dentons Global Advisors has been a market leader in Brussels for 40 years and advises, amongst others, Albioma, Asahi, Bristol Myers Squibb, the Coca-Cola Company, Eaton, Expedia, Honeywell, L'Oréal, Intel, Johnson & Johnson, MSD, Pinterest, Reddit, Sony Interactive Entertainment, Sherwin-Williams and TE Connectivity.

Testimonials and why clients like to work with us
"We see Dentons Global Advisors 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 Sustainability & Public Policy, Europe, the Coca-Cola Company

"The Dentons Global Advisors 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

"Dentons Global Advisors is a valued partner for me. The team combines excellent intelligence and insight with an advisory capacity which really helps me keep the business ahead of developments". Dr. Kieren Mayers, Senior Director of Environment, Social, and Governance, Sony Interactive Entertainment

The Leading European Public Affairs Consultancy

Positioned at the nexus of business, policy and advocacy, powered by a unique global network, the Dentons Global Advisors Network





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Rocco Renaldi, Chair, EGA Europe

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Brussels Office Since
1996
Number of Public Affairs Consultants
50+ in Brussels 6,400+ globally
Key Specialisms
<ul style="list-style-type: none">Digital Services & Technology HardwareEnergyFood and DrinkHealthcareTransportSustainability & EnvironmentTrade

About Edelman Global Advisory (EGA)

Firm Description
Edelman Global Advisory (EGA), part of Daniel J. Edelman Inc. is a boutique firm providing government affairs and business advisory services to help clients navigate today's changing geopolitical and economic landscape.

In March 2023, EGA acquired Landmark Public Affairs, uniting the expertise of over 50 consultants in Brussels. This strategic move positions EGA as a leading EU public affairs consultancy. Combining the strengths of EGA and the boutique approach of Landmark Public Affairs enables EGA to deliver unique perspective and tailored solutions with agility. We help our clients engage effectively with decision-makers, stakeholders, opinion formers, and the media to achieve strategic business objectives.

EGA's 280+ global team members work seamlessly with Edelman's other 6,000+ world-class communications professionals to deliver truly integrated client services.

Ownership Structure
EGA operates under Daniel J. Edelman Holdings, a family-owned company. We do not answer to investors but solely to our clients. We use our profits to strengthen our business, improve the lives of our employees, advance our sector, 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 over 65 offices worldwide, our global network delivers the right local expertise in public affairs, business advisory, and strategic communications activities.

Key Strengths
EGA prides itself on its acute awareness of clients' business drivers, depth of knowledge across sectors, policies, and issues, and relentless dedication to delivery. We design innovative strategies, build trusted partnerships, and we get things done.

Key Clients
Amazon, Astra Zeneca, Goodyear, International Airlines Consolidated Group, Janssen, Kellogg, MedTech Europe, PepsiCo, Volvo, World Federation of Advertisers. Our full portfolio of clients can be accessed by logging onto our registration on the EU's Transparency Register which can be found here.

Testimonials and why clients like to work with us
"Edelman helped us reach our key stakeholders in Brussels to show the need to prioritize access to care and treatment in the therapeutic area, and to position us as a trusted partner in this space. [...] They brought together successfully a combination of public affairs, corporate communications, and digital expertise in a natural and integrated manner." Head of Policy, Healthcare client

"The World Federation of Advertisers became Landmark's [now EGA] first client in 2007. We hired them on the promise that they would go the extra mile, really understand our issues, our needs and those of our members, and be not only our trusted advisers, but a real extension of our team. They have not disappointed us once in fifteen years, and we have never looked back." Stephan Loerke, CEO, World Federation of Advertisers



Expanding possibilities.

Edelman Global Advisory (EGA) is a boutique firm providing government affairs and business advisory services to help clients navigate today's changing geopolitical and economic landscape. We design innovative strategies, we build trusted partnerships, and we get things done.



Local expertise. Global network.

edelmanglobaladvisory.com edelman-global-advisory Edelman_EGA





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Client Contact

Ms Karen Sticht, Director

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Brussels Office Since

1998

Number of Public Affairs Consultants

At EU level 21 consultants supported by co-operation partners and partner agencies from all over the EU support the interest representation of EUTOP's clients.

Key Specialisms

- ☑ Banking, Insurance and Financial Services
- ☑ Chemicals
- ☑ Digital Services & Technology Hardware
- ☑ Healthcare
- ☑ Industrial Goods & Engineering
- ☑ Retail
- ☑ Telecoms

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 with the institutions of the European Union and selected EU member states.

Ownership Structure

SRL

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 which 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 own 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 at the EU level as well as in all EU member states. In this way, EUTOP effectively and efficiently support 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 within EUTOP's quality standards creates

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

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.

Testimonials and why clients like to work with us

Long-standing clients of EUTOP 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 their cooperation with EUTOP. 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 EUTOP's 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, an external data protection officer, an anonymous whistleblower system, certification of all administrative tasks in accordance with ISO 9001 and EcoVadis certification. These are the reasons why many corporations, associations and organisations place their trust in the quality of the services EUTOP provides.

The EUTOP Team

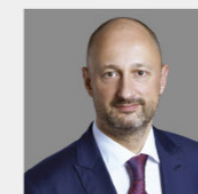
Highly qualified and motivated
in Brussels and across Europe



Prof Dr Klemens Joos
Founder and Chairman
of the Advisory Board



Walter Tombrock
Managing Director
Chief Operating Officer



Christian Schaufier
Managing Director
Chief Administrative Officer



Karen Sticht



Matthias Schenk

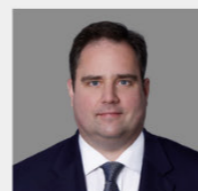


Lorenz Heimerl

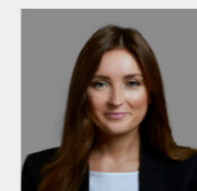


Tim A. Bremmer

Directors



Michael Schaaff



Julia Klohs



Daniel Kewitz

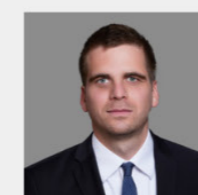


Dr Hubertus Droste

Deputies of the Directors Senior Consultants



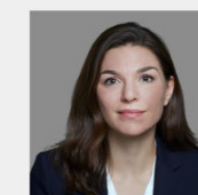
Jens Wendel



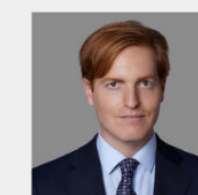
Benedict van Hülsen



Alina Thieme



Tatjana Saranca



Maximiliano Foncillas

Senior Consultants



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Your structural process partner since 1990

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Brussels Office Since

📅 Spring 2000

Number of Public Affairs Consultants

👤 50 in Brussels

Key Specialisms

- 📌 Chemicals
- 📌 Digital Services & Technology Hardware
- 📌 Energy
- 📌 Healthcare
- 📌 Competition & Antitrust
- 📌 Sustainability & Environment
- 📌 Telecoms
- 📌 Transport

About FIPRA

Firm Description
FIPRA Public Affairs 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 aim to deliver sustainable policy change at the intersection of public and private interests. We support our clients with an evidence-based approach to policymaking.

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.

We have a proven track record in successfully building stakeholder coalitions which build trust and deliver impact. 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. Since our founding in 2000, FIPRA International has advised a wide range of clients in a host of sectors, including healthcare & life sciences, energy & environment, chemicals, food, Industrials & mining, competition & antitrust, digital, transport, travel & logistics and international trade.

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.

Testimonials and why clients like to work with us
Unrivalled access to bespoke, highly-specialised strategic counsel – we advise on how to navigate complex policy landscapes and address regulatory challenges by creating a competitive advantage through sustainable policy change at the intersection of public and private interests.

Global reach with local expertise – We are a one-stop-shop for policy and regulatory affairs, combining global reach with local expertise in over 50 countries.

Advocacy – We ensure our clients have a voice in policy making and advise on finding consensus in decision-making to ensure a positive and lasting impact.

FIPRA

Professional Public Affairs in more than 50 countries

FIPRA's purpose is to **foster a greater understanding between stakeholders** and to **improve the quality of the policy-making process** whenever we are engaged.

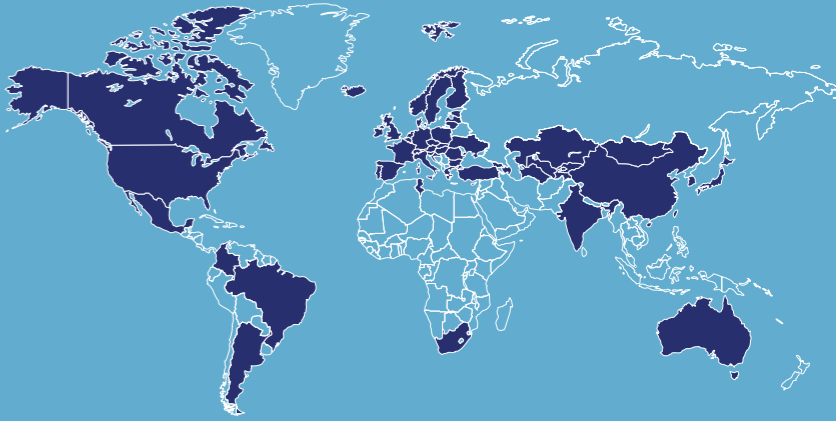
In this way, we seek to **foster collaboration** that builds a **better future** for people and the planet.



Our Global Presence

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

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



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Brussels Office Since

2013

Number of Public Affairs Consultants

25

Key Specialisms

- ☑ Sustainability & Environment
- ☑ Trade
- ☑ Competition & Antitrust
- ☑ Healthcare
- ☑ Industrial Goods & Engineering
- ☑ Digital Services & Technology Hardware

About FGS Global**Firm Description**

FGS Global is a strategic advisory and communications firm, helping organizations navigate mission-critical situations across audiences in a fast-moving interconnected world. We deliver strategic advice, deep experience, a 360° perspective, real-time intelligence, and flawless execution across the disciplines of strategic communications, crisis management, and advocacy. We support our clients with unmatched expertise and tools, to seize opportunities and confront challenges — 24 hours a day, 7 days a week, anywhere in the world.

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, FGS Global 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, FGS Global 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 four of the world's most respected advisory firms, FGS Global maintains a global network of 1200 professionals in the world's major financial, government, business and cultural centres.

Key Strengths

- Legislative & Regulatory Due Diligence & Advocacy
- Political/ Regulatory M&A (FDI/ CFIUS, merger control)
- Public policy communication strategy & messaging
- Third party strategy & activation
- Antitrust/ competition policy, state aid, trade & tax policy
- NGO & societal activism
- Government & parliamentary investigations
- Corporate & social purpose
- Geopolitical risk assessment & mitigation
- Crisis & Issues Management
- Corporate Reputation & Leadership Strategies
- Transaction & Financial Communications
- Transformation & Change

Key Clients

Please see FGS Global's EU Transparency Register Entry:

<https://ec.europa.eu/transparencyregister/public/consultation/displaylobbyist.do?id=578189413297-97>

Our insights. Your impact.

To generate growth, shape policy or protect your reputation in a rapidly shifting world, you need to communicate seamlessly.

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

fgsglobal.com





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Brussels Office Since

1991

Number of Public Affairs Consultants

125+

Key Specialisms

- Banking, Insurance and Financial Services
- Chemicals
- Digital Services & Technology Hardware
- Food and Drink
- Public Utilities
- Healthcare
- Transport

Key Clients
AB InBev, ALCOA, Allianz, Amazon, Barclays, Cefic, Cisco, Chargepoint, Eli Lilly, Emirates, the EU Tech Alliance, Fortum, GE, Ingka, JP Morgan, LSEG, Novartis, Petcore, Pfizer, S&P Global, Stora Enso and Stripe.

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, emerging challengers, change agents or pioneers. 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 78+ 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, reputation and crisis management, digital, social and creative strategy, third-party mobilisation, and grassroots network development.

- Key Strengths**
- Established track record of more than 30 years' market leadership in Brussels.
 - Industry-leading Financial Services practice led by Donald Ricketts, Bertie Huet, Guylaine Vandooren, Anna Davreux and Jim Brunsden.
 - Best-in-class Environment and Chemicals practice with deep expertise in REACH, circular economy and chemical policy advocacy led by Robert Anger.
 - Fast growing Energy, Climate and Transport practice headed up by Maximo Miccinilli, supporting our clients in navigating this rapidly changing market and policy environment.
 - First-class healthcare practice with broad sector and policy understanding, led by Emma Cracknell.
 - An integrated public affairs and reputation management offering led by Thibault Jacobs

- and Peter Wilson, specialising in cross-channel communications for clients in a broad spectrum of industries including Energy, Chemicals, Agriculture, Transport, Tech and Financial Services. It delivers communications grounded in research and insight to ensure our clients reach the right audience, with the right message, on the right channel.
- FH Studio, an in-house digital, social and content offering led by Keith Drummond, which includes in-house video (and on-site soundproof interview studio), animation, graphic and web design capabilities.
 - The FH2050 practice, led by Jane Gimber, combines climate expertise with deep understanding of ESG, to help companies map a path towards achieving climate goals for 2050.
 - A board of high calibre Senior Advisers who have worked for the EU Institutions, national governments and major corporations. They spot trends, help develop strategies and connect stakeholders in pursuit of high-impact communication and public affairs outcomes.
 - 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 strategic advisor to thought-leading organisations, to help them shape the terms of the debate and prepare their organisations for the future priorities of the renewed EU institutions beyond 2024.
 - A leading agency supporting executive profiling and positioning of expert organisations in the policy debate.
 - A founding member of EPACA, European Public Affairs Consultancies Association, and signatory of the EPACA Code of Conduct for Public Affairs professionals.



A FRESH PERSPECTIVE
ON A CHANGING EUROPE



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Brussels Office Since

2003

**Number of Public
Affairs Consultants**

130+ consultants in Brussels.
Our global team of 7,700+
employees is present in
97 cities in 31 countries.

Key Specialisms

- Banking, Insurance and Financial Services
- Chemicals
- Competition & Antitrust
- Digital Services & Technology Hardware
- Healthcare
- Sustainability & Environment
- Telecoms
- Energy

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 organisations 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. Our award-winning team of experts is drawn from politics and government, law firms, financial institutions, journalism, multinationals and NGOs 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.

Brussels Office

FTI Consulting Belgium has been in Brussels since 2003. From its origins as an independent start-up, it has grown as part of FTI Consulting'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.

Ownership Structure

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

International Structure

FTI Consulting has more than 7,700+ 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 with cooperation agreements with more than 120 tried and trusted teams.

At FTI Consulting, we are also committed to embracing, cultivating and maintaining a culture of diversity, inclusion & belonging as it is fundamental to our core values.

Key Strengths

INTELLIGENCE: Timely insights and credible evidence will help build a strong foundation to promote your business objectives. FTI Consulting can be your ears and eyes on the ground in Brussels and national capitals, develop quantifiable data and market research and analyse emerging policies to inform your decisions.

BUILD: Smart, creative thinking requires an integrated approach. FTI Consulting can be your one-stop-shop to developing a strategy that brings together public affairs, public relations, and a broad range of supporting services to ensure effective and impactful campaigns.

ADVOCATE: Maintain existing relationships and establish new ones to promote, protect and secure your licence to operate at critical moments of risk and change. FTI Consulting can ensure you are ready to engage the right people at the right time with the right message.

COMMUNICATE: Driving awareness requires an effective narrative that needs to resonate with a range of audiences. FTI Consulting's understanding of how different sectors and markets talk to each other across different platforms will ensure you develop the right tone and voice to build consensus.

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.

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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Client Contact

Jessica Brobald, Managing
Director, Grayling Brussels

Website Address

grayling.eu

Brussels Office Since

1989

Number of Public Affairs Consultants

Grayling Brussels employs 25 consultants who collectively come from 15 different European countries, speak 12 languages, a key asset in the Brussels multicultural environment but also a key asset to reach into Europe's members states.

Key Specialisms

- ⊗ Chemicals
- ⊗ Digital Services & Technology Hardware
- ⊗ Food and Drink
- ⊗ Healthcare
- ⊗ Sustainability & Environment
- ⊗ Trade

About Grayling

Firm Description

Grayling Brussels is an integrated corporate affairs, communications and EU public affairs consultancy. We advise organisations on how to navigate the EU, we counsel our clients on becoming credible thought leaders, and identify with them solutions to policy and legislative challenges. We offer bespoke services, including political intelligence and monitoring, advocacy and strategic advice, perception surveys, public relations and social/digital media campaigns, trade association and events management. Our offer is structured around eight expert vertical policy poles, ensuring the depth of our expertise, namely chemicals, energy, environment, food, healthcare, ICT, transport and trade, as well as two horizontal services, namely corporate communications and trade association management.

Ownership Structure

Grayling SA is established in Belgium and is part of Accordience, 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

First, it's our people who provide the policy but also the service expertise combined with tried and tested methodologies. We believe that every client is different. Our advocacy methodology dictates that every campaign should have its own tailor-made strategy and implementing actions. In addition to our traditional public affairs services, we provide: training for C-level executives in both public affairs and 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 multimarket accounts with our teams combining

international thinking with local market understanding. And finally, our Communications Team supports our clients in developing impactful, creative and value-added services.

Key Clients

AbbVie, European Federation of Allergy Airways Patients' Association, GBTA, Proman, SC Johnson, European Spirits Companies Liaison Group, doTerra, European Wireless Infrastructure Association, International Special Dietary Foods Industries, OLX Group, Tate & Lyle, Union of the European Lubricants Industry, Getlink, US Dry Beans Council.

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, solution-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.

@TheEULobby

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Brussels Office Since
February 2018

Number of Public Affairs Consultants
36 advisors

Key Specialisms

- ✔ Agriculture & Agribusiness
- ✔ Construction & Materials
- ✔ Energy
- ✔ Food and Drink
- ✔ Healthcare
- ✔ Sustainability & Environment
- ✔ Aerospace & Defence

Key Clients
Abo Wind, AccYouRate, AEBE, AIJN (European Fruit Juice Association), Alliander, ANDI, Better Juice, BeyondMeat, EAPF (European Alliance of Plant Based Food), EclecticiQ, EADV (European Academy of Dermatology and Venereology), Gasunie, IGN (Iodine Global Network), IKEA, Indorama Ventures, JDE Peet's, Kindred, Knauf Insulation, KRI, MCE (Medicinal Cannabis Europe), OMCeOMI, OpticsII, Oracle, Railnova, Rheem, WIA (World Iodine Association).

About Hague Corporate Affairs

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.

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 Alliance of Plant Based Food



HAGUE
CORPORATE AFFAIRS

BUILDING IMPACT,
EFFECTING CHANGE



hanover

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Brussels Office Since

📅 2010

Number of Public
Affairs Consultants

👥 30

Key Specialisms

- 📌 Chemicals
- 📌 Digital Services & Technology Hardware
- 📌 Food and Drink
- 📌 Healthcare
- 📌 Sustainability & Environment
- 📌 Telecoms
- 📌 Energy

Key Clients

Alexion, Amgen, Apple, Bauer Media, Beam Suntory, Carbios, Delivery Hero, European Association of Urology, European Branded Clothing Alliance, Lexmark, Lucid Motors, McDonalds, Merck, Mission of Canada to the EU, Netflix, Nickel Institute, Nike, Oracle, Paramount, Pyrowave, PPG, PVH, Samsung, Samsung SDI, Suntory Beverage & Food Europe, Shionogi, Sky, SQM, UCB, Wind Energy Ireland, Zoetis.

About Hanover

Firm Description

Founded in 1998, the Hanover Group celebrated its 25th year in 2023 as over 200-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 Group is part of AVENIR GLOBAL.

International Structure

As part of AVENIR GLOBAL, a global powerhouse of specialist agencies, our team is connected to over 1,000 peers in 8 countries across North America, Europe and the Middle East. Furthermore, our global partner network of like-minded independent consultancies with undisputed expertise in corporate communications and public affairs, provides us with an additional presence in over 32 markets around the world. With shared values and focus on excellence in client work, measurable customer service and talent development, our partners deliver transformational results locally and internationally.

Key Strengths

Hanover Brussels is a leading 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 Claudia La Donna. In 2020, Hanover was named a PROVOKE EMEA Agency of the Decade.

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

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
Strategies

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Brussels Office Since

📅 1967

Number of Public
Affairs Consultants

👤 More than 200 public affairs
consultants globally of
whom 40 are in Brussels.

Key Specialisms

- 📍 Agriculture & Agribusiness
- 📍 Banking, Insurance and
Financial Services
- 📍 Chemicals
- 📍 Energy
- 📍 Transport
- 📍 Sustainability & Environment

About Hill & Knowlton

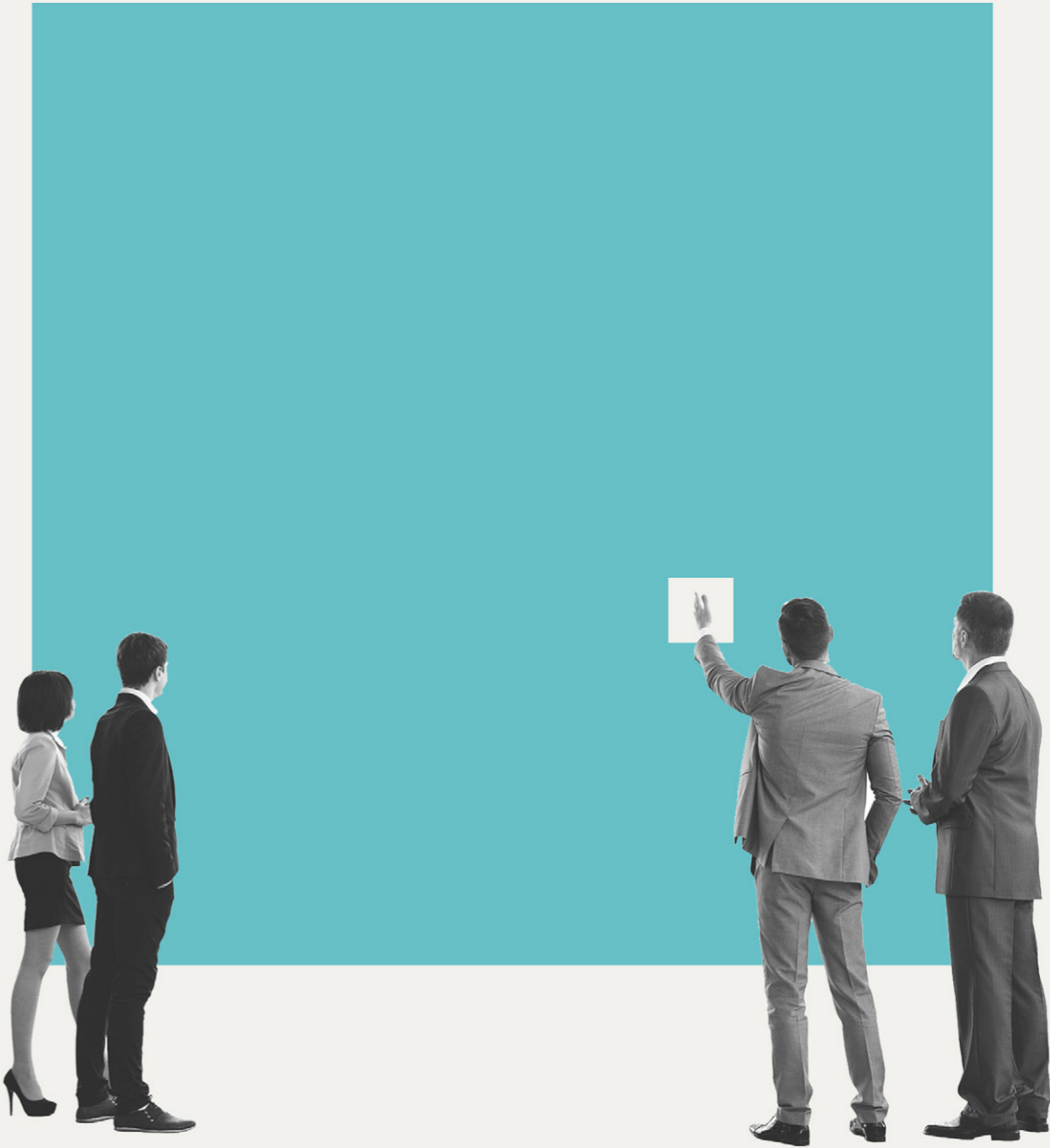
Firm Description
At Hill+Knowlton Strategies we have been helping clients navigate the European institutions and policy and media landscape for more than five decades. Every entity has a public, and today's publics are more powerful than ever before. They have the power to topple trade deals, disband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



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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Brussels Office Since

📅 European Office Since: 1989

Number of Public Affairs Consultants

👥 40

Key Specialisms

- 📍 Agriculture & Agribusiness
- 📍 Chemicals
- 📍 Construction & Materials
- 📍 Energy
- 📍 Food and Drink
- 📍 Oil, Gas & Coal Production

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 15 nationalities and with a wide range of expertise and experience. Together they serve over 35 associations of European or global membership.

Kellen is a global association management, public affairs 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.

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

Key Clients

- EUROBAT – Association of European Automotive and Industrial Battery Manufacturers
- ERA – European Equipment Rental Association
- ISC – International Stevia Council
- EU Salt – European Salt Producers’ Association
- EPBA: European Association of Portable Batteries
- ECMA: European Candle Manufacturers Association
- EASEE gas: European Association for the Streamlining of Energy Exchange – gas

- AMFEP: Association of Manufacturers and Formulators of Enzyme Products
 - INATBA: International Association for Trusted Blockchain Applications
- Testimonials and why clients like to work with us**
- “The Brussels based Kellen team provided full support to get IAMA off the ground and become the global authoritative voice for independent aircraft modifiers. Their experience in global transport and aviation clients and strategic advice during the formation helped us tremendously. In my position as IAMA Managing Director in 2019 – Dec 2021, I particularly appreciated the deep association management knowledge, and ongoing assignments including administration, legal, finance, as well as advocacy outreach to members and stakeholders”. Nicole Noack – former Managing Director IAMA, Lead of New Product Development / R&D, DANCE co, Berlin
- “For the last 15 years, Kellen has been decisive in structuring the European Rental Association and facilitating its development, which has been greatly valued by its members. It allowed ERA to gain a European position in terms of communication and public affairs involvement by consistently bringing in the right expert”. Michel Petitjean – Secretary General, ERA
- “The ISC Secretariat has built strong relationship with several Codex country delegations and was instrumental in implementing the advocacy campaign as to ensure the final approval by CODEX. Kellen has the strategic intelligence, the insight and the competencies to work closely together with member companies to assess the best way forward and execute a successful advocacy plan.” Sidd Purkayastha – Vice President, Head of Global Scientific & Regulatory Affairs at PureCircle/Ingredion, International Stevia Council President

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

Kellen has more than 30 years of experience serving organisations in Brussels and Europe and is recognised as a global leader in association management. We specialise in full service management, regulatory and EU Affairs, communications, digital strategy, meetings and events, and consulting across a diverse range of industries.

www.kellencompany/europe





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Brussels Office Since

📅 2019

Number of Public Affairs Consultants

👥 16

Key Specialisms

- ✔ Digital Services & Technology Hardware
- ✔ Energy
- ✔ Personal & Household Goods
- ✔ Telecoms
- ✔ Competition & Antitrust
- ✔ Media Relations
- ✔ Sustainability & Environment

About Kekst CNC

Firm Description

Kekst CNC is a global strategic communications firm with deep local roots in the world's key corporate and financial centers.

We harness ideas and expertise from the world's most creative and experienced professionals to seamlessly support our clients.

Every day we help clients communicate through complex transitions, manage strategic opportunities and crises, and enhance reputations through proactive and responsive navigation.

Ownership Structure

Kekst CNC is part of Publicis Groupe, the world's third largest communications group.

International Structure

Our global team of 300 professionals is serving clients from 14 locations worldwide.

Key Strengths

We are a global firm with deep local roots in the world's key corporate and financial centers, drawing on ideas from some of our industry's most creative and experienced professionals to provide a global perspective for today's interconnected world.

We succeed when our clients succeed. We are proud to become a seamless part of our clients' teams, supporting them through critical periods of disruption, transformation and growth.

Kekst CNC's integrated teams of experts support our clients with innovative solutions to complex problems. We combine an unparalleled breadth of experience with informed and databased judgment and a commitment to exceptional execution:

- Regulatory and Public Affairs
- Private Capital
- Mergers and Acquisitions
- Litigation Support
- Corporate Governance
- Stakeholder Activism
- Corporate Reputation and Positioning
- Crisis and Issues Management
- ESG and Sustainability
- Financial Communications
- Cybersecurity
- Research Analytics and Insights
- Science and Innovation

Key Clients

Our portfolio of clients can be accessed through the EU's Transparency Register webpage.



> We protect and enhance the reputations of our clients when it matters most.

We advise clients on navigating the political spheres of influence, helping them protect their reputation and interests in Europe. Whether in Berlin, Brussels, London, Stockholm, or Paris, we offer the access, insights, and intelligence required to make an impact in relevant policy circles.

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Abu Dhabi • Berlin • Brussels • Dubai • Frankfurt • London • Munich • New • York • Paris • Seoul • Stockholm • Tokyo

Kekst CNC is part of Publicis Groupe

KREAB

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Brussels Office Since

1992

Number of Public Affairs Consultants

We are around 60 PA
consultants and active
Senior advisors.

Key Specialisms

- ☑ Banking, Insurance and Financial Services
- ☑ Chemicals
- ☑ Digital Services & Technology Hardware
- ☑ Energy
- ☑ Public Utilities
- ☑ Industrial Goods & Engineering
- ☑ Sustainability & Environment
- ☑ Trade

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 Stockholm, Sweden, in 1970 and we have since grown to a truly global company with a presence in over 25 countries in all continents. Besides Brussels, we are especially strong in the Nordic region, Spain, London and Tokyo. We also have a strong presence Latin America, with offices in seven countries.

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

Fully owned by our Founder and Executive Chairman.

International Structure

Kreab was founded in Stockholm, Sweden almost 50 years ago. We have since grown to a truly global company with a presence in over 25 countries in all continents. Besides Brussels, we are especially strong in the Nordic region, Spain, London and Tokyo. We also have a strong presence Latin America, with offices in seven countries.

Key Strengths

The combination of deep issue expertise, political process knowledge and communication know-how is what defines the Kreab Brussels office. The demand for generalist PA services has been fading for years, instead our clients demand and value expertise on policy issues, business sectors, and decision-making processes. Hence, we are today focused on a number of areas; Financial Services, Sustainability, Digital, Trade and Competition. In addition, we have a strong team advising on Global policy risk, including investment and sanctions. The Financial services 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. This practice has grown as the European Green Deal has been a top priority for the EU. 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.



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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Brussels Office Since

1998

**Number of Public
Affairs Consultants**

8 logos.BBE employs 55 consultants and senior advisors who collectively speak 11 languages.

Key Specialisms

- ⊗ Aerospace & Defence
- ⊗ Digital Services & Technology Hardware
- ⊗ Energy
- ⊗ Sustainability & Environment
- ⊗ Industrial Goods & Engineering
- ⊗ Transport
- ⊗ Association Management

About logos.BBE**Firm Description**

Founded in 1998, logos.BBE is an advocacy, association management, communication, and public dialogue consultancy. We have been servicing clients for 25 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. In 2012, logos joined the mci group, an international communications and association management group. While our heart is boutique, our reach is global.

In November 2022, logos acquired Business Bridge Europe (BBE). BBE is a boutique agency specialising in aerospace, defence, digital, cybersecurity, environment, energy and mobility and well known for its C-level annual political conferences: EU Space Conference, Energrendael Conference and EU Defence & Security Conference.

Ownership Structure

Established in Belgium, logos.BBE is owned by mci group Holding SA.

International Structure

logos.BBE operates from Berlin, Brussels, Geneva, Rome, Paris and Washington D.C. Since 2012, we were integrated into mci group with its 60 offices in 30 countries.

Key Strengths

We offer a compelling combination of technical expertise, political savviness, razor-sharp communication, coalition building, and event organisation. We excel at building relationships and compiling the evidence for innovation-friendly public policy.

Together, logos, BBE and MCI Brussels offer a 360-degree suite of engagement solutions for corporations, associations, and institutions – from advocacy to association management to strategic and digital communications, as well as event management in strategic domains (digital, cybersecurity, defence, space, environment, energy, and mobility), with a team of over 130 talents.

Key Clients

5G Automotive Association, 4evergreen, Airbus, Ariane, All Terrain Vehicle Industry European Association, CEMEX, Covestro, KIC Urban Mobility, Eucobat Fiber Packaging Europe, Global UTM Association, International Council of Marine Industry Association, Japanese Automobile Manufacturers Association, MBDA, The Pew Charitable Trusts, Recharge AISBL, SAE International, Sustainable Fuels Europe, WEKEO, YARA.

Testimonials and why clients like to work with us

"Running a global association representing an emerging industry is a complex operation. logos is supporting us in meeting the challenges on a daily basis, with a professional team performing at the highest standards" Koen De Vos, Secretary General, GUTMA

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

earn trust.
make change.

NOVE

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Brussels Office Since

📅 2017

Number of Public Affairs Consultants

👥 29

Key Specialisms

- 📍 Chemicals
- 📍 Digital Services & Technology Hardware
- 📍 Construction & Materials
- 📍 Healthcare
- 📍 Sustainability & Environment
- 📍 Sport
- 📍 Energy

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.

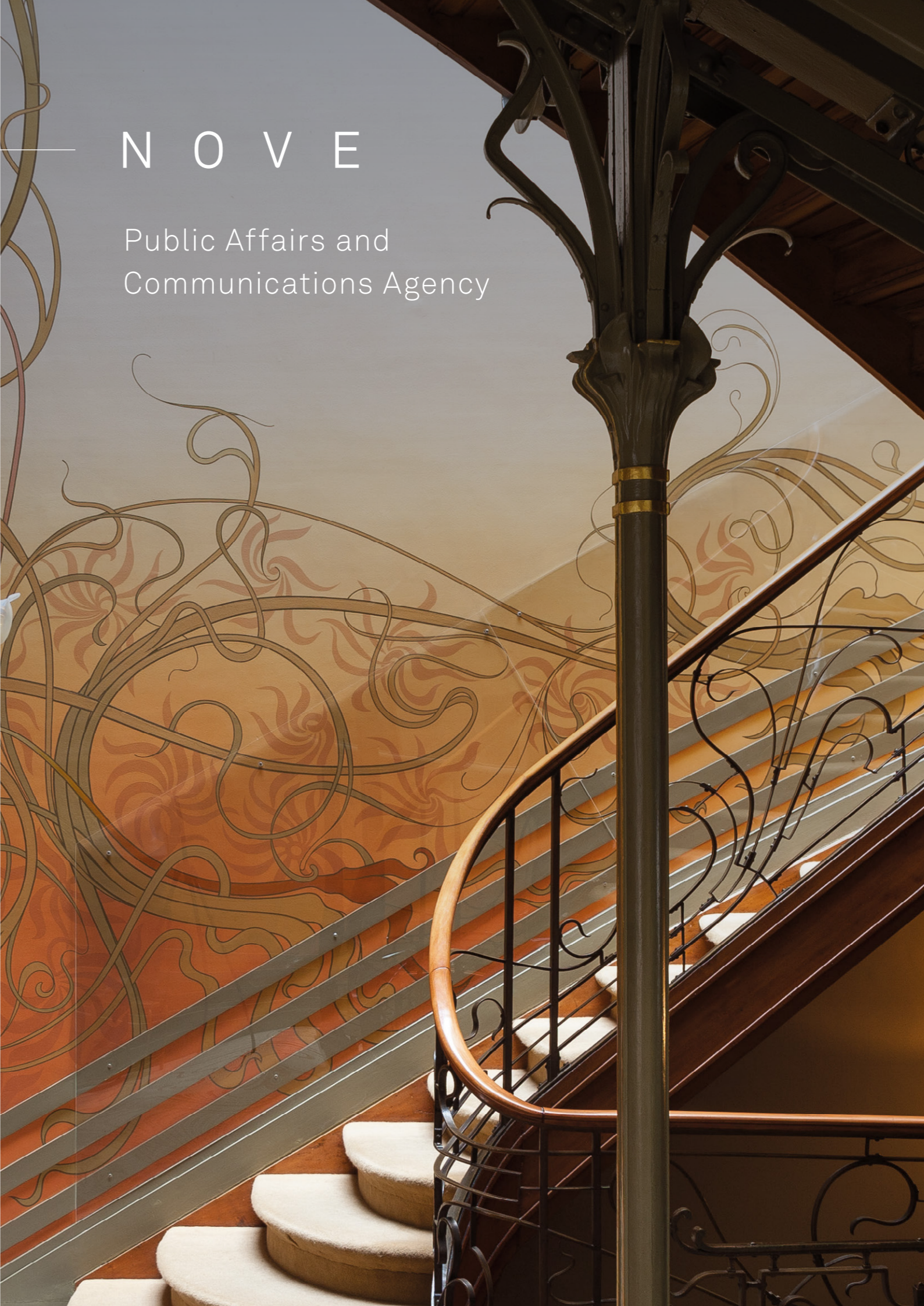
Ownership Structure
Partnership.

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 team is composed of political analysts and seasoned consultants with a strong network across the political spectrum. Going beyond personal relationships, we always engage strategically with all institutions. 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

Penta

FORMERLY
HUME BROPHY

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Brussels Office Since

📅 2005

Number of Public
Affairs Consultants

👥 30 in Brussels

Key Specialisms

- 📍 Agriculture & Agribusiness
- 📍 Banking, Insurance and Financial Services
- 📍 Energy
- 📍 Food and Drink
- 📍 Governments
- 📍 Association Management
- 📍 Competition & Antitrust
- 📍 Media Relations
- 📍 Sustainability & Environment
- 📍 Transport

About Penta (formerly Hume Brophy)

Firm Description

Penta is a global data-driven stakeholder solutions firm that identifies, predicts, and manages complex business and reputational issues.

Ownership Structure

Penta was established in September 2022 following the merger of market-leading firms Ballast Research, Hamilton Place Strategies, Flag Media Analytics, alva, Gotham Research Group, and Decode M. With Hume Brophy joining the group in January 2023, Penta now comprises over 300 professionals globally.

International Structure

Penta teams are located in Brussels, Dublin, London, Paris, Frankfurt, Washington DC, New York, San Francisco, Vail, Singapore and Hong Kong. We also work with an established network of agency partners in other markets.

Key Strengths

We enable evidence-based decision-making on stakeholder issues for the C-Suite.

Our solutions integrate unique proprietary AI tech, data, and global sector advisers.

We serve and connect the teams managing multiple stakeholders with integrated stakeholder solutions.

Key Clients

Airlines for America, Bayer, Commodity Markets Council Europe (CMCE), European Travel Retail Confederation (ETRC), European Express Association (EEA), Ibec Global, Meat & Livestock Australia, Supernal.

Penta

The world’s first comprehensive stakeholder solutions firm.

The world has changed. Running a business requires new skills, new tools, and a new framework for engagement with stakeholders.

Penta is purpose-built to help businesses navigate an increasingly complex stakeholder environment.

Penta defines, informs, and strengthens decision-making and understanding between our clients and their stakeholders.

25M
Daily volume of global content analyzed

350+
Professionals

200+
Clients

🐦 @pentagr

🌐 pentagroup.co

🎧 Scan the QR code and tune in to our Penta Podcast Channel wherever you get your podcasts



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Brussels Office Since

📅 2017

**Number of Public
Affairs Consultants**

👥 11

Key Specialisms

- 📍 Agriculture & Agribusiness
- 📍 Association Management
- 📍 Chemicals
- 📍 Food and Drink
- 📍 Healthcare
- 📍 Sustainability & Environment
- 📍 Trade

About PNKetchum+**Firm Description**

PNKetchum+ is a rebranded consultancy that builds on the Public Affairs expertise of two world-class agencies, Ketchum and Porter Novelli Brussels.

We help global brands build their reputation and shape the European policy environment to create new business opportunities and protect their license to operate.

With decades of experience among our team members, we deliver highly tailored Advocacy/Public Affairs campaigns with closely integrated Policy Communications. Our strong network in the EU bubble allows us to inform, influence and navigate the legislative environment across a range of industries including financial, chemical, sustainability & environment, agriculture, food & drink, trade, and healthcare.

PNKetchum+ is a team of highly skilled professionals who thrive in fast-paced environments, always ready to jump in when a 'house is on fire'.

Through us, clients have access to a global pool of talents from the world's largest PR/PA group (Omnicom), with worldwide reach to service national, regional and international affiliates – all coordinated from Brussels.

Our expertise lies in strategic counsel on European Affairs that combines market intelligence gathering, in-depth analysis and stakeholder mapping, as foundations for effective engagement and productive campaigning. We build on traditional public affairs with integrated (policy) communications that helps amplify everything we do whenever we do it.

We are passionate about understanding industry's concerns and transforming them into solutions for society's needs. The conversations we have may be tough, but they produce remarkable outcomes.

Ownership Structure

PNKetchum+ is a Public Affairs (with Integrated Communications) practice of Ketchum & Porter Novelli Brussels, a wholly owned subsidiary of Omnicom Group Inc.

International Structure

PNKetchum+ is one of 130 Ketchum offices in 70 countries worldwide, with headquarters located in New York. We serve clients across continents and deliver innovative solutions to traditional demands.

Key Strengths

- In-depth understanding of political/legislative environments in the EU, UK and other European markets.
- Strong network among the European Institutions.
- Multi-disciplinary team of professionals including scientists, lawyers, PhDs, journalists and former politicians.
- Brussels-based team of 11 public affairs professionals, backed by 34 communication experts.
- In-house design studio and audio-visual expertise.

Key Clients

Amgen, Procter & Gamble, Pfizer, VF (Timberland, Kipling, Vans, The North Face, Eastpak...), BASF, Cargill, CFA Institute, Bayer, European Fruit Juice Association, European Health Parliament, Incyte, Johnson & Johnson, Kellogg's, Gedeon Richter, Novo Nordisk, Plasma Protein Therapeutics Association, Novavax, Randstad, Sandoz, European Cancer Patient Coalition, TESARO, World Bladder Cancer Patient Coalition, European Cancer Organization.

Every organization has its policy issues. What are yours?

**PNKetchum+ translates your complex
legislative and regulatory challenges into
strategic actions that help you navigate the
political landscape in the EU and beyond.**

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PNKetchum+
public affairs



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Isabelle De Vinck, Andrea D'Incecco, Matti Van Hecke and Agathe van de Plassche

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Brussels Office Since

1997

Number of Public Affairs Consultants

34

Key Specialisms

- ✔ Digital Services & Technology Hardware
- ✔ Telecoms
- ✔ Transport
- ✔ Energy
- ✔ Food and Drink
- ✔ Healthcare
- ✔ Association Management
- ✔ Sustainability & Environment
- ✔ Media Relations

About Political Intelligence

Firm Description
PI Brussels has built up over 25 years of lobbying experience. But don't just 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. All of our activities are targeted towards our clients' business objectives and we abide by strict ethical standards which guarantee the transparent, professional representation of our clients' interests.

Our success is built on our people, which is why we strongly encourage all our team members to take responsibility, be creative and challenge the status quo. We have a horizontal hierarchy, which focuses on sharing leadership, allowing for equal opportunity between colleagues.

Decreasing our environmental footprint has been an ongoing process and remains a crucial objective of PI: we partner with CO2 Logic to obtain the CO2 neutral certification that we proudly hold since 2018. PI also regularly participates in La Marche Rose, an initiative to increase awareness about breast cancer and raise funds for research.

Ownership Structure
Political Intelligence Brussels is privately owned and run by its 4 managing partners; Andrea D'Incecco, Isabelle De Vinck, Matti Van Hecke and Agathe van de Plassche.

International Structure
Political Intelligence is a network of privately-owned companies in key European markets, including Brussels, Madrid, and Lisbon. Our Brussels office provides European, Belgian and Luxembourgish public affairs and communications 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 across Europe.

Key Strengths
Tech policy is in our DNA – since PI's founding, digital and ICT policy has been our core business. We have over 25 years of expertise supporting innovative businesses at European level. Since then we have developed strengths in other areas due to the rapid digitalisation of the economy, whether that be e-commerce or AI. We also branched out into a wide range of other sectors such as tourism, energy, transport and mobility, sustainability, health, and food. Our services range from monitoring and analysis, strategic advice, advocacy and engagement support, reputation building and visibility raising, to association and coalition management with a focus on community building. In recent years we have also grown an impressive team of Communications Consultants who offer an alternate set of expertise in relation to policy comms within the European bubble, including message development, event support, building journalist relations, reactive media relations and proactive outreach.

Key Clients
Google, SHV Energy, Etsy, Yahoo, Healthy Europe, Fedima, EuroISPA, Meta, TUI, Cloudflare, Wolt, Internet Watch Foundation, Taxi4SmartMobility, ChargePoint, Veolia.

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 add 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





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Brussels Office Since
2012

Number of Public Affairs Consultants
22

Key Specialisms

- ⊗ Agriculture & Agribusiness
- ⊗ Digital Services & Technology Hardware
- ⊗ Education
- ⊗ Energy
- ⊗ Governments
- ⊗ Association Management
- ⊗ Sustainability & Environment
- ⊗ Transport

About Publyon

Firm Description
Publyon stands out as a top-tier strategic advisory firm with over 20 international consultants. We are dedicated to driving positive change and advocacy for the good of society. Situated in the heart of Brussels' dynamic European quarter, our expertise revolves around transport & energy, sustainability and digital technologies. With a decade of experience under its belt, our firm has earned a sterling reputation as a renowned EU and Belgian Public Affairs consultancy, delivering exceptional results for its clients.

Publyon is committed to advancing knowledge and innovation in the fast-paced realm of EU politics. With a strong commitment to making a difference, Publyon pushes boundaries and goes beyond the ordinary. Its tailor-made strategies and dedicated impact scans are designed to help organisations become future-proof and thrive to face today's challenges. The firm has been nominated for the prestigious Trends Gazellen Award 2022, a recognition of its hard work and outstanding performance.

International Structure
Offices in Brussels, The Hague, Utrecht, Copenhagen and New York City.

Key Strengths
Publyon's international team of 20+ Public Affairs experts is our biggest strength. We are passionate about delivering top-notch services to our clients and we hold ourselves to the highest standards of quality.

Connecting businesses with the EU is at the core of our activities. We take great care to understand how organisations work and identify the most effective approach to guide them through complicated policy processes, make their voices heard and drive positive change in their industry. Tailor-made strategies and out-of-the-box solutions: this is our recipe to make clients ready for the future.

At Publyon, we are laser-focused on the key priorities of the EU: digitalisation, transport and sustainability. We lead the way in these areas by leveraging our expertise and network to help clients thrive in the fast-paced, ever-changing landscape, identifying the risks and opportunities associated with new and existing legislation.

The ambition of Publyon is to help our clients succeed. Whether to influence EU policymaking, navigate the complex landscape of digital and transport policy, or position businesses for long-term sustainability, we have the expertise and passion to make the goals of companies and organisations come true.

Key Clients
European Network Airlines' Association, City of Amsterdam CHEP, Ecommerce Europe, Europeans for Fair Competition Google Belgium, Nederlandse Spoorwegen, OrangeGas, Port of Rotterdam Reusable, Tesla.

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, Publyon provides clients with behind-the-scenes political intelligence: we support companies anticipating EU developments, ensuring they can maintain their licence to operate. By doing so, our clients can focus on their businesses, without any surprises arising from EU regulations. Publyon has a solid track record in assisting companies developing and enforcing their Public Affairs departments with the involvement of the management board and the operational units.



Publyon

We are Publyon

Strategic advisors specialising in change and advocacy for the good of society.

Discover our story at publyon.com

Formerly know as Dr2 Consultants

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Brussels Office Since

2002

Number of Public Affairs Consultants

50

Key Specialisms

- ☑ Digital Services & Technology Hardware
- ☑ Healthcare
- ☑ Personal & Household Goods
- ☑ Transport

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

Abbvie, Alpha-1 Global, , Astellas, Amgen, Armstrong, Avicenna Alliance, Apellis, Bayer, Blood Transfusion Alliance, Cepheid, DFL Deutsche Fußball Liga eV, EAMBES, Edwards Lifescience, Ending discrimination against cancer survivors, Holomedecine Alliance, Let's Talk Prostate Cancer, Macopharma, MSD Animal Health, Novartis, Pfizer, Takeda, Terumo BCT, Sanofi, SPARC Europe, Vertex.

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

"The RPP team are expert, enthusiastic, and elastic. I enjoy working with them because they use novel insights to produce impactful results." Lydia Makaroff, Former Director of ECPC

Are you in tune with European politics?



We **R.**

RPP IMPACT ADVOCACY

www.rpp-group.com

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Brussels Office Since

📅 2017

Number of Public Affairs Consultants

👥 75

Key Specialisms

- 📌 Agriculture & Agribusiness
- 📌 Chemicals
- 📌 Energy
- 📌 Food and Drink
- 📌 Healthcare
- 📌 Metals & Mining
- 📌 Sustainability & Environment

About Rud Pedersen

Firm Description
Rud Pedersen is a European public affairs agency with Nordic roots. Long established as the largest public affairs agency in the Nordics, we are growing fast across the continent, with new offices opened in Brussels, Berlin, London, Paris, Sofia, Warsaw and Kijiv since 2017.

Shaping EU policy and politics is harder than ever. Policy making in Brussels is often highly technical: public affairs professionals must understand regulatory frameworks in depth and have a high degree of issue knowledge. Meanwhile, a more political Commission, engaged Parliament and greater involvement from member states, fuelled by a more active citizenry, has created a more challenging and emotive political environment.

Our consultants reflect the full spectrum of skills required to succeed in this vibrant space. We have experts with decades of experience in the European Commission and regulatory agencies who can navigate the most technical of expert groups, through to former digital marketers and journalists who are able to develop programmes and campaigns that build political capital and shape public sentiment.

In six years, our office in Brussels has grown from a start-up of 2 people to a large agency of 75, quadrupling staff numbers and revenue since 2020.

Ownership Structure
Partnership.

International Structure
Rud Pedersen's Brussels office is part of the Rud Pedersen group, one of the fastest growing public affairs and strategic communications companies in Europe. It has over 500 consultants operating in Brussels, Berlin, London, Paris, Warsaw and across the Nordics and Baltics. We are active in other European capitals, working with dedicated public affairs partners.

Key Strengths
Partners and other senior staff do the work: We believe that partners and other senior staff should do most of the legwork if clients are truly to get the level of service required to succeed. Our partners and directors are involved in the day-to-day running of all activities.

We are independent: We are owned by our partners, so we invest our profits in people rather than payments to holding companies. As a result, we have higher ratios of staff to revenue than a typical network agency, meaning our consultants are less stretched and, we like to think, able to perform to a higher level.

European team with Nordic roots: Our team in Brussels is truly European. Sixteen nationalities are represented, and we have many Brussels veterans amongst us. But our Nordic roots are reflected in our culture, which we sum up up as: caring, inquisitive, and driven.

Multi-disciplinary team: We know specific areas like energy and climate, or food and ag, and the regulatory framework that governs them inside out. But we appreciate that there are many 'horizontal' issues, like tech, trade and tax, that might affect clients. Moreover, public affairs at times also requires environment-shaping activities like grassroots campaigning, digital, and media engagement. Amongst our staff we have experts in a wide range of sectors and disciplines that are relevant to clients looking to shape events in Brussels.

Key Clients
Bayer, Chemours, Novozymes, Novo Nordisk, Estée Lauder, Lego, Microsoft.


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, a European agency with Nordic roots.

Now the largest public affairs agency in Europe, with 500 public affairs specialists across 14 countries. Fiercely independent, we are fully owned by our partners.

Rud Pedersen
Public Affairs
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Brussels Office Since

1989

Number of Public
Affairs Consultants

28

Key Specialisms

- ✓ Digital Services & Technology Hardware
- ✓ Education
- ✓ Energy
- ✓ EU Funding
- ✓ Healthcare
- ✓ Telecoms
- ✓ Governments
- ✓ Association Management

Key Clients

AGRA, Amazon Web Services, Anti-Money Laundering Europe, Deutsche Telekom, Edwards, European Commission, European Energy, Irish Aviation Authority, Iron Mountain, Klett, Microsoft, Oxford PV, Philips, SAP, Skillnet Ireland, Sustainable Energy for All, Signify, The Adecco Group.

About Schuman Associates

Firm Description

Established in Brussels in 1989, Schuman Associates is an EU business advisory firm focused on EU funding, communication and public affairs. Well known for our hands-on approach, we coach clients to formulate and implement business development strategies to capitalise on publicly 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 strategies, projects and associations around a wide range of policy areas.

Ownership Structure

Schuman Associates is independently owned.

International Structure

Headquartered in Brussels with a network of offices in Bulgaria, Czech Republic, France, Germany, Greece, Ireland, Italy, Poland, Romania, and Spain.

Key Strengths

Schuman Associates supports clients to:

- Understand and influence the EU 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 and national stakeholders.

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

Our in-house teams dedicated to the EU's four critical focus areas for immediate and long-term investment – green transition, digital transformation, healthcare and pharma, and education and skills – make us uniquely well equipped to help our clients.

Testimonials and why clients like to work with us

"It is a great pleasure to work with the Schuman team. They are very professional, have good knowledge on the big picture and are hands-on in identifying, tracking and pursuing opportunities, ranging from stakeholder mapping to granular funding flows and individual programme initiatives. This enables our country teams to follow-up on business opportunities from these programmes, while contributing to green and digital recovery and growth of Europe."
Signify, VP Global Public and Government Affairs

"Schuman Associates has been a long-standing partner to help Philips understand the various EU funds, make realistic assumptions on where we can play, and win. Schuman is currently doing a great job helping us to develop our strategy on how to address the Recovery and Resilience Funds, HERA, EU4Health and others in the coming years. The great thing is that the closer you work with Schuman Associates, the more they become an integral part of your team, and the advice just gets better and better."
Philips, Vice President Government and Public Affairs



Impact Policy • Unlock Funds • Win Business

Your European partners in a global market since 1989

Headquartered in Brussels
With a network of offices in Bulgaria, the Czech Republic, France, Germany, Greece, Ireland, Italy, Poland, Romania and Spain

"It is not enough to be an expert in EU policy; you also have to be an expert in your client."



EU & public sector funding



Bid & project management



Public affairs & strategic communication



Strategy and Investment Financing



Green Transition



Healthcare & Pharma



Digital Transformation



Education & Skills



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Brussels Office Since

2001

Number of Public Affairs Consultants

35

Key Specialisms

- ✔ Sustainability & Environment
- ✔ Chemicals
- ✔ Digital Services & Technology Hardware
- ✔ Energy
- ✔ Trade
- ✔ Governments
- ✔ Transport
- ✔ EU Funding
- ✔ Media Relations
- ✔ Association Management

About SEC Newgate EU

Firm Description
We are an integrated advocacy and communications consultancy. Policy communications is our sweet spot. We bring a data-driven, digitally-savvy approach to public affairs and public relations to anticipate and manage our clients' policy and reputation needs.

Ownership Structure
100% SEC Newgate SPA.

International Structure
We are part of the global SEC Newgate group, which uses strategic communications, advocacy and research to drive positive change. SEC Newgate has a team of over 1200 people, operating across five continents from more than 50 offices, including Beijing, Berlin, Brussels, Canberra, Dubai, Hong Kong, London, Madrid, Milan, New York, Paris, Rabat, Rome, Singapore, Sydney, Warsaw and Washington DC.

Key Clients

BSA – The Software Alliance, CCIA, Energizer, Expedia, HP, IAPP, Netflix, Ecolab.

Testimonials and why clients like to work with us
"SEC Newgate EU has been an outstanding strategic communications partner of BSA. Their smart, nimble team gives highly personalized attention and is always thinking of new ways to get our messages across to the right audiences. They excel at making connections and are incredibly effective at getting things done. In short, SEC Newgate EU are true professionals and an absolute pleasure to work with" Christine Lynch, Senior Communications Manager I BSA – The Software Alliance

"I have had the pleasure of working with the SEC Newgate EU for close to 6 years. The team has been successful in helping to raise the IAPP's brand awareness and thought leadership within the Brussel's media landscape. The professionalism is unmatched and regardless of the budget – you are treated with the utmost respect and provided high-quality work, results and guidance." Lindsay Hinkle, Communications Director I International Association of Privacy Professionals

"SEC Newgate EU has become part of our extended Government Relations family, with a deep knowledge on topics that are critical to our business. Their research and advice is spot on and highly appreciated by our colleagues in the business. The team adapts the messaging, slides, texts to the right audience and level, and are extremely responsive with tight deadlines." Sara Rodriguez Martinez, Head of Government Relations for Europe I HP

"Passion, expertise and enthusiasm: we highly appreciate your support and high professionalism." Antonio Dai Pra, Director Corporate Affairs I Expedia Group

Listen.
Strategise.
Optimise.
Amplify.



SustainablePublicAffairs

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Brussels Office Since

📅 2020

Number of Public Affairs Consultants

👤 25

Key Specialisms

- 📍 Agriculture & Agribusiness
- 📍 Banking, Insurance and Financial Services
- 📍 Construction & Materials
- 📍 Energy
- 📍 Food and Drink
- 📍 Metals & Mining
- 📍 Sustainability & Environment
- 📍 Transport

About #Sustainable Public Affairs

Firm Description

#SustainablePublicAffairs is a first of-its-kind public affairs agency that only conducts business that has a positive impact on the environment.

It assists companies and organisations that go beyond current environmental standards and that want to raise those standards to gain a competitive advantage and capitalise on their sustainability lead.

It helps such “sustainable frontrunners” make their practices the market norm through EU policy, and only lobbies for cases that have climate positive impact.

Its mission is to foster policy-driven growth for sustainable business cases.

These are more than just words: #SustainablePublicAffairs is the first EU public affairs agency to have its positive impact on society and the environment certified by B Corp.

Check our #SustainableCharter on the website for more information.

We support sustainable frontrunners in the following areas: Agri-food, Sustainable finance, Sustainable Transport, Energy Storage, Carbon Direct Removals, Industry De-fossilisation, Sustainable Build Environments and Circular Economy.

With our clients and other mission-aligned actors we sit and work together to raise the bar on EU climate and environmental policy out of #SustainableHub – also known as the Permanent Representation of Sustainability to the EU.

Ownership Structure

SPRL with Willem Vriesendorp as only shareholder.

Key Strengths

#SustainablePublicAffairs’ unique approach is based on three key pillars:

Quality: #SustainablePublicAffairs attracts the best consultants, as today’s top talent is motivated primarily by working for a purpose.

Impact: #SustainablePublicAffairs focusses on sustainability across the piece and only works on cases where it can have a significant positive impact. This helps transversal thinking across different aspects related to sustainability, leading to better, more creative approaches for clients – and hence more positive impact.

Authenticity: Choosing to work with #SustainablePublicAffairs demonstrates a clear intention of its clients: they want to “walk the talk” on sustainability and avoid conflicts of interest. This integrity helps them build trusted connections with EU Institutions and other relevant stakeholders and comply with CSRD and other due diligence – and green public procurement requirements.

Key Clients

Some of our key clients are: European Vegetarian Union, Carbon Gap, Form Energy, Ecocem, Upfield, Tesla, Innargi, LKAB, SSAB (HYBRIT), NIAGA, Corbion, Meatable, IBMA, Clariter, etc. etc.

Testimonials and why clients like to work with us

Because it is always better to let others speak about you, than to speak about yourself, please see the advert for the full version of testimonials!

All other clients are willing to give positive testimonials upon request.



SustainablePublicAffairs

POLICY-DRIVEN GROWTH FOR SUSTAINABLE BUSINESS CASES

Marilyn Waite Managing Director CLIMATE FINANCE FUND

“The Climate Finance Fund helps to mobilize capital for climate solutions across China, the European Union, and the United States. We decided to cooperate with #SustainablePublicAffairs to get foothold in the European Union as they know the European arena while at the same time sharing our commitment to drive change through supporting innovative finance and the systemic decarbonization of capital. #SustainablePublicAffairs has successfully assisted us with establishing an EU stakeholder network, as well as raising the profile of our work in Brussels. We look forward to continuing our cooperation on the Justice, Equity, Diversity and Inclusion lens in climate finance, thereby creating a positive impact for people and planet.”

Jasper Munier Business Development Manager CLARITER

“As a global cleantech company, introducing a proprietary recycling technology that end the life of plastic transforming it into high quality green petrochemicals. Clariter is an unconventional player in the recycling and petrochemical sectors. That is why we attracted #SustainablePublicAffairs, they bring us the right team to be our ambassadors to EU policymaking. #SustainablePublicAffairs provide us their insight and expertise and help us act proactively. They navigate the corridors of Brussels on our behalf, helping us to stay in step with EU policies, and helping EU policies stay in step with us.”

Isabelle Pinzauti Babrzyński Senior Advocacy and Outreach Manager INTERNATIONAL BIOCONTROL MANUFACTURERS’ ASSOCIATION

“As IBMA, the International Biocontrol Manufacturers’ Association, we are delighted to work with the consultants of #SustainablePublicAffairs. They combine extended advocacy and European institutions knowledge, shared values and know-how in supporting an association like ours, both from a professional and human point of view.”

Joel H. Moser CEO FIRST AMMONIA

“Establishing a new market for green ammonia is no easy feat. #SustainablePublicAffairs has been integral to our efforts by outlining policies with the EU Commission and various renewable organizations which will help support and build clean energy facilities like ours. Their knowledge, expertise and involvement with driving policies that support the energy transition have been essential, as we position ourselves as a global leader in the green hydrogen to ammonia industry. We are pleased to consider #SustainablePublicAffairs an extension of our European team.”

Brenda Bates Head of Brand and Corporate Communications ECOCEM

“We have only been working with #SustainablePublicAffairs for a short time and already we are seeing the benefits of our partnership. The team is expert, enthusiastic and very well networked in Brussels. They are proving effective at supporting our effort to build relationships and raise awareness of the availability of low carbon cement, and the contribution it can make to accelerating CO₂ reduction in an industry traditionally seen as hard to abate. Importantly their focus on working with frontrunners for sustainability means that our missions and goals are aligned.”

Glenn Morley CEO CARBON GAP

“From the first meeting, we knew we had found a partner who understood what we are trying to achieve within Carbon Removals. #SustainablePublicAffairs not only brings an insightful understanding of the EU public affairs but backs it up with a strong team of passionate professionals who have helped us since day 1. Our collaboration has been a leading factor in the initial set up of our policy platform in Brussels.”

Asbjørn Haugstrup Chief Communication & Public Affairs Officer INNARGI

“Since the beginning of this year, we have been working together with #SustainablePublicAffairs on advocating for geothermal district heating and building a network and raise awareness among key Brussels stakeholders. We are on the mission to decarbonize heat by bringing geothermal heating as a service to millions of homes with district heating companies. It is a pleasure working with the team from #SustainablePublicAffairs – they are very knowledgeable and proactive delivering high-quality work and counselling. I would not hesitate to recommend #SustainablePublicAffairs to other cleantech frontrunners.”

Lucia Hortelano EU Policy Manager PROVEG INTERNATIONAL

“At ProVeg International we work to transform the global food system by promoting more plant-based diets. For that reason, it was very important for us to find a consultancy that prioritizes sustainability as its core business. Their consultants are highly skilled professionals who have a wealth of experience in their respective fields. They were able to provide us with valuable strategic insights and advice, helping to elevate our profile whilst making informed decisions. The whole AGRI/FOOD team has demonstrated a remarkable level of knowledge and adaptability in meeting our NGO needs, would absolutely recommend cooperation and work with #SustainablePublicAffairs.”

POSITIVITY • INTEGRITY • TRANSPARENCY

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Brussels Office Since

📅 2013

Number of Public Affairs Consultants

👤 30 people in Brussels

Key Specialisms

- 📌 Banking, Insurance and Financial Services
- 📌 Digital Services & Technology Hardware
- 📌 Energy
- 📌 Media
- 📌 Competition & Antitrust
- 📌 Sustainability & Environment
- 📌 Food and Drink
- 📌 Healthcare

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 43 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 21 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 1600 professionals, located in 43 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



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.



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Brussels Office Since
 1989

Number of Public Affairs Consultants
 23 Consultants

Key Specialisms

- Digital Services & Technology Hardware
- Energy
- Healthcare
- Sustainability & Environment
- Banking, Insurance and Financial Services
- Trade
- Food and Drink
- Telecoms
- Transport

About Weber Shandwick

Firm Description
Weber Shandwick is a world leading communications and public affairs agency 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 policy strategy and external engagement programmes, develop critical insights and heighten impact across sectors and specialty areas. We partner with clients to help them navigate the complex policy environment, engage with policy stakeholders and create sustainable partnerships around a common cause. We do so through strategic counsel, thought leadership and integrated campaigning to achieve policy goals. Our omnichannel activation through digital, social and traditional media communications enables us to mobilise support from different target audiences.

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

International Structure
With offices in 120 cities across six continents, our network is primed to provide the global reach and local expertise our clients need, anywhere.

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 sectoral expertise in health policy, financial services, technology, clean energy, sustainability and climate policies. Our integrated communications and public affairs services are designed to help clients identify the right partnership and solutions to solve policy and societal issues and proactively shape the policy agenda. Experienced in integrated advocacy

& communications 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
Spanish Blind Organisation (ONCE), Ericsson, Dell Technologies, Galapagos, Japan External Trade Organisation, Federation of European Scleroderma Associations, European of Glass Packaging Federation (FEVE), Logitech, Card Payment Sweden, Nestlé, Nespresso, Roche, Sanofi, and Shionogi.

Testimonials and why clients like to work with us
“Weber Shandwick have helped us develop a strong and creative approach to advocacy, achieving cut through across a crowded policy landscape for a rare condition. With the support of the team, that only the best policy strategists can provide, we’ve been able to build relationships with key decision makers within the EU giving us a strong foundation to call for change. Their commitment to immersing themselves in our mission has delivered great insights, which has transformed the way we work, increasing the credibility and impact we have as an alliance.”
Sue Farrington – President of FESCA, the Federation of European Scleroderma Associations.



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Brussels Office Since

📅 2012

**Number of Public
Affairs Consultants**

👥 19

Key Specialisms

- ✔ Banking, Insurance and Financial Services
- ✔ Digital Services & Technology Hardware
- ✔ Sustainability & Environment
- ✔ Governments

About Afore Consulting

Firm Description

Afore Consulting is a European public affairs consultancy specialized in providing services to the financial services, technology and sustainable finance sectors. Our aim is to increase the standing and positive recognition of 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 including IOSCO, the FSB, the Basel Committee and FATF. Afore Consulting has strong relationships with a number of key third country jurisdictions including the UK, USA and Asian jurisdictions.

Key Strengths

Afore Consulting is unmatched for its financial services expertise at the European level.

Our team covers a broad range of monitoring and reporting. We also organize events on topical issues convening the key policy makers and industry representatives. Our consultants have built up knowledge of their areas of expertise and extensive networks while at the senior level, we have a broad bench to give advice to clients on political, regulatory and strategic matters.

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.

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 ever-growing international client base bears testimony to this.






Our consultants have in-depth knowledge of the issues and excellent working relationships with key policy-makers. We 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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Brussels Office Since
 2022
Number of Public Affairs Consultants
 8
Key Specialisms
<div> Digital Services & Technology Hardware</div> <div> Telecoms</div> <div> Transport</div>

About AK Public Affairs

Firm Description
AK Public Affairs is a boutique EU public affairs consultancy that provides strategic level support to organisations that want to shape the EU policy landscape with a focus on the technology agenda. We have been trusted by many leading tech companies to help them identify risks and opportunities and develop bespoke public affairs strategies. Increasingly we are also advising organisations in other vertical sectors, including mobility, financial and sustainability, who also have an interest in tech policy.

Ownership Structure
Partnership.

Key Strengths
Our diverse team has many years of experience in the EU institutions, national governments and leading public affairs consultancies. The structure and nature of our team, allows continuous senior presence on all client accounts.

Key Clients
Akamai, Accenture, Bolt, Salesforce, Workday, (ISC)2 – International Information System Security Certification Consortium, EURIMAG – IT Imaging and Printing Industry Europe, ICANN – The Internet Corporation for Assigned Names and Numbers, SIA – Secure Identity Alliance.



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Brussels Office Since

📅 1986

Number of Public
Affairs Consultants

👤 5

Key Specialisms

- ✔ Agriculture & Agribusiness
- ✔ Construction & Materials
- ✔ Transport
- ✔ Association Management
- ✔ EU Funding
- ✔ Sustainability & Environment

About Alonso & Asociados

Firm Description
Alonso & Asociados is an international legal consultancy specialized in regulation, lobbying and advocacy about the European Union and the United Nations.

Established in 1986, based in Brussels and Madrid.

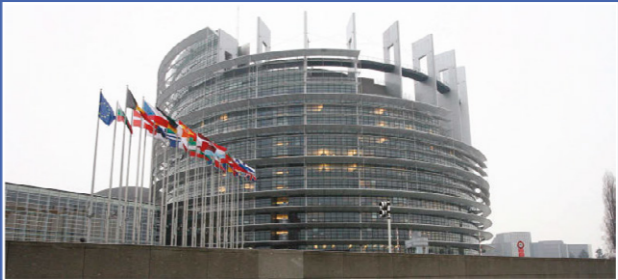
Advice, representation and management of interests in the EU, in areas such as transport, energy, construction, agrifood, chemicals, environment and circular economy.

We know what is decided in Brussels, who decides, how it affects our clients activities, how, when and why decisions are taken. We have excellent contacts in the Institutions, embassies, European federations and private companies. We bring the reality of the EU closer in a simple way, we solve problems, we think "European", we prepare our clients to make good use of Brussels, to face the threats and take advantage of the opportunities.

Our services are: institutional relations (networking), advocacy and lobbying, legal consultancy (complaints, appeals and opinions), information (through a customised intelligence unit), access to EU grants and funding, private sector development and case studies.

Numerous achievements in obtaining EU funding, recognition of our clients' interests in EU legislation, securing transitional periods, inclusion of our clients in European economic missions, management of food crises. Releasing quotas held in customs, enabling industrial plants to export to the EU, lodging complaints with the EU with positive consequences for our clients, obtaining a grace period for certain restricted products.

Key Strengths
Networking. Technical know-how.



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Brussels Office Since

📅 2019

Number of Public Affairs Consultants

👤 7

Key Specialisms

- 📌 Agriculture & Agribusiness
- 📌 Banking, Insurance and Financial Services
- 📌 Governments
- 📌 Healthcare
- 📌 Association Management
- 📌 EU Funding
- 📌 Media Relations
- 📌 Energy

About ARPA

Firm Description
ARPA is a European Public Affairs and Communications consultancy firm, specialising in strategic solutions that help to successfully address our clients' legislative and positioning challenges before the European institutions.

Through multiple communication channels, policy, regulatory and media relations, we advise and accompany our clients throughout the legislative process in the effective representation of their business model.

Based in the heart of the EU, Brussels, ARPA's expert team has more than 10 years of experience in various professional areas of the European institutional ecosystem.

Ownership Structure
Independent: privately owned by Angel Rebollo.

International Structure
ARPA operates in Brussels and Spain and has strategic alliances with leading consulting firms in the main EU countries.

ARPA is member of the board of directors of the Official Spanish Chamber of Commerce in Belgium and Luxembourg.

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

Key Strengths
Multidisciplinary team with more than 15 years of experience working both within the EU institutions and as consultants helping companies and organisations to achieve their legislative and positioning challenges.

Communication, reputation and public relations management towards EU institution

Identification and advice on funding opportunities and management of EU grants.

Testimonials and why clients like to work with us

"Angel Rebollo and his ARPA team are a key reference to understand the operating mechanisms of the European Union and its processes. ARPA knows how to manage expectations and take the fundamental actions to align with the objectives. What I would like to highlight is Angel's enormous reputation due to the ethical and responsible work that he carries out with excellent professionalism." Jose Antonio Ondiviela, Director for Western Europe Industry for Microsoft Cities and Regions

"It's only when we met ARPA and it's committed team run by Angel Rebollo when we have finally have a real impact on EU legislation, succeeded to include Neurological disorders and Migraine in some of the EU official documents. Their interest for each of the topics and their dedication to our cause have been remarkable. Also their strategic guidance and tailored approach made all the difference." Elena Ruiz de la Torre, EMHA Executive Director

"Partnering with ARPA was a game-changer for our government relations efforts. Their team's extensive network and strong relationships with policymakers opened doors that were previously closed to us. Their comprehensive understanding of EU policy issues and their ability to present our case convincingly was impressive. Working with ARPA gave us a competitive edge, and we are grateful for their dedicated support." Ramón Vila, CEO of Euromed



Our added value as consultants is our role as translators. We transform the language of civil society into the interests of policy-makers and the public authorities, and vice versa.



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Brussels Office Since

2003

Number of Public
Affairs Consultants

6

Key Specialisms

- Banking, Insurance and Financial Services
- Digital Services & Technology Hardware
- Energy
- Healthcare
- Public Utilities
- Transport
- Association Management

About Athenora Consulting

Firm Description
Athenora Consulting is a Brussels-based leading independent European public affairs consultancy. We build strategies that help our clients participate to the EU decision-making process at all levels. We deliver tailor-made services:

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

Ownership Structure
Athenora Consulting is an independent company with 2 partners. Stéphane Desselas, Founder and President, and Natacha Clarac, Managing Director.

International Structure
Athenora Consulting has been a member of the Public Relation Global Network since 2007 (PRGN (<https://prgn.com/>)). Worldwide, the PRGN has more than 40 independent companies working together on cross-border issues.

Key Strengths
We dare to innovate and we endeavour to develop new ideas, strategies, or concepts. We are active in various fields through our 3 branches: Athenora Consulting, Athenora Coaching and Athenora Academy.

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

Testimonials and why clients like to work with us
Confrontation of ideas – strategic advice – human qualities – trust-based long-lasting client relationship.



Votre cabinet de conseils en
affaires publiques européennes

Eveillez-vous à l'Europe et
Agissez !





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Brussels Office Since

2014

Number of Public Affairs Consultants

9 consultants based in Brussels, specialized in EU public affairs, and more than 30 consultants based in Spain and Portugal involved with national and EU public affairs.

Key Specialisms

- ⓧ Agriculture & Agribusiness
- ⓧ Digital Services & Technology Hardware
- ⓧ Energy
- ⓧ Transport
- ⓧ Healthcare
- ⓧ Aerospace & Defence

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 400 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.
- Other sectoral focus: Latin America and Social Pillar.

Key Clients

ONCE

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

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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Brussels Office Since

2006

Number of Public Affairs Consultants

5 Brussels-based
with 20 in Berlin

Key Specialisms

- ⓧ Banking, Insurance and Financial Services
- ⓧ Digital Services & Technology Hardware
- ⓧ Food and Drink
- ⓧ Healthcare
- ⓧ Transport
- ⓧ Retail
- ⓧ Sustainability & Environment

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, Frankfurt 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.

Key Clients

References available upon request.

Brussels Berlin

Expect Impact

BOLDT

STRATEGY ► COMMUNICATIONS ► TRANSFORMATION

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Managing Partner

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Brussels Office Since

📅 2018

Number of Public
Affairs Consultants

👥 Our Brussels team consists
of 6 Partners and 24 team
members in total.

Key Specialisms

- 🔗 Digital Services &
Technology Hardware
- 🔗 Energy
- 🔗 Food and Drink
- 🔗 Healthcare
- 🔗 Oil, Gas & Coal Production
- 🔗 Banking, Insurance and
Financial Services

About BOLDT

Firm Description

The EU post the 2024 elections will be a more complex and uncertain place to navigate. The established balance of power is changing. There will be huge challenges politically, with the rise of populism, exacerbated by other factors like climate change, migration, energy prices, food insecurity and drought. On top of this is an ever more uncertain geopolitical world with East v West back again.

In this landscape, you need external partners with unparalleled experience to work for you. We at BOLDT are those people. We are political campaigners with strong networks. We think boldly and challenge our clients to do things differently and creatively.

We counsel leaders on strategy, communications and political engagement. Put us to work on your challenges and opportunities and you'll benefit from a combined international experience that is second to none – we are totally focused on helping our clients WIN.

Our team includes some of Europe's most senior and sought-after communications, crisis and political campaigning professionals – at BOLDT our clients work with them every day.

We have six wholly-owned offices in Europe – Brussels, Berlin, Düsseldorf, Oslo, London and Zürich – and a network of strategic partners across the EU and the world.

Key team members in Brussels:

- Jeremy Galbraith
(Managing Partner)
- John Duhig (Partner)
- Raphael Delli (Partner)
- Philip Herd (Partner)
- David O'Leary (Partner)
- Jimmy De Bock (Creative Partner)

Ownership Structure

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

International Structure

Berlin, Brussels, Düsseldorf, Oslo, Zürich and London. In addition, we have a network of strategic partners which enables us to provide seamless strategic advice around the world.

Key Strengths

Senior-Led Consultancy Firm

BOLDT was founded to give leaders direct access to senior consultants with bold ideas, even bolder solutions, and real track records of achievement. Our strategic counsel makes the difference. We are political thinkers who understand the processes, personalities and politics. This is no time for novices – we have the clarity and creativity to get messages across in a simple, convincing way. We can help you burst the bubble; we can help you break through!

Key Clients

Google, McDonald's, CroLife Europe, MSD, Aramco Overseas Company BV, Syngenta, Formula 1, Norge Mineraler AS, Fiserv, Federcasse, RELX, EcoVadis, Infront Sports & Media AG, Humane Society International.

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.

Want to break through?

We are political campaigners with strong networks

We think boldly and challenge our clients to do things differently and creatively

Our team includes some of Europe's most senior and sought after communications, crisis and political campaigning professionals

We are totally focused on helping our clients WIN



BOLDT

STRATEGY ► COMMUNICATIONS ► TRANSFORMATION

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Henrique Burnay, Co-founder and Senior Partner

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Brussels Office Since

2009

Number of Public Affairs Consultants

6

Key Specialisms

- ☑ Aerospace & Defence
- ☑ Banking, Insurance and Financial Services
- ☑ Construction & Materials
- ☑ Digital Services & Technology Hardware
- ☑ Energy
- ☑ EU Funding
- ☑ Healthcare

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 13 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: ALBATTIS 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 policymakers, 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.

Key Clients

Energy, Banking, Health, Heavy industries, Digital Nomads, Foundations, regional and local authorities.

Testimonials and why clients like to work with us

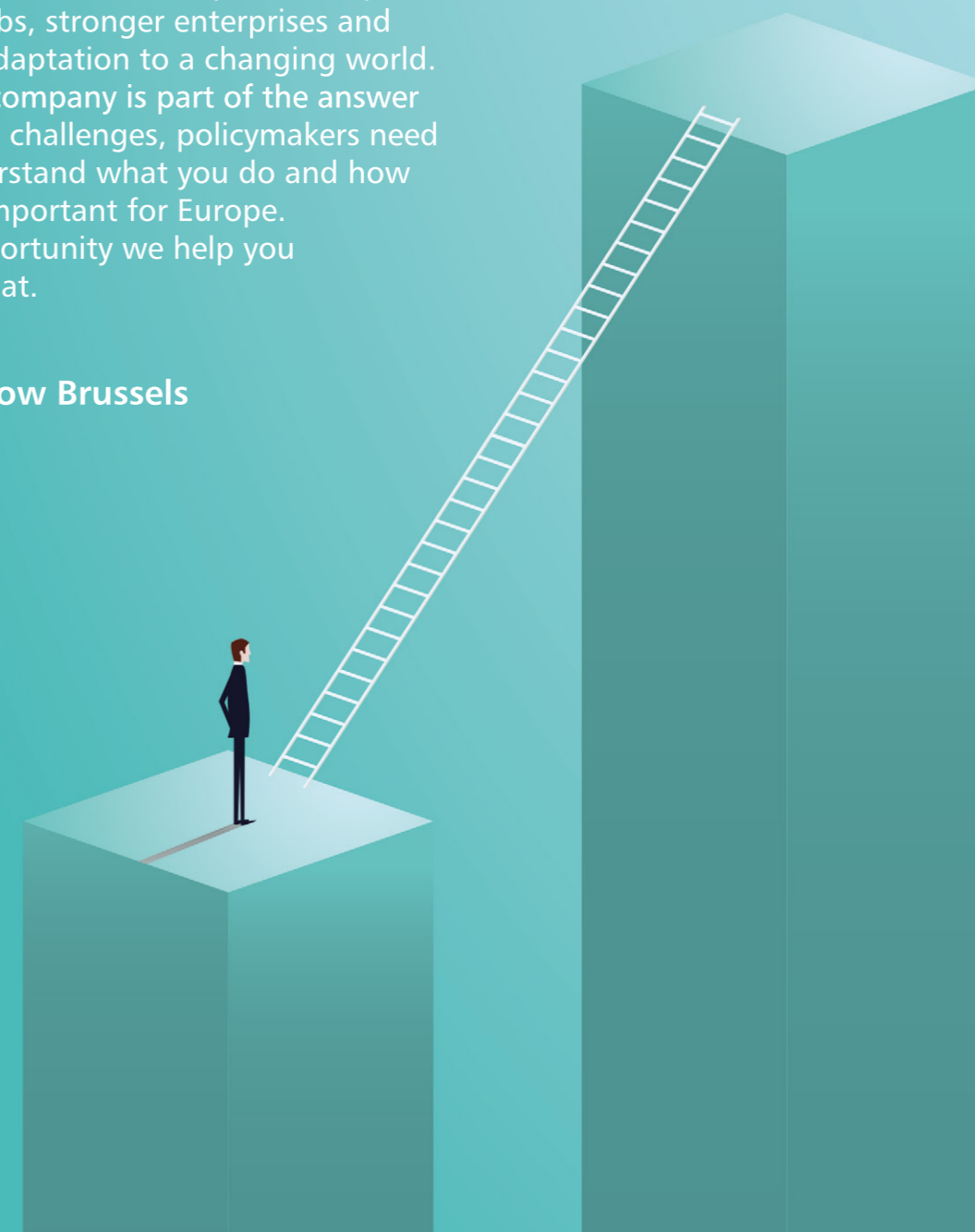
"They understand two fundamental things in EU affairs: business needs and policymaking" Rui Pedro Batista, Head of Communications and Brand – The Navigator Company

"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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Website Address

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Brussels Office Since

1993

Number of Public Affairs Consultants

13 consultants based in Brussels and Paris.

Key Specialisms

- ☑ Agriculture & Agribusiness
- ☑ Banking, Insurance and Financial Services
- ☑ Digital Services & Technology Hardware
- ☑ Food and Drink
- ☑ Retail
- ☑ Association Management
- ☑ EU Funding
- ☑ Sustainability & Environment

About Euralia**Firm Description**

EURALIA is an independent consultancy based both in Brussels and Paris, specialized in European and French public affairs.

Our objective: to create the best conditions for our clients' positions to emerge in the public, political and regulatory debate at European and national level.

Our DNA: to support our clients with a single team of expert consultants, to meet their needs and concerns whether it is in Brussels or Paris, given the interconnexion of the two levels of governance – national and European.

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 and French 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 and results oriented
- Integrity and high ethical standards
- Partnership relationship
- EU Funding support: from opportunity identification to project management

Key Clients

France Post-Marché, AGEA – Fédération française des agents généraux d'assurance, ASF – Association française des sociétés financières, BIPAR, CNCC – Compagnie Nationale des Commissaires aux Comptes, CNOMK – Conseil National de l'Ordre des Masseurs-Kinésithérapeutes, Comité du Pineau des Charentes, ETI – Euro-Toques International, EUCOPRO, EUF – European Association for the Factoring and Commercial Finance Industry, EUREFAS – European Refurbishment Association, Euricpa, Eurosud, Groupement Les Mousquetaires, I-CAD, InterChanvre, Limagrain, L'Oeuvre d'Orient, MAIF, SNVEL – Syndicat National des Vétérinaires en Exercice Libéral, Thales, UEVP – Union européenne des Vétérinaires praticiens, EUCOPRO, Futerro, etc.

Testimonials and why clients like to work with us

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

"An almost 30-year partnership: That says it all about EURALIA don't you think?"

“THE BRIDGE BETWEEN PARIS & BRUSSELS



EURALIA

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PARIS

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Brussels Office Since

2001

Number of Public Affairs Consultants

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

Key Specialisms

- ✓ Digital Services & Technology Hardware
- ✓ Governments
- ✓ Healthcare
- ✓ Industrial Goods & Engineering
- ✓ Telecoms
- ✓ Sustainability & Environment

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 advisers 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://climateneutraldatacentre.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

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.

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

Key Clients

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

Testimonials and why clients like to work with us

Clients chose Europa Insights because we are proven specialists in the fields in which we work and in the specific activities we plan and deliver.

"Europa Insights helps us to understand and prioritize the key policy and regulatory issues that affect our business." Client

Redefining policy engagement in Europe.

EUROPA INSIGHTS

With expertise in:



Intellectual Property, Technology, Innovation Policies



Public Health, Investment in Social Infrastructure



Sustainability, Green Cloud



Internet of Things, Open Standards



GDPR, Cyber Security



Fair Competition



International Trade



Data Economy, Cloud Computing

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Brussels Office Since

📅 1999

**Number of Public
Affairs Consultants**

👥 8

Key Specialisms

- 🔗 Digital Services & Technology Hardware
- 🔗 Media
- 🔗 Association Management

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.

Key Clients

- The European Publishers Council
- Kelkoo
- The News Media Coalition
- CEPI, the European Audiovisual Production association
- FIAD, the International Federation of Film Distributors' and Publishers' Associations
- AER, the Association of European Radios

Testimonials and why clients like to work with us

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.

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

"Europe Analytica's strategic vision, creative approach and absolute commitment to delivering tailor-made solutions have been central to our longstanding relationship." Christian Van Thillo – Chairman of the European Publishers Council (EPC)

About Europe Analytica: An award-winning consultancy based in the heart of the European Union

EA is a Brussels-based public affairs consultancy founded in 1999. We specialise 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 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 to shape the future regulatory landscape in Europe and beyond to make the best out of the challenges and opportunities that the digital transformation brings.

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.



Advise | Manage | Deliver

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Pascal Michaux, Partner

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Brussels Office Since

📅 2020

**Number of Public
Affairs Consultants**

👥 26

Key Specialisms

- 📍 Agriculture & Agribusiness
- 📍 Chemicals
- 📍 Sustainability & Environment
- 📍 Construction & Materials
- 📍 Energy
- 📍 Food and Drink

About EU Focus Group**Firm Description**

The leading Brussels-based specialist consultancy firm solely focusing on EU environmental, chemicals, agrochemicals advocacy in broad sense: from technical level to top government officials' level at EU level and in Member States capitals. We offer unique a 'one stop shop' consultancy offering where advocacy, legal, science, socio-economic & communication expertise reinforce one another. Our model ideally responds to the increasingly complex EU societal & political environment. Our multi-disciplinary 'Helix Team' is the unique EU Focus Group-specific working model in Brussels. We boost our client's internal team capabilities to live up to complex challenges in the EU policy & regulatory landscape, defending long-term business strategies while respecting societal concerns.

Ownership Structure

EU Focus Group srl is established in Belgium and is an independent limited liability company wholly owned by its shareholders.

International Structure

EU Focus Group operates in the whole EMEA with experienced partners in Brussels, Berlin, Paris, London, Rome, Madrid, Vienna, Warsaw, Budapest, Lisbon, Athens, Bucharest, Zagreb, Vilnius, Istanbul, Abu Dhabi, and Casablanca.

Key Strengths

- We offer a unique 'one stop shop'
- Number 1 specialized consultancy in Brussels with proven track record in EU chemical, environmental & agrochemical policies
- Unrivalled senior expertise in highly regulated sectors (chemicals, agro-chemicals, fertilisers) where science meets sustainability
- Capacity to build quick integrated multi-disciplinary teams ('Helix Team')
- Expertise in setting regulatory precedents
- Ability to understand decision-makers priorities & build compromises
- Strong network within Member States: at technical and senior political level in Brussels and EU Member States level

Key Clients

Sumitomo, Chemours, Asahi Kasei, Cobalt Institute, Lanxess, Dow, Corning, ADAMA, Gowan, UPL, Copper Task Force, Certis, TotalEnergies.

Testimonials and why clients like to work with us

"EU Focus Group has experienced professionals with strong relationships that opened the critical channels providing us the opportunity to present the science that supports our products to decision makers in Brussels and Member States. They are the best professional network we are aware of in Brussels."
Tali Ehrlich, EMEA Regulatory Affairs & Product Leader, Gowan Company

"In constant dialogue. Always looking for solutions!"
Sylvia Plak, Registration and Regulatory Affairs Director, Sumitomo

EU FOCUS[®]
GROUP

**BUILDING COMPROMISES
FOSTERING BREAKTHROUGHS**



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Brussels Office Since

📅 2009

Number of Public
Affairs Consultants

👥 12

Key Specialisms

- ✔ Digital Services & Technology Hardware
- ✔ Education
- ✔ Healthcare
- ✔ Media
- ✔ Telecoms

About EU Strategy

Firm Description
A young, dynamic and multicultural team of EU enthusiasts, who enjoy what we are doing. The team is led by Andrea Parola, who has been in the Brussels political landscape for more than 20 years. We do understand, as few do, the working of the EU Institutions and be able to guide clients through the complex EU machine. Our main activities focus on two areas:

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

Ownership Structure
Independent firm owned by Andrea Parola.

Key Strengths
We have a deep understanding of the working practices of EU Institutions. 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 tailormade delivery, not slow and corporate decision-making with hierarchic procedures. 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.

Key Clients
Google, Meta, Qualcomm, MOVE EU, Spotify, ESET, MMfe.

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.



YOUR INTERESTS
ARE OUR INTERESTS



Public Affairs



Strategic
Consultancy



Association
Management

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Brussels Office Since

📅 2016

Number of Public Affairs Consultants

👥 50+ public affairs consultants across Brussels and London

Key Specialisms

- 🏥 Healthcare
- 🇪🇺 EU Funding
- 🤝 Association Management

About Evoke Incisive Health

Firm Description
Evoke Incisive Health is an award-winning healthcare policy and communications consultancy. We provide integrated support across the full range of audiences: policymakers, payers, healthcare providers, and patients.

Our work changes policy and transforms lives. We deliver the results that matter for our clients and, ultimately, for the patients they serve.

We have a 40+ strong team of diverse and experienced consultants, drawn from political, healthcare, and communications backgrounds.

As specialists in health, we understand the details, but we can also see the big picture. We know how to change minds and mobilize advocates—in the UK, in Brussels, and globally.

Ownership Structure
Evoke Incisive Health is part of Evoke, an Inizio company.

International Structure
We have 17 hubs across the US, UK and Europe.

Key Strengths
We are experts. We take pride in knowing what matters most to our clients, the detail of health policy and how to drive change.

We are challengers. We ask difficult but constructive questions, interrogating the evidence so that we can give our best advice to our colleagues and clients.

We are exceptional. We deliver industry-leading work, which delivers on our clients' goals and exceeds expectations.

We are collaborative. We support our colleagues and our clients to deliver shared successes.

We are ambitious. We are ambitious for our clients, for ourselves and for patients.

Key Clients
Pharmaceutical companies – Medical Devices companies – Healthcare-focused Trade associations – Medical societies

evoke incisive health



Health More Human

Our work changes policy and transforms lives.

We deliver the results that matter for our clients and, ultimately, for the patients they serve

Health more human™





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Brussels Office Since

2018

**Number of Public
Affairs Consultants**

15

Key Specialisms

- ☑ Agriculture & Agribusiness
- ☑ Digital Services & Technology Hardware
- ☑ Food and Drink
- ☑ Healthcare
- ☑ Sustainability & Environment

Testimonials and why clients like to work with us

"Fourtold goes far beyond a simple client-agency relationship. The team understands the dynamics of our industry and has translated that into actions that enable us to maintain our leadership position in how we engage with our stakeholders." Paolo di Lernia, Syngenta Group

"After a pitch, we appointed Fourtold to support our 10-year anniversary campaign. They approached the campaign from a totally different angle, which we would never have considered. Their ability to challenge us from the audience angle was overwhelming and refreshing. The best devil's advocate there is! "This made the difference and thanks to them we reached our goals. The quality, enthusiasm and passion of the staff was fantastic!" Mark Spanbroek, chairman of FIA EPTA

About Fourtold

Firm Description

Our purpose is to help build trust in the science and technology that can create a more sustainable world, tackling many of the global issues of our time.

We are an award-winning public affairs and communications consultancy, purpose-built for a connected, digital age.

We provide our clients with the smart, integrated, inside-out strategies needed to succeed in a fast-moving and demanding world.

Supporting clients around the world from our offices in Oxford, Brussels and Boston, we harness our knowledge, experience and connections in some of the most challenging and complex sectors.

Ownership Structure

Private

International Structure

UK, Belgium, US, plus partners elsewhere.

Key Strengths

Fourtold's distinctive culture embraces difference, is results focused, responsive and flexible, and is underpinned by the importance we place on being a kind, supportive and bonded team. We are guided by creating a client experience that delivers on our FOUR client promise, to be:

- Fresh Thinking – our insight led approach keeps our thinking, ideas and recommendations fresh.
- Open – we are open and transparent, welcoming debate and encouraging constructive challenge.
- Understanding – to deliver exceptional work and become an extension of our clients team we seek to understand people, situations and challenges in the round.
- Results driven – we judge ourselves by the results we deliver, that means always seeking to exceed expectations.

Our integrated approach and commitment to excellent client service mean that we can provide a depth of political and policy understanding, as well as the creativity, senior counsel and – above all – the agility and responsiveness our client's demand.

Our inspiration, creativity and ideas are drawn from an unusually broad and diverse range of sources, backgrounds and experiences with an international team that is made up of experienced journalists, policy experts, and seasoned consultants. Together, we have created some of the most notable policy communications campaigns seen in Brussels in recent times.

We are experts at closing the gap between public affairs objectives and effective communications, through:

- Issue and policy campaigns
- Public affairs, advocacy and government relations
- Media & social media strategy and execution
- Integrated corporate affairs
- Issues & crisis preparation and management
- Leadership communications
- Employee engagement and organizational design
- D&I communication strategy

THINKING BEYOND THE BUBBLE.

Week. Public consultation. LRS. Rapporteur. Troika. Roadmap. Row. EEAS. Interservice consultation. The cast. PESCO. Fit for 55. O. Hebdo. HRVP. Level playing field. Consultation. Perm Reps. Compa closer union. Shadow rapporteur. Regulation. Brussels Playbook. So. Wise men. Subsidiarity Innovation. Per Diem. Externalise. Toolbox. S funds. Acquis Communautaire. Insight. Working group. Implement Own-Initiative. So-called. Excessive deficit procedure. Implement Conciliation cor. EP. Green Deal. Policy initiative. ITRE. Public hearing. Transpose. Formulate. Con. Farm to Fork. Platform. Fonctionnaire. European Semester. Membe EULEX. College. Eurostat. In camera. CAP. Stagiaire. Bluebook. Citizens. RRF. Cohesion. Democratic deficit. Interinstitutional agree Fiscal compact. ECOFIN. DMA/DSA. European project. Quaestor. Comitology. Gymnich. ENVI. Delegated act. Ex ant Competence. New European Bauhaus. TP. Mission. CFSP. Per Diem. CAP. EC.



Find out more at www.fourtold.eu or contact hello@fourtold.eu

We are a rapidly growing consultancy, bringing fresh thinking to public affairs.

We combine our deep understanding of how Brussels works with an integrated, creative approach to influencing the people and policies that matter to you.

Working in partnership with our clients, we help build and maintain trust in the science and technology that are tackling the global issues of our time.

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Brussels Office Since

2008

Number of Public Affairs Consultants

7 in Brussels,
58 across the group

Key Specialisms

- ☑ Banking, Insurance and Financial Services
- ☑ Digital Services & Technology Hardware
- ☑ Governments
- ☑ Healthcare
- ☑ Competition & Antitrust
- ☑ Sustainability & Environment

About H/Advisors Cicero

Firm Description

H/Advisors Cicero, part of the Havas Group, is a communications consultancy introducing a different approach – combining strategic thinking with creative solutions we develop communications that deliver real business outcomes.

From our offices in London, Brussels and Dublin, our award-winning consultants shape your business environment across the political, regulatory, media and brand landscape to ensure a competitive edge.

Using a comprehensive communications toolkit, we offer innovative solutions to our clients' strategic challenges across public affairs, regulatory affairs, corporate communications and marketing communications.

Our approach delivers for clients by managing the issues that matter, gaining insight into the conversations that count and influencing the market environment to support strategic business objectives.

Ownership Structure

H/Advisors Cicero is part of Havas Group, one of the world's largest global communications groups, supporting our clients in over 50 markets worldwide.

International Structure

H/Advisors Cicero has offices in Brussels, London and Dublin. H/Advisors Cicero is a member of H/Advisors, 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, H/Advisors agencies advised on almost 262 deals, worth a total of \$156.4 billion.

Key Strengths

- Highly experienced senior team with decades of experience provided trusted counsel in complex markets.
- Well connected across senior political, media and corporate stakeholders across a wide range of sectors and issues.
- Integrated communications toolkit that fuels award winning legislative and regulatory campaigns.

Key Clients

- Airdn
- European Confederation of Police (EuroCOP)
- European Hotel Forum
- Euronext
- LEG Immobilien
- Index Ventures
- MarketAxess
- Rio Tinto
- Onfido
- Plus500

Testimonials and why clients like to work with us

"The Cicero team are responsive knowledgeable and well-connected in Brussels. They can provide detailed insightful advice on a range of complex issues, think strategically and they are a valuable support in helping us realise our objectives. Would definitely recommend." Matt Peake, Global Director of Public Policy – Onfido

Delivering meaningful change

It's harder than ever for organisations to remain informed, relevant and visible across the conversations that matter most. At a time when you will not make a difference if you cannot be heard, we ensure our clients deliver meaningful difference across an increasingly complex corporate landscape. We help our clients craft their message, cut through the noise and lead by example.

Get in touch: helen.walsh@h-advisors.global

1

ISSUES

Strategic Advisory:
translate complex issues
into clear counsel

2

INSIGHT

Research & Analysis:
support insight-led
decision making

3

INFLUENCE

Creative Campaigns:
inspire market actors to
support business objectives





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Brussels Office Since
2009

Number of Public Affairs Consultants
15

Key Specialisms

- Digital Services & Technology Hardware
- Food and Drink
- Healthcare
- Personal & Household Goods
- Sustainability & Environment

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 12 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 nearly 20, 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 goods and technology, among others). We also have 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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Brussels Office Since

1992

**Number of Public
Affairs Consultants**

5

Key Specialisms

- ✓ Banking, Insurance and Financial Services
- ✓ Education
- ✓ Healthcare

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 Buschens 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

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

"Lodewijk (director ICODA) is very dedicated to his clients. He wants to serve them in all the domains they asked for. He has a big network in Brussels, which enables him to bring the client to the right contacts in the European organisations in Brussels. And more: Lodewijk is a very kind and humble man. A pleasure to work with!" Peter Borgdorff – Directeur Pensioenfonds Zorg en Welzijn

"Excellent collaboration with ICODA." Niels Schreuder – Public Affairs Manager AGC Glass Europe



Lobby Training

Public Affairs

EU Seminars

www.icoda.eu



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Brussels Office Since

📅

2018

Number of Public Affairs Consultants

👤

5

Key Specialisms

✔

 Digital Services & Technology Hardware

✔

 Energy

✔

 Transport

✔

 Competition & Antitrust

✔

 Media Relations

✔

 Association Management

About Inline Policy

Firm Description

Inline offers a full suite of public affairs services to corporations which wish to understand and influence UK, US and EU regulations.

Ownership Structure

Inline Policy Sprl is a subsidiary of Inline Policy LTD (UK).

International Structure

Inline Policy is present in London, Brussels, and Washington DC. It works with like-minded partner agencies across markets where it is not present, including in Australia, Ireland, France, Germany, Portugal and Spain.

Key Strengths

Inline Policy has helped some of the world's most innovative businesses navigate regulation and develop successful market growth and public relations strategies through our deep expertise in areas ranging from e-commerce to urban mobility and the platform economy. Some of our key strengths include:

- Deep knowledge of tech sector regulation
- Comprehensive political and regulatory monitoring and intelligence gathering
- Understanding of the political and policy making processes
- Securing legislative change
- Effective media relations, monitoring, and analysis
- Expertise in stakeholder engagement and coalition building
- Experience in developing public relations strategies and reputation building

What sets us apart:

- Our understanding of both EU tech policy and tech multinationals' priorities
- We get our clients a seat at the table
- We join the dots across policy, PR, advocacy to achieve clients' objectives

Our team is agile, smart, tenacious, and works across most EU languages

Our clients receive significant face time with our most senior partners

Key Clients

Wing (Alphabet), Rover, Skyscanner, Neuron Mobility, SHARE NOW.

Testimonials and why clients like to work with us

"Inline has worked with Skyscanner on a retainer basis since 2017. We rely on them to deliver up-to-date, tailored, and actionable regulatory information; advice on the design and execution of our strategic engagement campaigns; and support to achieve legislative changes to help our business and mitigate regulatory risks. The Inline team is bright, driven, and a pleasure to work with. Their knowledge of our market is such that they have often supported us with technical submissions and policy papers, all of which have been delivered to the highest standard. I would wholeheartedly recommend their work to others." Martin Nolan, Head of Legal, Skyscanner

"Inline supported DJI with an intelligence gathering and monitoring service that gave us advance warning of any new developments as well as indications of new thinking in policy. Inline delivered results and made a difference. They ensured DJI had a 'seat at the table' and that its interests were well represented in decision making bodies. Throughout, the Inline team were professional, insightful, responsive, and dedicated. I recommend them to any company looking to influence the policy debate in their area and deliver measurable results." Christian Struwe, Director of Policy EMEA, DJI



Brussels • London • Washington DC





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William Dazy, Managing Partner

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Brussels Office Since

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

**Number of Public
Affairs Consultants**

👤 8 Full Time Employees

Key Specialisms

- 📌 Chemicals
- 📌 Digital Services &
Technology Hardware
- 📌 Energy
- 📌 Food and Drink
- 📌 Healthcare
- 📌 Sustainability & Environment

About Instinctif Partners

Firm Description
Instinctif Partners is an EMEA business communications consultancy. As partners in change, we help navigate societies' constantly changing rules. We provide an integrated service drawing on expertise in public affairs, as well as communications, capital markets, content & design, digital, insight and sustainability. Our aim is to build trust through transparency and honesty, so that together with our clients, we can be a force for good.

Our team in Brussels provides boutique consultancy support to clients across public relations, public affairs and coalition and association management and advocacy. We support organisations along all the steps of their advocacy journey, from basic monitoring and intelligence gathering to strategic advice, sustainable development and pan-European campaigns.

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

International Structure
Instinctif Partners employs more than 320 full time employees across Europe, Africa & the Middle East, acting for 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
We have a diverse team of experts in public affairs and public relations to help clients navigate the EU labyrinth, as well as their own advocacy and sustainability journeys. Our polyglot team has worked in EU institutions, NGOs, media and multinational companies.

We provide services ranging from basic monitoring and intelligence gathering to strategic advice, media and committee training, pan-European campaigns, and crisis and issues management. We've got deep expertise across sectors including health, sustainability, technology, food and agriculture, transport, energy and the environment. Our work drives both policy and reputational outcomes and real, measurable commercial value.

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.

Key Clients
IP Europe, Health First Europe, European Alliance for Access to Safe Medicines, Nomad Foods, Koura Global and Accord Healthcare.

Testimonials and why clients like to work with us
Our recent client satisfaction survey showed 95% were "net promoters", with more than one third of clients saying they were "extremely satisfied" with our work. Key factors for this vote of confidence were our "can do" attitude, the personal commitment and involvement of senior team members, our knowledge and expertise, proactivity, creative ideas and solutions, our network and relationships, and our media relations competence.

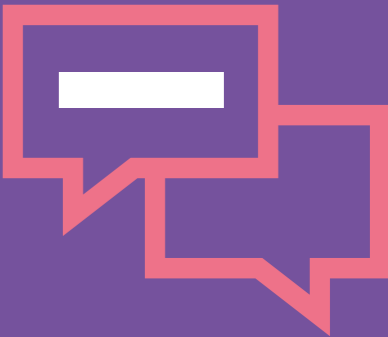


We help navigate the ever-shifting political landscape and regulatory space

Our public affairs team helps build relationships, reputation, and influence in the political and public policy space through stakeholder engagement, building coalitions, and the media in Brussels and beyond.

Our advice, insights, and actions influence clients' operating environments and help shape their strategies and decisions. Our knowledge of the regulatory landscape equips our clients to navigate the rapidly changing times in which we live.

We help clients shape their communication strategies based on our deep insight into what is being said and done in governments, parliaments and town halls across EMEA. Our advice is informed by policy specialists, delivering valuable foresight into future priorities to guide business strategy, unlock opportunities and manage risk.



Get in touch

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LP BRUSSELS

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Brussels Office Since

2009

Number of Public Affairs Consultants

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

Key Specialisms

- ✔ Digital Services & Technology Hardware
- ✔ Energy
- ✔ Public Utilities
- ✔ Media
- ✔ Sustainability & Environment
- ✔ Transport

About LP Brussels

Firm Description

LP Brussels is an independent integrated communications company, specialising in climate, energy and transport.

For over 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.

Key Strengths

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

Key Clients

- Drax Group
- PSI Alliance
- UK Transport in Europe (UKTiE)
- SEA-LNG
- University of Birmingham
- US Industrial Pellet Association (USIPA)
- Business Travel for Europe (BT4E)

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



miltton

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Brussels Office Since

📅 2015

Number of Public
Affairs Consultants

👤 In Brussels, the team is formed by 6 public affairs professionals. However, as a larger group, we are a solid network of over 35 public affairs specialists based in Helsinki, Stockholm, Tallinn and Brussels, as well as in the US.

Key Specialisms

- ⊕ Energy
- ⊕ Food and Drink
- ⊕ Metals & Mining
- ⊕ Transport
- ⊕ Sustainability & Environment
- ⊕ EU Funding

About Miltton

Firm Description

Headquartered in Helsinki, with offices in Stockholm, Tallinn, Riga, Washington and Brussels, Miltton offers EU Public Affairs services with a thorough understanding of the Nordic and Baltic perspective.

At our Brussels office, we focus on EU Public Affairs, but whenever needed, we involve the broad service offer of our 350+ colleagues, including Nordic and Baltic Public Affairs, communication, data-driven marketing, online and hybrid events, PR, crisis communications and sustainability. Many of our clients use several of Miltton's services in more than one market.

Miltton's public affairs activities are transparent, innovative and integrated with customers' overall communications, with a 360 approach. Building seamless cooperation and maintaining mutual trust between an advisor and a client is of key importance to us. We hold ourselves and our partners to the highest ethical standards as defined in our Code of Conduct.

In our view, other Public Affairs firms are not competitors. Our interests are aligned, and together we can grow the sector of EU Public Affairs. The better services we all provide, the more our potential clients will understand the value of keeping up-to-date with ongoings in Brussels.

Ownership Structure

A private company, majority owner Miltton Group Oy.

International Structure

We fulfil our mission to be the most trusted advisor for Nordic companies and international organisations in the New Nordic region from our offices in Brussels, Helsinki, Riga, Stockholm, Tallinn, and Washington, D.C.

Key Strengths

Our strength is our people and Miltton Group's broad range of services. Public Affairs is closely related to communications, PR, sustainability and marketing, and Miltton can provide a package of interconnected services and understanding.

We support our clients in building working relationships with key stakeholders and decision-makers in society and maintaining an ongoing dialogue with them to tackle challenges that we may face as businesses, organisations and societies.

Public affairs combine first-class insight and advice, inspiration and effective process management. We acquire a thorough understanding of the position and the needs of our clients and support them in identifying potential risks and opportunities that may arise through EU initiatives.

We tailor cross-cutting combinations of insight and experience across our offices to meet our clients' specific needs.

Key Clients

Miltton Europe's clients include, for example, Ragn-Sells, Stora Enso, Huhtamäki, and Gasum. For a complete list of our key clients, please see our EU Transparency Register (Nr. 245377319023-40)

miltton

Ask for
a change.

Miltton is an ambitious, forward-looking consultancy pieced together by a unique group of 350+ experts, bridging different silos of society: business, media, politics, research, culture, sports, government, capital markets, regulation, geopolitics, NGOs,

and much more. We fulfill our mission to be the most trusted advisor for local and international organizations in the Nordics from our offices in Brussels, Helsinki, Riga, Stockholm, Tallinn and Washington D.C.

We empower changemakers. Be one.
miltton.com



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Brussels Office Since
2017

Number of Public Affairs Consultants
15 on the Europe team, 100 globally

Key Specialisms

- Aerospace & Defence
- Agriculture & Agribusiness
- Energy
- Retail
- Sustainability & Environment
- Trade

About McLarty Associates

Firm Description
Headquartered in Washington, D.C., McLarty Associates is an elite commercial diplomacy firm. Since its founding in 1998, McLarty Associates has helped the world's leading businesses, non-profits, and universities, navigate their most complex business and policy challenges in over 150 countries.

Led by by former Clinton White House Chief of Staff Thomas F. "Mack" McLarty, III, Co- Founder Nelson W. Cunningham, and President and former Ambassador Lee Feinstein, McLarty Associates' global team includes nearly 100 seasoned 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 500 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. 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. McLarty Associates is now part of Ankura Consulting.

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 senior level professionals, representing decades of top-level government and business experience, are the action officers working on behalf of and alongside our clients to achieve their objectives. 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, IKEA, Meridiam.



Diplomatic Solutions

Since 1998

300+ CLIENTS

112 COUNTRIES

25 FORTUNE 100 COMPANIES

30+ FILM & TV PROJECTS

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MUST

& PARTNERS

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Brussels Office Since

📅 2014

Number of Public Affairs Consultants

👥 10

Key Specialisms

- ✔ Banking, Insurance and Financial Services
- ✔ Digital Services & Technology Hardware
- ✔ Energy
- ✔ Food and Drink
- ✔ Public Utilities
- ✔ Transport

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, gas, water & utilities.

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 cap.

Key Strengths
Legislative and Political Analysis, Lobbying, Advocacy, Events, Communication.

Key Clients
Philip Morris International, Aeroporti di Roma, Cryptovalues, TLScontact, A2A, E-Gap, GoFundMe.

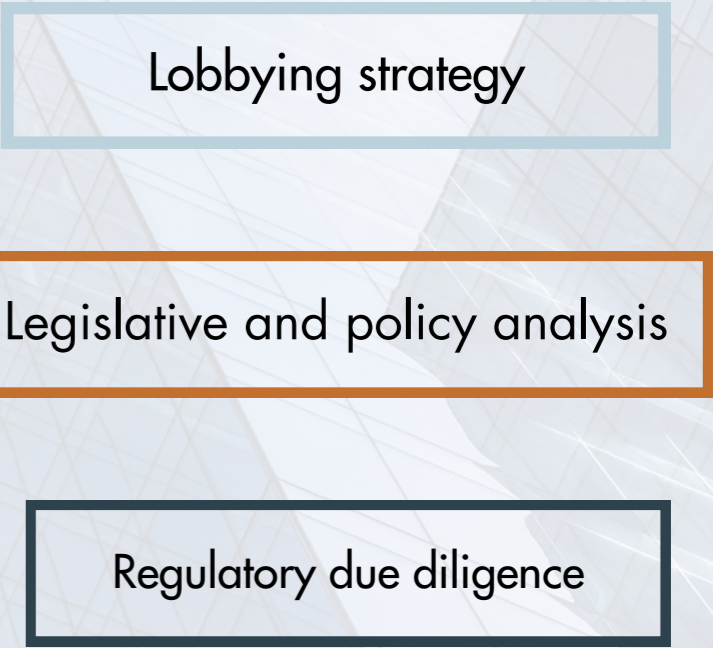
Testimonials and why clients like to work with us
We enable our clients to play an active role in shaping the policy debate of the European Union. In order to do so, we can count on several qualified experts, who know in depth the internal dynamics that rule the decision making process of the European Union. We make the client relevant in the EU policy debate. We are the EU Public Affairs experts.



THE EU PUBLIC AFFAIRS EXPERTS

MUST

& PARTNERS



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Brussels Office Since

📅 2019

Number of Public Affairs Consultants

👥 12

Key Specialisms

- 🔍 Aerospace & Defence
- 🔍 Banking, Insurance and Financial Services
- 🔍 Chemicals
- 🔍 Energy
- 🔍 Healthcare

About Nemec+Chvatal

Firm Description
Nemec+Chvatal is an independent public affairs consultancy situated in the heart of the Brussels EU district. We are proud to work for an international client base, including listed companies, in supporting their business objectives in the EU, at member state level and towards international institutions.

We are a dynamic tech-savvy team that brings fresh thinking to the public affairs process and takes personalised, result-driven approach.

Testimonials and why clients like to work with us
"Nemec+Chvatal is a diligent consultancy that keeps thinking ahead to make sure that client's bases are covered. With us, our clients grow and expand as valued partners to the decision-maker".

Ownership Structure
Owned by the two founding partners – Vojtech Nemec and Viktor Chvatal.

International Structure
We maintain our presence in Brussels and Luxembourg. In addition to that we keep network of partners in selected member states. Nemec+Chvatal is a member of the European Public Affairs Consultancies' Association (EPACA).

Key Strengths
At Nemec+Chvatal, we believe that deep understanding of your business, including its technical specificities, is key to securing your objectives in the EU regulatory ecosystem. We excel in the use of an array of bespoke public affairs tactics that include scientific and technical outreach.

We make sure that our clients are not only heard where the decisions are made. But also, that their views are properly valued by the decision-makers.

Our offices draw on a wide network of senior advisors in advancing interests of your business and delivering results. These include former politicians, regulators and business leaders who are always ready to act on behalf of our clients.



PUBLIC AFFAIRS
CONSULTANCY

BRUSSELS
LUXEMBOURG

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Brussels Office Since

2010

Number of Public Affairs Consultants

10 (small team in Brussels)

Key Specialisms

- ☑ Banking, Insurance and Financial Services
- ☑ Construction & Materials
- ☑ Energy
- ☑ Healthcare
- ☑ Industrial Goods & Engineering
- ☑ Metals & Mining

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.

Key Clients

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

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



PANTARHEI
corporate advisors

RASMUSSEN GLOBAL

ESTABLISHED 2014

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Brussels Office Since

2017

Number of Public Affairs Consultants

20

Key Specialisms

- ✓ Aerospace & Defence
- ✓ Digital Services & Technology Hardware
- ✓ Energy
- ✓ Governments
- ✓ Telecoms
- ✓ Sustainability & Environment
- ✓ Metals & Mining

About Rasmussen Global

Firm Description

Anders Fogh Rasmussen founded Rasmussen Global as an international strategic advisory firm with a clear purpose: to help major companies and democratic governments navigate international politics, shape public policy, and get their message across.

We take on projects where we can make a difference. We provide a wide range of services to our clients, including:

- Intelligence on key political developments, providing analysis, advice, and high-level briefings;
- Outreach to governments, institutions, and key opinion-makers, shaping policy on critical issues;
- Campaign planning, execution, and media strategies, influencing stakeholders, decision-makers and opinion-leaders.

Our extensive media network has secured prominent coverage, helping shift the dial on critical policy matters. We feature regularly in leading North American, European, and Asian media including: The FT, The Wall Street Journal, The Washington Post, Politico, The Telegraph, The Guardian, Le Monde, Die Welt, Yomiuri Shimbun.

Ownership Structure

Privately owned.

International Structure

Our senior advisors, present in decision-centres, bring decades of experience in top level positions in governments and international institutions.

Key Strengths

Rasmussen Global is both hands-on, focused on making an impact at local, national, and transnational level, and high-level, understanding and shaping the politics behind critical public policies.

Our focus is on conducting intelligence and influence campaigns in areas such as geopolitics, trade, the digital agenda, space policy, critical raw materials, supply chains, renewable energy, and security.

As a leader combining experience from the top decision-making level in Denmark, the EU and NATO, with 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

Some of our current clients include: the Mission of Japan to the EU, the Mission of Taiwan to the EU, Viasat, Equinor, Accenture.

For a full list of key clients, please see our Transparency Register.

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.

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Brussels Office Since

2015

Key Specialisms

- ☑ Chemicals
- ☑ Digital Services & Technology Hardware
- ☑ Food and Drink
- ☑ Healthcare
- ☑ Transport
- ☑ Sustainability & Environment
- ☑ Agriculture & Agribusiness
- ☑ Energy

About Red Flag**Firm Description**

Red Flag is a global strategic communications, public affairs and campaigns agency with a strong track record of delivering impactful campaigns. Red Flag was 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.

Ownership Structure

Independent, management owned.

International Structure

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

Key Strengths

Red Flag solves business-critical problems for some of the world's largest companies and trade associations. Our teams are expert strategists and campaigners. Our clients win in politics because we anticipate, interpret and tackle risk.

We operate at the intersection of digital campaigning, strategic media and political advocacy, understanding how strengths in one can be leveraged to solve problems in another.

Our EU Affairs team works with the biggest organisations, corporations and NGOs from across the world to shape stakeholder and public opinion about an issue or problem with the goal of raising awareness, changing perceptions and influencing public policy.

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

European Paper Packaging Alliance (EPPA), viagogo, Cardano Foundation, Livent USA Corp, Life Scientific, Counter Extremism Project, spiritsEUROPE, British American Tobacco, Google.

Testimonials and why clients like to work with us

"Red Flag understand our issues but more importantly they understand how to cut through the noise in busy policy debates. Their communications strategies are smart and dynamic and their execution is rapid and reliable."

Karl Ryan, Corporate Communications Manager, Google

"Red Flag has an in-depth understanding of how media and policy interact. To make your voice heard in today's fast-moving media & policy debates you need skilled communicators who make complex subjects understandable and know how to engage journalists and stakeholders: Red Flag does this superbly".

Ulrich Adam, Director General of spiritsEUROPE

RED FLAG

THE MULTI-AWARD-WINNING AGENCY

WE SOLVE PROBLEMS

thisisredflag.com

RED FLAG

WINNER
Crisis
Management



WINNER
Reputation
Management

Brussels | Dublin | London | Washington DC | Cape Town



Corporate
Purpose
Advisory

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Katarina Wallin Bureau,
Managing Partner

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Brussels Office Since

2019

Number of Public Affairs Consultants

Our Brussels office
consists of our Managing
Partner, 2 Consultants
and 2 Senior Advisers.

Key Specialisms

- ✓ Banking, Insurance and Financial Services
- ✓ Digital Services & Technology Hardware
- ✓ Energy
- ✓ Food and Drink
- ✓ Transport
- ✓ Competition & Antitrust
- ✓ Sustainability & Environment

About RISE Corporate Purpose Advisory

Firm Description

RISE is an advisory firm that helps leaders and organisations that helps leaders and organisations put purpose and sustainability at the core of strategy, operations and engagement.

The firm offers services in three key areas: Purpose (Definition, Development & Embedding), Sustainability (Strategy & Operations) and Stakeholder Engagement (Strategic Communications & Partnerships).

Ownership Structure

Privately owned.

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 stay true to your purpose when navigating the regulatory and political landscape and develop public affairs strategies that put sustainability at the core.

RISE has deep expertise in the areas of Climate Change, Diversity & Inclusion and Mental Health & Wellbeing.

Key Clients

- Assicurazioni Generali
- Asahi Europe & International
- EU DSO Entity
- Infinite Power
- Microsoft

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 get us
to net zero by 2050.**

Be part of the solution.

RISE helps organisations put purpose and sustainability at the heart of strategy and engagement

- Purpose definition and development
- European Green Deal policy engagement
- Sustainability strategy & COP advisory
- ESG strategic, operational & communications support

www.risepurpose.com



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Brussels Office Since

📅 2007

Number of Public Affairs Consultants

👥 5

Key Specialisms

- 📌 Banking, Insurance and Financial Services
- 📌 Digital Services & Technology Hardware
- 📌 Energy
- 📌 Healthcare
- 📌 Telecoms
- 📌 Transport

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 likeminded 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, Boots, Alliance Healthcare, Intrum, LSAA, Autotalks, Swedish Forest Industries, HSB, SABO.

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." Juliette Roche, Head of European and Healthcare Public Affairs, Boots

"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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Juliette Roche
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Karin Franck
PR and Media Relations Media Director, Intrum

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Brussels Office Since

📅 2016

**Number of Public
Affairs Consultants**

👤 5 in Brussels

Key Specialisms

- 📌 Digital Services & Technology Hardware
- 📌 Governments
- 📌 Sport
- 📌 Transport
- 📌 Association Management
- 📌 EU Funding

About Time & Place Consulting

Firm Description

We are a strategic communications, Public Affairs and project management agency which brings together a global team in government and media relations, legal affairs, compliance and CSR, event organisation, as well as stakeholder, association and reputation management.

In addition to our core staff, a select network of consultants includes former political decision-makers, diplomats, Commission officials, association Directors and multinational CEOs, as well as award-winning lawyers. We combine tacit knowledge, sectoral expertise, and professional prowess to give tailored and holistic solutions.

Ownership Structure

Privately owned by Glenn Cezanne.

Key Strengths

Activities such as high-level networking, translating policy output into business impact, and strategic outreach are a daily affair for us. We understand the context of the bigger picture and the value of the smallest detail.

We cover a variety of specific fields of expertise, such as aviation, mobility, gambling and international trade. But, we also know how to give your expertise a voice and maximise the impact of your interests.

At the heart of our approach are trust and long-term vision. We believe in solid relations both with our clients and the decision-makers we approach for your needs. Our client codex is a tribute to this. In the same spirit, we believe in making sure that you get the services you seek. We don't pretend we can. We don't waste your and our resources on activities we cannot provide. Instead, we are always happy to see how we could help find someone else for you.

Furthermore, we believe a new opportunity for communication is opened with every language that our team masters: Bengali, Danish, Dutch, English, Finnish, French, German, Hindi, Italian, Norwegian, Portuguese, Romanian, Spanish and Swedish.

Key Clients

- CharIN e.V.
- German Airports Association – ADV
- Landscape Together

Testimonials and why clients like to work with us

"Time & Place Consulting can only be commended for its ability to understand and tailor its services to the specific client's needs. This was especially the case when we looked for Brexit related information services to get a sector specific overview and potential scenarios. The in-depth knowledge on procedures and potential economic consequences that Time & Place provided, was especially helpful in light of fact that nothing like Brexit has ever existed before." Alexander Mohr, Executive Director, EFFA, European Flavour Association

"T&P has all it takes to have the most effective communications impact in Brussels. They have proven it time and place again!" Enrico Turrin, Deputy Director, Federation of European Publishers

"I always look forward to an opportunity of working with Time & Place Consulting". Wouter Lox, Secretary General, European Fruit Juice Association

"Cutting through complexity and navigating ambiguity effectively, T&P Consulting is able to get to the core of issues and present a clear path towards positive outcomes". Pieter Allers, Former President, Linkage Western Europe



Time&Place CONSULTING

Connection through communication is at the heart of everything we do. Indeed, there is no connecting without communicating.

Therefore, we believe the capacity to communicate is a Human Right. And, our purpose is to provide you with the tools to do so.

Right TIME. Right PLACE. Your IMPACT.
www.timeandplaceconsulting.com

tri()igent®

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Head of Brussels

Website Address

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Number of Public
Affairs Consultants

8 7

Key Specialisms

🕒 Digital Services &
Technology Hardware

About Trilligent

Firm Description

Trilligent is a global advisory and strategic communications agency focused on helping innovation-led clients navigate complex policy and reputational challenges. Being a sister company to APCO Worldwide, we combine the breadth and depth of an established agency with the flexibility and agility of a boutique. Headquartered in the metaverse, our fully virtual agency enjoys the geographic and financial flexibility to tailor teams that precisely meet our clients' needs.

We equip our clients with the tools they need to excel in demanding markets. Through our comprehensive suite of services, including strategic communications, public affairs, crisis management and advocacy support, we empower organizations to shape public perception, amplify their impact, and navigate complex landscapes with finesse. By blending our unrivaled industry knowledge and strategic acumen, we deliver tangible results that position our clients at the forefront of their respective industries. Our team's expertise in EU policy and geopolitical affairs, particularly within the dynamic context of Brussels, enables us to deftly guide clients through the intricacies of the European Union's regulatory framework and policy environments.

Ownership Structure

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

International Structure

Although we primarily operate as a virtual agency, we maintain physical headquarters in Brussels and Washington, along with additional locations in Berlin, London, the metaverse, and several other destinations worldwide. At present, our client base spans over 15 countries across the globe.

Key Strengths

Strategic advisory, public affairs and regulatory counsel, advocacy, stakeholder engagement, crisis management, tech policy, intellectual property (IP), competition, and geopolitics.

Key Clients

Our clientele includes globally recognized technology companies and industry leaders, at the forefront of innovation and digital transformation.

Testimonials and why clients like to work with us

"I trust and value Trilligent's counsel, and as integrated members of our Meta team they are able to move as quickly as we do." Marc Johnson, VP, Corporate Communications, META

tri()igent®



THINK BIG.
ACT ACCORDINGLY.

Your pathfinders in the digital frontier





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Brussels Office Since

📅 2019

**Number of Public
Affairs Consultants**

👥 10 in Brussels / 70
across the Group

Key Specialisms

- ✔ Aerospace & Defence
- ✔ Digital Services & Technology Hardware
- ✔ Energy
- ✔ Healthcare
- ✔ Telecoms
- ✔ Transport

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 offering a wide range of integrated professional services in public, media, legal and digital affairs.

Through a qualified and 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 with key 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 70 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
Doctolib, Enel, Expedia, Ferrovie dello Stato, INWIT, ITA Airways, LMA Aerospace & Defence, Meta, Poste Italiane, Toscana Life Sciences, TRANE Technologies, Valore D.

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".

"UTOPIA's consultants are able to understand the dynamics of a fast-changing world, deploying the right tools to seize opportunities and neutralising threats".

"Through a solid working methodology, UTOPIA develops effective strategies and approaches to problem-solving, establishing fruitful and long-lasting relationships with clients and stakeholders".

"Through a solid working methodology, UTOPIA develops effective strategies and approaches to problem-solving, establishing fruitful and long-lasting relationships with clients and stakeholders".

"A young and talented team, delivering on the objectives identified through a tailor-made service: UTOPIA is more than a classic consultancy".



- 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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Brussels Office Since

2018

Number of Public
Affairs Consultants

We have 16 full time public
affairs specialists across our
Dublin and Brussels offices.

Key Specialisms

- ⊗ Agriculture & Agribusiness
- ⊗ Banking, Insurance and
Financial Services
- ⊗ Healthcare
- ⊗ EU Funding
- ⊗ Sustainability & Environment

About Vulcan Consulting

Firm Description
Vulcan Consulting is a dynamic,
award-winning EU regulatory
and public affairs firm that offers
specialist advice to growing
businesses, multinational companies,
trade associations, governments,
international associations and NGOs
on complex regulatory and public
policy issues. We pride ourselves
as being innovative, nimble and
solution oriented. We effectively work
with our clients to provide impactful
services and specialist advice.

At Vulcan Consulting, we know that
effective engagement on public
affairs needs to be carefully planned
and executed. Politicians, public
officials and regulators, as well as
a wider set of stakeholders often
require bespoke messaging. Finding
common ground – the ‘win-win’
between their objectives and the
wider public interest – is the key to
overcoming regulatory challenges.

Understanding our clients and
their needs is at the core of what
Vulcan does. Delivering effective,
practical advice requires genuine
insight into our clients’ objectives
and culture. We develop an in-
depth understanding of their issues,
exploring potential scenarios and
defining the best strategic approach
in order to capitalise on opportunities
and mitigate risks. Our team
continuously prove themselves to
be true thought leadership partners
for our wide variety of clients. We
place a firm emphasis on defining
objectives carefully and ensuring
that a strategic approach is central
to Vulcan’s client servicing.

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 Pharmaceutical,
Healthcare, Advanced
manufacturing, Technology,
Security and Financial Services.

As an award-winning EU-Irish
consultancy we are well-positioned
to provide tailored services to
our clients. Under the leadership
of our CEO Lucinda Creighton,
former Minister of Europe, we
boast an impressive team of
former government ministers,
ambassadors, economists, European
Commission officials, funding,
state aid and policy experts.

Key Clients
Amazon, Apple, Analog Devices,
Eli Lilly and Company, Intel, Irish
Pharmaceutical Healthcare
Association, Revcap, Bank of
America, Counter Extremism
Project, US Cranberry Marketing
Committee, British Toy and Hobby
Association, Forest Industries Ireland,
J&J, Almond Board of California.

**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.



 **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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The Best in Brussels Public Affairs Consultants 2023/24

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.

Consultancies are nothing without their consultants, so we looked at the people behind the leading firms, to create the Directory of the Top EU Public Affairs Consultants.

Firstly, we looked with fresh eyes 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.

Then, we started drawing up a Top 100 Directory but found that Brussels consultancies have expanded so much that we had to create a Top 220 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, peers, bosses and even a few politicians. However, not everyone who is nominated is honoured in our Directory, as our criteria is based on six key criteria laid out more extensively on our website and summarized below.

By visiting the Top Consultants Directory on the website, 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.

There was some movement at the top this year as Jessica Brobald left PNKetchum to head Grayling, Carmen Bell re-joined her old firm Portland, and Nicola Scocchi moved from Edelman to Fourtold. Six of our previous Top Consultants are now working inhouse: Roland Moore went to Mars, Omar Mockbil joined IKEA, Hans Craen leads public affairs for A-Gas, William Parker is now at Honeywell,

Emily Rees is the new CEO at Croplife International and Gaëlle Lemaire is leading LVMH's Brussels office.

This year we have many new entrants into our Directory as top consultants gained valuable experience, were promoted and reached new heights in their careers.



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

The Top Consultants are honoured below in alphabetical order:

Aaron McLaughlin Senior Advisor, FleishmanHillard	Angela Mills Wade Director (and owner) Europe Analytica	Caroline Vogt Managing Director, FTI	Ellen Hof COO at #SustainablePublicAffairs
Adriana Nosewicz Director (Food) at Kellen	Anna Davreux Senior Vice President & Partner, FleishmanHillard	Carsten Hess Partner, Avisa Partners	Emiliano Alonso Partner Director, Alonso & Asociados
Agathe van de Plassche Managing Partner at Political Intelligence	Anna Lekston Partner, Kreab	Charles Feld Director of the Energy, Environment and Transport practice at Grayling	Emma Cracknell Senior Vice President, Head of Healthcare at FleishmanHillard
Agnes Brandt Director, Brunswick Group	Anne MacGregor Managing Director – Head of Competition FTI Consulting	Chris Mehigan Partner at Penta Group	Emmanouil Patavos Head of TMT, FTI Consulting
Agnès Dubois Colineau CEO, ARCTURUS GROUP	Antoine Mialhe Senior Managing Director, FTI Consulting	Christoph Mielke Deputy Managing Director, APCO Worldwide	Erik Jonnaert Chairman, FIPRA Public Affairs
Aida Bakri Managing Director, ADS Insight	Ariane de Bellefroid Associate Director at Landmark Public Affairs	Claudia La Donna Head of Office, Brussels Hanover	Eva Bille Account Director at Hill+Knowlton Strategies
Alain Berger Executive Strategy Director, Hill+Knowlton Strategies	Attilio Caligiani Partner at Hague Corporate Affairs	Coline Lavorel Vice President, Circular Economy, Sustainability	Fabrice Pothier Chief Strategy Officer at Rasmussen Global
Alberta Laschena Partner, Kreab	Aurélie Marchand Managing Director, Evoke Incisive Health	Damir Filipovic CEO & Owner Creative Intelligence Consulting	Florian Lottmann Partner Bernstein Group
Aleksandra Lugovic Vice President, PNKetchum	Ayrton Thevissen Partner at FGS Global	Danai Tsapikidou Partner at Schuman Associates	Francesca Scassellati Sforzolini Partner, Brunswick Group
Aleš Šinkovec Director at Teneo	Beatriz Soares Carneiro Head of Public Affairs Eupportunity	Daniela Negri Director Health Policy, Weber Shandwick	Francis Boeynaems Partner, NOVE
Amaia Betelu President of EGA Brussels	Benita Lipps Partner, Association Management, Dentons Global Advisors	David Bates Co-Vice Chairman, EGA Europe	Francisco Mingorance Partner & founder, Europa Insights
Andrea Collart Managing Partner, Avisa Partners	Benoit Roussel Partner, Flint Global	David Reed Senior Partner, Kreab	Frederic Soudain Managing Director, logos
Andrea D'Incecco Managing Partner, Political Intelligence	Bertrand Huet SVP & Partner, FleishmanHillard	David Turier General Manager & Senior Partner, FleishmanHillard	George Candon Strategy Director, Hill+Knowlton
Andrea Parola Managing Director, EU Strategy	Biancastella de Angelis Partner at FGS Global	Deborah Nash CEO Brussels at Teneo	Gerard McNamara Founder & CEO Schuman Associates
Andreas Constantinides Managing Partner at AK Public Affairs	Brandon Mitchener Director, Terre Mieli Cieli Advisors	Donald Ricketts Managing Director, Financial Services, FleishmanHillard	Gerardo Proano Managing Director, FTI
Andreea Kaye Director, LP Brussels	Carmen Bell Senior Partner at Portland	Elaine Cruikshanks Partner, Acumen Public Affairs	Gilbert Rukschcio Managing Partner, Pantarhei corporate advisors
Andrew Cecil Chief Client Officer Europe & Africa, BCW	Carmine Nino Head of EU Public Affairs at UTOPIA	Elizabeth Krahulecz Head of Brussels Office, Vulcan Consulting	Giles Keane Partner, Acumen Public Affairs
Andrew Johnson Senior Advisor, Rud Pedersen			
Angel Rebollo CEO, ARPA – EU Affairs			

Gilles Teisseyre

Président & founder
Arcturus Group SA

Glenn Cezanne

Founder & Managing Director
Time & Place Consulting

Giorgio Corbetta

EU Affairs Director, Kellen

Graeme Taylor

Director of Food and
Agriculture, Rud Pedersen

Grégoire Poisson

Head of Dentons Global
Advisors, Brussels &
Public Affairs EMEA

Guylaine Vandooren

Senior Partner,
FleishmanHillard

Hannalena Ivarsson

Senior Partner, Kreab

Hans Hack

Senior Managing Director
and Head of Brussels
Office at FTI Consulting

Harry Nedelcu

Director of Policy and
Business Development
at Rasmussen Global

Heike Galbraith

Partner, Healthcare, DGA
Dentons Global Advisors

Helena Walsh

Executive Director, H/
Advisors Cicero

Henrique Burnay

Owner and Senior
partner Eupportunity

Hilary Hudson

Account Director, FIPRA

Isabelle De Vinck

Managing partner,
Political Intelligence

Jacques Lafitte

Founder and co-owner,
Avisa Partners

James Stevens

Managing Partner
Rud Pedersen

Jan Ahlskog

Special Advisor, FIPRA

Jan Drøge

Partner and Head of
Operations at Schuman
Associates

Jan Hromadko

Managing Director, Teneo

Jasper Nagtegaal

Managing Partner, Publyon

Javier Garrido

Senior Consultant,
SEC Newgate EU

Jean-Christophe Kremer

Senior Director at
Grayling Brussels

Jekaterina Kalandadze

Managing Director, Teneo

Jérémie Gallon

Managing Director,
McLarty Associates

Jeremy Galbraith

Managing Partner BOLDT

Jessica Brobald

Managing Director, Grayling

Jill Craig

Partner at Penta Group

Joëlle Vanderauwera

Founding Partner,
Business Bridge Europe

John Duhig

Partner at BOLDT

Jonathan Fauli

Chair European Public
Affairs, Brunswick Group

Julia Harrison

Global Head Public
Affairs, FTI Consulting

Julian Jacobitz

Managing Director,
FGS Global

Julie Cooper

Partner, Managing
Director Health at Dentons
Global Advisors

Julie Valente

Senior Director, Head of
Government Relations
Team at BCW

Julius Waller

Partner EPPA

Kalina Bozhkova

Vice President, Edelman
Global Advisory

Kajsa Stenström

Founder and Managing
Director Stenström Consulting

Karel Van Eetvelt

CEO, Hill+Knowlton Strategies

Karl Isaksson

Executive Vice President
Managing Partner
Brussels Kreab

Katarina Wallin Bureau

Managing Partner RISE
Corporate Purpose Advisory

Katja Murray

Senior Director, FTI Consulting

Kerstin Duhme

Senior Managing Director
FTI Consulting

Kevin Vindevogel

Co-Founder & Partner,
AK Public Affairs

Kieran O'Keeffe

Deputy Managing Partner,
Dentons Global Advisors

Kit Greenop

Director RPP Group

Kristina Budryte

Managing Director, FTI

Laura Batchelor

Partner FIPRA

Laura Cigolot

Account Director,
Instinctif Partners

Laura Rozzo

Vice President at
FleishmanHillard –
Energy & Transport

Lawrie McLaren

Chairman Corporate
Purpose Brussels Burson
Cohn & Wolfe (BCW)

Lodewijk Buschkens

Managing Partner ICODA
European Affairs

Luciano Stella

CEO & Co-founder
MUST & Partners

Lucie Binová

Managing Director, Financial
Services, Penta Group

Lucinda Creighton

CEO Vulcan Consulting

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, Publyon

Maria Teresa Scardigli

Vice President Kellen

Marie Gorkem

Partner Kreab

Marie Van Raemdonck

Partner NOVE

Mark Watts

Director LP Brussels

Maria Wetterstrand

Managing Director,
Miltton Europe

Mathilde Bonvillain-Serrault

Partner EURALIA

Mathilde Fiquet

Head of Office at
Europe Analytica

Matti Van Hecke

Managing Partner at
Political Intelligence

Maximilian von Olenhusen

Partner Acumen Public Affairs

Maximo Miccinilli

SVP Energy FleishmanHillard

Maya Doneva

Managing Director
FTI Consulting

Melanie Faithfull Kent

CEO Brussels & SVP
Continental Europe
Hill & Knowlton

Metka Cavka Luciani

Account Director
Sustainability

Micaela Duffau

Director at Brunswick Group

Michele Morena

Partner Kreab

Milan Pajic

Director Digital and Trade
Practices at Grayling

Mónica Vicente Cristina

Managing Director
Weber Shandwick

Natacha Clarac

Directrice générale, Associée,
Athenora consulting

Nele Devolder

Vice President 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 Drewes

Senior Executive Director
PA, Weber Shandwick

Oliver Kaye

Director LP Brussels

Ognjenka Manojlovic

Vice President, Edelman
Global Advisory

Pablo López-Alvarez

Senior Managing Director
FTI Consulting

Paolo Nicoletti

Senior Partner NOVE

Pascal Michaux

Managing Partner EU Focus

Patrick Gibbels

Director, Gibbels Public Affairs

Pauline Massart

Partner, Avisa Partners

Peter Tulkens

Partner, FIPRA International

Pieter de Gooijer

Partner Brunswick Group

Philippe Blanchard

President Continental
Europe at Teneo

Philippe Radinger

Managing Director
at FGS Global

Ramón González Bernal

Atrevia Brussels Director

Rhiannon Ducas

Director ADS Insight

Philippe Maze-Sencier

Chair Global Public Affairs
Hill+Knowlton Strategies

Raphael Delli

Partner at BOLDT

Rebecca Wood

Director, Brunswick Group

Riccardo Pozzi

Head of EU Corporate
Affairs UTOPIA

Richard Steel

Senior Associate DGA
Dentons Global Advisors

Robert Anger

Senior Vice President &
Partner FleishmanHillard

Robert Langmuir

Account Director, Weber
Shandwick EU PA

Roberta Lusardi

Director – Brunswick Group

Robert Madelin

Senior Strategist, FIPRA

Robrecht Vandormael

Managing Director,
FTI Consulting

Rocco Renaldi

Chair of EGA Europe,
Global Chair of Food
& Beverage Policy

Ruth Estrada Dorronsoro

Partner Schuman Associates

Sabrina Skiker

Associate Director, Hanover
Communications

Sebastian Remøy

Executive Vice President
– Global Head of
Public Affairs Kreab

Sebastian Rohde

Senior Advisor RPP Group

Shomik Panda

Chief Executive Officer
at Inline Policy

Simon Greaves

Executive Director, Harwood
Levitt Consulting

Simon Levitt

Partner, Harwood
Levitt Consulting

Simon Terwagne

Senior Vice President
at FleishmanHillard

Sophie Jacobs

Head of Agri-Food and
Health practice at Grayling

Stefan Borst

EMEA Head of Energy and
Industrials, Edelman

Steffen Thejll-Møller

Partner at Rud Pedersen

Stéphane Desselas

President, Athenora
Consulting

Stéphanie Pochon

Partner, Avisa Partners

Stephen Crisp

Head of Digital and
Technology, FIPRA

Teresa Calvano

Director, Rud Pedersen
Public Affairs

Thea Utoft Høj Jensen

Managing Director, Head
of Financial Services
Brussels FTI Consulting

Theo Moore

Managing Director,
APCO Worldwide

Theodoros Birmpoutsoukis

Managing Director
at Kekst CNC

Thomas Gelin

Senior Director Healthcare
& Food BCW Brussels

Thomas Krings

Senior Director Advocacy
& Policy at RPP Group

Thomas Linget

Director Advocacy &
Coalitions logos

Thomas Tindemans

Chairman, Hill+Knowlton
Strategies

Thomas Vermeeren

Account Director at
Hill+Knowlton Strategies

Tim Allan

Director, Rasmussen Global

Timea Strihova

Head of Brussels, Trilligent

Timo Schubert

Managing Director,
ADS Insight

Tina Ajdič

Director at Teneo

Tom Murray

Head of Office, EUK
Consulting

Tom Parker

Deputy Group Chief
Executive at SECNewgate

Tresja Bolt

Senior Healthcare Advisor,
Harwood Levitt

Umberto Gambini

Partner, Avisa

Valeria Fagone

Senior Director FTI Consulting

Valeria Salucci

Strategy Director EU Public
Affairs, Hill+Knowlton
Strategies

Victoria Main

Chief Business
Development Officer

Viktória Vajnai

Partner and senior

The Best in Brussels Law Firms 2023/24



Law Firms

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Bird & Bird

COVINGTON



Freshfields Bruckhaus Deringer

NORTON ROSE FULBRIGHT

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): Bird&Bird, Covington, DLA Piper, Freshfields Bruckhaus Deringer, Norton Rose Fullbright and Squire Patton Boggs.

Other prominent law firms with lobbying capabilities include: Alber & Geiger, 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 85 lawyers here) lack any dedicated lobbyists. 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.

Law firms offer a different approach and staff compared with most public affairs consultancies. "Lawyers are inherently trained to spot the key issues and risks, and we at Squire Patton Boggs build a winning strategic

approach by combining the best policy ideas with convincing – and sometimes forcing – legal and regulatory arguments. The smart combination of legal and policy approaches is very powerful in the fast-moving and high-stakes world of Brussels policymaking – in particular, in highly regulated industry sectors. Often enough you need to understand the broader underlying legal basis in order to fully appreciate the implications of a proposed new policy measure," says Wolfgang Maschek, Partner & Chair of the European Public Policy Practice at Squire Patton Boggs LLP.

"Equally, knowing how to protect clients in light of increasingly stringent applicable conduct rules, such as GDPR, is very important hiring

factor for many of our policy clients. We help clients avoid reputational and other risks stemming from engagement with external policy stakeholders, which can destroy in days what takes years to build up in terms of external reputation and goodwill," continued Maschek.

DLA Piper's International Government Affairs team provides advice at all stages of the regulatory process. Advising on regulatory law, they focus on managing risk for clients in sustainability and trade, antitrust and competition, sanctions compliance and global supply chain resilience.

"DLA Piper takes a cross-disciplinary approach as the path to success is almost always a combination of policy and legal strategy. This means we carefully coordinate efforts in different forums. Our lawyers and policy professionals benefit tremendously from our global platform: we often work across borders and practice groups in very diverse 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, sustainability, digital, energy, environment, tax, trade, competition, sanctions 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." Natalie Pettinger Kearney, Head of EU Regulatory & Public Affairs at Freshfields Bruckhaus Deringer.

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 Fulbright underlines its practical approach to lobbying backed by technical legal skills.

"Having both deep expertise in the law and regulation, as well as practitioners understanding of policy and decision-making processes enables us to provide comprehensive support to clients that work commercially and legally. 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 LLP

Bird & Bird's public affairs team say you can rely on them to be your early warning system about forthcoming legislation, organise strategic engagement with decision-makers and help your company to prepare for compliance with incoming laws.

"The uniqueness of this firm lies in the competence of the team and the ability to transpose purely regulatory concepts into practical solutions," said a client in their Legal 500 feedback. Our Regulatory & Public Affairs team works at the intersection of policy, the legal framework and business realities. We have the experience your organisation needs to navigate complex decision-making processes and ensure that the voice of your business is heard above all the noise." Francine Cunningham, Director of regulatory & public affairs at Bird & Bird.



Wolfgang Maschek
Partner & Chair of the European Public Policy Practice at Squire Patton Boggs LLP



Sebastian Vos
co-chair of Covington's public policy practice



Anna Carrier
Senior Government and Regulatory Affairs Advisor, Norton Rose Fulbright



Richard Sterneberg
Partner, Head of Global Government Relations, DLA Piper



Natalie Pettinger Kearney
Head of EU Regulatory & Public Affairs at Freshfields Bruckhaus Deringer



Francine Cunningham
Regulatory & Public Affairs Director at Bird & Bird

Bird & Bird

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Brussels Office Since

📅 1999

Number of Public Affairs Consultants

👤 5

Key Specialisms

- 📌 Banking, Insurance and Financial Services
- 📌 Digital Services & Technology Hardware
- 📌 Healthcare
- 📌 Media
- 📌 Sport
- 📌 Competition & Antitrust
- 📌 Sustainability & Environment
- 📌 Trade

About Bird & Bird

Firm Description
We are a truly international firm, organised around our clients. With our full service offering and extensive tech expertise, we'll help you unlock the potential of change to realise your ambitions.

Ownership Structure
LLP

International Structure
With more than 1,400 lawyers and legal practitioners across a worldwide network of 31 offices, Bird & Bird delivers expertise across a full range of legal services as well as offering public affairs advice in Brussels and The Hague.

Key Strengths
Our Regulatory & Public Affairs team works in an integrated way with the firm's legal experts to offer clients an efficient, coordinated approach to address evolving legislation and compliance issues. We analyse business sectors, engage with decision makers to convey policy priorities and assess the practical impact of regulatory change on business. Our team also provides cross-jurisdictional mapping of the transposition of new legislation at national level.

Key Clients
Bird & Bird's Public Affairs team advises a range of tech, media and trade clients.

Testimonials and why clients like to work with us
"The uniqueness of this firm lies in the competence of the team and the ability to transpose purely regulatory concepts into practical solutions." Legal 500, EMEA 2022

"Bird & Bird provides integrated regulatory and public affairs support" Legal 500, EMEA 2022

"The team at Bird & Bird assists public and private sector clients with a range of compliance issues with EU regulations including GDPR and the digital single market. The law firm offers strong experience advising on regulatory matters concerning big data, IT project implementation and cybersecurity." Chambers, Europe-wide 2023

"Their work is absolutely top notch" Chambers, Global-wide 2022

"Bird & Bird advises a wide range of global clients on regulatory and commercial mandates." Chambers Global wide 2022

Bird & Bird

Get on the inside track

with guidance and pragmatic advice on cutting-edge issues in highly regulated sectors

"The team at Bird & Bird assists public and private sector clients with a range of compliance issues with EU regulations including GDPR and the digital single market. The law firm offers strong experience advising on regulatory matters concerning big data, IT project implementation and cybersecurity."

Chambers Europe 2023

One firm.
Your firm.

Chambers Global
Band 1
for Global Multijurisdictional TMT
2023

Chambers Europe
Band 1
for Europe-wide IP, IT, Telecoms & Data Protection
2022

Who's Who Legal
Leading Global Firm for Data (IT, Telecoms, Media, & Data Protection)
2022

Legal 500
Tier 4
for Competition: EU and global
2022

Legal 500
Tier 4
Customs, trade, WTO and anti-dumping
2022

twobirds.com

COVINGTON

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Brussels Office Since

📅 1990

Number of Public Affairs Consultants

8 Covington's European Public Policy team includes 28 lawyers and policy advisors. In addition, a large number of other colleagues across the firm contribute to our global public policy projects in Europe and beyond.

Key Specialisms

- Ⓢ Chemicals
- Ⓢ Competition & Antitrust
- Ⓢ Digital Services &
- Ⓢ Technology Hardware
- Ⓢ Energy
- Ⓢ Food and Drink
- Ⓢ Healthcare
- Ⓢ Personal & Household Goods
- Ⓢ Sustainability & Environment
- Ⓢ Trade

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, 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, and 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 several 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
Business Software Alliance, Eat JUST, EUCOPE, ExxonMobil, Illumina, Kimberly-Clark Corporation, Meta, Microsoft, Monster Energy Company, Temasek, and Uber.

International Structure
With over 1,300 professionals in 13 offices worldwide, Covington has policy capability and experience in over 100 countries – working 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
Our senior advisors include a range of former policymakers – such as Cecilia Malmström, former European Commissioner for Trade; Andris Piebalgs, former European Commissioner for Energy; Carl Bildt, former Prime Minister and Foreign Minister of Sweden; Erika Mann, a former leading Member of the European Parliament; Sir Michael Leigh, former European Commission Director General for Enlargement; Ambassadors Péter Balás and Karel Kovanda, former European Commission Deputy Directors General for Trade and External Relations, respectively; Ambassador Jean De Ruyt, former Permanent Representative of Belgium to the European Union; Sabine Lautenschläger, former Vice-Chair of the Single Supervisory Mechanism at the European Central Bank (ECB); and, in the UK, Thomas Reilly, a former British Ambassador and Head of Government Relations at Royal Dutch Shell, now Covington's Head of UK Public Policy; and Lord Francis Maude, former Europe and Trade Minister for the UK.

Testimonials and why clients like to work with us
As a Band 1 firm ranked in Chambers, we receive praise both from market commentators and clients:

"In Europe, they have the top guys for regulatory work."

"I think they are best in class, at UK or European level."

"Sebastian Vos has a no-nonsense style and gives good advice."



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

www.cov.com



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Brussels Office Since

2007

**Number of Public
Affairs Consultants**

8

Key Specialisms

- Trade
- Healthcare
- Competition & Antitrust
- Governments
- Digital Services & Technology Hardware

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 a multi-country team operating seamlessly across the world. We deliver consistent Government Affairs services across our 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
With offices on all five continents, we operate in a perfectly integrated manner across borders. In each of the countries where we are established, our legal and policy knowhow and knowledge of local languages and cultures enable us to offer our clients integrated legal services from a single group of lawyers in a single international law firm. Our international presence also allows us to provide our clients with strategic advice, taking into account legislative changes linked to geopolitical developments such as European strategic autonomy and the Green Deal.

In some countries we have developed privileged relationships and ongoing collaborations with leading local firms that are an integral part of our firm. 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 coverage (as described above), our sector approach, and our full-service offering. 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
ING, EchoStar Mobile, Unilever, TEL, CIENA Systems and Blackhawk networks.

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 advisors that cut through the clutter and see what is needed."



Your partner in successful policy

We help our clients succeed; from local and international businesses to organisations and industry associations.

We help them navigate the complex network of regulation, legislation and standards that govern global policymaking. And we help them understand policy creation and decision-making processes across the EU and beyond. We also ensure their opinion is heard and heeded in Brussels and other global capitals.

Together we can make business better.

dlapiper.com



International Law Firm Innovation

LAW.COM 2022



Most Innovative Law Firm and Most Innovative Leader

FINANCIAL TIMES 2021



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Brussels Office Since

1989

Number of Public Affairs Consultants

6 in Brussels and 3 in Berlin

Key Specialisms

- Banking, Insurance and Financial Services
- Digital Services & Technology Hardware
- Energy
- Sustainability & Environment
- Trade
- Competition & Antitrust

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 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 4,000 legal professionals, 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.

Key Clients

- PayPal
- Airbnb
- UN Principles for Responsible Investment
- Futures Industry Association
- American Council of Life Insurers
- QVC
- National Retail Federation
- Ecolog
- Association of Bermuda Insurers & Reinsurers
- Experian

Testimonials and why clients like to work with us

Clients say:

"As a U.S.-based organization, the Freshfields EU Regulatory and Public Affairs team has helped us build valuable and trusted relationships in Brussels among many high-level EU officials on a range of key transatlantic policy issues."

"Because of the exceptionally high standard of client service and EU regulatory counsel they routinely provide, the Freshfields team must continually exceed our very high expectations on their next assignment, which they invariably do."

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.

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Brussels Office Since
 1990

**Number of Public
Affairs Consultants**
 5

Key Specialisms

- Banking, Insurance and
Financial Services
- Digital Services &
Technology Hardware
- Energy
- Governments
- Oil, Gas & Coal Production
- Retail
- Association Management
- Competition & Antitrust
- EU Funding
- Sustainability & Environment
- Trade

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. Having both deep expertise in the law and regulation and an insider's understanding of politics and policymaking 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.

Ownership Structure
Limited liability partnership.

International Structure
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.

- Key Strengths**
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

Key Clients
Bank for International Settlements, Citadel Securities, Fitch Ratings, Ruffer, Banco Finantia, Shopify, ByBit.

Testimonials and why clients like to work with us
Our clients prize our strengths and our responsiveness, seek our tailored and reasoned advice and rely upon our probity.

"We have been hugely appreciative of the high quality of work provided by the NRF team. In particular their ability to ensure our concerns are not only heard by policy makers but where possible reflected in the legislation."

"NRF team has been very helpful in steering us through the complexities of European legislative process and advising on how to best advocate our position with decision-makers. This, combined with their responsiveness and in-depth technical legal knowledge, provides the very kind of support we were looking for."



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



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Brussels Office Since

1974

Number of Public Affairs Consultants

18

Key Specialisms

- ☑ Banking, Insurance and Financial Services
- ☑ Chemicals
- ☑ Competition & Antitrust
- ☑ Digital Services & Technology Hardware
- ☑ Healthcare
- ☑ Sustainability & Environment
- ☑ Telecoms
- ☑ Trade
- ☑ Transport

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
- Sustainable Packaging Europe

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 over 40 Offices across 4 continents 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 over 40 Offices across 4 continents across the globe. Our International Public Policy team has become a trusted advisor to sovereign governments and multinational businesses. In Europe, we have 18 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 parliaments, as well as former private sector executives.

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).

We devise and execute legal, policy and communication strategies that ensure our clients' interests are effectively communicated and protected. Our services comprise:

- Forward-looking intelligence and insight
- Monitoring and responding to policy changes and legislative proposals
- Advocacy and engagement with decision makers and stakeholders
- Advising on complex regulatory compliance
- Support in investigations and litigation at the highest levels

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 Żarnotat, Synthos S.A

SQUIRE PATTON BOGGS

Local Connections. Global Influence.

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.

squirepattonboggs.com

Best Sector Specialists



Specialist Consultancies:

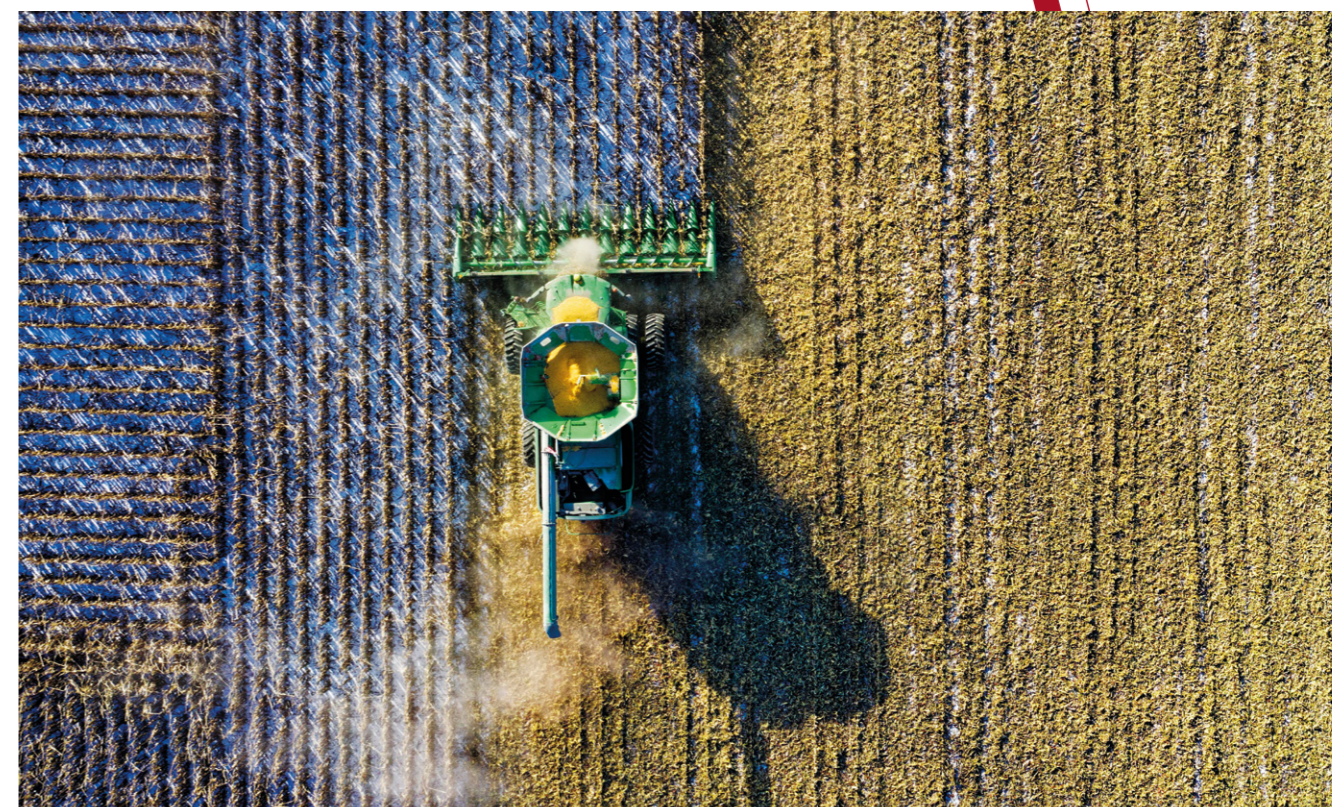
APCO Worldwide
ARCTURUS GROUP
ATREVIEW
Avisa
Eupportunity
Hague Corporate Affairs
logos.BBE
McLarty Associates
Nemec+Chvatal
Rasmussen Global
UTOPIA EU

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. The EU and NATO have respectively 27 and 31 member states, of which 22 states are members of both. Indeed, the war in Ukraine is massively ramping up defence spending among EU member states, notably in Germany which has agreed to change its constitution to allow for a credit-based special defence fund of 100 billion euros. Inevitably increased defence spending in such a politicised environment is resulting in more lobbying and activity in Brussels.



Specialist Consultancies:

Alonso & Asociados
ARCTURUS GROUP
ARPA
ATREVIEW
Avisa
Euralia
EU Focus Group
Fourtold
Hague Corporate Affairs
Hill & Knowlton
Kellen
McLarty Associates
Penta (formerly Hume Brophy)
PNKetchum+
Publyon
Red Flag
Rud Pedersen
#SustainablePublicAffairs
Vulcan Consulting

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. Russia's unprovoked invasion of Ukraine, a country known as the 'breadbasket of Europe', has caused a global food crisis, further exacerbating existing food security challenges worldwide. Agriculture Commissioner Janusz Wojciechowski has emphasised that, in the light of the situation in Ukraine, 'agriculture has become a crucial security policy'.

Moreover, the cost of animal feed, fertiliser and fuel has soared for farmers across Europe as Russia's invasion of its neighbour squeezes grain supplies and sends the price of energy and other inputs rocketing. Hence, agriculture and agribusiness has become a top EU policy concern, and the sector has been very active at EU level this year.



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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.

As one NGO puts it “With more than 700 entities, more than 120 million Euros annual spending and at least 1,700 lobbyists at their disposal, the Brussels financial lobby is clearly a powerful voice.”

“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



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Chemicals

It is impossible to talk about the chemical sector in Brussels without mentioning the BestinBrussels award winning European Chemical Industry Council.

Cefic employs over 160 staff 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.

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 European Commission’s Chemicals Strategy for Sustainability is part of the EU’s zero pollution ambition, which is a key commitment of the European Green Deal. It aims to better protect citizens and the environment and boost innovation for safe and sustainable chemicals through its 85 planned actions which is keeping chemical lobbyists busy. Notably the Commission is revising the Regulation on the Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH).

“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



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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.

Faced with growing pressure to renovate homes and reduce energy demand for heating, the European Commission has tabled a proposal to revitalise the EU's moribund market for construction products. The overhaul of the EU's Construction Product Regulation (CPR) is the latest in series of legislative recasts aimed at bringing the EU's laws in line with its climate ambitions. Also, getting as many homes built or renovated as fast as possible has never been more urgent because of the war in Ukraine.

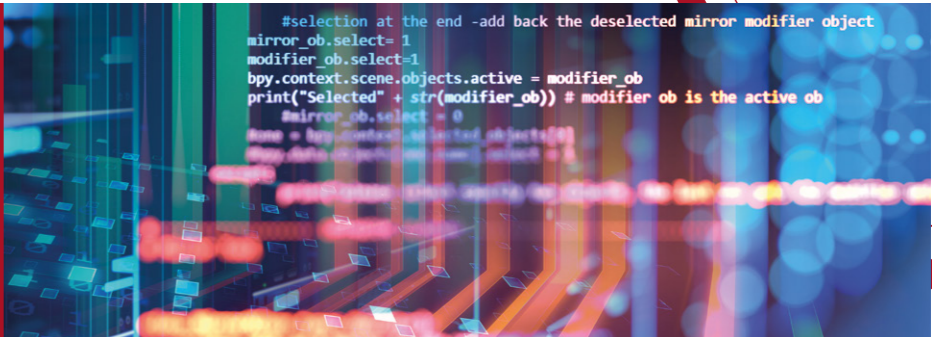
"We need to reduce our dependence on Russian gas. That's a fact. 34 million Europeans today live in poorly insulated houses," explained the EU's internal market commissioner Thierry Breton as he presented a revision of the Construction Product Regulation (CPR). Renovating these homes relies on a functioning market for construction products, which is currently riddled with "over-complex and unclear" rules at national level, the EU executive found.

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Digital Services & Technology Hardware

Digital sector lobbying activity has increased substantially since the European Commission launched its flagship digital single market strategy.

Since the beginning of Ursula von der Leyen's tenure as president of the European Commission, tech companies and lobbying groups have had hundreds of meetings with EU officials to discuss the DMA and the DSA. Apple, Amazon, Meta, Google and Microsoft all boosted their lobbying spending, according to recent data from the EU Transparency Register.

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 DIGITALEUROPE to the Business Software Alliance. Although Meta, Apple, Google, Microsoft and Qualcomm are five of the top seven biggest spenders on EU affairs (Bayer & Shell are the others), 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

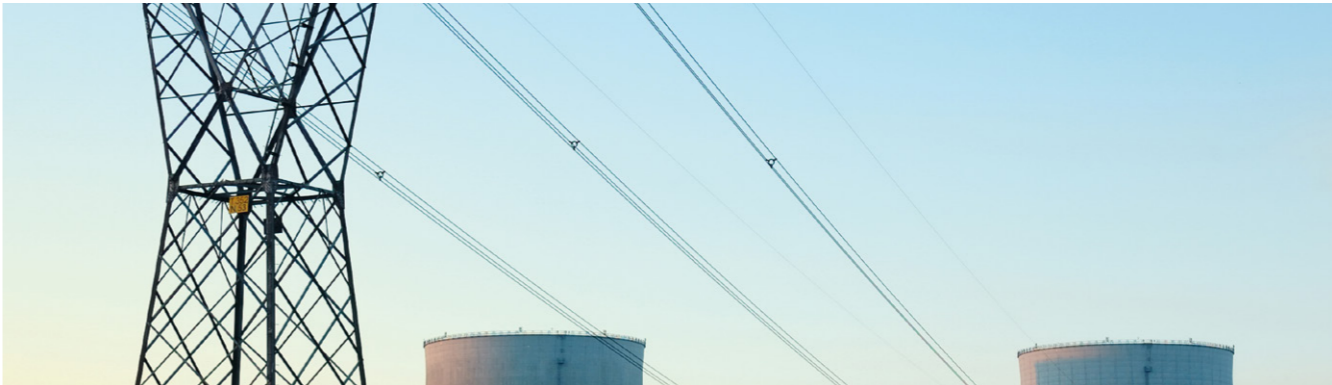


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Education

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.



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Energy

Europe’s energy sector spans numerous, often competing interests spanning renewables, oil, gas and nuclear though to electricity distribution.

Thanks to Russia’s invasion of Ukraine, the EU plans a “massive” increase in solar and wind power, and a short-term boost for coal, to end its reliance on Russian oil and gas as fast as possible. The European Commission said the EU needs to find an extra €210bn over the next five years to pay for phasing out Russian fossil fuels and speeding up the switch to green energy. The Commission also proposed that 45% of the EU’s energy mix should come from renewables by 2030 and cut energy consumption by 13% by 2030 (compared with 2020).

Given the rapidly evolving situation with sanctions on imported Russian fossil fuels, Brussels energy lobbyists are having a busy year. At the last count there are over 50 trade associations focussed on energy, and five of Brussels top 20 corporate affairs spenders (Shell, ExxonMobil, Equinor, TotalEnergies and BP) are energy companies. Moreover, every sector is an energy consumer which means EU energy policy is a vitally important horizontal policy area.

“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.



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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.

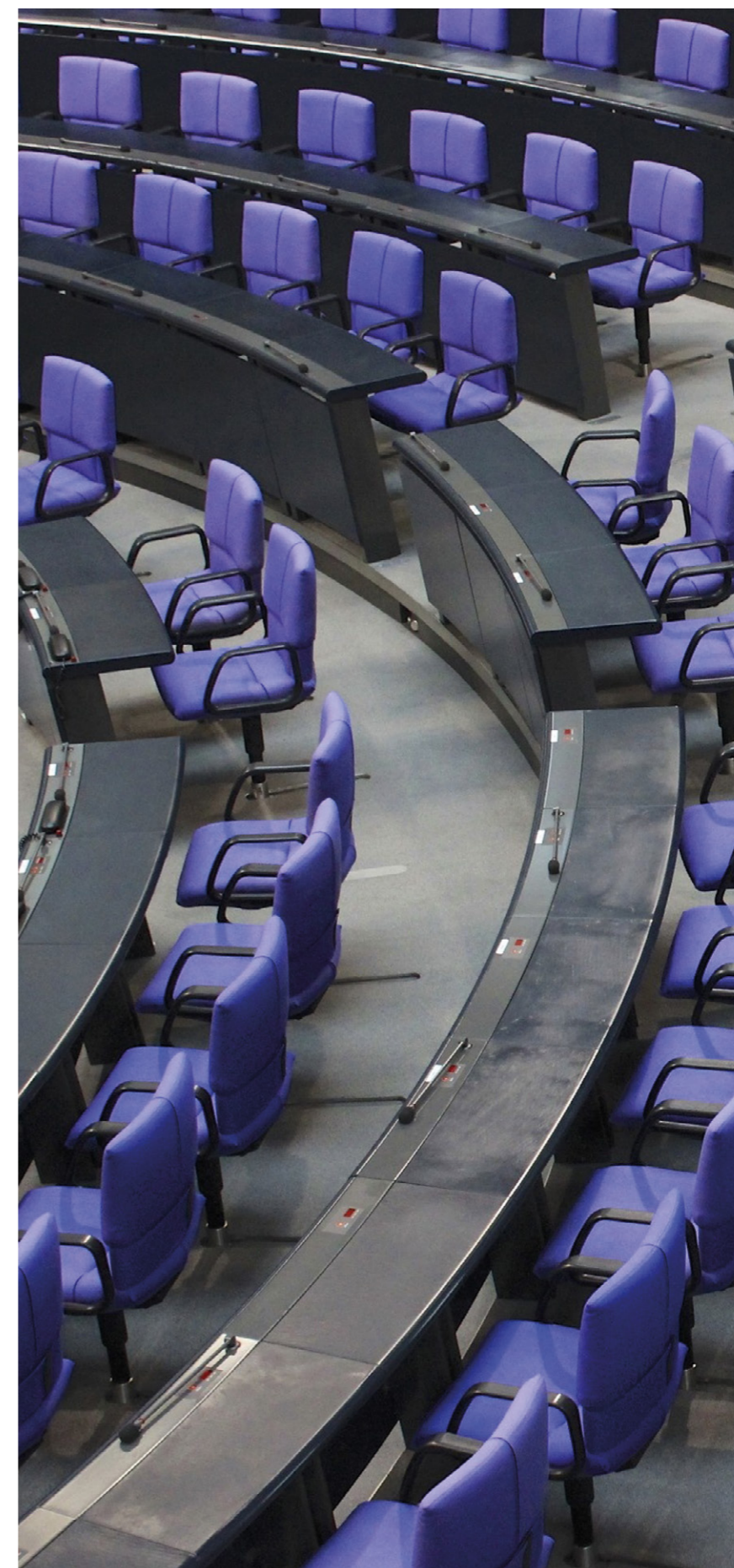
In half of the EU's 27 Member States, the food and drink industry is the biggest manufacturing employer. FoodDrinkEurope is the dominant Brussels trade association representing the sector. Overall, the sector is comprised mainly of SMEs with relatively few big spending multinational companies – interestingly 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.

Beyond this humanitarian crisis, the Ukraine war has unleashed massive challenges in the food supply chain with spiralling input and energy costs, and a scarcity of certain commodities needed to maintain a fully functioning supply chain. The EU's response has been swift and the Commission adopted a communication on safeguarding EU food security and reinforcing the resilience of food systems.

"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.

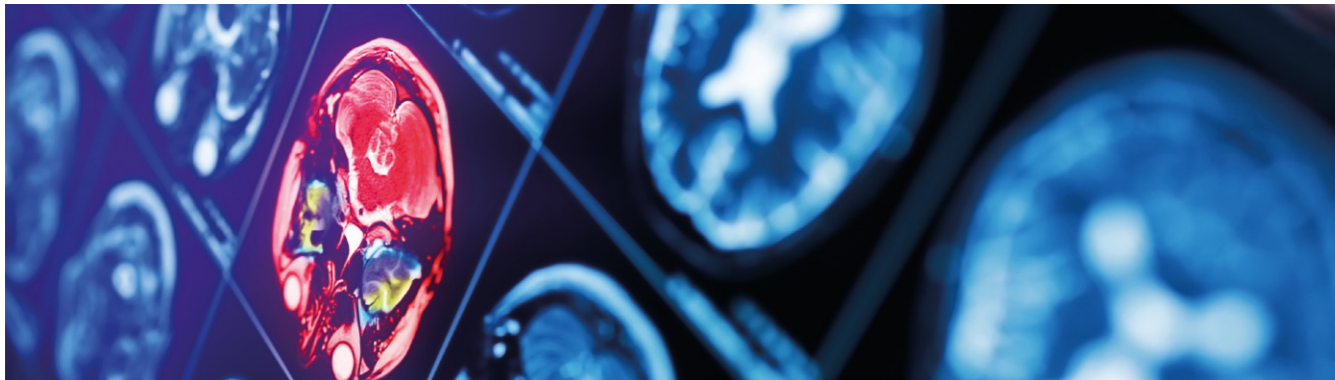
All of the EU Member States have employed consultants and lawyers at one time or other in Brussels. Council presidencies, particularly provide opportunities for public affairs consultancies in all their aspects. Governments are increasingly local, and many cities and regions have representation in Brussels. However, it is often the non-EU governments of Eastern Europe, Africa, Middle East and Asia that spend the most money on Brussels advisers, on a variety of issues ranging from trade to the environment. Indeed Brussels lobbying by the governments of Morocco and Qatar made headlines for all the wrong reasons this year.

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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.

Healthcare lobbyists will be kept busy as the European Health Union will focus on both urgent and long-term health priorities, from the response to the COVID-19 crisis and resilience to cross-border health threats, to Europe's Beating Cancer Plan, the Pharmaceutical Strategy for Europe and digital health. The EU will also continue to pursue international cooperation on global health threats and challenges such as antimicrobial-resistant infections and vaccination.

"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.

The COVID-19 crisis and now Ukraine crisis has strongly affected the EU economy. Its impact varies across ecosystems and companies' size. The crisis exposes the interdependence of global value chains and demonstrates the critical role of a globally integrated and well-functioning Single Market. While the impact of the crisis varies across different ecosystems and companies, the key issues highlighted by the crisis are:

- Borders restricting free movement of people, goods, and services.
- Interrupted global supply chains affecting availability of essential products.
- Disruption of demand.

To address these issues, the updated Industrial Strategy is proposing new measures to consider the lessons learned from the crisis and sustain investment. The Strategy supports the twin transition to a green and digital economy, making EU industry more competitive globally, and enhancing Europe's open strategic autonomy.

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Specialist Law firms:

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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.

The EU encourages cooperation between Member States and, if necessary, supports and supplements their action in the area of artistic and literary creation, and is required to take cultural aspects into account in all EU policies.

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.



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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.

However, strategic autonomy and climate change are rapidly changing thinking on Europe’s metal and mining sector. “Without a more strategic approach to developing primary and secondary raw materials capacities in Europe, there will be no green and digital

transition, no technological leadership and no resilience.” Commissioner Breton recently commented.

Europe’s metals needs for its 2050 climate-neutrality goal echoes multiple warnings of supply risks for several metals needed in Europe’s energy transition away from fossil fuels. Shortfalls loom without new primary metals supply and better recycling in the system soon, endangering Europe’s goal of a more autonomous clean energy system. Even though the potential for mining and quarrying in Europe is high, the needed permits are not granted, and many opportunities not seized.


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Specialist Law firms:

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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 in long-term decline, and imports exceed production.

As a McKinsey Oil & Gas report stated recently: "The invasion of Ukraine has shocked the European energy market. Europe has so far managed to avoid

a sharp slowdown of economic activity by balancing its gas market through increased liquefied natural gas (LNG) imports, reduced household demand, and industrial efficiencies and plant closures. In the coming years, Europe may need to sustain and intensify efforts to reduce gas demand to manage the supply shock from the ongoing war in Ukraine."

Last year on Best in Brussels we wrote "The coal lobby used to be a Brussels power player. No more." but given the rapidly evolving situation it is too early to write off carbon in the sequel to The European Coal and Steel Community.


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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, LVMH, Henkel, GSK etc.) are well represented in Brussels as corporate affairs functions, and via their trade associations.



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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 must be applied in utilities involved with water, energy, transport and postal services.



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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. Lobbying on packaging has stepped up this year, and the retail sector via Eurocommerce has responded by "calling on the Commission to take robust and rapid action to tackle national packaging legislation infringing Single Market principles and the Packaging and Packaging Waste Directive."


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Sport

Sport has a significant and growing impact on Europe's economy and society. Recent figures show that the contribution of sport to EU GDP is significant – over two percent of EU total employment.

Sport is a field in which the EU's responsibilities are relatively new, and there is now a specific budget line under the Erasmus+ programme to support projects and networks in the area of sport.

The way sport is represented, particularly via media outlets, is of great social and economic significance. In social terms, sport can impact a range of issues: from attitudes toward sports fans and professionals to complex phenomena such as nationalism, gender equality, doping, match-fixing, racism and violence.

As attending or watching sporting events generates considerable income for Member States, the relationship between sport and the media is also of great economic significance. The selling of media rights and merchandising are the main sources of revenue for professional sport in Europe.

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.


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"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.



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Transport

The mobility sector has been occupied with a range of big issues from figuring out the details of phasing out combustion engine cars to continuing battles over trucking reforms and the never-ending effort to streamline air traffic services.

All this means that the transport sector has been beefing up its representation in Brussels massively in 2023.

COVID-19 has hit many aspects of the transport sector, particularly airlines but they are rebounding strongly now. Indeed 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. 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 corporate affairs spenders like Volkswagen, BMW and Daimler have a stake in the transport debate, as do many tech companies including 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

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Norton Rose Fulbright

Association Management

Lobbying really matters for Brussels trade associations. Many thousands of people work in the 2,400 international associations in Brussels.

The authors have 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 Secretary 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 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, such as Kellen, SEC Newgate EU and DGA, 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 Worldwide
ARCTURUS GROUP
Avisa
Brunswick Group
BCW
FIPRA
FGS Global
FTI Consulting
H/Advisors Cicero
Inline Policy
Kekst CNC
Penta (formerly Hume Brophy)
Rise Corporate Purpose Advisory
Teneo

Specialist Law firms:

Bird & Bird
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:

ADS Insight
Alonso & Asociados
ARPA
Eupportunity
Euralia
Evoke Incisive Health
Milton
Schuman Associates
SEC Newgate EU
Time&Place Consulting
Vulcan Consulting

Specialist Law firms:

Norton Rose Fulbright



Media Relations

Brussels is one of the most important international media centres in the world. According to the European Commission there are around 800 accredited journalists and technical press people reporting from Brussels. In total they represent around 500 different print, broadcast and online media organisations from almost 80 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.

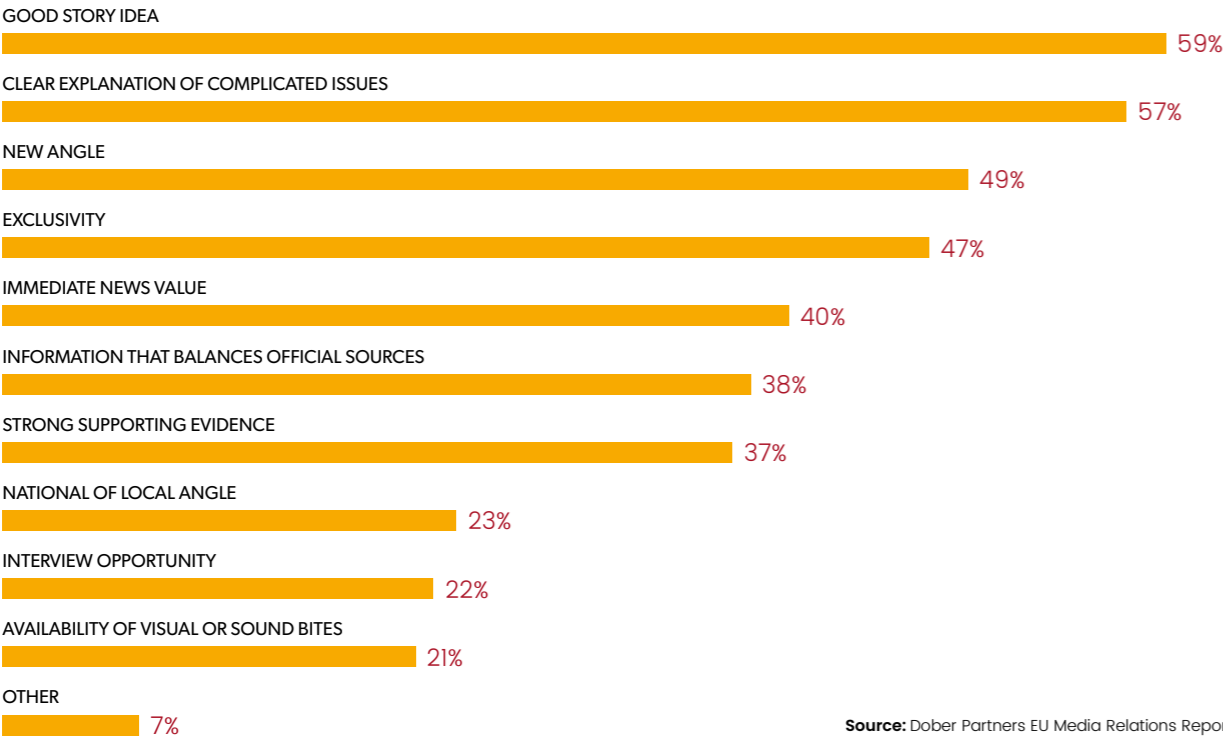
Although traditional and new media can greatly influence EU policy-makers, not every public affairs consultancy offers media relations as part of their core offering. Law firms tend to partner with outside media experts as it outside their key competences.

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 BCW offer strong media capabilities in Brussels. Indeed a number of public affairs consultancies including Bernstein Group and EU Opportunity 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 provide media training. Red Flag has a reputation for framing stories in the right way and placing them in the right media.

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)



Source: Dober Partners EU Media Relations Report



Specialist Consultancies:

- Acumen Public Affairs
- ADS Insight
- Afore Consulting
- Alonso & Asociados
- APCO Worldwide
- Bernstein Group
- BCW
- Edelman Global Advisory (EGA)
- Euralia
- Europa Insights
- EU Focus Group
- FIPRA
- FGS Global
- Fourtold
- FTI Consulting
- Grayling
- H/ Advisors Cicero
- Hague Corporate Affairs
- Hanover
- Harwood Levitt Consulting
- Hill & Knowlton
- Instinctif Partners
- Kekst CNC
- Kreab
- logos.BBE
- LP Brussels
- Miltton
- McLarty Associates
- Nove
- Penta (formerly Hume Brophy)
- PNKetchum+
- Political Intelligence
- Publyon
- Rasmussen Global
- Red Flag
- Rise Corporate Purpose Advisory
- Rud Pedersen
- SEC Newgate EU
- #SustainablePublicAffairs
- Teneo
- Vulcan Consulting
- Weber Shandwick

Specialist Law firms:

- Bird & Bird
- 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 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.

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:**
Edelman Global Advisory (EGA)
FGS Global
Grayling
Kreab
McLarty Associates
PNKetchum+
SEC Newgate EU
Weber Shandwick
- Specialist Law firms:**
Bird & Bird
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. Even, Brexit has not yet generated substantial amounts of Brussels lobbying work outside certain specific sectors like financial services and aviation.

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.



Best Intelligence Systems



- Subscription Systems**
DeHavilland EU
Dods Political Intelligence
EU Matrix
FiscalNote EU Issue Tracker
One Policy Place
Policy Insider AI
Politico Pro
Quorum
Ulobby
- Specialist Regulatory Intelligence**
Cullen International
MLex
AGRA FACTS

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. Here are some of the best in Brussels public affairs intelligence systems for clients:

Subscription Systems

- DeHavilland EU**
DeHavilland EU is a specialist provider of EU political monitoring, stakeholder databases, insights and legislation tracking for public affairs leaders and influencers. Based in the heart of Brussels, their services are designed to ensure you are always aware of changes in policy and legislation that impact your organisation, help you influence EU policy and politics, inform your strategy by anticipating change and better managing the risks affecting your organisation.
- Dods Political Intelligence**
Dods Political Intelligence separates the signal from the noise. They draw on human connection, real-time analysis and a deep understanding of people, institutions and policy to bring impartial insights that matter. DODS people and systems scan over 13,000 sources to provide real time alerts, daily updates, weekly lookaheads, trackers, sector bulletins, and bespoke research.

- EU Matrix**
EU Matrix is a EU-focused research platform / think tank adapted to the digital age. It combines expert insight and digital technology to provide factual and objective information on how the EU political machinery works. They collect publicly-available information from a variety of sources, and then structure and interpret it based on their experience in order to deliver unbiased assessments for public affairs professionals.
- FiscalNote EU Issue Tracker**
FiscalNote is the premier information services company focused on global policy and market intelligence. Their EU legislative and regulatory intelligence solution, FiscalNote EU Issue Tracker, combines cutting-edge technology with human analysis from a team on-the-ground in Brussels to help their customers not only respond to, but anticipate changes in EU policy.

One Policy Place

Co-founders Luisa Frumenzi, Mark Wilson and team have built One Policy Place (OPP) into a trusted EU information service. Powered by a team of policy experts based in Brussels, their user-friendly platform enables you to easily customise information and stay informed about key EU policy issues, procedures and people.

Policy Insider AI

Policy Insider AI is engineered by AI experts but in development with consultants from RPP Group. Defining the features and services most needed by those with a professional interest in policy be they firms, consultants, universities or journalists. Policy Insider AI offers a means of instantly finding specific search topics in policies and policy maker activities across different regulatory systems while RPP programming ensuring that only the results most relevant for policy professionals are prioritised.

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.

Quorum

Quorum is public affairs software that helps you work smarter and move faster. How? By providing one place to map, track, change, and report on your policy landscape. Quorum supports stakeholder engagement, issues management, monitoring, and reporting – in the EU and globally.

Ulobby

Ulobby is a subscription-based platform developed for Public Affairs. The platform includes all functions necessary to build and maintain a professional PA-setup, including political monitoring, stakeholder management, and political intelligence.

Specialist Regulatory Intelligence

There are a number of regulatory intelligence service providers based in Brussels that track and analyse areas of EU policy for specific sectors. Some of the best specialists include:

Cullen International

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. Based in Brussels for almost 40 years, Cullen have been providing comprehensive, neutral, unbiased, timely information that is trusted by industry and official institutions alike. They are widely recognised as the leading regulatory intelligence provider in the field.

MLex

MLex is an independent media organisation providing exclusive market insight, analysis and commentary on regulatory risk. 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.

AGRA FACTS

AGRA FACTS provides high quality news on the latest developments in European agriculture, environment and trade policy. With subscribers in 35 different countries, this rapid response news service has established a reputation as perhaps the most reliable source of information on the Common Agricultural Policy (CAP).



**POLITICAL
INTELLIGENCE**

Dods. Insight, Intelligence Impact

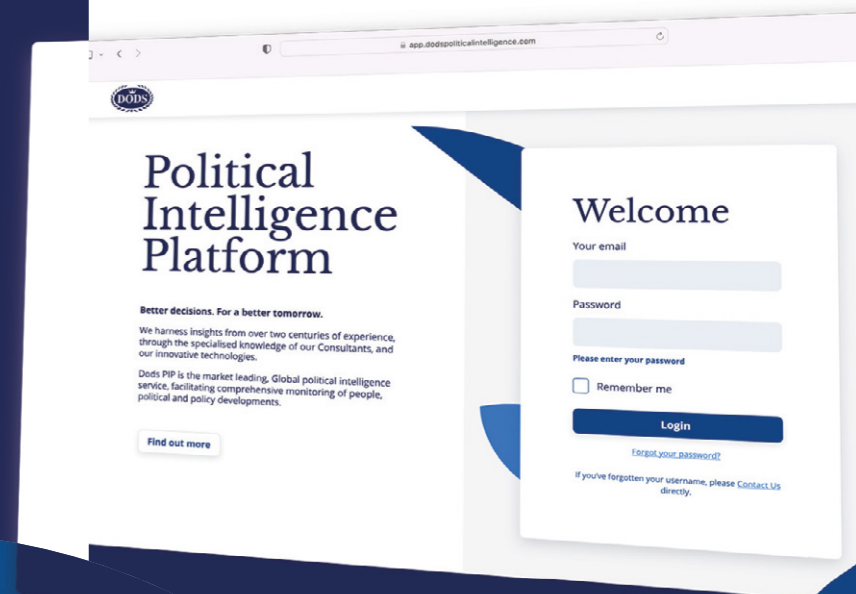
Now on a new platform,
tailored to you.

13,000+
sources

25,000+
stakeholders

35+
sectors

30+
consultants



Book a free trial



www.dodspoliticalintelligence.com

Monitor the EU Policy Landscape with EU Issue Tracker

EU Issue Tracker's team of Brussels-based policy analysts help you not only monitor, but act on changes in EU policy. We capture the latest developments and future timelines of all EU dossiers and monitor, catalogue, and assess their implications. Acting as a force multiplier, EU Issue Tracker takes a systematic approach to policy intelligence and analysis. By removing the manual work typically involved in policy monitoring, EU Issue Tracker saves you time and puts the information that matters in front of you with a comprehensive solution that includes:

Collation:

We combine human intelligence and technology to help you identify risks and opportunities stemming from EU policy initiatives.

Customisation:

You control what is put in front of you by selecting specific dossiers of interest, and we'll send you timely alerts on procedural developments.

Expert Analysis:

Our dedicated team of 20+ analysts deliver concise, information-rich summaries, with direct lines for any support you need.

Our Approach:

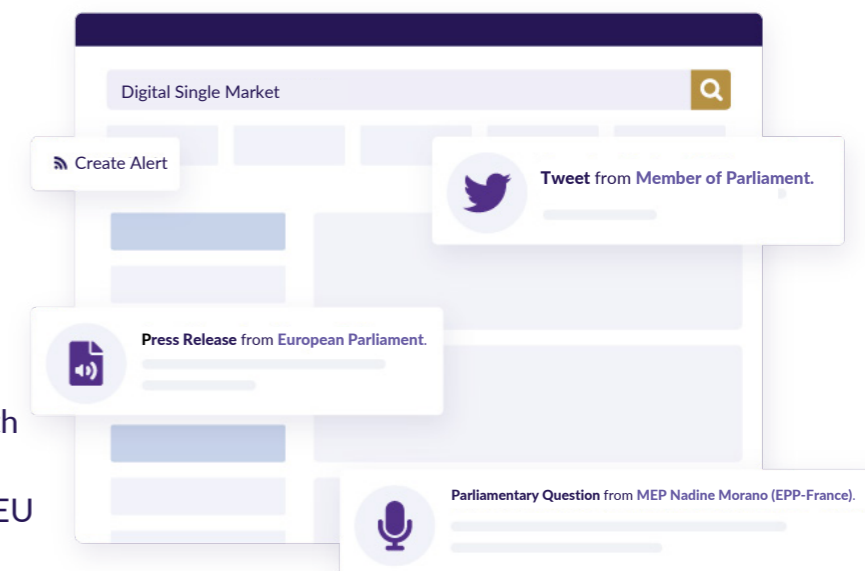
- ✓ We combine human intelligence and technology to help you navigate EU policy at an institutional level — including legislative and non-legislative files, secondary legislation, and possible future regulatory measures.
- ✓ Our policy radar identifies future regulatory risks and policy initiatives before they become formal proposals. Early monitoring enables you to mitigate exposure to new and peripheral policy concerns.
- ✓ Identify new developments coming out of the Commission, Council, Parliament, and other EU agencies. Detailed timelines lay out each dossier's procedure step-by-step, with an additional layer of human analysis to help you make sense of it all.
- ✓ Clear, concise updates are sent to you directly, keeping you informed on any developments you need to be made aware of — without cluttering your inbox. Any time you see an e-mail from EU Issue Tracker, you know it is important.
- ✓ Access to our policy analysts and account management team ensures you are continually supported and set up for success.

Trusted by:



European Union

Monitor dialogue, engage with officials, and report out on everything happening in the EU with one streamlined system.



WITH QUORUM YOU CAN...

Follow Parliament

Keep track of how your issues are being discussed by European officials across social media, parliamentary questions, press releases, and more. Then follow along with relevant legislation as it passes through the institutions.

Engage With Officials

Connect with officials and staff across the European institutions with up to date contact information, detailed bios, and an integrated email platform so you can easily send personalised messages.

Report on Everything

With just a few clicks, you can easily create custom, auto-updating reports and visualisations to quickly synthesise data and illustrate the success of your team's efforts to prove ROI.

Customers Making an Impact With Quorum



DeHavilland EU is the market leader in premium political monitoring. We provide global organisations such as easyJet, Johnson & Johnson and Airbus with the intel required to make informed decisions.

When it comes to the how, what and why of influencing and campaigning across the EU institutions, our political information, 360° view of Brussels and timely EU knowledge helps public affairs team to:

- Track legislative files
- Identify risks and opportunities
- Map and manage stakeholder engagement through social media tracking

Who we help?

DeHavilland operates across a wide range of sectors, with a particular focus on:

- Pharma and health care
- Financial services
- Digital
- Energy and Infrastructure

Alida Lugonja, of the **Dutch Banking Association** explains that:

“
DeHavilland's monitoring saves time due to its concise and factual nature.
”

Providing political support to:



What we offer



Tailored alerts and reports: To support organisations' engagement with the EU policy landscape, we provide alerts and reports that help you understand major policy developments.



Committee coverage: We produce summaries of European Parliament committee debates for clients, saving you countless hours every week.



Member state reports: DeHavilland can offer tailored coverage of announcements and policies from Member States governments, ministries and agencies. The report is provided on a weekly basis or according to your needs.



PeoplePoint: Our stakeholder directory contains contact details and biographical content for all MEPs and EU institution officials.



Forward planner: Our agenda tool enables you to plan your activities by tracking policy announcements, meetings and events relevant to your organisation.



Legislation tracker: Our legislation tracker shows you all stages of legislative files, allowing you to enhance how you influence policy makers.



Want to
know more?



we help you

gain clarity and insight
on regulation and
competition law
in the communications sector



regulation made simple



Best Digital Agencies



"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."

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.

Virtual meetings, Zoom, Teams etc. have substantially replaced physical meetings, since the pandemic and they are here to stay as part of the mix of the "new normal" in terms of public affairs engagement. All Brussels firms have adapted accordingly, and a number of the larger Brussels consultancies including FleishmanHillard and BCW built inhouse digital public affairs teams during the pandemic.

In addition, there are a number of specialist digital agencies offering public affairs services, including BUMP and the market leader ZN.

ZN 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.

Brussels Newcomer, Trilligent pride themselves on working without walls and rather than leasing physical office made the metaverse a natural home for their global headquarters.

They dedicated 2022 to designing and building Trilligent's first metaverse headquarters – an information pavilion intended to showcase the Trilligent brand and invite visitors to connect with their team.

Multimedia Agencies

Brussels lobbyists can sometimes be a little too wordy, and might use a thousand words rather than one infographic to convey their messages. Visual communication is often 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.

There are a number of digital design and multimedia agencies who are well versed with visual communication and EU public affairs. Morris & Chapman and The Right Street are two particularly well regarded firms in this space.

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.

In Brussels and across the world, The Right Street is helping clients to navigate the digital landscape. They are a fast growing digital agency for creative communications and advocacy.

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.

Symantra's Members Platform and specialized CRM are being used by major companies, trade associations and not-for-profits. According to Symantra, associations have been able to grow membership engagement and revenues, while automating many important activities using these tools.

ZN

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Telephone Number

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Website Address

ZNconsulting.com

Brussels Office Since

1998

**Number of Public
Affairs Consultants**

20

Key Specialisms

- Ⓢ Chemicals
- Ⓢ Digital Services & Technology Hardware
- Ⓢ Food and Drink
- Ⓢ Governments
- Ⓢ Healthcare
- Ⓢ Transport

About ZN Consulting**Firm Description**

ZN, the leading digital agency in the EU, helps global companies, European associations, NGOs, political organisations and leading communicators to stay #OneStepAhead with ground-breaking digital campaigns. For over 25 years, we have been at the forefront of the EU digital landscape, on using 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.

International Structure

ZN is a #RemoteFirst organisation. We give our team the flexibility to #WorkFromAnywhere for a balanced life.

When we meet in person, we do not sit in front of a screen but we do things that matter. We brainstorm, we meet with clients for strategic powwows, and we bring all team members together for ZEN sessions to create and to EAT. Always #OneStepAhead

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

- The Coca-Cola Company
- ACEA
- FEFCO
- Pfizer
- ETC
- FPA
- EUSPA
- Johnson & Johnson
- Pernod Ricard
- Silicones Europe
- UNESDA
- Euroseeds
- UPS
- International Sweeteners Association
- SI Group
- ESHRE
- EACH
- BMS
- BERECA
- ACT
- Wilfred Martins Centre for European Studies
- Coco Cola
- FPA
- EUSPA

Testimonials and why clients like to work with us

"ZN has been invaluable in providing us with out-of-the-box creative ideas, such as the #DiscoverEU campaign. ZN has 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, 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

Your digital voyage just needs a guide, and that's where ZN steps in

We played a pivotal role in designing **Jean-Claude Juncker's** successful digital campaign during his 2014 EU Commission Presidency bid. Our experience doesn't stop there, though. With a history **spanning 25 years**, we've consistently created **winning digital identities** for our clients.

Our legacy of digital advocacy dates back to 1998, long before the digital revolution became mainstream. As pioneers in the field, we're also at the forefront of advancements in **Artificial Intelligence**.

Riding the wave of our **extensive experience**, we're well-equipped to bridge the gap between you and your audience in this digital era.

Set sail on your digital voyage with ZN



ZN **#OneStepAhead**

ZNCONSULTING.COM



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Telephone Number
+ 32 2 897 8990

Client Contact
Filip Lugovic, Managing Director & Co-Founder / Lorenzo Marchese, Partner and Project Director

Website Address
therightstreet.digital

Brussels Office Since
2018
Number of Public Affairs Consultants
15

About The Right Street

Firm Description
The Right Street Digital is a full service communications and advocacy agency with a head office in Brussels and production offices in Mostar and Belgrade. We work together with public affairs professionals so they can communicate smarter and be heard.

Ownership Structure
The Right Street Digital is a privately owned agency in Brussels (registered as SRL under Belgian law). Co-founded by Filip Lugovic and Richard Medic.

Key Strengths
Strategies

- Insights & analysis
- Stakeholder mapping
- Campaign concepts & strategies
- Messaging
- Training & workshops

Social Media

- Social media strategies
- Social content & PR
- Community management
- Social listening & analytics

Design

- Branding & visual identities
- Brochures & reports
- Web design

Video & Sound

- Concepts & storyboards
- Video editing & post production
- Filming on location
- Virtual & hybrid events
- Podcasts

Digital Advertising

- Social media ads
- Google ads
- Integrated ad campaigns

Copywriting & PR

- Search Engine Optimisation
- Newsletters
- Positions, PRs, blogs

Websites & Tech

- Website development
- Apps & custom tech solutions
- Maintenance & hosting

Key Clients

- European Commission
- BusinessEurope
- UNESDA
- NMWE (Natural Mineral Waters Europe)
- Science Europe
- AVERE – The Association for Electromobility
- Electrification Alliance
- EPIC – European Photonics Industry Consortium
- Viessmann Group
- Huawei
- WWF

Testimonials and why clients like to work with us
‘Friends and colleagues, but most importantly, trustworthy creative professionals.’ Ignacio Gentiluomo, Communications Officer IMA-Europe (European Industrial Minerals Association)

‘THE one-stop-shop for all my digital communication needs, with timely and tailored support that has helped us grow’. Philippe Vangeel, Secretary General, European Association for Electromobility (AVERE)

‘The creative and design is top class’. Wes Himes, President, SEAP

‘Great team with creative ideas!’ David Lundy, Head of Communications, The Left in the European Parliament

‘When I ask The Right Street to do something, I know it’s in good hands’. Carlos Lee, European Photonics Industry Consortium (EPIC)

‘Flexible, creative and responsive. More like a partner than a supplier’. Kristen Sukalac, Consulting Partner Prospero & Partners



We won’t take you down paths you don’t need to travel.

Let’s find the street that’s right for you.

@ hello@therightstreet.digital

+ 32 2 897 8990

Ambiorix Square 7, 1000 Brussels





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Email Address
info@morris-chapman.com

Telephone Number
+32 (0)2 550 20 20

Website Address
www.morris-chapman.com

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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Telephone Number

+32 (0) 484 384 224

Client Contact

Anne Magnus, Director

Website Address

www.symantra.com

Brussels Office Since

2009

Key Specialisms

- ✔ Member Platform / NextGen Extranet
- ✔ ExtranetCRM for associations
- ✔ Data Platform
- ✔ Cybersecurity
- ✔ Digital transformation

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

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.

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.

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

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

DIGITALEUROPE

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.

CLEPA (European Association of Automotive Suppliers)

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.

European Olympic Committee

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.

We make digital transformation of EU associations simple.

- Membership management
- Invoice automation
- EU projects

- Member Platform
- CRM for associations
- Data Platform

Best Trainers



Best Trainers
European Centre for Public Affairs (ECPA)
Public Affairs Council (PAC)

The two Brussels' leading training organisations for public affairs practitioners are:

- European Centre for Public Affairs (ECPA)
- Public Affairs Council (PAC)

There also exist numerous private initiatives ranging from the relaunched European Training Institute (ETI) to Quadriga's public affairs courses.

Consultancies and Law Firms also offer bespoke sessions on any subject ranging from media training to comitology.

For instance, Cullen International provides regular training courses into communications sector regulation and competition law.

Advocacy Academy is an exciting new start-up delivering dedicated and unique online professional development to public affairs clients around the world. AdvocacyAcademy employs instructional videos, toolkits, templates and guides with a practical focus on key knowledge, skills, tasks and deliverables to empower anyone working in public affairs.

European Centre for Public Affairs (ECPA)

The European Centre for Public Affairs (The ECPA) is a Brussels-based not-for-profit think-tank,

whose mission is to promote excellence in public affairs through best practice sharing, professional development and dialogue between the various EU affairs actors.

The ECPA membership is primarily comprised of Corporates and Trade Associations, but also NGOs and Institutions, as well as Knowledge Partners (academics and consultants). In practice, the ECPA activities allow our members to:

"Share best practice": Our Corporate Circle enables our senior members to "stop and think" in small groups, discuss challenges facing their organizations/sectors in a safe environment and exchange best practice in managing these issues, whether internal or external.

Develop Professional & Organizational Skills: our regular one-day training courses are delivered by experienced public affairs practitioners and are limited in numbers to ensure the acquisition of practical skills across the organization and interaction between the participants. ECPA Members get priority seating as well as reduced training fee of 295 euros for a full day. The ECPA also provides dedicated "in-house" trainings upon request.

Acquire Knowledge: during our ECPA Insights, members have the opportunity to hear from external guests, including NGOs, the academic world, consultants

and officials who share their latest insights from the world of public affairs and from their own sectors.

The specificity of the ECPA lies in the small size of all its events to ensure that participants are able to have a deep and fruitful exchange with one another.

Through this broad spectrum of activities and events, the ECPA provokes debate and improves understanding between business, NGOs, academia and institutions. The various events are open to all staff from member organisations, irrespective of levels and locations.

For more information on the ECPA membership benefits and events, please contact : Christophe Lécureuil, ECPA Executive Director (christophe.lecureuil@theecpa.eu).

For more information on the ECPA Training, please contact : Florence Ranson, ECPA Training Coordinator (florence.ranson@theecpa.eu).

Public Affairs Council (PAC)

The Public Affairs Council ("the Council") is the leading nonpartisan, nonpolitical association for public affairs professionals worldwide. Our mission is to advance the field of public affairs and provide tools and resources that help public affairs executives and managers to achieve their business and professional goals.

The Council was launched in 1954 when President Dwight D. Eisenhower convened a meeting of corporate executives to encourage them to become more active in their communities and in the political process. Headquartered in Washington, D.C. and first incorporated as the Effective Citizens Organization (ECO), the association changed its name to the Public Affairs Council in 1965.

Since 2013 our Brussels office has focused on public affairs and corporate communications best practices in the European context. 750 members globally (with nearly 10,000 active professionals) are members of the Council, including almost 200 based (or with offices)

in Europe. Our European office offers nearly 50 events and training workshops a year and access to unmatched expertise. Our aim is to maximize your effectiveness in every market you operate.

Why become a Public Affairs Council member?

The Council's value to members is three-fold:

Expertise

You can contact our 23-person US and European staff for advice or to request reports, case studies, background materials on advocacy. Our transatlantic team has experience and expertise in the various areas of the public affairs function, including Public Affairs Management, Strategic and Digital Communication, Issues and Stakeholder Management, EU Public Affairs and Advocacy, and others.

Executive education

Each year globally we organize some 150 webinars, in-person roundtables, full-day conferences and networking events, as well as customized training to address specific organizational needs. Our discussions address emerging topics and some of the major challenges faced by public affairs professionals, including lobbying the EU effectively and ethically, multi-level influencing for senior decision-makers, digital communication and crisis management, transatlantic trends, designing successful advocacy campaigns, and many others.

Community:

With a vast network in Europe, the United States and globally, we can put you in touch with public affairs peers in your industry and beyond, or provide tips on e.g. finding a qualified local consultancy, business partners, and others. There are also numerous opportunities for members to be involved, including through our networking groups, speaking opportunities, and collaboration on specific projects.

Top 5 Membership Benefits at a Glance

- More than 150 executive education programs on global public affairs and advocacy, of which 50 per year in Europe, including webinars on an increasing number of topics.
- We create customized training on public affairs management and strategy to help you expand internal expertise and elevate public affairs in your organization.
- Our transatlantic team provides you with strategic intelligence, benchmarking data, consultant referrals and best practices both in Europe and in the United States.
- Access to an unparalleled network of public affairs professionals at leading corporations, associations and consulting firms on both sides of the Atlantic
- We publish benchmarking reports, case studies, surveys, and studies on emerging issues, including our Public Affairs Pulse Survey and our 2019 "Opening Doors in Brussels"

About the Authors



Mark Dober works as a headhunter and consultant through his company Dober Partners since 2010. Mark has recruited many senior public affairs executives in Brussels and around Europe over the last decade.

Mark 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.

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 articles, reports and books on EU affairs.

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

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@doberpartners.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.



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www.doberpartners.com

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The Communication, Public Affairs &

Association Leadership Specialists

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