

The 2025/26 Best in Brussels Guide



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 €100,000 euros to UNICEF, and an additional €20,000 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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Author: Mark Dober **Co-authored research:** Natalia Kurop

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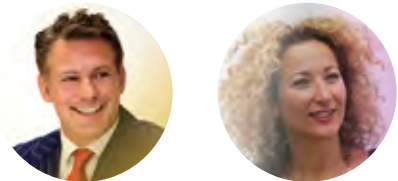
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About BestinBrussels.eu

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 2025/26 Guide which is bigger and better than ever!

This is the seventh annual edition of BestinBrussels which was first published online as a Website and Annual Guide in 2019. The launch of our latest edition took place on 26 June 2025 at a live event at the Avenue des Arts centre in Brussels. Awards were presented for "Best EU Public Affairs Campaign". Later in this report you will find out who are this year's winners, runners-up and shortlisted teams.

We wish to thank the leadership and membership of ECPA, SEAP and EPACA for their continued support of BestinBrussels, the survey and the awards. We also thank our guest authors who have written articles on topics from AI in public affairs to digital stakeholder mapping.

Our annual survey reached a 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 240 BestinBrussels Consultants.

Although we like to be upbeat and promote best practice and the best people, this last year has also witnessed some of the worst politicians being elected, and the recurrent "Worst in Brussels" theme of corruption in the EU institutions, particularly the European Parliament. So, in this year's survey we investigate key Brussels challenges from Donald Trump to Corruption in the European Parliament, and the results are presented below graphically with some of your ideas on what to do about them, together with our own reflections.

On a more positive note, thanks to the support of BestinBrussels' sponsors, this year we will have donated 120,000 euros to charity including over 100,000 euros to UNICEF, and over 20,000 euros to charities for the homeless in Brussels. Thank you to everyone who made this possible.

Best wishes from Brussels!

Mark Dober, Natalia Kurop and the Dober Partners team



EU Public Affairs 2025/26



2025 – 26: Another year of change

The EU Public Affairs profession experienced massive growth in recent years despite the backdrop of inflation, covid 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. Indeed, looking at the accounts filed with the Bank of Belgium for instance we note that Fleishman-Hillard achieved a turnover of €20,655,546 in 2023 almost double compared to €11,118,472 in 2020! Also, at the top end of the market, FTI Consulting declared €34,366,106 in 2023 compared to €21,031,320 in 2020.

Bank of Belgium's numbers are not the only source of growth indicators – there is of course the self-declared numbers on the EU Transparency Register. New 2025 analysis by Corporate Europe Observatory and LobbyControl, pulled from their online database LobbyFacts, gives us a glimpse of the lobby spending of the corporate sector in Brussels. The 162 corporations and trade associations declaring over €1 million annual expenditure on EU lobbying

collectively spend at least €343 million a year. That is 13% more than compared to their same research in 2024, and €86 million more since 2020, an increase of one third over the past 5 years. According to their research the highest-declaring sectors are Big Tech; Banking & Finance; Energy; Chemicals and Agribusiness; the cross-sector trade associations; and Pharma.

Electoral and economic uncertainty in the last year have caused somewhat of a Brussels slowdown which is hardly surprising given the steep growth trajectory of the early 2020s, combined with a legislative deceleration due to the changeover in the EU institutions.

In 2022 we reported that Brussels bubble was booming, in 2023 we said that it was still bubbling but the fizz came out of the market in 2024. After a period of changeover and slowdown in the EU institutions and against a self-engendered economic crisis in

the USA, the EU public affairs market is seemingly starting to pick up again in 2025 at least measured by the number of pitches and leads around.

In 2024, the world witnessed an unprecedented "super year" for elections held in over 70 countries representing approximately half of the global population, or about 4 billion people. These national-level elections included major democracies such as India and Pakistan who are now fighting over Kashmir. The most significant elections for Brussels were obviously for the European Parliament in June and the US elections in November.

In contrast, 2025 is experiencing a relative slowdown in electoral activity. While still significant, the number of countries holding national-level elections this year is substantially fewer, although the consequences of the German and Canadian elections are being felt in Brussels.

Top Trends in the Brussels Public Affairs Market

2025 is another busy year for the large chunk of Brussels regulatory, technical and comitology work which carries on regardless of who is in charge, from antitrust and trade cases to REACH, chemical and comitology reviews. However, 2025 is another big year of change in Brussels, marked by these top 10 developments:

- Consolidation in the Brussels market.** Some firms shut-up shop in Brussels including Instinctif Partners who also sold its European operations to the Italian corporate affairs company Excellera Advisory Group. While others were absorbed into larger firms including Arcturus Group which was taken over by Forward Global, and Hague Corporate Affairs which was swallowed by up FGS Global. Burson completed its takeover of Hill and Knowlton and moved into spanking new offices on Square de Meeus.
- New firms and new leadership.** Some new firms entered the EU public affairs market and opened Brussels offices including tech experts Considerati and association management specialists at Novya which spun out of DGA. Other agencies have been quietly growing and join BestinBrussels this year including; Considerati from the Netherlands, ESL & Network European Affairs from France, Vínces Consulting from Spain, Milltown Partners from the UK and home grown CLERENS from Brussels.
- Growth firms.** Some agencies had a great last 12 months including certain mid-size firms that became much larger like FGS Global and Forward Global. In a slower market many of the larger firms restructured and some of the boutiques shrank but as ever there are still plenty of success stories in 2025 some of which are highlighted below.
- Leadership changes.** Not only was there significant changeover in the EU institutions but also at the top of some Brussels consultancies. Notably, Claudia La Donna was appointed as CEO Brussels at Edelman after almost 10 years with Hanover, Carmen Bell became Managing Director of APCO Brussels after several spells at Portland, Rebecca Wood became Managing Director at Penta following her time at Brunswick and Daniela Negri swapped her healthcare practice leadership role at Weber Shandwick for Burson. Among some of the flourishing boutiques, Simone Casadei Pastorino was appointed as Head of the Brussels office at Milltown Partners and Hana Bartakova became Head of the Brussels Office at Vulcan Consulting.
- Going inhouse.** Consultancies are traditional hunting grounds for corporate and association clients and 2025 witnessed some big hires. For instance, Thea Utoft Høj Jensen left FTI to lead Insurance Europe, and Thomas Gelin started at EFPIA. Lily Reisser joined Apple from APCO, Anna Lekston became Head of EU Affairs at VISA after Kreab, and Amaia Betelu joined Telefonica as Director of EU Affairs after a 20-year career at Edelman.
- Growth in AI powered services.** We note an influx to Brussels of new digital services providers particularly powered by AI. Our expanding list of BestinBrussels digital intelligence systems now includes over 12 established providers including relative newcomers SAVOIRR and PRISMOS which feature cutting-edge tech. Also, Savion Ray has developed a Content Lab that combines their best creative practices and AI efficiency.
- EU policymaker changeover.** Around half of the 720 MEPs elected were new to the EP. António Costa took office as the new President of the European Council and the College, led by President Ursula von der Leyen for her second term resulted in 27 new or re-appointed Commissioners. Europe is facing significant challenges, from rising costs of living and housing shortages to business and migration management. These challenges are further intensified by broader societal, environmental, security, and economic shifts. In response, the European Commission has set ambitious goals for 2024-2029 and beyond, guided by seven key priorities.
- More scandals.** Following on from Qatargate there was Pfizergate and now Huawei gate. Police raided more than 20 locations in Belgium and Portugal which resulted in three Huawei employees and a managing director from Brussels conference organizer Forum Europe appearing in court in April. According to POLITICO, there are a number of defendants who are contractors, including one from UK-based Forum Europe who is charged with "active corruption of a person holding a public office in an organization governed by public international law," according to the timetable. At BestinBrussels we messaged Paul Adamson, who is the Chairman of Forum Europe

since 2014 to ask for a comment on the status of the case. Forum Europe responded to us with the following formal statement: "Like many organisations operating in Brussels, Forum Europe has had professional interactions with Huawei in the past – engagements conducted in good faith and aligned with prevailing EU public affairs standards at the time. Forum Europe has now ceased all engagement with Huawei. As the investigation is ongoing, we will not be making further public comments at this time. Forum Europe has a full and active schedule of events in Europe and around the world. In all activities we are committed to acting responsibly, transparently and with the highest standards of integrity." At the time of going to print, prosecutors are investigating two Members of the European Parliament from the centre-right EPP, one from the Socialists and one from the centrist Renew group.

- Pushback against NGOs.** During what was described as "NGOs' week from hell" in April, EU funding granted to them was heavily criticised in a new report by the European Court of Auditors (ECA). The Court found that "Despite improvements, information on EU funding awarded to NGOs that are active in the bloc's internal policies remains inaccurate and incomplete. The European Commission did not properly disclose certain EU-funded advocacy activities such as lobbying, and there are no active checks to ensure that the funded NGOs respect EU values, something which exposes the EU to reputational risk." The report came out following growing political pressure against NGOs from the European People's Party and other right-wing groups who have been asking for more scrutiny over how the Commission issues operating grants to nonprofits.
- Geopolitics.** Geopolitical turbulence has expanded the scope, urgency, and participants in Brussels lobbying. As global crises mount, non-EU entities increasingly see Brussels as a critical power centre, fuelling demand for lobbying services, public affairs consulting, and regulatory intelligence. Just look at how governments from Qatar to Morocco and Chinese companies like Huawei have tried to corrupt MEPs! Moreover, Russia's invasion of Ukraine has increased defence, energy, and cybersecurity lobbying to shape sanctions policy, funding mechanisms, and energy diversification plans. And not to mention Trump.....

Perspectives on growth in the EU public affairs market



Q&A with Ayrton Thevissen,
Partner, FGS Global.

Why did your agency grow from 2024 through 2025?

"Rising demand for integrated policy campaigns—combining advocacy and communications—has been a major driver of our growth over the past two years. We've also seen an uptick in work related to FSR, deal clearance, antitrust campaigns and cross-Atlantic advisory as companies navigate the complexities of operating between the US and European markets. Clients increasingly turn to us because we offer both strategic guidance and practical execution, acting as true partners in achieving their goals. This momentum was further strengthened by our acquisition of Hague Corporate Affairs, which expanded our capabilities and reinforced our position in the market."

Where do you see the growth opportunities for public affairs in 2025?

"Public affairs growth in 2025 will be driven by continued demand for

integrated policy campaigns that seamlessly blend advocacy and communication. With trade tensions and tariff threats showing no signs of easing, clients will rely even more on knowledgeable advisors to help them navigate these challenges. In the latter half of the year, the European Commission's agenda is expected to accelerate, opening up opportunities for more advocacy and influencing work. The need for strategic expertise that spans multiple markets will only become more critical as businesses face increasingly complex policy landscapes."

What do you see as the main challenges and threats to public affairs in 2025 and the coming years?

"The toughest challenges will stem from the ongoing global economic strain, which will keep client budgets under pressure. Projects that don't directly advance clients' business interests are likely to face increased



Q&A with Nicola Scocchi
Partner and Head of Brussels Office, Fourtold.

Why did your agency grow from 2024 through 2025?

"Fourtold has long been recognized for its expertise in policy communications and campaigning. Two years ago, we made a strategic decision to complement that strength with a robust public affairs offering focused on three key policy areas: sustainability, healthcare, and technology. As a result of this move, we are now able to bring a truly integrated approach to public affairs and policy communications, from strategy to delivery. Our growth is a direct result of that decision."

Where do you see the growth opportunities for public affairs in 2025?

First, the 'permacrisis' that began a few years ago has created a far more complex geopolitical landscape, which every organization must now navigate. As recent developments around tariffs have shown, this trend

is only accelerating in 2025, creating more opportunities for public affairs professionals to bring value to their organizations and clients. Secondly, let's not forget that we're still at the start of a new EU political mandate. While this European Commission will focus on "implementation and simplification", there are still many new, important initiatives that will be presented in the months ahead. On top of that, negotiations for the next Multiannual Financial Framework are about to start, and there are many implementing and delegated acts in the pipeline. AI continues to drive change and innovation across sectors, requiring constant adaptation of the policy framework. There is still much to shape in this area, making it a continued focus for public affairs assignments. Finally, from a market perspective, we believe there is a growing need for fully integrated public affairs campaigns, that go

beyond traditional behind the scenes advocacy to deliver concrete policy and business goals for clients. We find year on year that there is more acceptance of this, and more desire for out-of-the-box solutions that are both creative but on point from a strategy and policy perspective. scrutiny, making it essential to focus on mission-critical work. A prolonged slump in M&A activity is already impacting competition work, with fewer large deals requiring merger clearance. However, this slowdown is being offset by growth in FSR-related business and increasing demand for antitrust campaigns. At the same time, the rise of AI, including tools like ChatGPT, is beginning to disrupt traditional revenue models by automating certain tasks. To navigate these headwinds, we are strengthening our insight, intelligence, and outreach capabilities—areas where human expertise and strong relationships remain indispensable—while also equipping our teams to effectively integrate AI as a tool to enhance their work."

What do you see as the main challenges and threats to public affairs in 2025 and the coming years?

"In the world of public affairs, challenges – such as geopolitical instability or political fragmentation – also present opportunities. However, if I had to identify one threat specific to EU public affairs, it would be the risk of Brussels losing its central role and decision-making power due to shifting global geopolitical dynamics and the rise of nationalist trends in some Member States



Q&A with Andrew Cecil CEO at Burson.

Why did your agency grow from 2024 through 2025?

"The 2024 merger of BCW and H&K to form Burson created an unrivalled talent base across an exceptional global network, with unmatched technology, creative capabilities, and public affairs and advisory specialties to drive reputation and value creation for the benefit of our clients."

Where do you see the growth opportunities for public affairs in 2025?

"Geopolitics and AI. Burson is uniquely positioned to continue to counsel our clients to understand and navigate today's complex geopolitical environment. Our deep expertise in global issues and in crafting compelling narratives, all complemented by Burson's proprietary and advanced AI solutions, help our clients to deliver bespoke campaigns that drive impact and meaningful business outcomes."

What do you see as the main challenges and threats to public affairs in 2025 and the coming years?

"The EU corporate and public affairs market remains a growth market but the mix of policy versus politics does – in the short term – shape the rate of growth. A re-balancing towards policy during the course of 2025 – which we anticipate – will be a driver of growth and create a more predictable context for continued client investment in EU corporate and public affairs."



Q&A with Gerard McNamara Founder & CEO, Schuman Associates.

Why did your agency grow from 2024 through 2025?

"Over the past year, Schuman Associates has seen strong growth, driven by the fast-moving EU agenda and increasing demand for funding expertise. These dynamics create the right conditions for us to support clients who need clarity and direction in a complex environment. What sets us apart is our ability to combine deep policy insight with our long-standing experience in EU funding – a combination that's become critical for organisations looking to turn EU priorities into actionable opportunities. Clients rely on us not just to understand what's happening in Brussels, but to help them respond strategically – through funding, positioning and partnerships. Our pan-European team and on-the-ground presence across Member States allow us to deliver that support at both national and EU levels, in a way that's tailored and impactful. In 2025, Schuman Associates also marked a major milestone through the pivotal role of our Skills Coalition in establishing the European Parliament's first-ever Intergroup on the Future of Education and Skills for a Competitive Europe, an initiative designed to tackle some of the most pressing challenges in education and skills development across the EU."

Where do you see the growth opportunities for public affairs in 2025?

"Looking ahead, there's a real sense that 2025 is going to be a pivotal year for public affairs. With a new European Commission, there's a unique opportunity to help shape the next wave of EU priorities. Key policy areas like artificial intelligence, industrial competitiveness, strategic autonomy, skills, defence and sustainability will be high on the agenda – and organisations that engage early will be best positioned to shape outcomes. One of the most important developments in 2025 will also be the EC's proposal for the EU's post-2027 long-term budget, setting the stage for negotiations that will shape funding priorities and programmes from 2028 onwards. For stakeholders, engaging early while priorities are still being formed, offers an opportunity to help shape the strategic direction of the next major EU investment cycle. Overall, we're seeing a growing demand for more integrated, end-to-end support. Clients are no longer looking for siloed advice – they need a strategy that connects policy engagement with funding access and project delivery. Increasingly, they're turning to partners who can cut through the complexity and work seamlessly across that entire spectrum."

What do you see as the main challenges and threats to public affairs in 2025 and the coming years?

"One of the most significant shifts we're witnessing is the rapid rise of artificial intelligence and how it's reshaping the way we work. While there's a great deal of enthusiasm about the potential of AI, many organisations are still figuring out how to use AI effectively and responsibly. Firms will need to invest in AI literacy, data governance and content authenticity to stay credible and competitive. But even with these tools, the core of public affairs remains and should remain human. Relationships and trust are still what drive influence – and knowing where to balance automation with human judgment will be one of the biggest challenges professionals face. Beyond technology, we must navigate new geopolitical and regulatory environments. Policymaking is happening faster than ever and the pressure to prove value is only increasing. In that kind of context, staying focused – knowing when and how to engage is becoming a challenge in its own right."



Q&A with Vlad Andrei Partner at Forward Global and Head of Brussels Office.

Why did your agency grow from 2024 through 2025?

"In one word: diversification. We're one of the few fully integrated risk management firms active across the entire communications and public affairs value chain. With teams operating seamlessly across North America, Europe, and Africa, we help clients tackle global regulatory challenges and build influence where it matters. That edge attracted Bridgepoint Development Capital – one of Europe's largest investment funds – as a minority shareholder. Their backing has transformed our growth trajectory, with a €150 million target for strategic acquisitions and capability investments over the coming years."

Where do you see the growth opportunities for public affairs in 2025?

"2025 is a real inflection point: geopolitical shocks and regulatory shifts are redefining the landscape. At Forward, we're tracking a spike in trade-related risks and supply chain disruptions, as well as the ripple effects of the REACH review (particularly PFAS) across chemicals, pharma, cosmetics, and tech (just to name a few). We're also watching closely how competition policy evolves – from enforcement to the broader rethink on state aid and foreign subsidies."

What do you see as the main challenges and threats to public affairs in 2025 and the coming years?

"Public affairs have evolved rapidly in recent years, becoming far more specialised and technical. This shift has created a real challenge in attracting and retaining the right talent – people who can navigate both the political nuance and the regulatory depth required. We're also seeing increasing consolidation in the market, as firms seek to offer integrated services across policy, communications, event management and compliance. Looming large over these trends, AI tools have massively disrupted the business – especially in monitoring and baseline analysis – shifting even more the focus to providing actionable intelligence to clients. The pressure is on to deliver sharper public affairs that unlock real value."



Q&A with Pascale Moreau Founder, Ohana Public Affairs.

Why did your agency grow from 2024 through 2025?

"2024 marked a milestone year for Ohana as we celebrated our five-year anniversary and scaled from a team of six to ten professionals. This growth was underpinned by a strategic reorganisation that expanded our scope to new sectors and services—without losing sight of our core mission: translating complex EU policy into actionable insights that drive positive change. We doubled down on our strengths in the textile industry, where increasing regulatory complexity and demand for sustainability expertise positioned us as trusted advisors among policymakers, NGOs, and industry players. At the same time, we made a bold move into the agri-food sector, a field undergoing profound transformation under EU policy shifts. Our team—made up of seasoned public affairs and sustainability consultants—helps businesses navigate this evolving landscape and turn compliance into opportunity. Whether through our widely read blog, our agri-food newsletter, or bespoke advisory work, our aim remains clear: make EU developments understandable, relevant, and impactful for our clients."

Where do you see the growth opportunities for public affairs in 2025?

"2025 presents unique momentum for public affairs—especially as several major EU strategies are expected to take shape, from the EU's 2040 agri-food Vision, the Bioeconomy Strategy to the Circular Economy Package and the Water Resilience Initiative. The Green Deal may be evolving, but the sustainability agenda remains central. For forward-looking companies, this means public affairs is no longer a 'nice-to-have' but a key lever for market positioning, innovation, and policy shaping. There's a growing appetite for strategic guidance that moves beyond lobbying to include foresight, implementation-readiness, and coalition-building. Boutique consultancies like Ohana are well-placed to meet this demand, offering both deep sectoral expertise and agile, tailored advocacy strategies that deliver measurable impact."

What do you see as the main challenges and threats to public affairs in 2025 and the coming years?

"The landscape ahead is shaped by unpredictability—geopolitical tensions, economic pressures, and regulatory

shifts are creating a highly volatile environment for public affairs. The EU's shift from ambition to simplification, embodied in the Omnibus proposals, is creating uncertainty for businesses and risks undermining long-term environmental and social goals. Public affairs strategies must now navigate frequent U-turns, tighter budgets, and rising political polarisation. The challenge is twofold: to defend what has been achieved under the Green Deal, and to continue advocating for forward-looking policies despite a more cautious and fragmented policymaking environment. Moreover, the rise of AI and digital regulation poses both a threat and an opportunity—agencies will need to rethink how to remain relevant and forward-thinking. Lastly, while there have been small gains in diversity perception within the profession, meaningful inclusion remains a work in progress. In such a noisy and complex space, the value of focused, credible, and impact-driven advocacy is greater than ever—and this is precisely where Ohana's boutique model can continue to stand out."

BestinBrussels 2025 Survey

Our annual survey reached a 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 240 BestinBrussels Consultants. The survey looked at several core topics; EU versus USA relations in 2025, corruption in the EU institutions, successful lobby campaigns and the relative reputation of industry sectors in Brussels. The results are presented below graphically with our own reflections, and insights from commentators and selected Brussels insiders.



The Trump Effect in Brussels

Last year we were thinking that there is a term for a president like Donald Trump, probably not a second though.

Our 2024 summer survey indicated that Brussels was pretty evenly split on the potential impact of another Trump presidency. 42% of our experts believed that if elected Trump would be a bad for Brussels while 38% of our experts believed another Trump presidency would have a positive effect on EU integration, with around 20% undecided. In 2025 after taking office, a whirlwind of executive orders and bad blood on both sides of the Atlantic the picture looks very different as reality sets in.

A striking 70% of respondents believe that US President Donald Trump has, perhaps unexpectedly, played a positive role in bolstering cooperation among EU Member States. Far from undermining European unity, Trump's brash foreign policy appears to have galvanised it. The data points to a curious irony: by adopting an "America First" agenda and adopting a combative stance towards Europe, long-standing allies, and multilateral institutions, Trump may have inadvertently encouraged European nations to close ranks. His open scepticism of NATO, abrupt decisions on trade, and withdrawal from international climate agreements have served as a wake-up call for Brussels and beyond. In the face of Washington's unpredictability, EU leaders seem

to have recognised the imperative of deeper integration, renewed alliances, and a more assertive pursuit of strategic autonomy. In short, it seems that Trump's legacy in Europe may be one of unintended unity!

The EU currently enjoys historically high approval ratings among its citizens – who also support more unity and a more active role for the EU in protecting them from global security risks. According to the EP Winter 2025 survey, more than ever, people appreciate what they get from Europe: 74% think that their country benefits from EU membership – the best result ever recorded since this question was first asked in 1983. And 89% believe that more unity is crucial to tackle global challenges. Consensus is high with 75% or more citizens agreeing with this in every Member State. The EU has already agreed roughly twice as many free trade agreements as the US and is well placed to conclude more. As Gideon Rachman of the FT recently noted "The Brussels art of the deal has its own peculiarities and frustrations. But it is considerably more serious and durable than the Trump version." Clearly, EU leaders have a unique opportunity – and an obligation – to create a more secure and independent continent in a hostile global environment.

"Donald Trump will never win the Nobel Peace prize. But he should be a strong contender for the Charlemagne prize – which is awarded each year to the person who has made the greatest contribution to European unity. The US president has courted Russia, undermined faith in the Nato alliance, threatened the EU with tariffs and boosted the far right in Europe. All this has had a galvanising effect on the EU. Fundamental steps towards greater European unity – stalled for decades – are now under way. There are three key areas to watch. The first is European defence; the second is joint European debt; the third is repairing the breach between the UK and the EU."

Gideon Rachman
The Financial Times,
March 2025

How would you describe the effect US President Donald Trump is having on co-operation between EU Member States?



- 19% Very positive (i.e. much more European co-operation)
- 51% Positive
- 14% Neither positive or negative
- 11% Negative
- 5% Very negative (i.e. much less European co-operation)

The 14% in our survey who saw Trump’s influence as neutral may reflect either a more cautious assessment, or a belief that EU cooperation is shaped more by internal dynamics than external actors.

Only a small minority – 16% in total – viewed Trump’s impact as bad for co-operation between EU Member States. Unfortunately, Trump’s protectionist trade policies, including threats and imposition of tariffs on European goods, have created significant challenges for the EU. These measures risk deepening divisions within the bloc, especially as countries like Germany, which rely heavily on exports, are particularly vulnerable, and might expose the EU to economic shocks that can strain intra-European solidarity. Trump’s withdrawal from international agreements like the Paris Climate Accord and the WHO, also undermines multilateral cooperation and puts additional pressure on the EU to fill the leadership vacuum, sometimes without consensus among Member States.

Another unfortunate consequence of Trump is what his actions mean for all those who represent our traditional ally in Brussels. So, we asked our experts what Trump means for US influence among EU policymakers.

Our survey reveals a clear consensus: the election of President Donald Trump is widely seen as having significantly diminished the influence of American companies and business organizations among EU policymakers in Brussels. Over 60% of Brussels lobbyists believe that US business influence has decreased

which reflects a broader shift in transatlantic relations under President Trump’s administration. This is a huge problem for US companies who invest trillions of euros in Europe, in everything from infrastructure to cutting-edge innovation, creating jobs and bolstering local economies.

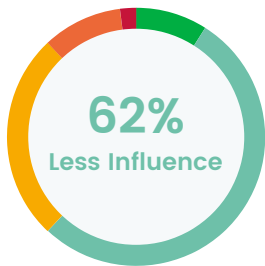
Donald Trump’s confrontational trade policy, marked by tariffs on EU goods, a disdain for multilateral frameworks, and a penchant for protectionist, one-on-one dealings has strained transatlantic ties and chipped away at the trust that once underpinned relations between American interests and EU institutions. The collateral damage is a notable decline in US business influence within the corridors of Brussels. Trump’s rhetoric has done little to soothe diplomatic sensitivities. From declaring the EU was “formed to screw the U.S.” to threatening sweeping tariffs, his combative tone has chilled political goodwill. When diplomatic relations sour, commercial clout tends to follow.

European policymakers are reacting to more adversarial agendas from Washington, and have grown less receptive to American corporate lobbying in Brussels. The Trump administration’s unpredictability, manifest in its flirtations with NATO disengagement and challenges to established trade norms, has served to embolden the EU’s pursuit of strategic autonomy. Brussels has responded by shoring up internal supply chains, privileging European tech and defence firms over their American counterparts, and taking a firmer regulatory stance on US digital giants.

“For the European business community, the priority is to ensure that the Transatlantic relationship thrives and fulfils its potential as driver for growth on both sides. It should also spur joint action to address policy challenges when possible and desirable. Decisions to impose additional tariffs on each other’s products will harm businesses and consumers on both sides of the Atlantic. The Transatlantic economy is the largest and most important in the world and supports millions of jobs in both the EU and the U.S. Tariffs will increase costs, making trade and investment flows across the Atlantic more expensive and less attractive....The priority should be to reduce the costs of doing business across the Atlantic. Instead of increasing duties, the EU and the U.S. should look at ways to eliminate tariffs and non-tariff barriers whenever possible.”

EU-U.S. RELATIONS
BUSINESS EUROPE May 2025

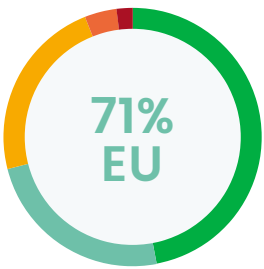
What impact would you say the election of US President Donald Trump has had on American companies’ and business organisations’ level of influence among EU policymakers in Brussels? Would you say now, they have...



- **9%** Much less influence
- **53%** Less influence
- **26%** Same influence
- **10%** Greater influence
- **2%** Much greater influence



How democratic do you think the European Union is compared to the USA in 2025?



- **47%** The EU is much more democratic than the USA
- **24%** The EU is slightly more democratic than the USA
- **23%** The EU and the USA are equally democratic
- **4%** The EU is slightly less democratic than the USA
- **2%** The EU is much less democratic than the USA

Indeed, while Trump decried EU regulations as “unfair taxation”, such broadsides have arguably had the opposite effect, hardening European resolve. Regulatory scrutiny continues, with antitrust investigations and the implementation of the Digital Markets Act targeting Silicon Valley heavyweights.

At its core, the tension reflects a deeper ideological divide. Trumpian economic nationalism, sceptical of regulation, dismissive of environmental standards, and allergic to multilateral compromise sits uneasily alongside the EU’s regulatory ethos. This philosophical mismatch has not only deepened mistrust but has also further eroded the influence US business groups have traditionally enjoyed in Europe’s capital.

The fact that only a very small minority (2%) perceive “much greater influence” further underscores that the Trump administration did

not enhance, and in many cases likely undermined, the soft power traditionally wielded by US corporate interests in Europe. The 26% who saw no change may represent those who believe long-established business ties and lobbying networks continue to function independently of political leadership. However, the overall trend points to a significant decline in perceived American influence in Brussels. The flip side of this issue is of course how European business influence in Washington has also no doubt diminished in the face of hostility from the Administration. It is very unfortunate if we have to wait until the next US Presidential election to make the Transatlantic Relationship Great Again!

Traditionally, the EU and USA are central pillars of the modern concept of “the West”, both historically and ideologically. They help define what “the West” means, not just

geographically, but in terms of values, political models, and global influence. Both the USA and EU have shaped global democratic standards through diplomacy, media, and institutions for example via NATO, the UN and human rights courts. Both the EU and USA have been leading symbols of democratic governance, but neither is a flawless model. Their ideals – freedom, rights, accountability – have inspired others, but their practices sometimes fall short of those ideals. The EU is often criticised for its “Democratic Deficit” – for example the European Commission is not directly elected, and decision-making is often seen as distant from ordinary citizens, leading to rising populist backlash in some member states.

The American Constitution has ensured a relatively stable democratic structure for over two centuries, and the separation of powers between the executive, legislative,

and judicial branches is intrinsic to their democratic model. The USA has historically championed free speech, freedom of religion, and individual rights, influencing global democratic norms. However, the attempt to overturn the 2020 election damaged the image of the USA as a model democracy, and now Trump’s re-election and actions are threatening its foundations. So, we asked our experts how they see the state of democracy in the EU versus the USA in 2025.

The data reveals a strong perception among respondents that the European Union is more democratic than the United States in 2025. Over 70% believe the EU is either “much more” or “slightly more” democratic, with nearly half selecting the most emphatic option.

This sentiment reflects increasing concerns about the resilience of American democratic institutions following years of political polarization, contested elections, and challenges

to the rule of law – factors that have raised questions globally about the stability and functionality of the American democratic system. By contrast, the EU may be perceived as more rules-based, consensus-driven, and institutionally stable, despite its complexity and much-criticised bureaucracy.

Almost a quarter view both the USA and EU as equally democratic and likely recognize the strengths and shortcomings of each system – such as the EU’s perceived democratic deficit in areas of direct citizen representation versus the USA’s challenges with political gridlock, campaign finance, and voter suppression.

By contrast, only 6% of respondents see the USA as more democratic. This suggests that critiques of the EU’s democratic legitimacy, while still part of the debate, are far outweighed by concerns about the health of American democracy.

How corrupt are the EU Institutions?

The whole issue of corruption in politics is in the media spotlight, not just thanks to the Trump Administration but also scandals in Brussels.

Corruption, defined as the abuse of entrusted power for private gain, poses a multifaceted threat to the EU and its institutional credibility. Corruption encompasses a range of illicit activities, including bribery, fraud, the misuse of funds, and undue influence exerted by external actors seeking to sway policy decisions. By its very nature, corruption tends to be clandestine, with those involved actively seeking to conceal their activities. Direct evidence can be difficult to obtain, often emerging only through investigations triggered by credible allegations or because of dedicated efforts by anti-fraud bodies and investigative journalists.

Studies have estimated the significant economic costs of corruption to the EU to range from €120 billion to as high as €990 billion per year. High-risk sectors for corruption across the EU include public procurement, healthcare, finance, agriculture and defence. EU funds distributed in Member States are a longstanding target for corruption. As we go to press, for example, EU officials from

the European Public Prosecutor’s Office (EPPO) are investigating major alleged fraud involving the EU’s agricultural budget in Greece. According to POLITICO “EPPO is pursuing dozens of cases in which Greek citizens received EU agricultural funds for pastureland they did not own or had not leased, or for agricultural work they never did, depriving real farmers of the cash they deserved.”

Hence it is no surprise that Eurobarometer surveys consistently reveal a high level of public concern regarding corruption across the European Union. A significant majority of Europeans believe that corruption is widespread in their own countries and within public institutions. Many citizens are also sceptical about the effectiveness of their national governments’ efforts to combat corruption, and a substantial portion believe that high-level corruption cases are not adequately investigated.

“The Trumps are hardly the first presidential family to profit from their time in power, but they have done more to monetize the presidency than anyone who has ever occupied the White House. The scale and the scope of the presidential mercantilism has been breathtaking. The Trump family and its business partners have collected \$320 million in fees from a new cryptocurrency, brokered overseas real estate deals worth billions of dollars and are opening an exclusive club in Washington called the Executive Branch charging \$500,000 apiece to join, all in the past few months alone. Just last week, Qatar handed over a luxury jet meant for Mr. Trump’s use not just in his official capacity but also for his presidential library after he leaves office. Experts have valued the plane, formally donated to the Air Force, at \$200 million, more than all of the foreign gifts bestowed on all previous American presidents combined. And Mr. Trump hosted an exclusive dinner at his Virginia club for 220 investors in the \$TRUMP cryptocurrency that he started days before taking office in January. Access was openly sold based on how much money they chipped in – not to a campaign account but to a business that benefits Mr. Trump personally.”

Peter Baker
The chief White House correspondent at The New York Times, 25 May 2025.



Moreover, there is a growing frustration at a sense of impunity in Brussels. As Mari Eccles wrote in POLITICO in 2025: “The EU has plenty of oversight bodies that are supposed to sort out this kind of stuff – the ombudsman, the public prosecutor, the parliamentary committees, even an entire court system. But when they call out bad, or even illegal behavior (which they do), it often seems not to make a blind bit of difference. All this would be bad enough, but it also serves to compound a fall-of-Rome mood that feeds the narrative of nationalist politicians: From Budapest to Paris, the failings of Brussels, and the lack of any comeuppance, give anti-European rhetoric an easy ride.”

So, we were interested to find out what our experts think about the extent of corruption in the European Commission and European Parliament specifically, and what to do about it.

The European Commission has not been without its own scandals in recent years from the “Pfizergate” text message transparency scandal to free flights to Doha while the EU was negotiating an aviation deal with Qatar. Some argue that MEPs are not holding the Commission to

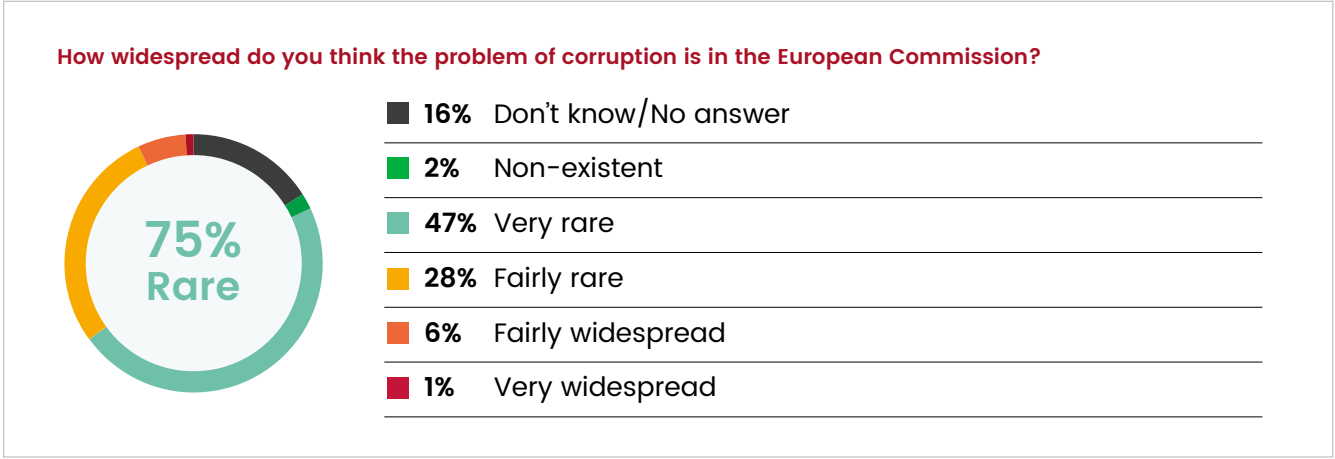
account as European Commissioners and others are appointed on a party-political basis, so the party groups defend their own. The 2025 EU Ombudsman’s annual report pointed at problems regarding the Commission’s commitment to transparency, notably the revolving door oversight process when it comes to ex-Commissioners. Also, 85% of Commission reviews of access to documents missed legal deadlines, and they use “vague, abstract, and unsubstantiated” legal arguments to deny access – like risk of “external pressure” or “public misinterpretation.” Overall, the Commission received 212 complaints about access to documents last year – a new high. However, even Transparency International think there are much bigger problems in the European Parliament than the Commission.

Interestingly our research findings indicate a broadly positive perception of integrity within the European Commission, with a clear majority of respondents viewing corruption as rare or virtually non-existent. **Specifically, almost half believe corruption is “very rare”, and a further 28% consider it “fairly rare,” suggesting that three quarters of**

respondents do not see corruption as a significant issue within the European Commission.

In contrast, only 7% believe corruption is “fairly” or “very widespread,” and just 1% chose the strongest negative assessment. These low figures reflect a general confidence in the Commission’s internal governance mechanisms, legal safeguards, and institutional transparency. The 2% who believe corruption is “non-existent” reinforce the idea that, while absolute purity is rarely assumed in politics, the Commission is largely seen as operating with a high standard of probity.

Interestingly, 16% responded with “don’t know” or gave no answer, which may reflect limited visibility into the inner workings of the Commission, or a broader perception that corruption, if it exists, is opaque and hard to assess. Nonetheless, the balance of opinion clearly suggests that concerns about corruption are not widespread among informed respondents.





Corruption in the European Parliament

As the directly elected cornerstone of European democracy, the European Parliament bears a crucial responsibility to uphold the highest standards of integrity and maintain the trust of the citizens it represents. When the ethical conduct of its members and staff is called into question, it erodes public confidence not only in the Parliament itself but also in the broader European project. The integrity of the European Parliament has been tested by several high-profile scandals and ongoing investigations in recent years, casting a shadow over the institution's reputation including; Qatargate (December 2022 – Ongoing); Huawei Bribery Scandal (March 2025 – Ongoing); Marine Le Pen Embezzlement Case (Verdict April 2025); and Allegations Against Far-Right Maximilian Krah MEP and Aide (April 2024). So we wondered what our experts think about corruption in the European Parliament.

Surprisingly, our survey reveals a measured but cautious optimism regarding the integrity of the European Parliament. **A clear majority of respondents (59%) consider corruption in the institution to be rare, with 46% saying it is “fairly rare” and 13% “very rare.”** This would suggest that the European Parliament is broadly seen as functioning with a reasonable level of transparency and ethical standards.

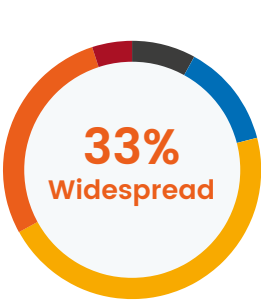
However, these views are somewhat at odds with our next survey findings discussed below, on the prevalence of MEPs favouring friends and family members, misuse of MEP allowances and expenses and undeclared conflicts of interest. Perhaps this is because of Brussels tolerance of what could be considered “petty corruption”.

Our data also indicates that perceptions of corruption are more prominent in the Parliament than in the European Commission. One third of respondents believe corruption is either “fairly widespread” (28%) or “very widespread” (5%). This significant minority remains sceptical about the Parliament's internal accountability.

The absence of any respondents selecting “non-existent” further underscores the perception that some degree of corruption or misconduct is present, even if not pervasive. Meanwhile, the 8% who responded “don't know” or gave no answer may point to a lack of transparency or limited public understanding of internal mechanisms, which can in itself fuel suspicion.

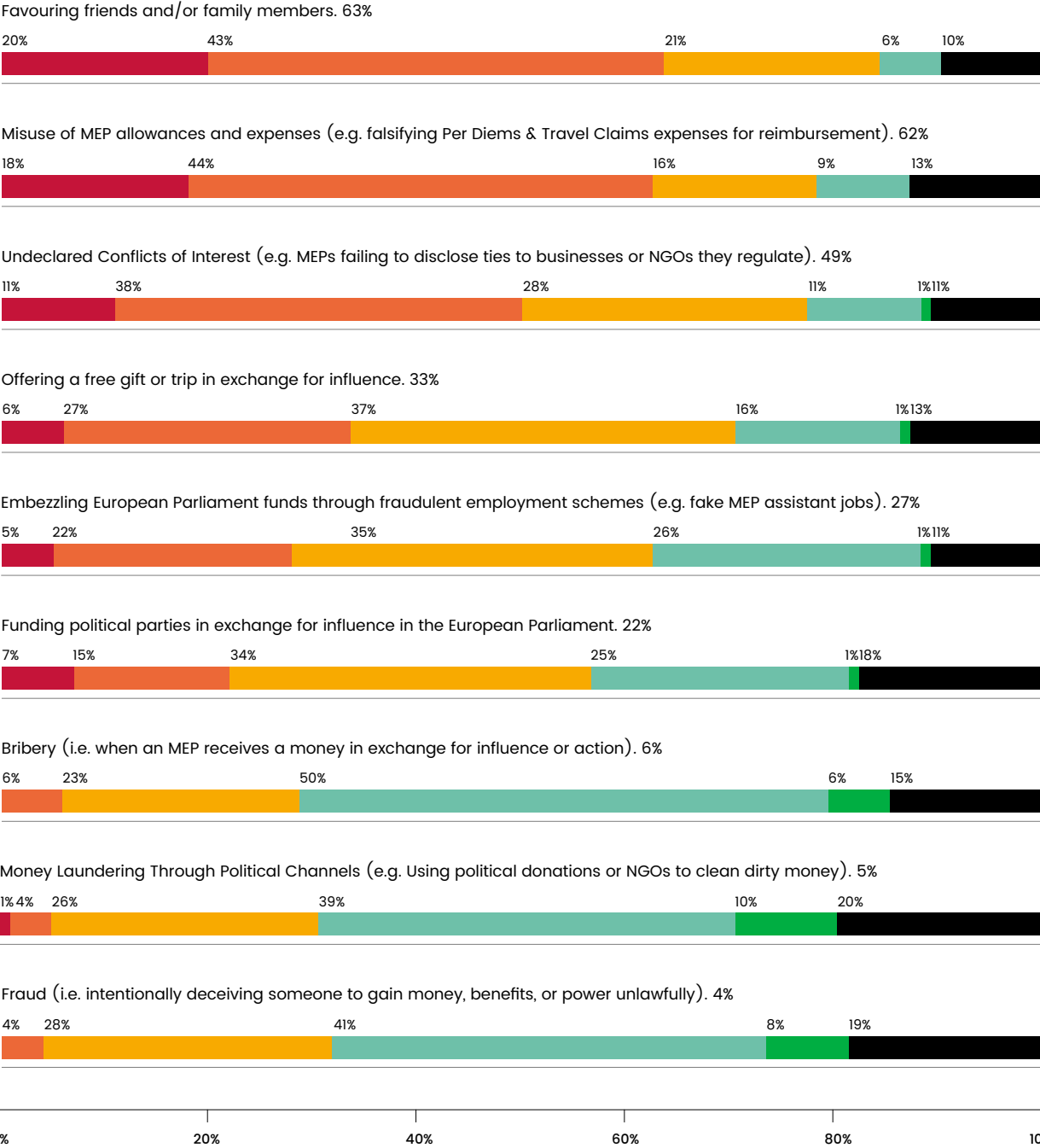
Beyond the general perception of corruption in the European Parliament, we asked our experts where the problems exist.

How widespread do you think the problem of corruption is in the European Parliament?



- 8% Don't know/No answer
- 0% Non-existent
- 13% Very rare
- 46% Fairly rare
- 28% Fairly widespread
- 5% Very widespread

Which of the following corrupt practices do you perceive to be the most widespread in the European Parliament?



- Don't know/No answer
- Non-existent
- Very rare
- Fairly rare
- Fairly widespread
- Very widespread



The survey paints a nuanced picture, with some forms of corruption perceived as relatively common, while others are viewed as rare or exceptional. Some of these views will have been shaped by, for example media reports on scandals but it is important to note that survey respondents are a sophisticated informed audience who have usually had first-hand experience of dealing with Members of the European Parliament. Indeed, many Brussels lobbyists have worked as assistants or in other roles there previously, so their views are particularly pertinent.

The most frequently cited widespread practices are nepotism and expense abuse. **Firstly, favouring friends and/or family members is believed to be widespread by 63% of Brussels lobbyists, suggesting persistent suspicions around patronage networks within the European Parliament. Similarly, misuse of MEP allowances and expenses is believed to be widespread by 62% of Brussels lobbyists reflecting concerns about financial misuse and how public money is managed. Almost half of those surveyed (49%) perceive a significant risk of MEPs failing to declare relevant affiliations, particularly to private companies or NGOs. This raises concerns about impartiality in policymaking and potential regulatory capture.**

Offering gifts or trips in exchange for influence is seen as widespread by around one third of those surveyed.

Funding political parties in exchange for influence is relatively less of a

concern but still seen as widespread by 22% of our respondents which underlines anxieties around opaque party financing and the political leverage that may come with it.

Practices such as fraud, bribery, and money laundering are overwhelmingly seen as rare, suggesting confidence in procedural safeguards or low visibility of such cases. Respondents largely reject the notion that direct bribery of MEPs and money laundering through political channels are systemic problems.

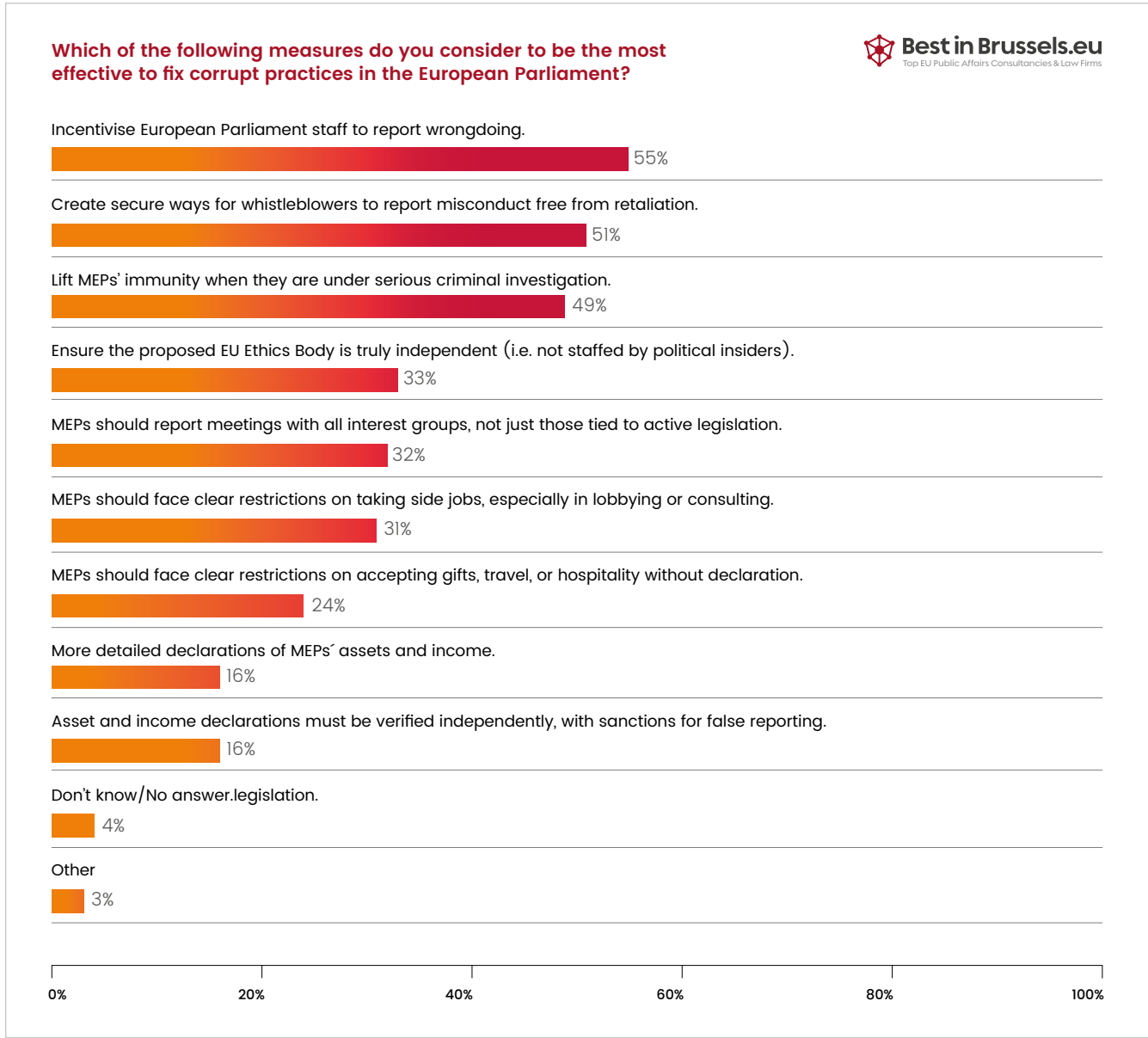
Overall, the findings reveal a distinct separation in perceived risk between lower-level ethical breaches (e.g. nepotism, misuse of expenses) and more serious criminal conduct (e.g. bribery or money laundering). While grave offences are seen as rare, there is a prevailing sense that soft corruption—particularly forms that exploit grey areas of ethics or administration—is more commonplace.

The ethical framework governing the European Parliament, while containing a Code of Conduct for MEPs, suffers from fragmentation and limitations in its enforcement. The Code of Conduct, which outlines principles of integrity, transparency, and accountability, relies heavily on self-governance, with breaches investigated by an advisory committee composed of MEPs themselves. This self-regulatory nature has been criticized for lacking independence and leading to weak or inconsistent application of sanctions. Furthermore, MEPs are permitted to hold side jobs, including with organizations registered on the EU

lobby register, raising concerns about potential conflicts of interest that may not always be adequately addressed by existing disclosure requirements. The European Parliament also lacks a proactive system for verifying the accuracy and completeness of MEPs' declarations of financial interests, relying instead on complaints to trigger investigations. These systemic weaknesses in ethics and transparency rules contribute to a culture where unethical behaviour and potential corruption are not sufficiently deterred or effectively addressed.

However, despite pushback from certain political groups there are some positive developments on greater transparency. For example, the Parliament's leadership recently adopted new transparency rules for staff managers. From September all managers — from directors-general all the way down to junior team leaders — will need to register their meetings with third-country representatives.

Going forward, continued efforts to improve oversight, strengthen transparency, and communicate institutional reforms will be key to building greater trust and reinforcing the Parliament's credibility as a democratic institution at the heart of the European Union. So, we wanted to know what our experts should do to fix the problem.



Our data shows that Brussels lobbyists favour a reform agenda that prioritises whistleblower protections, judicial accountability for MEPs, and the creation of truly independent oversight structures. The findings indicate that while legislative measures and financial disclosure are valued, respondents place the greatest trust in empowering individuals to report wrongdoing and holding MEPs accountable when criminal conduct is suspected.

Our respondents clearly believe that staff and insiders are best positioned to expose unethical behaviour, but that they currently lack the motivation or protection to do so. More than half those surveyed favour incentivising European Parliament staff to report wrongdoing and support creating secure and retaliation-free mechanisms for whistleblowers.

The EU Whistleblower Protection Directive, adopted in 2019, aims to establish minimum common rules to protect individuals who report breaches of Union law, including corruption. Whistleblower protection is recognized as a crucial tool for uncovering corruption and other wrongdoing that may otherwise remain hidden. The Directive requires safe and confidential reporting channels and to protect whistleblowers from retaliation. However, there have been specific concerns raised about the level of whistleblower protection within the European Parliament itself. A recent ruling by the European Court of Justice found that the European Parliament “did not take all the measures necessary to ensure that a whistleblower had balanced and effective protection against any form of retaliation.” This confirms Transparency International EU’s longstanding warnings that the European Parliament’s inadequate rules make it impossible for Parliament staff to safely expose wrongdoing. At the time of the ruling TI EU pointed out that Parliament’s rules do not even live up to the EU’s own Whistleblower Directive, and Nick Aiossa, TI EU Director said, “This ruling is long-overdue vindication for the many parliamentary staff fired, simply for blowing the whistle and reporting wrongdoing. Unfortunately, this comes as no surprise, given that the Parliament’s rules are the weakest of all the EU institutions. It is time for the Parliament to finally put rules and procedures in place to fully protect the brave staff who wish to speak up when they witness corruption or wrongdoing.”

Almost half of our survey respondents believe MEPs’ immunity should be lifted when they are under serious criminal investigation which signals a degree of frustration with perceived legal impunity for elected officials. Immunity is meant to safeguard parliamentary independence, but respondents appear to believe that this protection can be misused to shield misconduct. The close alignment in support for this and whistleblower measures suggests that they prioritise justice, transparency, and consequences over procedural privilege.

Institutional reform and transparency are seen as valuable, but secondary. One third support ensuring that the proposed EU Ethics Body is truly independent, and a similar number favour prioritising measures to improve transparency around lobbying (interest group meetings) and to restrict side jobs for MEPs. These responses show a moderate but meaningful appetite for systemic reforms that increase external oversight and reduce conflicts of interest. They appear to recognise the potential of the EU Ethics Body, but only if it is seen as genuinely autonomous from political influence. Similarly, restrictions on side jobs and undisclosed lobbying are viewed as useful but less urgent than protecting internal whistleblowers and lifting legal immunities.

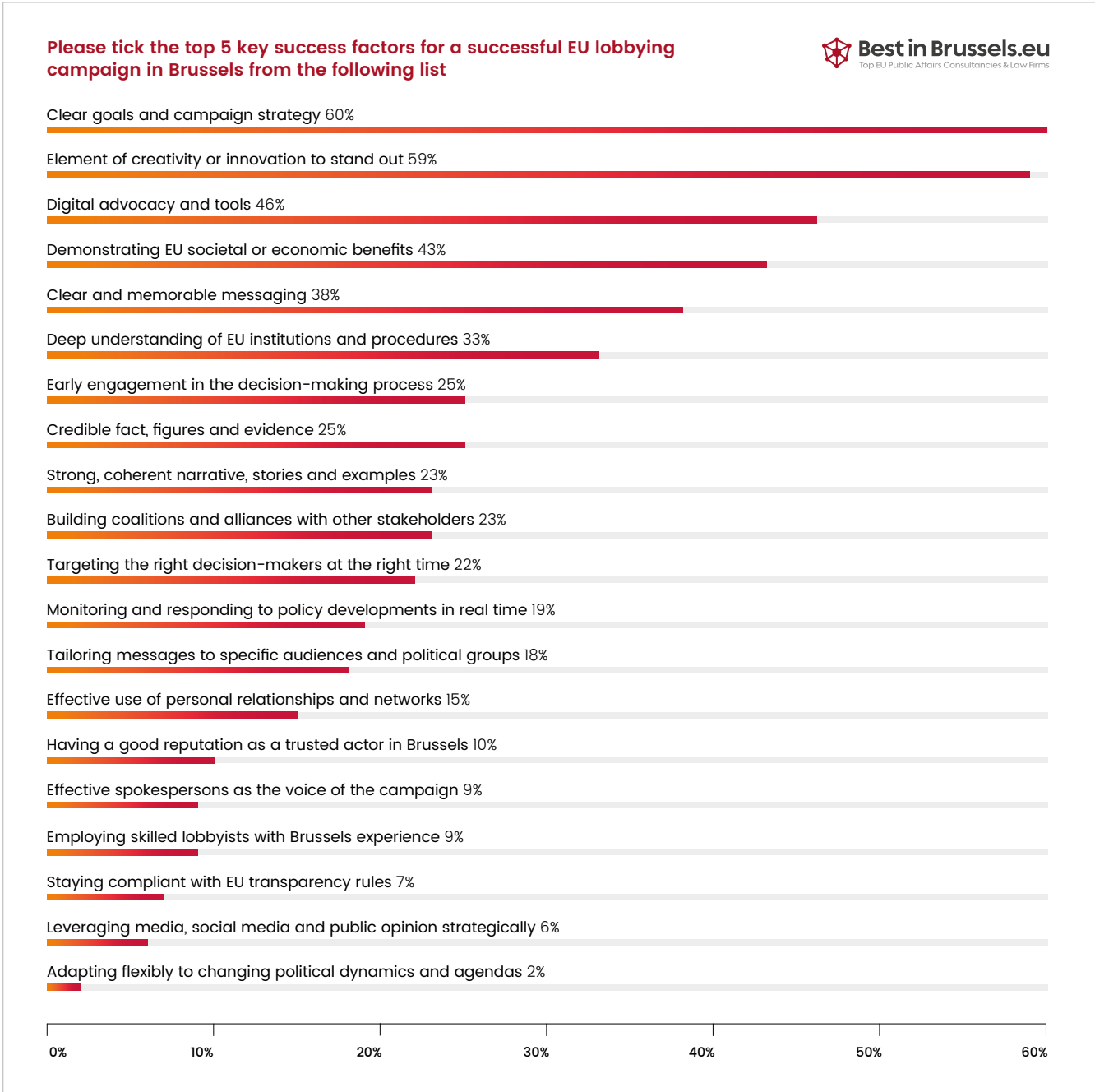
Financial disclosure measures rated lowest with only one in six supporting more detailed declarations of MEPs’ assets and income, and calling for independent verification of asset declarations and sanctions for false reporting. While these are important technical reforms, they are seen as less impactful in addressing deeper institutional or cultural problems. This may reflect a belief that such declarations are too easily manipulated or ignored without stronger enforcement mechanisms.

“From nude statues to portable radios, flags and football jerseys: the European Parliament’s gift shelf is full of surprises. A corruption scandal involving Chinese tech giant Huawei reignited discussions earlier this year around gifts and donations received by EU lawmakers. According to the European Parliament’s code of conduct, MEPs must steer clear of gifts worth more than €150. If a gift crosses that line, it lands in the hands of Parliament President Roberta Metsola, who then acts as judge, jury, and occasional reluctant gift recipient..... Some things never go out of style. Alcohol is still a go-to gift, with MEPs receiving everything from Scotch whisky to Bordeaux wines and French champagne. When in doubt in life, as at the European Parliament, bring a bottle. Also scattered throughout the archives: traditional musical instruments like the viola braguesa from Portugal, a Moldovan kaval, and a Moroccan Arabic lyra. But for every gem, there’s a handful of touristy trinkets: keychains, pins, mini-monuments, and enough paperweights to sink a filing cabinet. Basically, a Brussels-style flea market behind locked doors.”

EURONEWS
May 2025

Successful EU lobby campaigning

For the first time this year we launched the BestinBrussels 2025 Award for “Best EU Public Affairs Campaign”. If you want to know more about our methodology and the winners for the Award please read all about it later in this report. In light of the Awards and the survey, we wanted to know from the lobbying experts themselves what they think are the most important elements for a successful campaign.



Rather than emphasising insider connections or traditional power dynamics, the results reflect a growing appreciation for strategic clarity, innovation, and the intelligent use of modern communication tools.

At the top of the list is the importance of having clear goals and a well-defined campaign strategy. Respondents clearly value direction and purpose, indicating that a lobbying effort without a focused plan is unlikely to gain traction. Almost equally important is the presence of creativity or innovation—suggesting that in a crowded policy environment like Brussels, campaigns must find distinctive and engaging ways to capture attention and stand out from the competition.

Digital advocacy tools also ranked highly, underlining how central digital platforms and technologies have become to modern lobbying.

Whether through targeted social media campaigns, digital petitions, or online policy briefings, effective use of digital channels is increasingly seen as essential to gaining visibility and influencing opinion-makers.

Respondents also recognise that successful lobbying must go beyond self-interest. Demonstrating clear societal or economic benefits to the EU is considered a major factor, suggesting that campaigns framed around the wider European good are more persuasive and resonate more effectively with policymakers. Related to this is the need for clear and memorable messaging—narratives that are easy to grasp, emotionally compelling, and strategically framed to align with EU priorities.

Interestingly, while technical understanding of EU institutions and early engagement in the legislative process are seen as helpful, they rank lower than more outward-

facing campaign elements. Similarly, traditional strengths like insider networks, a strong personal reputation in Brussels, or even the use of experienced lobbyists are perceived as less critical to success. This signals a shift in thinking: from who you know and how long you've been there, to how well you communicate, how creative your campaign is, and whether you can convincingly argue your case in the public interest.

Overall, the data points to a lobbying environment in Brussels that increasingly rewards professionalism, innovation, transparency, and alignment with the values of the European Union—rather than access alone. Campaigners aiming to succeed in this space must be strategic storytellers, digitally savvy, and able to make a compelling case for the common good.



Reputation matters

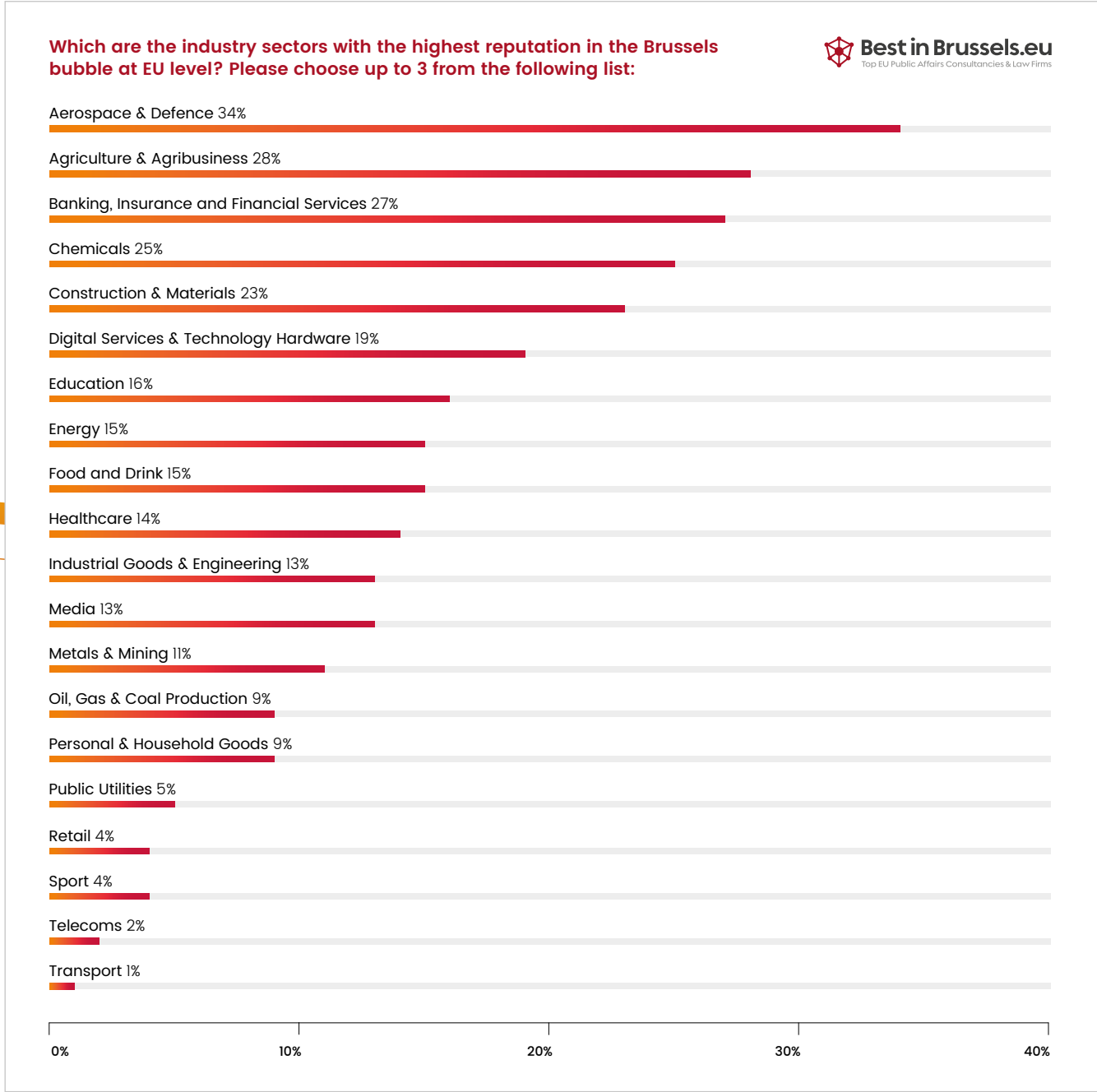
We all know reputation matters. In the corridors of Brussels, where influence often matters as much as policy, reputation is a crucial currency. While it takes years for a company or organization to build up a good reputation, it can be shattered in just a few hours by poor leadership, faulty products, or unethical behaviour to name but a few reasons. The same goes for an industry sector or an association itself.

There are many definitions of reputation but in a Brussels context, we like to talk about meeting stakeholder expectations. In other words, a good or bad reputation is all about the degree to which an organisation or sector meets the expectations of its stakeholders. For example, if the banking sector disappoints its stakeholders, the reputational and regulatory fall-out will be considerable as it was in 2008.

In another survey we conducted for trade associations we found improving the reputation of the sector is either the primary (or second after successful lobbying) expectation of association members. In our experience, particularly at the pan-European/EU level it is rare that an association has sufficient budget, or headcount, or even the mandate to deliver against the ambitious expectation to improve the reputation of an entire sector. For instance, while

many stakeholders such as NGOs or the media expect a European association to represent a sector's views across the EU, in practice its communications outreach is often confined to the Brussels village.

In 2025 we wanted to know which sectors are those with the highest and lowest reputations in Brussels, so we asked our experts.



“While the EU has made progress in decarbonising its economy since 1990, with a 49% decrease in net emissions projected for 2030, transport emissions have actually increased, currently accounting for around 25% of the EU’s total emissions. Of that percentage, 16% are from cars and vans. The number of petrol and diesel vehicles has continued to grow, reaching 256 million in 2023, a 6.5% increase compared to 2018. Air travel has become common thanks to cheap international flights, with the number of passengers increasing by a third between 2012 and 2023. The EU must grapple with how to bring transport emissions down without doing too much damage to businesses, nor limiting the freedom of travel to which citizens have become accustomed.”

Challenges and Chances for the EU: From 2025 to 2030
by Portland, May 2025.

Top of the list is aerospace and defence, chosen by over one third of respondents as having the highest reputation. This may come as little surprise given the geopolitical backdrop. With the war in Ukraine entering its fourth year and the EU taking increasingly serious steps toward defence integration and strategic autonomy, defence firms have become central to the European project. Far from being pariahs, they are now seen as essential partners in securing the continent’s future—technologically adept, politically relevant, and economically vital.

Agriculture and agribusiness follow closely at 28%. Long a cornerstone of EU policymaking, particularly through the Common Agricultural Policy, the sector retains a deep-rooted legitimacy in Brussels even with farmers’ protests. While agribusiness often finds itself the target of environmental campaigners and sustainability watchdogs, within policymaking circles it is perceived as dependable, grounded, and indispensable. Its historical entrenchment in the EU’s institutional structure ensures that it remains one of the most respected voices at the table.

In third place, banking, insurance, and financial services are at 27%. Despite their role in past crises and enduring public scepticism, these sectors are viewed with a certain professional reverence in the European capital. Their lobbying efforts tend to be highly technical, well-resourced, and deeply embedded in the regulatory architecture of the Union—particularly in the context of ongoing debates around Capital Markets Union and ESG finance.

Notably, the chemicals industry also enjoys a relatively high standing, with 25% of lobbyists ranking it among the top sectors. This likely reflects the sector’s heavy engagement with the Antwerp declaration via Cefic as well as EU regulatory frameworks, such as REACH, and its positioning within the broader green transition. Similarly, construction and materials score 23%, bolstered by the EU’s investment in infrastructure and the Green Deal’s emphasis on sustainable building practices.

Perhaps more surprising is the middling reputation of the digital and technology sector, which clocks in at just 19%. Tech might have expected to rank higher given its ubiquity in modern life and centrality to EU regulatory agendas but growing mistrust—fanned by antitrust probes, data protection controversies, and digital sovereignty debates—appears to have dented its standing among EU insiders. The mood in Brussels is increasingly one of cautious regulation rather than tech evangelism.

Further down the list, the energy sector, at 15%, finds itself in a delicate balancing act. While renewable firms are viewed positively, legacy fossil fuel interests drag down the sector’s overall reputation. The same holds true for healthcare, surprisingly low at 14%, perhaps a consequence of ongoing scrutiny over pharmaceutical pricing and access, despite the sector’s vital role during the pandemic.

At the bottom of the rankings lie gas and coal production, retail, telecoms, and transport. Fossil fuels, predictably, continue their reputational descent in a Europe focussed on decarbonisation. **Transport, remarkably, sits at just one per cent—suggesting it has become a victim of being implicated with the fossil fuel debate, institutional neglect or strategic invisibility.**

What emerges from this data is a picture of a policymaking environment that values technical credibility, alignment with EU strategic goals, and institutional legacy over popularity. Reputation in Brussels is not necessarily tied to public sentiment. It is cultivated in committee rooms, built through regulatory expertise, and sustained by a sense of purpose that resonates with the EU’s long-term ambitions. In this light, the industries that enjoy the highest regard are those that have embedded themselves in the machinery of Europe—not simply those with the loudest public voices.



EU Transparency

The last subject we wanted to explore with the survey relates to the new European Commission transparency rules in 2025. While the general principle of transparency is clearly very positive for the lobbying sector, there is a concern that “Transparency Overload” might inadvertently cause problems such as publication of sensitive market data, breaking antitrust rules and overly burdensome requirements on SMEs and NGOs.

So, we asked our experts what they think of the issue and allowed space to give their answers freely, some of which are cited below anonymously. The responses reveal a complex and often conflicted landscape. Broadly speaking, there is strong support for transparency as a democratic and ethical imperative. Many respondents view it as foundational to accountability, legitimacy, and public trust in EU policymaking. Yet the tone of the discussion also reflects widespread concern about the potential downsides of what has been dubbed “transparency overload.”

One of the dominant themes is the challenge of striking the right balance between openness and effectiveness. As one lobbyist put it:

“It is possible to **strike the right balance** between transparency and communicating sensitive data confidentially. Both are needed for effective policy-making.” While the principles behind the new rules are widely supported, respondents caution that poorly calibrated or overly broad requirements can undermine their purpose. For example, many worry that stringent transparency rules may inadvertently discourage stakeholders from sharing important insights—particularly when commercially sensitive data is involved, or when antitrust and confidentiality concerns arise. Some noted that such information is now shared orally, if at all, to avoid publication risks. This could ultimately limit the quality of input that decision-makers receive.

As one lobbyist told us: “Transparency is vital to a functioning democracy. The European Commission’s 2025 rules are a welcome step toward greater accountability in EU policymaking. Yet, as ever, the devil is in the detail. “Transparency overload” risks unintended consequences. Excessive disclosure can expose commercially sensitive data, raise antitrust concerns, and impose disproportionate burdens—especially on SMEs and NGOs. These are the very actors the EU often seeks to include more effectively. The answer lies in proportionality. Transparency must be precise, not punitive. A differentiated approach—based on size, capacity, and risk—would preserve openness without stifling participation or competitiveness.”

Several respondents also highlighted the **disproportionate impact on smaller actors**, such as SMEs, NGOs, and less-resourced organisations. These stakeholders often lack the legal and administrative support that larger entities have to navigate complex compliance demands. As a result, there is a risk that transparency rules, rather than levelling the playing field, could entrench existing inequalities in influence and access. As one respondent put it: “Over-regulating interaction can have unintended negative consequence like the EC stopping critical funding of NGOs”.

Linked to this is a perceived **increase in administrative burden**, with several comments warning of growing layers of reporting and documentation that may be duplicative, confusing, or simply excessive. There is concern that this bureaucracy could reduce the effectiveness of stakeholder engagement and even drive interactions into less transparent channels.

The issue of **consistency and reciprocity** also emerged. While lobbyists and interest representatives are held to high standards, some felt the same level of transparency is not always required of EU institutions themselves. For instance, several responses pointed to the European Commission’s selective approach to transparency—publishing meeting minutes that may omit context or include sensitive content, while simultaneously restricting access to information about internal decision-makers. As one lobbyist told us: “I agree with any transparency obligation that is imposed on interest groups, even going further than the current system. However, after Qatargate, I feel they are using it as a scapegoat, not to introduce meaningful changes to the institutions. Nothing fundamentally changed for MEPs, Commission after Qatargate, quite a bit changed for lobbyists.”

Despite these critiques, others rejected the notion that “transparency overload” is a genuine problem, arguing that concerns are often overstated or self-serving. They noted that transparency is a “license to operate” and essential for fostering trust in a sector frequently viewed with suspicion. Some respondents suggested that if organisations fear disclosure, the real question should be about the nature of what they are doing—not about the rules.

Importantly, a few voices proposed **constructive solutions**, such as clearer guidelines, differentiated rules based on organisational size or activity, and the need for better implementation and enforcement. Others called for smarter regulation that emphasises substance over paperwork, transparency in both directions (including EU institutions), and greater use of digital tools to reduce burden while improving accessibility.

In conclusion, the feedback reflects broad support for the principle of transparency, but with a strong appeal for **proportionality, clarity, and fairness** in its application. Stakeholders appear to favour a transparency regime that is robust but not rigid, one that protects sensitive data while promoting open policymaking, and one that invites—not deters—participation from a diverse range of voices in the EU’s democratic processes. As one respondent told us: “Transparency is generally a good thing for those who play by the rules. “Lobbying” has an undeserved negative reputation, caused by a combination of ignorance (partly due to lack of transparency) and unethical practices of a minority of players. Transparency should be encouraged – but it must not be a hindrance to dialogue between the regulator and the regulated.”

2025 Award for Best EU Public Affairs Campaign

In previous years in our annual survey of over 500 Brussels public affairs professionals, 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.

The winners with the most votes have included Microsoft, AmCham EU, Spotify, EFPIA, Mozilla and CEFIC along with close runners-up who received multiple votes as well as honourable mentions. This year we changed the Award to celebrate the best public affairs campaigns in Brussels.

Each application was considered by the BestinBrussels Judging Panel comprised of Emma Brown (President of SEAP), Matti Van Hecke (Head of Secretariat, EPACA) and Christophe Lecureuil (Executive Director of ECPA). Mark Dober (Author of BestinBrussels) acted as Adjudicator for the Award.

The "Best EU Public Affairs Campaign Award" celebrates best practice public affairs among the EU business community based in Brussels. To qualify for the Award, the Campaign had some, if not all of the following five elements: Impact on EU Policy Outcomes; Innovative Strategy and Approach; Stakeholder Engagement;

Reputation and Awareness Raising; Scope and Long-Term Impact. By evaluating lobbying campaigns against these criteria, the award recognizes not just success in influencing policy but also ethical, innovative, and impactful advocacy that aligns with the values of the EU policy-making process.

The BestinBrussels Judging Panel confirmed the "Winner" with the highest scores according to our criteria, along with three close runners-up who were "Shortlisted" for their respective awards, as well as ten "Honourable Mentions" who were selected from over twenty submissions.



The Winners and Shortlisted Nominees were presented their Awards at the launch of the new BestinBrussels 2025/26 Guide which took place in Brussels on 26 June.



Winner European Aluminium Campaign to "Ban Russian Aluminium"

Russia's full-scale invasion of Ukraine in February 2022 provoked a great deal of anxiety and reflection within the European aluminium industry. In addition to the natural concern about the suffering of the Ukrainian people, there was inevitable uncertainty about how to handle the fact that a country with a decades-long history as an integrated part of Europe's aluminium supply chain could no longer be regarded as a reliable or appropriate long-term partner/supplier.

European Aluminium's Executive Committee decided the association should begin an active advocacy campaign aiming to 'ban Russian aluminium' from the EU market. Just over a year later, despite considerable reluctance/active resistance from various stakeholders, the mission was accomplished. Following an initial step to prohibit imports of processed aluminium goods, the EU adopted a phased ban on EU imports of Russian primary aluminium on the third anniversary of the invasion (February 24th, 2025) in its 16th sanctions package. Although this step was the culmination of a nearly 18-month campaign in which

European Aluminium engaged with a wide range of stakeholders, (the Commission, national governments, downstream aluminium users, civil society, etc.), the key to success was getting the timing right.

As European Aluminium team notes in its submission: "Just as Russia's aggression will have long-term consequences for Ukraine, Europe and the wider world, we expect that the successful campaign to ban Russian aluminium will have a lasting impact on EU policy, further reinforcing Europe's ambition and ability to end its dependence on Russian raw materials. Now that the sanctions

are in place, it is difficult to see them being removed unless and until there is peace in Europe and a fundamental change in the nature and behaviour of Russia's leadership. In any case, it serves as a clear demonstration that a small but determined team can affect real change through advocacy."



Shortlisted

The Shortlisted "Best EU Public Affairs Campaigns" in 2025 are:

**ACEA #FutureDriven campaign.**

ACEA transformed a small part of the heart of the EU Quarter, the former ING bank on the well-known Place du Luxembourg for six weeks into a thriving hub for policy events, stakeholder engagement, partner activities, and networking events. Working together with the agency Bump, ACEA organized over thirty events over six weeks, reaching more than one thousand visitors, high-level speakers such as company CEO's and Ministers, and stakeholders ranging from NGOs to schoolchildren who learned about their industry fostering STEM education.

**IRU – International Road Transport Union "Safe Young Drivers" campaign**

The Safe Young Drivers campaign was part of a bold IRU advocacy initiative that tackled an outdated EU regulatory barrier, age limits in the EU Driving Licence Directive, with an objective to eliminate it. IRU called for licensing reform to align with modern, skills-based training closing the gap between school graduation and job entry. Through compelling stories, data, and targeted advocacy, the campaign shifted the narrative from fear to competence, from age to ability. It empowered policymakers to see young drivers as an opportunity, not a risk, a way to strengthen supply chains, reduce unemployment, and future-proof the profession. Safe Young Drivers turned a niche legislative issue into a relatable, urgent political cause. By blending facts, emotion, and strategic timing, the campaign captured attention and support at the highest levels and helped shift EU policy.

**"European Oceans Pact" campaign by the Oceano Azul Foundation (OAF) and Europe Jacques Delors (EJD)**

The European Ocean Pact campaign achieved significant impact on EU policymaking in a record time. A political strategy for the Ocean was originally absent from strategic documents – such as the Letta and Draghi Reports – and, thanks to this campaign, it emerged as a top priority on the European political agenda. The campaign originated with the Manifesto for a European Ocean Pact, launched by the Oceano Azul Foundation (OAF) and Europe Jacques Delors (EJD) with input from high-level EU and ocean policy experts. The manifesto was officially presented at the Our Ocean Conference in Athens – on April 2024 – and delivered to the European Parliament on April 17, 2024. It called on the incoming European Commission to adopt a bold and coherent strategy to address environmental challenges and leverage the economic opportunities of the ocean. It positioned the ocean as central to Europe's sustainability, prosperity, and resilience. The BestinBrussels consultancy Eupportunity supported the campaign at every stage in Brussels. The European Ocean Pact is set to be presented to the College of Commissioners on June 4, 2025, and officially presented by the President of the European Commission, Ursula von der Leyen, at the 3 UN Ocean Conference in Nice. Moreover, representatives from the OAF and EJD have been invited by the Commission to speak at this high-level event. This is clear, demonstrable evidence of major political impact achieved in under 18 months.

Honourable Mentions

The judges also highlighted a list of top ten "Honourable mentions" to denote the other best campaigns, amongst more than twenty submissions from the EU public affairs community.

The "Best EU Public Affairs Campaign" 2025 Honourable Mentions (in alphabetical order) are:

Airlines for Europe (A4E)

Airspace reform campaign.

Bayer

Sustainable Competitiveness Campaign

Cerame-Unie

#InclusiveCleanIndustrialDeal Campaign

Confederation of European Paper Industries (CEPI)

Circular Choices Campaign

EDACS

"Ending Discrimination Against Cancer Survivors" Campaign

EFPIA

Precision Oncology Campaign

ePURE

Farms to Future Campaign

European Textile Services Association (ETSA)

Climate Ambassadorship Campaign

EU salt

Iodised Salt Campaign

Nuclear Medicine Europe

Protecting Patient Care Campaign

What does it mean to be "Best in Brussels" for PA professionals today? And will it mean the same tomorrow?

Outside of the questions we all face on the state of the world we live in, this is probably the central professional question for the thousands of consultants, corporate and not for profit individuals gainfully employed in EU public affairs.

Do the geopolitics, the Trump libertarian influence on Europe, the technology, AI, the newly supportive perspective on strategic industries, the drift right, the intense focus on defence, the war on our doorstep and key parts of the globe, the security obsession (energy, food, defence, water, borders), really mean that everything is so different now that history has nothing to teach us? Can we no longer learn from the past and is the regular cry of "nothing has changed since the last mandate" truly dead and buried?

Here are five "best in" PA questions to help consider the answer through today's lens:

1. **Ethics** – harder than ever to remember we are in it for the long haul when tomorrow is so uncertain. More critical than ever to do so. How will the newly established inter-institutional EU Body for Ethical Standards get on after 5 years in the making and what is our professional equivalent? Will we interact? How can transparency be central and sustained against a backdrop of virtual pathways and complex wealth of information?
2. **Proactivity** – looking forward and innovating, particularly in political communication – is winning the day internationally. How do we deploy this for the good in day-to-day EU policy making rather than only react, either to sensationalist communications used to produce political impact, or in defence mode reacting to the latest legislative proposal? In pitches they always tell you to take up the space. How can we take up the ground and propose innovative ideas and ways of doing things? The push around the

Defence, Security and Resilience Bank, a potential way to fund defence beyond nation states, is a prime example. There has always had to be a win for the political, as well as a policy logic. What does that win look like today?

3. **Knowing your stuff.** When fact seems at times either to count for little or to be hard to pinpoint in our social media mine-filled landscape, how do we, without naivety, evidence our engagement imaginatively and ensure thoughtful information registers and resonates? Story telling seems to be over. Research, polling, deep analysis has never taken off as part of PA in Brussels in the way it is used elsewhere. Given the massive changes wrought by AI and the wide availability of public data, is this the moment for a much better version of economic [and social and ...] impact?
4. **Consensus and due process.** **Always** – in theory – the modus operandi in Brussels, consensus has long bowed to a more centrally controlled Commission; fragmented and more nationally oriented member states; and much more tribal politics. What replaces the outdated concept of consensus in a democratic frame? What improves diversity of input; combines interests for better, more widely appealing outcomes; and how can we adapt the system to function effectively and deliver high performing, public interest-based policy making? Professor Jude Browne, Head of Department at Cambridge University's Politics and International Studies (POLIS) has looked at introducing an obligatory civic duty; a jury duty style stint in policy making to increase public involvement in ways beyond the

(often low) voter turnout. At the 2024 EP elections % turnout ranged between 21% in Croatia and 89% in Belgium where voting is obligatory. Would this or other adaptations allow us to better reflect public interest and diversity of opinion? Could it or other innovations in the political procedures replace an often-flawed consultation process without bogging down the system? How can we integrate publics and other diverse parties to create commonality in influence?

5. **Political responsibility.** With everything in and beyond the Brussels sphere changing so rapidly and constantly; with the EU pre-occupied in international response; and in the new era of political realism; can public affairs professionals fill a gap in the system or at least bring thoughtful balance and brave innovation through political responsibility? What specifically does that responsibility look like for each of us?

Being best in Brussels might mean finding answers to these and other questions, adapting with purpose and integrity and thinking forward. If you have the answers, I bet you are Best in Brussels.

**Julia Harrison**

Public Affairs Adviser, Non-Executive Director at Expect AI and former Global Head of Public Affairs at FTI Consulting

AI in Public Affairs: Transforming Advocacy

The public affairs world is undergoing a (not so) quiet revolution. AI tools and methods, once novelties, are now essential components in the public affairs professional's toolkit—but mastering them requires deep and strategic thinking.

AI is simultaneously "eager, smart, and ignorant." This means its primary function is to please the user and prioritize speed over depth, while often lacking proper context about what task needs to be done.

We must also approach these tools with a clear understanding of their 80/20 nature: they'll handle 80% of the heavy lifting, while the critical 20%—strategic judgment, ethical considerations, and contextual understanding—remains firmly human territory.

For European advocacy professionals, AI offers tremendous possibilities beyond mere efficiency gains. It is not only about unlocking political intelligence from complex reports, there are qualitatively better results too: AI-enhanced presentations can create unique storytelling perspectives and metaphors that resonate with and persuade policymakers in Brussels.

A fun example I often use to demonstrate this point is a prompt along the lines of: "You are a stapler on Ursula Von Der Leyen's desk. Tell me what a typical day looks like. Be brief, and funny."

Yet caution is essential. When feeding AI systems information about sensitive stakeholder meetings or communications with EU officials, anonymisation isn't optional—it's essential. Converting "MEP Clara R.'s private comments" to "relevant arguments shared by EU stakeholders" would be an easy way to go.

The most sophisticated practitioners are moving beyond basic applications toward a stacked approach: using meta-prompts to uncover blind spots, providing hand-picked relevant documents, and applying specific frameworks to generate persuasive advocacy strategies.

The future belongs to those who view AI not merely as a productivity tool but as a strategic partner in the advocacy process—one that uses human creativity and effectiveness while remaining firmly under human guidance.

The question isn't whether to use AI in public affairs, but how thoughtfully we'll integrate it into our processes so it can lead to radically better advocacy.



Andras Baneth
Public Affairs Entrepreneur
and Managing Director of
Influence Builders

It's Morning Again – in Europe

Two developments in transatlantic relations are creating new opportunities for public affairs: the influx of international capital seeking stability in Europe, and the pressure to simplify EU regulations seen as non-tariff trade barriers by the Trump administration.

10% up against the dollar. 3% against the pound. 9% against the Chinese yuan. The appreciation of the euro is a sign of growing confidence towards Europe as a safe haven for global investment compared to an unpredictable America. Following the US withdrawal from several international commitments, Germany and others have launched large stimulus packages and defence investments. Market confidence and demand for Member States' bonds went up, creating a favourable environment for foreign capital. The complexity of European regulations is now the primary remaining obstacle to large investment flows.

The US 2025 National Trade Estimate Report devotes 40 pages – compared to 6 for the UK – to the finding that virtually all EU regulations constitute trade barriers. This creates strategic tension: turn to alternative partners such as India, China, or even Russia, or accommodate US demands by deregulating. The latter approach is more likely as it aligns with von der Leyen's simplification agenda. Commissioner Rosswall's proposal to reduce secondary environmental legislation by a third could be seen as a first nod in this direction. After all, secondary legislation accounted for 99.2% of all environmental legislation in the last mandate.

This opens two interacting prospects. First, international investors with limited knowledge of the European single market need regulatory guidance. Second, the pressure for deregulation opens up the opportunity to reshape previously sacrosanct legislation. Both the money and political will for change have arrived. This will yield new business opportunities. For those of us looking at the situation with measured pragmatism, it is truly morning again: Not in America, but in Europe's public affairs sector.



Mathias Wosyka
Senior Consultant at
Nemec+Chvatal

This article by Mathias Wosyka won the 14th edition of the John Houston Essay Contest organized by EPACA.

EPACA invited young public affairs professionals from its member consultancies, to participate in the contest with the aim of promoting and celebrating young talent by recognising original thought and strong writing skills. For this year's contest, participants were asked to share their views on the following question: "How is the evolving transatlantic relationship between the EU and the US impacting the public affairs industry in Brussels?"

Checklists for Lobbyists

“... Under conditions of complexity, not only are checklists a help, they are required for success. There must always be room for judgement, but judgement aided – and even enhanced – by procedure”. The Checklist Manifesto, Atul Gawande.

Many professions – surgeons, airline pilots – have systemised their best practice through checklists. Lobbyists seem immune to the practice. I have heard the claim that each legislative or policy file they work on is unique and special. I disagree.

In the new edition of “How to Work with the EU Institutions: A Practical Guide to Successful Public Affairs in the EU” (new edition in September 2025), Alan Hardacre and I produced a chapter on Recommendations for Best Practice for EU Public Affairs. The checklists on recommendations what to do and not to do is below.

Most of the points are, I believe, obvious. Good practice is still too rare. People stepping in too late in the process after the key decisions have been taken, providing little to no credible data and evidence to support their case, is still too common.

If lobbyists used checklists in their day-to-day work, there would be two immediate gains. First, they would make it easier for their new hires to understand what they need to do. Second, they'd increase the chances of success for their clients.

The Top 16 Must DO Recommendations for Successful EU Public Affairs

1. Apply a structured EU public affairs methodology – Organise your strategy and execution clearly.
2. Deepen your understanding of influence – Build your capacity to achieve results in complex systems.
3. Master the EU legislative and policy-making process – Know the formal and informal pathways.
4. Engage early – Influence is strongest at the beginning; don't wait for proposals to be finalised.
5. Set clear, realistic objectives – Know what you want and be aligned internally.
6. Collect and manage intelligence effectively – Strike the right balance between digital tools and human insight.
7. Be transparent and honest – Integrity is non-negotiable in a trust-based environment.
8. Tailor arguments, data, and messaging – Always adapt to the audience and the institutional context.
9. Understand your audience – step into their shoes to share compelling messages.
10. Build coalitions and activate networks – Invest time in nurturing allies and mobilising action.
11. Recognise Europe's diversity & Integration Objectives and bring EU solutions.
12. Present yourself professionally and with creativity – Differentiate yourself in a crowded, competitive space.
13. Practise reciprocal influence – understand mutual interests and where (and what) you must also give.
14. Stay agile – continually assess your strategy and tactics to reflect your changing environment.
15. Stay connected to development in the Public Affairs profession – notably in tech and AI to make sure you always have access to the best tools.
16. Connect your public affairs and communications to increase your touchpoints with key stakeholders.

Recommendations for Best Practice EU Public Affairs: Must NOT DO

1. Don't be negative, obstructionist, or anti-European – Focus on solutions, not just problems.
2. Avoid aggression or threats – Constructive dialogue builds lasting relationships.
3. Never compromise your credibility – Stay within your remit and be consistent.
4. Know when to disengage – Avoid wasting resources on lost causes.
5. Don't dominate conversations – Listen actively to gain insight and credibility.
6. Don't stop learning or improving – Treat EU engagement as a continuous professional development journey.
7. Don't over-promise: Manage expectations (externally and internally).
8. Don't ignore National Capitals: Brussels is not the whole story.
9. Don't forget internal allies: EU Public Affairs is not a solo sport.
10. Don't over-rely on AI: Always apply human judgement and experience.



Aaron McLoughlin
Partner, FleishmanHillard

Source: Alan Hardacre & Aaron McLoughlin, How to Work with the EU Institutions: A Practical Guide to Successful Public Affairs in the EU, 2nd Edition.



Stakeholder Management in a Digital Age

From Spreadsheets to Strategic Engagement

In a time when companies face growing demands from politicians, investors, and society at large, stakeholder management as a discipline has moved from being a “nice-to-have” to a strategic must-have. Expectations for reporting and transparency are constantly rising. But how do you manage stakeholders effectively in a digital, fast-moving world with constant information flows across countless sources and where the number of relevant stakeholders expands day by day? The answer is to treat stakeholder management as a strategic discipline – and support it with the right technology.

Moving beyond the House of Cards mindset

Public Affairs has long carried the aura of something mysterious. A world of closed doors, backchannel deals, and personal networks – something closer to House of Cards than to modern, accountable business practice. And to be honest, after working in this field for several years, it hasn't been easy to challenge that conservatism. Many professionals in the industry have resisted the move towards transparency, structure, and measurement.

But the old-school mystique is part of the problem. It creates opacity instead of clarity, and personality-driven influence instead of institutional knowledge. And it leaves Public Affairs out of sync with the rest of the business world – where compliance, ESG, risk, and governance have resulted in a move towards transparency, traceability, and digital maturity.

As long as Public Affairs is seen as a black box, it's hard for C-level to fully understand its value – both for strategy and the bottom line. To stay relevant, the discipline must evolve – beyond the mystique and start demonstrating its impact in ways that everyone across the business can relate to and understand.

From contact lists to digital platforms

Stakeholder management used to be all about personal connections and simple, static tools – sometimes just a spreadsheet with contacts and a few scattered notes. But today, that's no longer enough, especially with everything moving so fast:

- More regulations like ESG reporting, EU legislation, and supply chain due diligence
- A complex network of stakeholders – NGOs, regulators, investors, media, policymakers
- Fast news cycles, shifting narratives, and many different channels to get your message out
- Cross-functional teams working with the same or different stakeholders across departments

To keep up, stakeholder management has to be flexible, collaborative, and supported by the right digital tools.



Sosun Sendi Breitenbach
Public Affairs Director
@ Ulobby



The digital transformation of stakeholder work

Stakeholder management isn't just about who you know – knowing who matters is just the start. It's about what you know, how you share it, and what you do with it – and when. With the right platform, organizations can:

1. Improve governance

One of the most overlooked benefits of digital stakeholder platforms is better governance. When management gains a clear overview of political engagement and stakeholder interactions, it becomes far easier to spot risks early, avoid duplicated efforts, and align communication with overall strategy. This kind of transparency is crucial when politicians, boards, and the public demand more accountability and internal alignment.

2. Centralize knowledge and coordination

In many organizations, vital information about stakeholder engagement is scattered across inboxes, personal notes, or held by just a few people. When those people leave, important context and relationships can be lost. A shared digital platform acts like a collective memory, showing who spoke to whom, when, and what was discussed – making sure no valuable insights are lost and enabling coordinated decisions across the organization. With the right platform, you can track:

- Meetings and conversations with stakeholders
- The history of your engagement with key contacts
- Upcoming opportunities and risks based on policy timelines

3. Monitor and contextualize in real time

Successful stakeholder management means knowing not just who the key players are, but also what matters most to them right now. Priorities and concerns can change quickly, especially in today's fast-moving political landscape. Having real-time insight is therefore essential to stay ahead and respond fast. By linking political monitoring with your stakeholder management in one platform, teams get a clearer picture of shifts in priorities and what drives the agenda. This makes it easier to react quickly and with the right approach, rather than relying on time-consuming manual research across different sources or using data that is outdated or unavailable.

4. Segment and prioritize stakeholders

Digital tools help teams move from broad outreach to targeted, strategic engagement.

By grouping stakeholders by influence, relevance, or alignment, you can:

- Focus time and energy where it counts
- Tailor messages to different audiences
- Measure and adjust based on results

From reactive to proactive stakeholder management

Digital stakeholder management marks a shift in how companies interact with their environment:

- From reactive to strategic: Less firefighting, more foresight
- From siloed to shared:

Teams coordinate across functions and geographies

- From informal to accountable: Documentation, structure, and measurable impact

Public Affairs becomes less about the individual consultant with the right phone numbers in their contacts list – and more about the team with the right information, timing, and approach.

The human element is still crucial

No matter the tools or AI involved, one thing remains clear: technology can support, but never replace, real relationships. Influence still depends on trust, timing, and emotional intelligence. The goal isn't to remove the human touch – it's to give people more leverage. When digital systems take care of documentation, insights, and coordination, professionals have more time for what they do best: building trust, shaping narratives, and driving change.

Final thoughts

Stakeholder management in a digital age is about making complexity clear. It's about knowing who influences what – and how your organization can influence back, transparently and effectively. When organizations leave the spreadsheet behind and embrace digital tools, they don't just gain structure – they gain strategic advantage. Digital platforms help you connect stakeholder work to governance, risk, and long-term business goals. In short: It's no longer about who you know – it's about what your organization knows, and how quickly it acts on that knowledge.

Two easy ways to increase impact

After being involved in political campaigns and public affairs campaigns for many years in The Netherlands, our agency set up a Brussels office two years ago. Many times I'm asked by Brussels lobbyists: you have an innovative comms agency, what are the trends we should be using? My answer usually is: I don't care.

It is the wrong question to ask. Another wrong question to ask: "How can we measure the impact of public affairs work?" So often have I heard that question. Never has anyone asked me "How can we increase the likelihood of impact beforehand?" And there are so many ways to do it. In this article I will propose the two most basic ones that anyone can start with tomorrow.

Another fun Brussels Bubble fact: lobbyists put countless hours in crafting manifestos which they know no one will read. I've been asking many of them: do you think decision makers read your manifesto? And they all confirm that they don't.

But manifestos have been a trend for years, so everyone is making one. Manifesto's fulfill an external need: the need to be complete to the outside world and to make plain text look nice. The need to show policymakers policy. They also fulfil an internal need: to decide on a common approach and priorities, to get facts straight, to get a whole team working on a project.

Manifestos reveal an underlying problem with how we practice the art of influence in Brussels: what to say is being trumped by what to do. Wrong questions have led us to collectively mistake a means – a manifesto – with an end – policy success.

Knowing what to say is such a basic thing. But in Brussels, messaging tends to be policy oriented, ugly and often ineffective. People spend too little time on first creating good narratives and then testing them to see if they are effective.

Take the manifesto. It consists of a title which is widely being seen. Emails are sent to stakeholders with introductory texts. Events are organised and they also have prominent titles and speeches. Social

media posts are made with copy texts leading us to the manifesto website.

Most of the time, these texts have been crafted to suit the lobbyists' desires instead of those of the stakeholders who have to be convinced. And almost none of the times have these messages been tested. You could be throwing words at your target group which have a nett negative effect on how they perceive your issue. To be honest, you probably are.

How do you prevent this? The first easy way to do this is to start applying lessons from behavioral science to what you do. Behavioral science is the science of influence. To influence humans, you need to first understand humans. You need to know how their brain works. How they make decisions. Process information. Behavioral science can do so much for a lobbyist.

Such as knowing how to set up a meeting just right. Knowing which words trigger the desired response. Knowing how to use facts to support your message instead of killing it. Understanding what a decision maker needs from you, instead of the other way around.

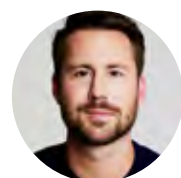
And maybe best of all: applying behavioral science prevents costly gut based mistakes. I see those mistakes all the time. Communication about policy which is hurting the lobby goal, because there is no awareness of basic lessons from behavioral science. There's probably nothing which would increase your impact more than using lessons from behavioral science. It's all out there ready to be learned and easy to apply.

The second way to improve your likelihood of success is to start testing messages to find out which effect they have. Do they make

people – segmented by political preferences – agree with you more? Or less? The latter is more often the case than you would imagine.

Doing research is not new. But focusing on testing for effectiveness is very rare in Brussels. I see lots of surveys trying to find out what people think about issues. But almost none trying to find out how to get them to agree with you. The first kind of survey is big, takes a lot of time and is very expensive. In the end you'll have some general insights, but no specific knowledge about what to do. The second kind of survey is short, quick and cost effective. And you will literally know what to do and what not to do.

Two ways to improve your impact. Both of them give you the numbers and the science to prove what the effect will be of what you're telling your stakeholders. After doing these two things right, go ahead and do the other things. Do the manifesto. Do the event. Do the social media campaign. Do the trends. By all means, my agency can help you with those and make them more effective as well. But they will only work if the message is right. That's where impact really starts.



Mark Thiessen,
Campaign Strategist and
owner, Meute

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Foreword from SEAP



Charting a New Course for Better Regulation

As Brussels continues to navigate a fast-evolving political and regulatory landscape, it's never been more important to reflect on the principles that underpin smart, effective policymaking. Better Regulation — once the gold standard for evidence-based and transparent decision-making in the EU — remains a vital tool not only for good governance, but for reinforcing trust between institutions and citizens.

The European Union's Better Regulation agenda has long stood as an ambitious framework designed to ensure that every proposal is grounded in rigorous analysis, open stakeholder engagement and democratic accountability. Over the past decade, impact assessments have become a familiar sight in Brussels and a cornerstone of EU policymaking. Consultations have drawn input from civil society and

industry alike. Ex post evaluations have shed light and helped track real-world outcomes. Yet, as the Union confronts an ever more challenging and complex policy landscape — from digital transformation, climate imperatives to shifting geopolitical realities — the original promise of Better Regulation has begun to show signs of strain.

With the reform of the Transparency Regulation on the horizon, this is

a timely opportunity to reinforce and renew the original promise of Better Regulation. This is a chance to strengthen the foundations of the EU lawmaking system so it remains both legitimate and effective.

At the heart of any solid regulatory framework lies independent scrutiny and transparency. The Regulatory Scrutiny Board (RSB), charged with ensuring the quality of impact assessments, embodies this principle.

However to fully deliver on its mission, the RSB must be granted genuine functional and operational autonomy. Transparent appointment procedures, fixed terms for Board members and a budget shielded from political priorities would keep its work impartial. Equally important is equipping the Board with the expert resources necessary to tackle a wide range of proposals. From environmental economics to digital policy, the RSB's mandate demands multidisciplinary expertise. Investing in additional staff and specialist skills would not only sharpen the quality of analysis but also help deliver faster, more informed reviews.

It is all about timing, including impact assessments. All too often, assessments are released only when draft legislative texts are close to final — by which point negotiating positions have hardened and political horse trading has already begun. Decoupling the publication of impact assessments from the draft legislative acts would invite earlier and more meaningful engagement, grounded in evidence. This would enable all stakeholders — whether NGOs, businesses or academic experts — to contribute constructively before options are locked in. This shift would reduce the perception that decisions are "pre cooked," allowing for a more inclusive, genuine contest of ideas and better alignment between evidence and political ambition.

Transparency is not solely a matter of when documents are published; it is also about how evidence is handled and used. Today, impact assessments can appear as tidy add-ons to already made political decisions, rather than the engine that drives them.

A shift in mindset is needed: evidence should guide policy, not just justify it. By making data collection methods and sources openly accessible, the Commission can build confidence in the process. A publicly available, easy-to-follow "evidence path" tracing how specific analyses — such as cost benefit studies or environmental models — influence legislative outcomes would enhance clarity and accountability. To guard against superficial use of studies, introducing minimum standards for evidence in initiatives with measurable socio-economic effects would further strengthen the integrity of policymaking.

Closing the procedural loopholes is the final step. Aligned with the Commission's Omnibus initiatives, the significant changes during institutional negotiations need to be evaluated. With often far-reaching consequences without being subject to impact assessments, these amendments can

be hugely impactful. Similarly, strategic delegated acts — often loaded with politically sensitive measures — slip through without the same checks. This leads to a two tier system that hurts both openness and accountability. To stop major decisions from slipping through unnoticed, every major change during interinstitutional negotiations should come with a proper impact assessment. Likewise, important delegated acts should get a quick but thorough check, ensuring consistent checks and greater coherence regardless of the legislative route.

These changes go beyond bureaucratic tweaks; they are foundational improvements. They are about restoring trust between EU institutions and Europeans. Better Regulation is not about red tape and process choreography. It is about designing smarter, fairer policies that command public trust. The reform of the Transparency Regulation presents a rare chance to align openness and Better Regulation together in a seamless package. By strengthening the independence and capacity of the RSB, encouraging earlier and more open debates, embedding an evidence first culture and extending scrutiny across all significant legislative decisions, the EU can lead by example. At a time of huge challenges, we need to work together to invest in the EU's reputation, strength and ability to deliver for its citizens now and in the future.

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.



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



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

www.seap.be

Foreword from EPACA



The current climate in EU public affairs

As Brussels moves into a new institutional cycle, the public affairs environment continues to evolve, shaped not only by internal transitions but also by external pressures. One significant development is the increasing complexity of the relationship between the EU and the United States.

While this dynamic might encourage greater demand for engagement from American businesses and stakeholders, it has also introduced new challenges. Representing the interests of European and U.S. companies, whether in-house or through consultancies, now requires navigating a more cautious environment in Brussels, reflecting broader discussions on strategic autonomy and international economic

stability. Now more than ever, the Brussels public affairs industry can play a key role in ensuring constructive and transparent dialogue.

At the same time, institutional integrity remains under scrutiny. New allegations of corruption involving Members of the European Parliament have once again heightened public demand for accountability and reform. Such scandals undermine

the perception and legitimacy of lobbying in Brussels and call for more effective measures to combat misconduct by EU officials. New measures, however, risk unintentionally restricting legitimate, transparent lobbying efforts. There is a clear need for reform that draws a distinct line between unlawful and unethical practices and the vital role of interest representation in democratic policymaking.

Promoting transparency, defending public affairs, and raising standards

EPACA's mission remains unchanged: to support ethical, transparent, and professional lobbying in the EU. Across various regulatory initiatives, we advocate for a level playing field where all types of interest representatives are treated equally, access to information is fair and open, and disclosure rules are harmonised and proportionate. We remain concerned that overly burdensome rules could reduce democratic access to decision-makers or duplicate existing obligations, particularly where the Transparency Register already offers sufficient accountability.

Ethics as a core principle of the profession

Being an EPACA member means upholding the highest standards of professionalism and ethical conduct. Our Code of Conduct, recognised by both the European Commission and Parliament, continues to guide our members in responsible interest representation.

We continue to work closely with the Transparency Register Secretariat and other institutions to ensure our members' perspectives are reflected in the development of sound, workable frameworks. Our focus is on making transparency more meaningful and effective, not more complex.

Through events, workshops, and the use of practical tools, EPACA supports its members in embedding transparency and integrity into daily practice. We are particularly committed to shaping the next generation of ethical public affairs professionals, ensuring that our values are not just aspirational, but actionable.

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 policymakers. 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.



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

www.epaca.org

The Best in Brussels Consultancies 2025/26

Leading Mid-to-Large Consultancies

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Leading Boutiques, Specialists and Start-ups

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There are around 610 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 80 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.

Together with our featured firms these are the Top 80 EU Public Affairs Consultancies highlighted by BestinBrussels.eu

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 eleven other consultancies to be commended in Brussels who we hope to feature in future editions of BestinBrussels including; Aliénor, Aula Europe, Eamonn Bates Europe Public Affairs, EPPA, EUK Consulting, Euros/ Agency, FLINT, Global Counsel, Hanbury Strategy, and Shearwater Global.

Methodology

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

Well, for the last eight 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 2025 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 2025, there are 610 professional consultancies listed on the EU Transparency Register. In addition, there are around 160 self-employed individual consultants from around Europe, of whom around 40 are based in Belgium. Although there are many good individual consultants, our mission is to examine the best firms.

A closer inspection of the 610 agencies shows 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



Office Address

Rue de la Loi 227, 1040
Brussels, Belgium

Email Address

Elaine@acumenpa.com
Giles@acumenpa.com
Max@acumenpa.com
Nikos@acumenpa.com

Client Contact

Elaine Cruikshanks, Giles
Keane, Nikos Manaras,
Max von Olenhusen

Telephone Number

+32 2 669 16 00

Website Address

acumenpa.com

Brussels Office Since

📅 2010

Number of Public
Affairs Consultants

👥 70

Key Specialisms

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

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

Partnership.

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.

Rue de la Loi 227, bte 4
1040 Brussels

+32 2 669 16 00

info@acumen-publicaffairs.com
www.acumen-publicaffairs.com



ADS Insight

ADVOCACY | DIALOGUE | SUSTAINABILITY

Office Address
Rue de la Loi 155, Bte97,
1040 Brussels

Email Address
info@ads-insight.com

Telephone Number
+32 476 31 41 37

Website Address
ads-insight.com

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.

Key Clients

- DNV
- Japan Transport and Tourism Research Institute
- Reloop Platform
- Tomra
- INTERTANKO
- 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"

Services:

- Policy and communication
- Studies
- Training and capacity building
- 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

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.

Résidence Palace
Rue de la Loi 155, bte 97
1040 Brussels, Belgium
info@ads-insight.be

Offices in
Germany, Poland and Sweden
EU Transparency Register
02762144321-07

ADS Insight

ADVOCACY | DIALOGUE | SUSTAINABILITY



Office Address
Rue Montoyer 47, Fifth Floor,
B-1000 Brussels, Belgium

Email Address
request.proposal@
apcoworldwide.com

Telephone Number
+32 2 645 9811

Client Contact
Carmen Bell, Managing Director

Website Address
apcoworldwide.com

Brussels Office Since

📅 1995

Number of Public
Affairs Consultants

👥 60

Key Specialisms

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

About APCO

Firm Description

APCO is a global advisory and advocacy firm helping leading corporations, foundations and governments navigate a complex world and create lasting impact.

After 30 years in Brussels, APCO remains at the forefront of strategic counsel and stakeholder engagement in 'The Bubble' and beyond. APCO is a trusted partner to bold purpose-led leaders, lawmakers, government officials, NGOs, the media and other stakeholders. For 40 years, APCO has been renowned for its ability to champion clients' interests and permission to operate, build client reputation and strengthen client standing.

Our diverse and multicultural team keeps our clients informed ahead of time and works seamlessly with colleagues in other European capitals and worldwide. By bringing diverse people and ideas together, and working beyond traditional boundaries, APCO builds the un/common ground upon which progress is made.

Ownership Structure

Founded in 1984, with one woman's vision and bold action, APCO has grown into an independent, majority women-owned firm of more than 1200 employees with work spanning 80 markets around the world.

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

We work with a large number of global companies from diverse sectors including technology, healthcare, financial services, energy and sustainability. A full list of our clients can be found in the EU Transparency Register.

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 more than 1200 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.



APCO is a global advisory and advocacy firm helping the world's leading corporations, foundations and governments navigate a complex world and create lasting impact. By bringing diverse thinkers, creators, stakeholders and ideas together, and inspiring confidence while working beyond traditional boundaries, APCO is building the un/common ground upon which progress is made.



To connect with our team and learn more about APCO's 40 years of experience and public affairs work across Europe, visit our [EU LinkedIn page](#).



BRUNSWICK

Office Address
Rue de la Science 4, 1000 Brussels

Email Address
brusselsoffice@brunswickgroup.com

Telephone Number
+32 (0) 2 235 65 10

Client Contact
Nick Blow

Website Address
brunswickgroup.com

Brussels Office Since

📅 2000

Number of Public Affairs Consultants

👥 27

Key Specialisms

- ✔ Sustainability & Environment
- ✔ 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
 - Geopolitical
 - Financial situations
 - Investor engagement
 - Digital strategies and content creation
 - Insights – polling and data analytics
- Key Clients**
- Amway
 - AWI
 - Daikin
 - Veolia Water
 - Amgen
 - ICE
 - Broadcom
 - Merck
 - The Walt Disney 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.

www.brunswickgroup.com | +32 2 235 6510
Rue de la Science 4, 1000 Brussels.

Burson

Office Address

Square de Meeûs 37, 1000 Brussels

Email Address

Andrew.Cecil@burson-global.com

Telephone Number

+32 (0) 2 743 66 11

Client Contact

Andrew Cecil,
Chief Executive Officer

Website Address

burson-global.com

Brussels Office Since

📅 1965

Number of Public Affairs Consultants

👤 80+

Key Specialisms

🔍 Chemicals

🔍 Digital Services & Technology Hardware

🔍 Energy

🔍 Healthcare

🔍 Competition & Antitrust

🔍 Sustainability & Environment

About Burson

Firm Description

With a presence in Brussels since 1965, Burson is a pioneer and leader in public affairs and communications. We're proud of the environment we've built that empowers every individual to grow and succeed.

At Burson, we design innovative, integrated public affairs and communication strategies that shape reputations across Europe and beyond.

Our clients benefit from more than just consultancy—they gain a strategic partner. Leveraging best-in-class counsellors and our global network, we provide fresh perspectives and actionable insights.

We have deep expertise in global issues, communications, and crafting compelling narratives, all powered by our proprietary AI solutions. We partner with our clients to deliver bespoke and impactful campaigns that drive meaningful business outcomes.

Ownership Structure

Burson operates under WPP (NYSE: WPP), the creative transformation company. Learn more at www.bursonglobal.com.

International Structure

The Burson Group is a strategic network of highly specialized global agencies that partner with clients across geographies, stakeholders and sectors. We have 130 offices in 39 markets and 6,000+ creative problem solvers powered by industry-leading technology, driven to innovate and operate at unmatched scale.

Key Strengths

- Corporate and Public Affairs
- Consumer and Brand
- Creative and Content
- Advisory
- Intelligence and Innovation

Key Clients

See our EU transparency register (BCW)

Testimonials and why clients like to work with us

According to feedback, clients 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, and technical policy expertise
- Provide a strong framework for measuring success

Burson

Purpose-built
for a new era.

bursonglobal.com

B



Office Address
Avenue Adolphe Lacombé 59
1030 Brussels

Email Address
info@clerens.eu

Telephone Number
+32 (0) 2 743 29 81

Client Contact
Thomas Otuszewski
Business Director
(t.otuszewski@clerens.eu)

Website Address
www.clerens.eu

Brussels Office Since

📅 1991

Number of Public Affairs Consultants

👤 50

Key Specialisms

- ⓧ Energy
- ⓧ Sustainability & Environment
- ⓧ Association Management
- ⓧ Public affairs
- ⓧ EU Funding
- ⓧ Communication and events

About CLERENS

Firm Description
CLERENS is a leading public affairs and communications consultancy based in Brussels, specialising in the energy, environment, climate, and mobility sectors. We excel in advocacy, strategic communications, EU funding, and event organisation.

We empower organisations committed to sustainability by helping them navigate the complexities of EU policies and secure a competitive edge in Europe and beyond.

By amplifying your voice at the EU level, strengthening your influence with strategic communications and impactful events, and unlocking access to essential EU funding, we enable transformative initiatives to thrive and scale.

Our multicultural team brings fresh strategic insights and an extensive network to the table, providing personalised and dedicated support tailored to your needs. Whether you seek bespoke solutions or long-term partnerships, we are here to support your journey towards a sustainable future.

International Structure
While having its headquarters in Brussels, CLERENS operates all around Europe.

Key Strengths
CLERENS' strength lies in the deep specialisation of our team in the energy, envi-ronment, climate, and mobility sectors. Our focused expertise, extensive net-works, and dedication allow us to provide innovative and tailored solutions to meet each client's unique needs.

We take a 360-degree approach, looking beyond regulations to address every aspect of your goals. From public affairs and strategic communications to event organisation and access to EU funding, we ensure that all angles are covered to help our clients achieve success.

By concentrating on a select range of topics and always choosing quality over quantity, we are always able to deliver the required knowledge, experience, and personalised commitment. This enables us to support our clients effectively while contributing to a sustainable and competitive Europe.

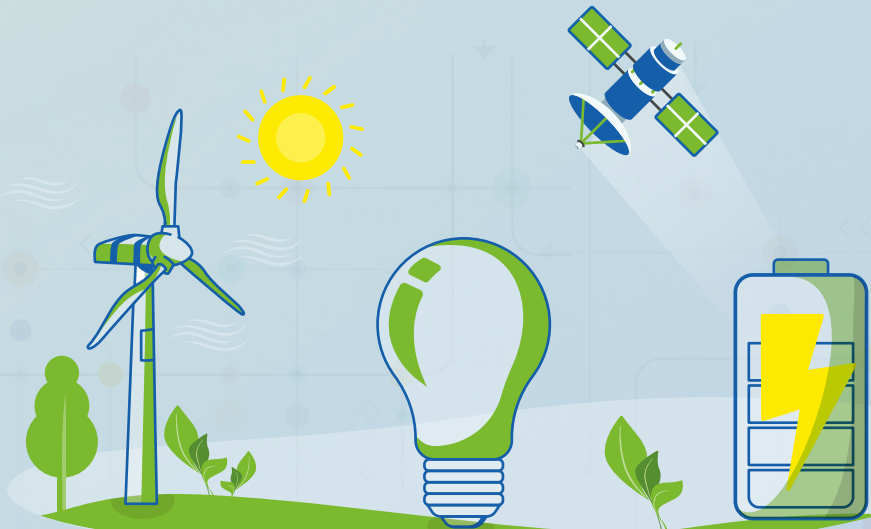
Key Clients
Our key clients include trade associations, private companies—such as utilities, manufacturers, and technology providers—R&D centers, startups, and public institutions located across Europe and beyond.

Testimonials and why clients like to work with us
We help organizations dedicated to sustainability achieve their objectives with a 360-degree approach. From public affairs to strategic communication and EU funding, we provide comprehensive support to ensure your initiatives succeed and make an impact in Europe and beyond.

"CLERENS has been our partner for the IFBF for the past three years. It has been a time of growth for the IFBF, and we are pleased to have an enterprising and forward looking partner that we can trust."
Anthony Price - Swanbarton



We work to amplify your voice at the EU level and unlock access to vital EU funding - empowering you to thrive and scale!





Office Address
22-24 Rue du Luxembourg,
1000 Brussels

Email Address
brussels@
dentonsglobaladvisors.com

Telephone Number
+32 (0) 2 213 13 00

Client Contact
Grégoire Poisson, Head of Brussels
& Head of Public Affairs, EMEA

Website Address
dentonsglobaladvisors.com

Brussels Office Since

1983

**Number of Public
Affairs Consultants**

85 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
DGA Group (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.

Ownership Structure
Partnership.

International Structure
The DGA 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.

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 first class team of senior advisors who enable our clients to see the bigger picture: the team includes Dominique Ristori and Claus Sorensen, former European Commission Director Generals; Dita Charanzová, Former Vice-President of the European Parliament, and Former U.S. Secretary of Energy Jennifer Granholm.

Key Clients
DGA Group has been a market leader in Brussels for more than 40 years and advises, amongst others, Air Liquide, Acelen, Albioma, Alibaba, Asahi, Bridgestone, Bristol Myers Squibb, Citi, Diageo, Eaton, Expedia, FIFA, Fiserv, L'Oréal, Intel, Ipsen, LG Energy Solution, MSD, OVH Cloud, Pinterest, Reddit, Sony Interactive Entertainment, Sherwin-Williams, Syensqo, TE Connectivity, Trellix and Western Digital.

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

Stay ahead with us.

We are a global advisory firm that helps clients protect – and grow – what they have built.


Issue identifiers,
client counselors,
problem solvers


Integrated solutions
for a complex
business landscape


Expert-led advisory
firm in public affairs
and strategic
communications


We listen calibrate,
and execute
appropriately





Office Address
Rue du Trône 100, 1050 Ixelles

Email Address
claudia.ladonna@edelman.com

Telephone Number
+ 32 2 897 7030

Client Contact
Claudia La Donna, CEO
Brussels and Chair, Tech
Media and Telecom, EMEA

Website Address
edelman.com

Brussels Office Since

📅 1996

Number of Public
Affairs Consultants

👤 50+ in Brussels
6,400+ globally

Key Specialisms

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

About Edelman

Firm Description

Edelman is a leading firm providing government affairs and business advisory services, helping clients navigate today's evolving geopolitical and economic landscape.

With a team of over 50 consultants based in Brussels, Edelman combines strategic Public Affairs expertise with (policy) communications to offer unique perspectives and agile, tailored solutions. We support our clients in engaging effectively with decision-makers, stakeholders, opinion leaders, and the media to achieve their strategic business goals.

Our Public and Government Affairs function, comprising more than 280 professionals globally within Edelman's network of 6,000+ world-class communications experts, enables us to deliver truly integrated and seamless client services.

Ownership Structure

Edelman 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

Edelman 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

AB Inbev, Amazon, Astra Zeneca, Goodyear, Hialeah, International Airlines Consolidated Group, Mars, MedTech Europe, PepsiCo, Sanofi, 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



Trusted *insights*,
clearer policy
outcomes.

Edelman, trust-driven public affairs in Brussels since 1996.



Office Address
Rue d'Arlon 15, 1050
Brussels, Belgium

Email Address
eutop@eutop.eu

Telephone Number
+32 (0) 2 2868080

Client Contact
Felix Dane,
Daniel Kewitz

Website Address
eutop.eu

Brussels Office Since

📅 1990

Number of Public Affairs Consultants

👥 At EU level 23 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 EUwide. 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 decisionmakers at the EU level as well as in all EU member states. In this way, EUTOP effectively and efficiently supports 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 create 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 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 Organisational Structure

Highly qualified and motivated in Brussels and across Europe



Prof Dr Klemens Joos
Founder & Owner (CEO)



Felix Dane
Managing Director

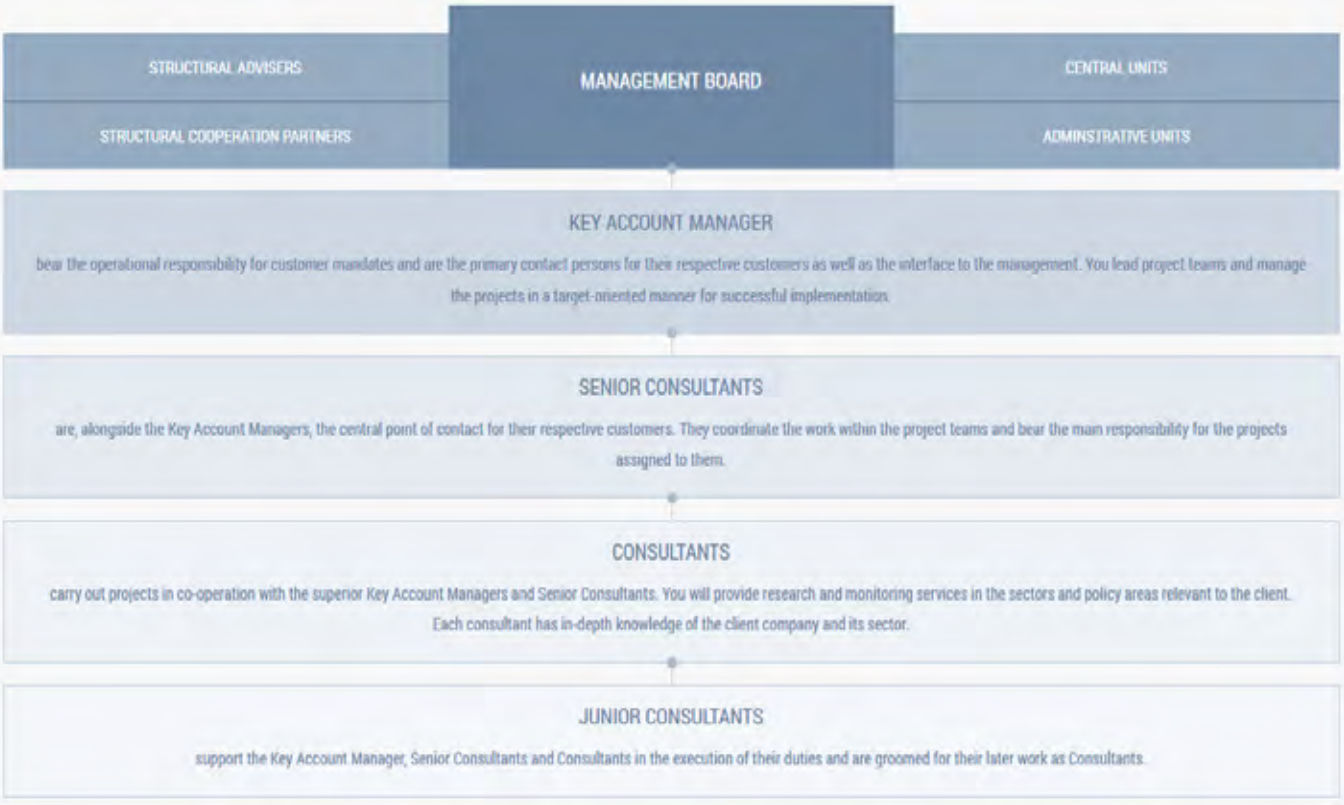


Daniel Kewitz
Deputy Head of EU Office



Theresa Pachner
Key Account Manager

ORGANISATIONAL STRUCTURE



Over 150 employees and structural advisors

Structural co-operation partners in selected EU member states

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



www.eutop.eu



Office Address
Rue de la Loi 227, 1040
Brussels, Belgium

Email Address
laura.batchelor@fipra.com

Telephone Number
+32 (0)2 613 28 28

Client Contact
Laura Batchelor

Website Address
fipra.com

Brussels Office Since

June 2000

Number of Public
Affairs Consultants

54 in Brussels

Key Specialisms

- Chemicals
- Digital Services & Technology Hardware
- Healthcare
- Competition & Antitrust
- Sustainability & Environment
- Transport
- Food and Drink
- Retail

About FIPRA

Firm Description
FIPRA is a public affairs consultancy at the intersection of business, politics and policy. We're known for our deep policy experience, 360° political perspective, real-time intelligence and flawless execution. Independently operated from Brussels, we're backed by a global network that spans 50 countries.

Ownership Structure
Independent – owned by management

International Structure
When you choose FIPRA, you get access to a global network built for impact in our specialised policy areas in over 50 countries. Network members are public affairs agencies with tried and tested records of achievement in their markets and reputations for excellence. As a one-stop-shop for policy and regulatory affairs, the FIPRA network ensures our clients benefit from the strength of many but the impact of one.

Key Strengths
FIPRA is a global team of solution finders, consensus builders, political navigators, debate shapers and policy movers. Our culture unites our diverse backgrounds and individual expertise behind a singular purpose: making an impact for clients.

We believe the breadth of our offer is made stronger by the depth of expertise behind it. Our teams work across policy areas and issues, co-creating solutions with clients that build and preserve value, seize opportunities and solve problems in a world of change.

Our teams are the ultimate problem-solvers. We're the kind of people who like to solve tough problems. The questions that keep our clients up at night are the ones that get us up in the morning. The thrill of creating win-win solutions for our clients and the wider public interest is the ultimate reward for us.

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
"We're passionate about what's next in politics and public policy and driven by what we know works." – Laura Batchelor, Managing Partner

"We're strategic advisers to our clients who trust us to anticipate, plan, execute and secure their policy future." Peter Tulkens, Partner

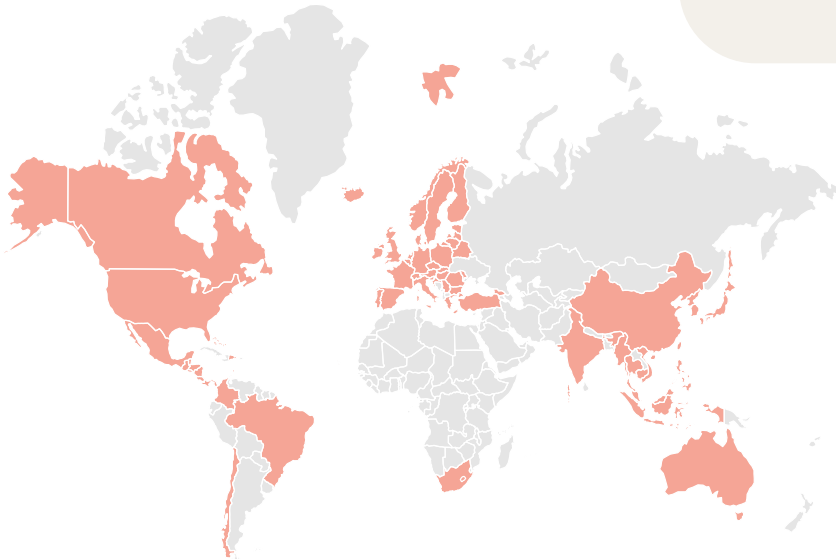
Clients like to work with us because they get winning policy strategies from trusted politicos with deep expertise in their sectors and the experience to execute those strategies with impact. We bring the research, insights and reach to make policy move in your direction.



Professional
Public Affairs
in more than
50 countries

We are a public affairs agency at the intersection of business, politics and policy. We champion our client's goals to deliver value and a win-win with stakeholders in a world of change.

Independently operated from Brussels and backed by a global network, we're everywhere you need to be.



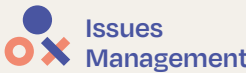
Our services



We bring the research, insights and reach to make policy move in your direction.



We bring the knowledge, skills and insights to engage and mobilise the stakeholders that matter, creating coalitions for impact.



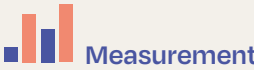
We help navigate your path forward with data and future-focused counsel that can spot issues before they become crises.



We produce electoral research that empowers campaigns with the insights to make smart policy and political moves.



We arm leaders with the skills and confidence to get heard and make an impact with the people that matter most for your cause.



Clients trust us to develop advocacy programmes that can be evaluated and optimised for impact.

Our global footprint

Over the past 24 years, the FIPRA Network has greatly extended its reach across Europe and around the world.

We now have a presence in over 50 markets, operating on every continent.

What We Stand For



Positive impact
We're committed to making a positive impact for our clients and on public policy wherever we operate.



Doing what's right
Transparent, ethical and honest work that's done with inclusivity and respect is what's right for us.



Pursuing excellence
We're relentless in the pursuit of excellence for our clients. We never stop exploring what works and what's next.



Learning for life
We seek out and nourish intellectual curiosity to help us discover new paths and explore innovative solutions.



Building consensus
We excel at bringing diverse stakeholders together in coalitions for impact.

Find out more at fipra.com

+32 (0)2 613 2828 | info@fipra.com



Office Address
Avenue des Arts 47, 1000 Brussels

Email Address
enquiries-eu@fgsglobal.com

Telephone Number
+32 2 893 31 10

Website Address
fgsglobal.com

Brussels Office Since

2013

Number of Public Affairs Consultants

40

Key Specialisms

- ✓ Sustainability & Environment
- ✓ Competition & Antitrust
- ✓ Digital Services & Technology Hardware
- ✓ Transport
- ✓ Aerospace & Defence
- ✓ Food and Drink
- ✓ Telecoms

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 1400 professionals in the world's major financial, government, business and cultural centres. The Brussels office recently grew thanks to an acquisition of a long-term boutique partner Hague Corporate Affairs.

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.

Lead. Influence. Win.

FGS Global is the preeminent global communications and public affairs consultancy. Through our deep expertise, global reach and fully integrated suite of tools, we help our clients navigate complex stakeholder environments and reach the audiences that matter most.

Geopolitics, local governments and everything in between.

Whether with investors, government officials, regulators, employees, advocacy groups for the public, we develop strategies designed to cut through the noise.

fgsglobal.com





FLEISHMANHILLARD

Office Address
Rue Belliard 40, 1000 Brussels

Telephone Number
+32(0)2 230-0545

Website Address
fleishmanhillard.eu

Brussels Office Since

1991

Number of Public Affairs Consultants

125+

Key Specialisms

- ✓ Agriculture & Agribusiness
- ✓ Banking, Insurance and Financial Services
- ✓ Chemicals
- ✓ Digital Services & Technology Hardware
- ✓ Energy
- ✓ Food and Drink
- ✓ Healthcare
- ✓ Transport

Key Clients

- ALCOA, Allianz, Barclays, Cefic, Cisco, Eli Lilly, Emirates, Fortum, GE Vernova, Haleon, JP Morgan, LSEG, Opera, Petcore, Pfizer, Roche, S&P Global, Stora Enso, Stripe, Unilever and Value of Beauty.

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, offering deep expertise across the public affairs spectrum. This includes 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, Guylaine Vandooren, Bertie Huet, 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, Aaron McLoughlin and Coline Lavorel
- 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 offering sector expertise and EU and multi-market policy understanding, including patient advocacy engagement, led by Emma Cracknell.

- Sustainable finance practice, led by Jane Gimber, which combines climate expertise with deep understanding of ESG, to help companies map a path towards achieving climate goals for 2050.
- An integrated public affairs and reputation management offering led by David Turier, Thibault Jacobs and Peter Wilson, specialising in cross-channel communications across a broad spectrum of industries including Energy, Chemicals, Healthcare, 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.
- 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 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.



Save this page

stop looking

YOUR SEARCH STOPS HERE.

The BIG picture



We are:

Data and research driven.

Operating across the entire public & government affairs spectrum.



Your one-stop shop, whether it's intelligence, reputation and issue management or social and creative campaigning.



The detail



Part of a global network of 78 offices.
Tired of all the noise and must-do policy trends?

Struggling to know what to pay attention to?

Our full range of services helps you see clearly, bringing clarity and strategic guidance to navigate today's complex policy landscape.



We're called **FLEISHMANHILLARD**
fleishmanhillard.eu

... and we've been doing this for over 30 years.



Office Address
Avenue des Arts 47, 1000
Brussels, Belgium

Email Address
hello@fourtold.eu

Telephone Number
+32 (0) 261 53600

Website Address
fourtold.eu

Brussels Office Since

2018

**Number of Public
Affairs Consultants**

20

Key Specialisms

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

About Fourtold

Firm Description
We are an international reputation management and policy advisory consultancy with a campaigning approach.

We are experts in building and establishing trust in the science and technology that can help address the global challenges faced by society and our planet.

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

Ownership Structure
Private

International Structure
Brussels, London, plus network of partners.

Key Strengths
We want to make a difference and if we can't, we won't accept the brief. Our client charter and FOUR promise drives how we work and what we do.

- 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 become an extension of our client's team we seek to understand people, situations and challenges in the round.
- Results driven – we judge ourselves by the results we deliver, always seeking to exceed expectations.

Our philosophy is built on openness, straight-talking and the power of teamwork. We are obsessed with building a service culture that stretches our team and rewards our clients. This delivers a uniquely close partnership with everyone we work with. Our team and clients receive the very best expertise, from the caring and proactive culture of a purpose driven and highly innovative, entrepreneurial team.

Our approach is integrated, channel agnostic communications and public affairs. We use the power of campaigning techniques to engage the audiences most critical to earning acceptance and building trust for our clients' organisational purpose, its leadership, products and services. We build bespoke, expert teams specific to our clients' needs.

Our campaigning methodology is underpinned with deep expertise in eight key areas:

- Corporate communications and reputation management
- Public affairs, advocacy and government relations
- Insight, planning and strategy
- Sustainability communications
- Media and digital engagement
- Crisis and issues management
- Change management, employee engagement and organisational design
- Executive communications coaching and media training

THINKING BEYOND THE BUBBLE.

a Compass. Roadmap to a Compass. Stakeholders. CFSP. DG. Dir. 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. Sol. 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.



Office Address
Boulevard du Régent
35, 1000 Brussels

Email Address
contact@forwardglobal.com

Telephone Number
+32 (0) 2 229 20 54

Website Address
forwardglobal.com

Brussels Office Since

📅 2007

Number of Public Affairs Consultants

👥 45

Key Specialisms

- 📍 Competition & Antitrust
- 📍 Agriculture & Agribusiness
- 📍 Aerospace & Defence
- 📍 Digital Services & Technology Hardware
- 📍 Transport
- 📍 Association Management
- 📍 Chemicals
- 📍 Trade

About Forward

Firm Description
Forward Global is an international risk-management group with about €100 million in sales and 470 staff members. We specialise in impact-oriented Public Affairs, Communication Campaigns, Due Diligence and Cybersecurity Services (strategic, operational, forensic and due diligence). Forward Global delivers board-level solutions for sensitive matters as well as on-the-ground support for effective advocacy and regulatory matters.

We support large corporations as well as SMEs, 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 political brand building) and during periods of growth and development (M&A and market expansion).

Forward Global is a B Corp Certified Corporation.

Ownership Structure
Partnership

International Structure
Offices in Brussels, London, Paris (HQ), Washington DC, Miami, New York, Abidjan and Montreal.

Key Strengths
Our work ranges from regulatory intelligence on all EU-related policies, designing and implementing 360° public affairs campaigns, supporting companies unlock EU funding sources and setting up coalitions and trade associations. We see ourselves as strategic advisers, promoters of your positions, implementers, your ears and boots on the ground in Brussels and a sounding board – in short, an extension of your team.

We have deep expertise across various sectors, including tech, telecommunications, creative industries, transportation and logistics, chemicals, manufacturing, healthcare, energy and services.

Our competition practice also sets us apart and we have unprecedented credentials in antitrust, mergers and DMA cases. Our extensive knowledge of sustainability issues has allowed us to build a loyal client base in the agri-food sector where we assist with regulation, negotiation, and implementation of international trade agreements. Additionally, our expertise is sought in the area of security and defence policy, with organisations such as ENISA, EEAS, and the European Defence Agency relying on our insights.

Key Clients
Full list available on the transparency register

Testimonials and why clients like to work with us

“Keen insight, sound advice, measurable impact. Simply the best in Brussels.”

“Forward has our highest trust and they have at all times delivered top quality services and with the highest standards of professionalism.”

“Forward was outstanding: the right advice in the right way and at the right time, which was immediately. They made a significant contribution to our work.”



Mastering Risk.
Enabling Growth.

Forward Global designs and delivers services and technologies to manage digital, economic, and information risks.

- Strategic Communications & Government Affairs
- M&A Intelligence
- Cybersecurity
- Litigation and dispute support
- Content & Brand Protection: Tackling Illicit Trade
- Investment Strategy & Intelligence
- Risk & Compliance

470 professionals
across three continents – Europe, North America and Africa

+30
Nationalities

1 200
Clients

€100M
2024 turnover

80%
Clients in Europe and North America




Office Address

Avenue des Arts 56, 1000
Brussels (Belgium)

Email Address

hans.hack@fticonsulting.com

Telephone Number

+32 2 289 09 30

Website Address

fticonsulting.com

Brussels Office Since

2003

**Number of Public
Affairs Consultants**

100+ consultants in Brussels.
Our global team of 8300+
employees is present in
84 cities and 34 countries.

Key Specialisms

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

About FTI Consulting

Firm Description

FTI Consulting, Inc. is a leading global expert firm for organisations facing crisis and transformation, with experts 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 8,300+ employees located in 94 offices across 34 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 of the world's top 100 law firms and more than half of the world's 100 largest companies.

Definitive expertise, global impact



FTI Consulting, Inc. is a leading global expert firm for organizations facing crisis and transformation, with more than 8,300 employees in 34 countries and territories. The Company generated \$3.49 billion in revenues during fiscal year 2023. In certain jurisdictions, FTI Consulting's services are provided through distinct legal entities that are separately capitalized and independently managed. More information can be found at www.fticonsulting.com.



GRAYLING

Office Address
Belliard 12, 1040 Brussels

Email Address
Jessica.brobald@grayling.com

Telephone Number
+32 (0) 2 732 7040

Client Contact
Jessica Brobald, Managing Director, Grayling Brussels

Website Address
grayling.eu
grayling.com/elections-hub

Brussels Office Since

📅 1989

Number of Public Affairs Consultants

👥 Grayling Brussels employs 17 consultants who collectively come from 15 different European countries, speak 10 languages, a key asset in the Brussels multicultural environment but also a key asset to reach EU's Members States.

Key Specialisms

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

Key Clients

Daiichi Sankyo, Global Business Trade Association (GBTA), SC Johnson, Suntory Beverages and Food Europe, Natural Mineral Waters Europe, European Committee of Manufacturers of Domestic Heating and Cooking Appliances (CEFACD), European Spirits Companies Liaison Group, doTerra, OLX Group, Tate & Lyle, Nissan, Getlink (Eurotunnel), Hilton, Plasma Protein Therapeutics Association.

About Grayling

Firm Description

At Grayling Brussels, we stand at the forefront of public affairs. We offer a comprehensive spectrum of corporate affairs services, tailored specifically to Brussels-based EU stakeholders and decision-makers. Specialising in key policy areas such as energy, environment, transport, chemicals, agri-food, health and technology, we empower our clients. We enable them to influence policy, secure their operational footing, and unlock new business opportunities by making their voices heard in crucial policy discussions.

Our approach at Grayling is data-driven and strategic. We combine our expertise and insights into EU policies with the latest that AI-enhanced analytics has to offer and deliver bespoke solutions that go beyond simple campaigns. With the largest network of owned public affairs agencies across Europe, we offer unmatched reach and expertise. Our strategies are not just effective but also expansive, giving our clients a significant advantage in navigating the complex landscape of EU affairs.

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

Our Team: we are proud of our multidisciplinary and cosmopolitan team of consultants, that are specialised in target sectors. They bring a range of experiences from corporate in-house to having worked in the EU.

Strategy: our advocacy campaigns at Grayling are crafted with precision, grounded in our team's deep understanding of your industry and

the intricacies of EU. We guide you on whom to engage, with what messages, and at the optimal moments in the policy process through the most effective channels. Utilising our proprietary Advantage Data Analytics, we assess and map the positions, influence, and potential of key EU stakeholders, enhancing strategies and visibility among EU policymakers.

A 360° approach to advocacy: In today's EU policy environment, organisations must capitalise on every opportunity to be heard. At Grayling, our specialised team guides you in identifying and occupying the strategic gaps where your voice can have the greatest impact. We leverage a diverse array of channels, from direct engagements with decision-makers to dynamic social media campaigns, and from coalition building to targeted media relations. This comprehensive approach ensures that your messages not only reach but resonate deeply with your intended audiences.

Multi-market hub: we serve as the hub for multimarket accounts with our teams combining international thinking with local market understanding.

Testimonials and why clients like to work with us

We would not be where we are without the Grayling Brussels' Team. They've become an extension of our own team and operations at GBTA – advising on strategies and positions, independently managing projects, advancing our goals and delivering – consistently – high quality content and results. They're well networked, experts in their fields, always motivated to go the extra mile and a pleasure to work with.

Delphine Millot, Senior Vice President, Sustainability and Managing Director of the GBTA Foundation



GRAYLING

creating advantage

In today's rapidly evolving political landscape, businesses face both challenge and an opportunity to strategically reposition themselves and impact the policy environment. Grayling's multidisciplinary, multilingual teams stands ready to guide you through this dynamic landscape, and help make your voice heard.



A strategy informed by data analytics and years of experience

At Grayling, we don't just design campaigns, we design strategies. Strategies that are informed by our team's decades of experience in Brussels, but also by AI-driven data analytics tools, empowering us to craft a public affairs approach with unparalleled precision and insight.



A 360° approach to public affairs

Our approach is truly integrated, combining public affairs and communications into seamless powerful campaigns based on comprehensive 360° strategy. This ensures every angle is considered and every opportunity seized, both in the corridors of power and in the online sphere.



The European Hub

Our global network is unmatched, making us the largest group of public affairs agencies in Europe. The Grayling Brussels office acts as the European public affairs hub, connecting colleagues from Edinburgh down to Sofia.



Elections Hub

hanover

Office Address
Square de Meeûs 35, 1000
Brussels, Belgium

Email Address
bwynne@hanovercomms.com

Telephone Number
+32 2 588 26 01

Client Contact
Barbara Wynne
Managing Director

Website Address
hanovercomms.com

Brussels Office Since

📅 2010

Number of Public
Affairs Consultants

👥 15

Key Specialisms

- 📌 Digital Services & Technology Hardware
- 📌 Media
- 📌 Healthcare
- 📌 Food&Drink
- 📌 Energy
- 📌 Transport
- 📌 Sport

About Hanover

Firm Description
Hanover is an award-winning strategic communications consultancy, advising enterprises, institutions, and individuals on rewiring their strategies for long-term success.

With a team of 200 consultants and offices in Brussels, Dublin, London, and the Middle East, our mission is to “rewire communications for impact” by leveraging the transformative power of communications to advocate, innovate, and drive change.

Our multidisciplinary teams work across strategic communications, public affairs, digital strategy, and creative execution to deliver meaningful outcomes for clients.

We’re really proud to be known in the market for our high-quality strategic thinking as well as the delivery of outstanding results – a combination that our clients tell us is rare.

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 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
With an office located in the heart of the European Quarter, our EU Team works 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 ensure that public affairs and communications become a critical operational asset within our clients’ organisations, by managing regulatory and reputational risks and identifying associated opportunities to create true business value.

We provide tailored integrated services across the spectrum of public affairs, corporate communications, and media relations to deliver successful advocacy outcomes for our clients. We combine policy expertise, with a deep understanding of how to effectively engage and communicate with stakeholders, to develop bespoke EU and pan-European advocacy, reputation and relationship building campaigns that make a difference.

Our diverse team in Brussels has extensive expertise in Agri-Food & Business, Digital, Sustainability & Environment, Energy, Mobility, Lifesciences, Travel & Tourism, Financial Services and Sport, providing our clients with knowhow and unique insights to help them operate with resiliency and efficiency.

The team in Brussels is led by Barbara Wynne.

Hanover was named a PROVOKE EMEA Agency of the Decade.

Testimonials and why clients like to work with us

The nature of advocacy in Brussels has evolved considerably. Strategic decisions are increasingly made at the political level, leading to heightened competition for the attention of key decision-makers. Organizations must not only have a clear stance on their issues but also communicate their messages effectively to stand out. We are an integrated public affairs and communications agency specializing in public affairs strategy and campaigns. By combining deep policy expertise with effective engagement and communication skills, we help our clients achieve their advocacy goals.

Key Clients
See our key clients on EU Transparency Register.

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.



Office Address
Avenue de Tervueren, 188A,
Postbox 4, 1150 Brussels, Belgium

Email Address
mtscardigli@kellencompany.com
ndevolder@kellencompany.com

Telephone Number
+32 (0)2 761 1600

Client Contact
Maria Teresa Scardigli,
Managing Director I Nele
Devolder, Vice- President

Website Address
kellencompany.com/europe

Brussels Office Since

📅 European Office Since: 1989

Number of Public Affairs Consultants

👤 45

Key Specialisms

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

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

About Kellen

Firm Description
Kellen is a global provider of strategic solutions and management services to trade associations and other membership-based non-profit organisations.

Kellen Europe offers solutions including:

- Public affairs
- Advocacy, campaigning & communications
- Association management
- Meeting & event organisation
- Strategic advice for associations and for corporations in the trade association landscape

Our clients benefit from the reach and influence of a large, global firm, combined with personalised service from a specialised and dedicated team. Our Brussels team of over 40 staff 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.

We are a leading global association management company serving more than 125 trade associations, 11 professional societies and charitable organisations representing over 10,000 companies and 100,000 professionals worldwide since more than 50 years.

Ownership Structure
NV/SA.

International Structure
Kellen has a global presence, headquartered in Washington DC and represented in Europe, Asia and North America.

- Key Clients**
- AMFEP: Association of Manufacturers and Formulators of Enzyme Products
 - EASEE gas: European Association for the Streamlining of Energy Exchange – gas
 - ECMA: European Candle Manufacturers Association
 - EPBA: European Association of Portable Batteries

- ERA – European Equipment Rental Association
- EU Salt – European Salt Producers' Association
- INATBA: International Association for Trusted Blockchain Applications
- ISC – International Stevia Council

Testimonials and why clients like to work with us
EUsalt launched a campaign urging the European Parliament to reject a Delegated Act proposing detailed production rules for organic sea salt and other organic salts for food and feed. The proposed act risked harming the salt industry by discriminating between producing countries and inappropriately including a mineral in the Organic Regulation.

The EUsalt Secretariat – managed by Kellen – supported the association by creating and executing an effective campaign, drawing on its advocacy expertise and a creative communication approach. The campaign includes the development of an advocacy and communication strategy and the engagement with MEPs to present the industry's concerns and solutions. Tools such as an infographic, an animated video, and strategic outreach—including placement in the European Parliament magazine and sponsorship of the MEP Awards—helped raise awareness. At the MEP Awards event, salt shakers with the #SaltVeto slogan and a QR code linking to EUsalt's position paper were distributed. The campaign succeeded: 468 MEPs voted to veto the Delegated Act, marking a key victory for EUsalt and its Secretariat.

Urs Hofmeier, President of the European Salt Producers' Association (CEO of Schweizer Salinen AG)

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





Office Address
Square de Meeus 23, 1000 Brussels

Email Address
brussels@kekstcnc.com

Client Contact
Theodoros Birmpoutsoukis

Website Address
kekstcnc.com

Brussels Office Since
📅 2019
Number of Public Affairs Consultants
👥 13
Key Specialisms
📌 Digital Services & Technology Hardware
📌 Energy
📌 Telecoms
📌 Competition & Antitrust
📌 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 navigate.

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:

- Geopolitics
- Regulatory and Public Affairs
- Mergers and Acquisitions
- Litigation Support
- Corporate Governance and Stakeholder Activism
- Corporate Reputation and Positioning
- Crisis and Issues Management
- ESG and Sustainability
- Financial Communications
- Cybersecurity
- Private Capital
- 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.

www.kekstcnc.com
brussels@kekstcnc.com

Abu Dhabi • Berlin • Brussels • Dubai • Frankfurt • London • Munich • New York • Paris • Riyadh • Seoul • Stockholm • Tokyo • Washington, D.C.

Kekst CNC is part of Publicis Groupe

KREAB

Office Address

Rond-Point Schuman
2-4, 1040 Brussels

Email Address

tuomas.tierala@kreab.com

Telephone Number

+32 2 737 6900

Client Contact

Tuomas Tierala,
Managing Partner Brussels

Website Address

kreab.com/brussels

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

KREAB BRUSSELS



Office Address
Avenue des Arts, 47, 1000 Brussels

Telephone Number
+32 (0) 2 320 25 24

Email Address
brussels@logos-pa.com

Client Contact
Frederic Soudain,
Managing Director

Website Address
logos-pa.com

Brussels Office Since

📅 1998

**Number of Public
Affairs Consultants**

👥 55 consultants and
senior advisors.

Key Specialisms

- 📍 Aerospace & Defence
- 📍 Telecoms
- 📍 Energy
- 📍 Sustainability & Environment
- 📍 Transport
- 📍 Association Management
- 📍 Telecoms

About logos – Business Bridge Europe

Firm Description

logos and Business Bridge Europe (BBE) are two brands that together form one integrated advocacy consultancy within the mci group, an independent global marketing communications group.

We provide tailor-made public affairs, association management, communication solutions and high-level industry/policy dialogues.

Technological advancements, climate change, and globalization are driving industries to converge and transform the way we live, work, move, and consume. We guide clients in making positive changes by providing compelling evidence for innovation-friendly public policy.

Our specialization lies in three main sectorial clusters: sustainability, energy and mobility, aerospace and defence, technology and telecommunications, as well as the strategic alliances resulting from industry convergence. Although we are boutique at heart, our reach is global.

Established in 1998, logos is a founding member of EPACA (European Public Affairs Consultancies' Association). After joining the mci group in 2012, logos acquired BBE in 2022, a boutique agency known for its C-level political conferences such as the European Space Conference, the European Energy and Industry Conference, and the European Defence and Security Conference.

Ownership Structure

logos and Business Bridge Europe are fully owned by mci group Holding SA.

International Structure

While our headquarters is in Brussels, we also operate from Berlin, Geneva, Rome, Paris, and Washington D.C. Since 2012, we have been integrated into the MCI group with its 60 offices in 30 countries.

Key Strengths

Together, logos, BBE and mci group Belgium offer a comprehensive suite of engagement solutions for corporations, associations, and institutions – from advocacy to association management, strategic and digital communications, as well as event management. We have strong credentials in all strategic domains of today and tomorrow including aerospace, defense, cybersecurity, environment, energy, mobility, tech, and telecommunications, with a team of over 130 Brussels-based talents.

Key Clients

5G Automotive Association, 4evergreen, Airbus, All Terrain Vehicle Industry European Association, Beretta, CEMEX, EIT Urban Mobility, Fiber Packaging Europe, GEOSAT, Global UTM Association, International Council of Marine Industry Association, Japanese Automobile Manufacturers Association (JAMA), Quantum Delta NL, MBDA, The Pew Charitable Trusts, Patria Oyj, Recharge AISBL, SAE International, SONOCO, WEKEO, Waymo, YARA.

Testimonials and why clients like to work with us

Clients trust us to engage with policymakers and opinion leaders, steer alliances, and activate communities. We build bridges between people through a compelling combination of technical expertise, political savviness and connections, creativity, razor-sharp communication, and coalition-building experience.

"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



Business
Bridge
Europe

earn trust.
make change.

**an integrated
advocacy consultancy**

logos and Business Bridge Europe (BBE) are two brands forming one integrated advocacy consultancy within the mci group - an independent global marketing communications group . We provide tailor-made public affairs, association management, communication solutions and industry & policy dialogues.

Technology, climate change and globalisation are pushing industries to converge and transform the way we live, work, move and consume. We guide clients to make a positive change by providing compelling evidence for innovation-friendly public policy. 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



communication

communication strategies & implementation, social media plans, creative writing, public relations & graphic design



**industry &
policy dialogues**

high-level policy conferences, bringing together industry and policy C-level speakers, event marketing & consensus building

NOVE

Office Address
Rue Paul Emile Janson 6,
1000 Brussels

Telephone Number
+32 2 588 40 80

Client Contact
Paolo Nicoletti

Email Address
info@nove.eu

Website Address
www.nove.eu

Brussels Office Since

2017

Number of Public
Affairs Consultants

30

Key Specialisms

- Chemicals
- Digital Services & Technology Hardware
- Healthcare
- Sustainability & Environment
- Telecom
- Energy

About Nove

Firm Description

As a leading independent EU public affairs consultancy based in Brussels, NOVE's journey is a tale of entrepreneurship and trust. Our success comes from the quality of our services and our commitment to our clients.

We base our work on the conviction that every client is unique, and on the ambition to ensure they are successful and impactful in their advocacy and engagement towards the European institutions and relevant stakeholders.

We rely on our consultants to make the difference. Our team is composed of around 30 colleagues representing more than 15 nationalities, including former EU insiders from the European Parliament, European political parties and Council Presidencies, as well as seasoned consultants with a strong network in the institutions and industry associations. This blend of insider knowledge and consulting expertise ensures our clients are always ahead, benefiting from timely intelligence on political and policy developments. Going beyond personal relationships, we always engage strategically with all policymakers and stakeholders.

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. These partnerships provide us with agile presence and operationality in important capitals.

Key Strengths

As a fast-growing company, we work a little differently than most other agencies in the 'EU bubble'. We have managed to overcome the challenge of scaling up as a small company by fostering our start-up mentality to make this a unique selling point.

Innovation lies at the heart of NOVE. We continuously invest in our proprietary technology solutions, including an advanced knowledge and relationship management software. This commitment to technology not only enhances our service delivery but also keeps us at the forefront of the ongoing digital revolution.

Our UNESCO-listed offices in Brussels are not just a workspace but a hub for connection. Here, we regularly organize exclusive networking events, providing our clients with invaluable opportunities to meet each other and engage with key European policymakers in a meaningful way.

Key Clients

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

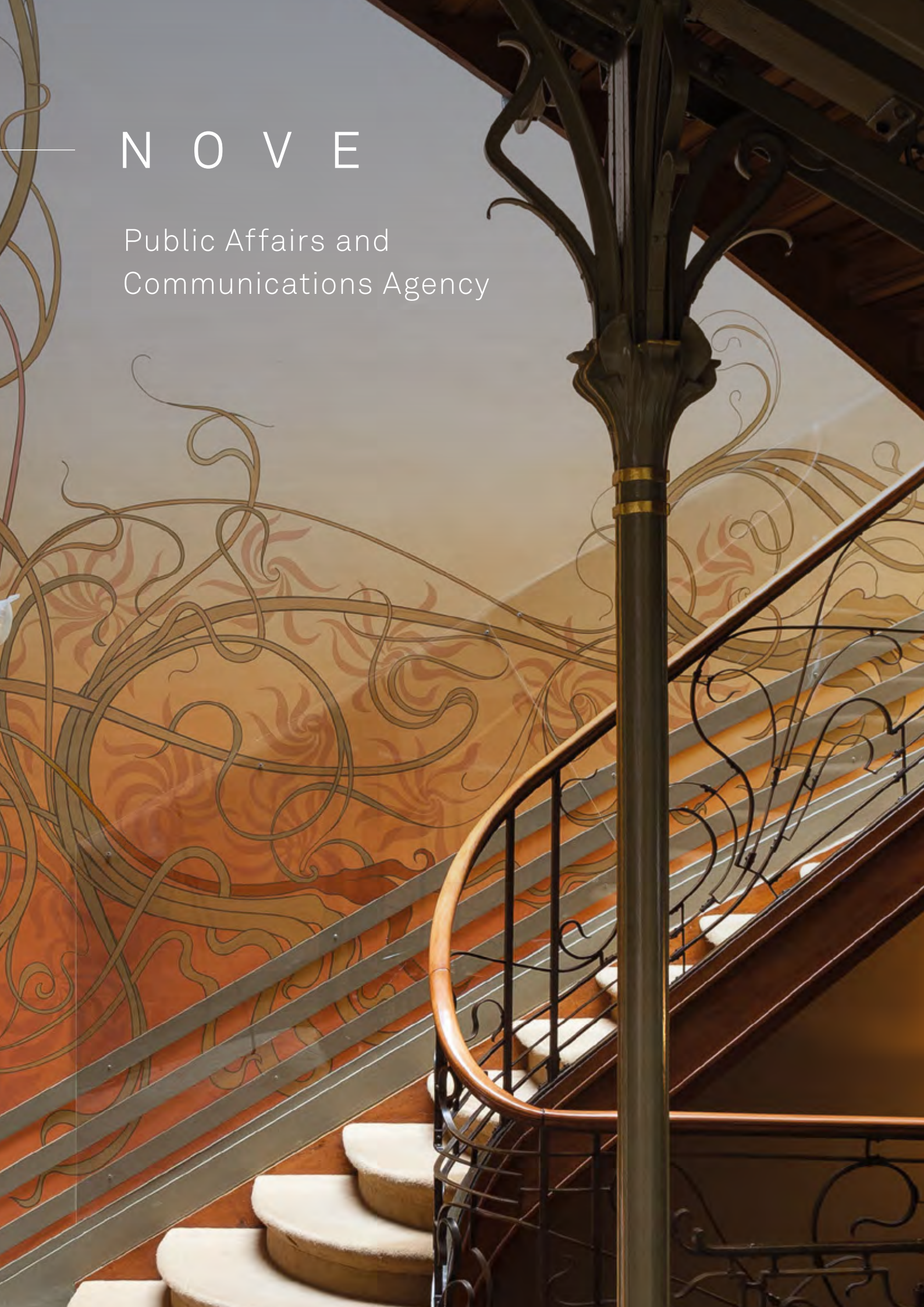
Testimonials and why clients like to work with us

Almost all clients who joined us upon our launch are still working with us. Since then, many companies, industry associations and patient organisations have entrusted us with directing their positioning and advocacy in the Brussels bubble.

We believe that a successful client-agency relationship is fundamentally based on passion, chemistry between people, and two-way trust in how we operate. This is why we aim at integrating ourselves early on and as much as possible with our clients. This investment allows us to be recognised as reliable partners, able to define the best path forward for our clients. It also explains why we prioritise long-term partnerships over short-term transactions.

NOVE

Public Affairs and Communications Agency



Penta

Office Address
41 rue de la Science, 1040 Brussels

Email Address
Brussels.sea@pentagroup.com

Telephone Number
+32 (0)2 234 6860

Client Contact
Jill Craig

Website Address
Pentagroup.com

Brussels Office Since

📅 2005

Number of Public Affairs Consultants

👥 30 in Brussels

Key Specialisms

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

About Penta (formerly Hume Brophy)

Firm Description
At Penta, we have reimagined communications, reputation management, and brand-building for times of turbulence. Political populism, digitisation and AI, cultural breaks and geopolitical turmoil are the new way of things. We are your indispensable guide to this uncertain world. And we bring you uncommon new tools to our work.

Data is at the heart of our approach. We illustrate what your stakeholders are seeing, thinking, and doing, and help you respond and plan. Our data-driven view on the forces at work helps you act fast, anticipate trends and see what's coming down the path.

Uniquely, we help you understand every individual stakeholder in detail and as components of an integrated, deliberate corporate engagement strategy.

Ownership Structure
In 2023, we combined eight companies into one, global Penta. The group's HQ is in Washington, DC.

International Structure
Penta teams are located in Brussels, Dublin, London, Paris, Washington DC, New York, San Francisco, 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, AMG Lithium, Clean Air Fund, Commodity Markets Council Europe (CMCE), Primark, EirGrid, European Travel Retail Confederation (ETRC), Kraken, Supernal

Testimonials and why clients like to work with us
"It's a real pleasure working with Penta. Ever-dependable, eager to support, always thinking a step ahead, our partnership has opened new doors and helped establish Clean Air Fund's presence in Brussels." Clean Air Fund

"Working with Penta has been an amazing experience. With their dedication, significant network, and overview of the political and regulatory landscape, they have helped us navigate the EU legislative process and its political framework. We're looking forward to stepping up our activities with them." AMG Lithium

"For the last number of years, Penta have been providing EirGrid with valuable insights into developments at EU level that impact our work as transmission grid operator in Ireland. Penta's knowledge, and contact base, has helped us to navigate through the multiple challenges and opportunities that have arisen on the EU policy and political landscape." EirGrid

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

🐦 @pentagrp

🌐 pentagroup.com

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



Political Intelligence

Office Address
Rue de la Loi 38, 1000 Brussels

Telephone Number
+32 (0) 2 789 66 22

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

Website Address
political-intelligence.com

Brussels Office Since

📅 1997

Number of Public Affairs Consultants

👥 30

Key Specialisms

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

About Political Intelligence

Firm Description
Founded in 1995, Political Intelligence is a consultancy in public affairs and strategic communications. With a deep understanding of political discourse and business needs, we help our clients identify political risks and opportunities, we prepare them to participate in the policymaking process and we build their reputation for them to actively engage.

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.

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, Barcelona, Madrid, and Lisbon. Our Brussels office provides European and Belgian public affairs and strategic 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 – we have over 25 years of expertise supporting innovative businesses in digital and ICT policies 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 to strategic advice, advocacy and engagement support, reputation building and visibility raising. We also provide association and coalition set-up and management services, with a focus on community building.

In recent years we have also grown an expertise in policy communications within the European bubble, including message development, event support, building journalist relations, reactive media relations and proactive outreach.

Key Clients
Google, SHV Energy, Yahoo, Fedima, EuroSPA, Internet Watch Foundation, Taxi4SmartMobility, Veolia, Vinted, EuroSPA.

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.



Portland

Office Address

Avenue des Arts 44, 1040 Bruxelles

Email Address

david.earnshaw@portland-communications.com or
laura.cigolot@portland-communications.com

Telephone Number

+32 (0) 475 65 48 54 or
+32 (0) 488 70 53 36

Client Contact

David Earnshaw or Laura Cigolot

Website Address

portland-communications.com

Brussels Office Since

📅 2000

Number of Public Affairs Consultants

👥 20

Key Specialisms

📌 Digital Services & Technology Hardware

📌 Healthcare

📌 Media Relations

📌 Sustainability & Environment

About Portland

Firm Description

With dedicated communication and policy specialists across Brussels, Paris and Berlin, Portland specialises in devising and implementing European public affairs and communications strategies across the Continent. Our services in Brussels span across political and regulatory risk, integrated advocacy campaigns, reputation building, litigation and crisis communications.

We understand national, European and global politics, how they interact, and where they pose risks and opportunities for business. Many of our clients are international players who need a global message – we offer them local flexibility and impact, and never lose sight of the big picture.

Ownership Structure

Portland is an Omnicom-owned political consultancy and strategic communications agency.

International Structure

With a strong footprint across London and mainland Europe, Washington DC, Singapore, Nairobi, Doha, a network of partner agencies across Africa and a trusted global network of partner agencies via the Omnicom Group, we are able to offer clients a truly international service – demonstrated by our experience in more than 70 countries.

Key Strengths

Portland supports various clients in developing strong, European-wide advocacy and policy communications campaigns to foster more thoughtful and positive commentary around their role in Europe as partners, innovators and market leaders.

We deliver complex policy and advocacy work to ensure our clients are heard in the right way by the right people. Our teams specialise in delivering ambitious, integrated policy and communications strategies for today's top policy areas for Europe – digital, sustainability and health. We have deep experience working with industry powerhouses in wireless technology and AI, e-commerce, cloud computing, fashion and textiles, energy efficiency, mobility and transport, aquaculture/agriculture, pharmaceuticals and biotechnology. We also help our clients build strong European coalitions to achieve a common purpose, enabling them to combine their resources, expand their power base and amplify their voice in the highly saturated Brussels policy environment.

Our European clients also benefit from Portland's Centre of Excellence, a dedicated research and creative team that can poll target audiences across geographies, test client messaging and design pan-European advocacy campaigns for today's digital world. This integrated service enables us to apply a strategic lens to everything we do – from strategy, to proactive policymaker engagement, to fostering relationships in Brussels and beyond.

We are proud of the work we do at Portland from the heart of the EU in Brussels to our vast network that brings a global, as well as European, mindset to everything we do.

At Portland
we get to the point.

LONDON · BRUSSELS · PARIS · BERLIN
WASHINGTON DC · NAIROBI · DOHA · SINGAPORE

Portland



Office Address
Rue du Commerce
31, 1000 Brussels

Email Address
eu@publyon.com

Telephone Number
+32 (0) 499651313

Client Contact
Margreet Lommerts

Website Address
publyon.com

Brussels Office Since

📅 2012

Number of Public Affairs Consultants

👥 20

Key Specialisms

- 📍 Agriculture & Agribusiness
- 📍 Digital Services & Technology Hardware
- 📍 Chemicals
- 📍 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 strategic advisors specialising in advocacy and change to help organisations thrive in an increasingly complex and competitive world. Situated in the heart of Brussels’ dynamic European quarter, our expertise revolves around transport & energy, circular economy, agrifood, chemicals, and digital technologies. With over 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 2023, a recognition of its hard work and outstanding performance.

International Structure
Offices in Brussels, The Hague, Utrecht, Copenhagen.

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, circular economy, chemicals, transport, energy, agrifood. 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. With our insights into policy and societal trends, we help them anticipate change, influence outcomes, and remain future-proof. We have the expertise and passion to make the goals of companies and organisations come true.

Key Clients
Tesa
City of Amsterdam
Brambles
Metropolitan Region of Amsterdam
Europeans for Fair Competition
Google Belgium
Nederlandse Spoorwegen
OG Clean Fuels
Port of Rotterdam
Reusable Packaging Europe

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. Some examples are available here: <https://publyon.com/client-cases/>



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



Office Address
Rue Guimard 10, 1040, Brussels

Email Address
l.dommel@rpp-group.com

Telephone Number
+32 2743 2890

Client Contact
Lutz Dommel

Website Address
rpp-group.com

Brussels Office Since

📅 2002

Number of Public Affairs Consultants

👤 50

Key Specialisms

- ✔ Healthcare
- ✔ EU Funding
- ✔ Agriculture & Agribusiness
- ✔ Sustainability & Environment
- ✔ Governments

About RPP Group

Firm Description
RPP Group specialises in policy development and political communication, leading the industry in integrating visual communication into public affairs campaigns. We create win-win scenarios for clients, policy-makers, and stakeholders by identifying and communicating the societal value of ideas, products, and innovations. Our expertise spans a wide range of sectors, including public health, agriculture, energy, food, and life sciences.

Our team is made up of talented young professionals from diverse nationalities and disciplines—ranging from public health and political science to public affairs and media relations—who collaborate closely with a renowned multinational group of senior experts. This multidisciplinary approach is essential for a firm operating across complex sectors, as it allows us to develop well-rounded, innovative solutions that address the diverse and evolving needs of our clients and stakeholders.

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, Madrid and Warsaw.

Key Strengths
At RPP Group, we take our role in the political and societal landscape seriously. If your ideas or products have the potential to shape the future, RPP can help you convey your message to policy-makers and key stakeholders. We are dedicated to understanding and reflecting both bottom-up and top-down processes in European and national policy making. With offices in Europe's major capitals, we are committed to providing a robust approach to all political issues. Our success in

redesigning political communication is rooted in our unique approach to developing cutting-edge strategies that shape and improve policy. RPP Group possesses unique expertise across public health, agriculture, energy, food, and life sciences, leveraging our extensive experience to influence policies effectively in these vital sectors. We understand the complexities and interconnections within each field and are adept at navigating their multifaceted challenges to drive meaningful, long-lasting change.

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, Holomedicine 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



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OUR EXPERTISE AT YOUR SERVICE

At RPP, we specialize in navigating highly regulated sectors. We approach our role in the political and social landscape with a deep sense of responsibility, viewing public affairs as a critical tool for advancing societal progress, rather than a commercial pursuit. Our commitment is to leverage our sector-specific knowledge to drive meaningful change and contribute positively to the communities we serve.

RPP SRL · Rue Guimard 10 · Brussels (Belgium)
P. +32 (2) 884 63 39 · corporate.office@rpp-group.com



www.rpp-group.com

Rud Pedersen Public Affairs

:RUD PEDERSEN GROUP

Office Address
28, Avenue Marnix, Brussels 1000

Email Address
james.stevens@rudpedersen.com

Telephone Number
+32 (0) 2 376 48 08

Client Contact
James Stevens, Managing Partner

Website Address
rudpedersen.com

Brussels Office Since

📅 2017

Number of Public Affairs Consultants

👥 75

Key Specialisms

- 📌 Agriculture & Agribusiness
- 📌 Chemicals
- 📌 Digital Services & Technology Hardware
- 📌 Energy
- 📌 Food and Drink
- 📌 Healthcare
- 📌 Metals & Mining
- 📌 Sustainability & Environment

Key Clients
AkzoNobel, Bayer, Corteva, General Motors, Diageo, Microsoft, Novonesis, Schwarz Group.

About Rud Pedersen

Firm Description
Rud Pedersen is a European public affairs consultancy with Nordic roots. Long established as the largest public affairs consultancy in the Nordics, we have grown fast across Europe, opening new offices specialising in public affairs in Amsterdam, Brussels, Berlin, Madrid, London, Paris, Prague, Riga, Rome, Sofia, Tallinn, Vilnius, Warsaw, Kyiv and Zagreb since 2017. Our Brussels office alone has seen x5 growth since 2020.

Our consultants combine policy knowledge, political experience, and advocacy expertise across the full spectrum of activities required to engage successfully with political, regulatory, civil society and media actors in Brussels and EU member states.

Ownership Structure
Partnership.

International Structure
Rud Pedersen Public Affairs Brussels is part of the Rud Pedersen Group, one of the fastest growing public affairs and strategic communications companies, and probably the largest public affairs specialist consultancy in Europe. It has over 600 consultants operating in Amsterdam, Brussels, Berlin, Madrid, London, Paris, Prague, Riga, Rome, Sofia, Tallinn, Vilnius, Warsaw, Kyiv and Zagreb. We are active in other European capitals, working with dedicated public affairs partners.

Key Strengths
Public affairs first: all our offices across the EU specialise in public affairs first and foremost. Public affairs is not an add-on to other professional services, meaning we can gather intel and deploy programmes in Brussels and member states seamlessly.

The biggest bench of Senior Advisors in Brussels: we have +15 Senior Advisors with decades of experience at very senior levels at the institutions, in national government, and industry. All our Senior Advisors are fully embedded in our team, working

with clients and mentoring our younger staff members every day.

Independent and partner-owned: 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 most consultancies, which means our consultants are less stretched, and we believe, able to perform to a higher level.

European team with Nordic roots: Our team in Brussels is truly European. 18 nationalities are represented, and we have many Brussels veterans amongst us. But our Nordic roots are reflected in our culture, which we sum up as: caring, inquisitive, and driven.

Multi-disciplinary team: policy making in Brussels remains highly technical, but a more political Commission, engaged Parliament and greater involvement of member states has created a more complicated and volatile political environment. Our consultants range from technical experts with years of experience in regulatory agencies, industry veterans with deep sector knowledge, through to former journalists and ad agency executives able to develop campaigns that build political capital and shape public sentiment.

Recognised leadership in public affairs: in 2023 we were named public affairs consultancy of the year (PRovoke Media) and two of our senior leaders are recipients of the European Public Affairs Consultant of the Year award. Rud Pedersen Group was named Continental Europe Agency of the Year 2025 at the Provoke Media SABRE awards.

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.

Europe's largest public affairs agency, with 600+ public affairs specialists across 20 offices in key European capitals. Fiercely independent, we are fully owned by our partners.

**Rud Pedersen
Public Affairs**
:RUD PEDERSEN GROUP

James Stevens,
Managing Partner Brussels
james.stevens@rudpedersen.com
+32 485 473 507
rudpedersen.com
in  

**Office Address**

Rue Archimède 5,
Bte 12, Brussels 1000

Email Address

info@schumanassociates.com

Telephone Number

+32 (0)2 230 74 39

Client Contact

Danaï Tsapikidou

Website Address

schumanassociates.com

Brussels Office Since

1989

**Number of Public
Affairs Consultants**

35

Key Specialisms

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

Key Clients

Amazon Web Services, Anti-Money Laundering Europe, Almaviva, Armstrong International, Bloomberg, Deutsche Telekom, Edwards, European Commission, Irish Aviation Authority, Iron Mountain, Oxford PV, Philips, SAP, Skillnet Ireland, 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 work with clients to develop and implement business development strategies to grow public funded market share. We provide early intelligence on upcoming policy and funding initiatives and support a broad range of clients, from large global firms to governments and 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, Portugal, 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.
- Provide strategic financing advice for large scale investments

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 critical focus areas for immediate and long-term investment – defence and security, 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

"At The Adecco Group, we have a longstanding partnership with Schuman Associates. They are providing invaluable support to us, helping us access EU funds in a variety of ways. In addition to that, Schuman also helps us with public affairs. What we appreciate about Schuman is that they show a lot of flexibility towards us as clients. Whenever we may face a limitation, they will do their best to accommodate and ensure that we still have maximum impact on the ground in Brussels. The Schuman consultants are experts in their fields." The Adecco Group, Senior Public Affairs Manager



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sector funding

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implementation

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projects
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and strategic
communication

Green
transition

Healthcare
and pharma

Digital
transformation

Education
and skills

Security
and defence



Office Address
52 rue Defacqz, 1050 Brussels

Email Address
information@secnewgate.eu

Telephone Number
+32 (0)2 645 79 90

Website Address
secnewgate.eu

Brussels Office Since

2001

Number of Public Affairs Consultants

35

Key Specialisms

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

Key Clients
AWS, Brazilian Confederation of Agriculture and Livestock, BSA, Cosmetics Europe, European Producers of Laminate Flooring, European Paper Packaging Alliance, Expedia, HP Inc, IAPP, Multilayer Modular Flooring Association.

About SEC Newgate EU

Firm Description
We are a one-stop advocacy and communications consultancy operating at the heart of Europe. 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 belong to the award-winning global SEC Newgate group, which uses strategic communications, advocacy and research to drive positive change. SEC Newgate has a team of over 1400 people, operating across five continents in 29 countries, with more than 60 offices, including Athens, Amsterdam, Beijing, Berlin, Brussels, Canberra, Dubai, Hong Kong, London, Madrid, Milan, New York, Paris, Rabat, Rome, Singapore, Sydney, Warsaw and Washington DC.

Testimonials and why clients like to work with us
MMFA is a relatively young organization with just 12 years since its foundation. Since it is run by Ferial and her team (association management) it has become the largest and - more importantly - the most dynamic flooring association in Europe. Ferial not only managed to transform the MMFA into a European-minded organization, she and her team also initiated the transition from a manufacturing association to one with a clear focus on sustainability. Their deep insights and first-hand information from the EU institutions in Brussels are instrumental to understand what is going to happen and help to anticipate the next moves of the MMFA." Carl Ruland, Board member MMFA 2018 - 2024, Vice-President Novalis

"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 advise 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

"SEC Newgate EU is the best partner an organisation can have in Brussels when it comes to media relations. Not only do they have great connections with reporters, they understand what piques the interest of the outlets and the individual journalists and they will guide you to make sure your voice gets noticed (and picked up) amidst the many ones seeking to be in the spotlight. Hiring SEC Newgate EU for media support was the best decision we took many years ago and Victoria leads a team where quality, consistency and dedication have always been at the top." Thomas Boué, Director General Policy, EMEA, Business Software Alliance

"I have had the pleasure of working with the SEC Newgate EU for close to 10 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 been an outstanding strategic communications partner during my time as Senior Communications Manager at the Business Software Alliance and IBM. 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 External Affairs Officer | World Bank



Shaping change,
with you.

SustainablePublicAffairs

Office Address
Norrskén House, Rue du Commerce 72, Brussels, 1040

Email Address
willem@sustainablepublicaffairs.com

Telephone Number
+32 (0)470 121 648

Client Contact
Willem Vriesendorp

Website Address
sustainablepublicaffairs.com

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

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 and #DiversityCharter 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 Norrskén House – 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 values:

Our first value is positivity. We work with positive energy, and always in favour of the cases we advocate for. We try never to emit negative energy and will never act against others, nor do we speak badly about competitors.

Integrity is standing up for what you believe in. As professionals, we only work for societal outcomes that we would want to see as private citizens as well. It means also that we recognize that while many sustainability gains will come from the cases we advocate for, it is always more sustainable to just consume, and subsequently produce, less.

Autonomy means that we do cases because we want to change the legislative framework. That is our purpose, and we are guided by that. Our clients are our partners to help get there / and not the other way around. We provided our own input to the EU 2040 targets and will always act in accordance with those objectives.

Key Clients
Examples of our clients / projects are: Sustainable Banking Coalition, Environmental Defence Fund, Sympower, Topsoe, Ecocem, Upfield, Innargi, LKAB, Resortecs, Corbion, IBMA, 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

Mathilde Chareyron
Head of Public & Regulatory Affairs
SYMPOWER
“Our collaboration with #SustainablePublicAffairs has already delivered an impact. As a frontrunner in the demand-side flexibility field, Sympower is working to accelerate the energy transition—and it’s clear that the #SustainablePublicAffairs team shares this mission. Their expertise, strong Brussels network, and creative, outside-the-box approach are helping us raise awareness of the critical role flexibility can play in decarbonising Europe’s energy system, and amplify our voice. We’re very pleased with the partnership and excited about what we can achieve together.”

Daniel Goldberg
Deputy co-CEO
NORRSKEN FOUNDATION
“It’s been great to work with #SustainablePublicAffairs on the launch of Norrskén House Brussels, to build a platform for spotlighting the founders and funders who help make the EU a leader on both sustainability and innovation. They’re an exceptional partner: creative, quick-on-the-ball and extremely well-connected!”

Victoria Chartier
Corporate Affairs Manager
ECOVADIS
“As a purpose-driven company, we decided to partner with #SustainablePublicAffairs to support us in aligning our values & mission with our public affairs strategy. The team challenges us to advocate effectively for our policy demands while ensuring that we keep our values in check. The team’s expertise, political know-how and creative approach gives us confidence to navigate a politically volatile and challenging environment.”

Karin Boman Röding
Head of Public Affairs and Strategic Communications
STOCKHOLM EXERGI
“We worked with #SustainablePublicAffairs during a critical phase of our project—preparing for our first-of-a-kind, large-scale plant to deliver permanent carbon removals in Europe (800 000 tonnes a year once operational!) where policy and regulatory certainty were key. #SustainablePublicAffairs played an important role in helping us navigate a complex and fast-evolving regulatory landscape. From the start, it was clear that there was strong mission alignment between our project and #SustainablePublicAffairs’ approach—both committed to driving sustainable industrial transformation with impact and integrity. They are friendly, fun, and very professional. We greatly appreciate their continued support and would recommend them to anyone operating at the intersection of innovation, industrial and climate policy.”

Andréa Ganovelli
CEO
GREEN-GOT
“We have been working with #SustainablePublicAffairs to redirect the billions of euros still supporting the fossil fuel industry towards the ecological transition. Through the Sustainable Banking Coalition, and thanks to their policy expertise and EU network, we have been able to show there is an alternative for finance in Europe with truly sustainable solutions. This is a powerful lever for systemic change at the European level, and it would not be possible without the dedication of the #SustainablePublicAffairs team.”

Xavier Sol
Sustainable Finance Director
T&E
“#SustainablePublicAffairs brings a strong combination of policy expertise and strategic thinking. They are a reliable partner for navigating complex EU economic files. Their ability to align stakeholder positions while maintaining strategic focus was critical to our work on channeling resources for the decarbonisation of the transport sector. I fully recommend their team to any civil society organisation seeking to strengthen its impact in Brussels.”

Robert E. Jones
President
CELLULAR AGRICULTURE EUROPE
“We are a collection of companies bringing products to market that can be perceived as disruptive and thereby polarising to some powerful interest groups. In #SustainablePublicAffairs we got a team with in-depth agri-food experience, credibility and trust with key stakeholders, strategic and timely advice, and tangible results in a short amount of time. As a bonus, the DNA of the company is rooted on a moral compass that is a rarity in Brussels.”

Aurélié Beauvais
Managing Director
EUROHEAT & POWER
“Euroheat & Power needed a sparring partner to raise awareness of the importance of heating and cooling decarbonisation and shed light on the benefits of community-based solutions such as state of the art district heating and cooling systems. I worked with many consultancies in Brussels, but #SustainablePublicAffairs is truly unique. It is a very human, agile team, focused on efficiency and results, and with real added value in terms of information, network, and strategy. Working with them is a very rewarding journey, and I would recommend it with my eyes closed.”



Office Address
56 Avenue des Arts, 1000 Brussels

Email Address
Deborah.Nash@teneo.com

Telephone Number
+32 (0) 2 622 95 10

Website Address
www.teneo.com/brussels/

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.



Office Address
Avenue de Cortenberg
100 – 1000 Brussels

Email Address
Brusselsnewbiz@webershandwick.com

Telephone Number
+32 (0)2 894 90 00

Client Contact
Mónica VICENTE CRISTINA

Website Address
webershandwick.eu

Brussels Office Since

📅 1989

Number of Public Affairs Consultants

👥 17 Consultants

Key Specialisms

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

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 113 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, technology, AI, financial services, sustainability, energy, climate, food and agriculture. Our integrated public affairs and communications services are designed to help clients identify the right partnerships and solutions to solve complex challenges while shaping the policy agenda and solving societal issues. Experienced

in integrated advocacy & communications campaigns, we are able to manage and guide clients through reputational issues 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, Federation of European Scleroderma Associations (FESCA), ePURE, European Container Glass Federation (FEVE), Logitech, Card Payment Sweden, Novartis, Sanofi, Shionogi, Sobi, Takeda and Bayer.

Testimonials and why clients like to work with us
Having worked with the Weber Shandwick Public Affairs team in Brussels for over four years, I’ve consistently been impressed by their strategic insight, depth of EU policy expertise, and the quality of their work. They’ve been a trusted and proactive partner in helping to navigate complex policy landscapes and engage effectively with key stakeholders across Europe.

John McManus, Policy Communications Director, Dell





Office Address
Rue des Deux Eglises 14

Email Address
brussels@365sherpas.com

Telephone Number
+32 (0) 486 04 60 42

Client Contact
Reimund Simon, Managing Partner

Website Address
www.365sherpas.com

Brussels Office Since

📅 2019

Number of Public Affairs Consultants

👥 More than 50 across Brussels and Berlin.

Key Specialisms

- ✔ Agriculture & Agribusiness
- ✔ Banking, Insurance and Financial Services
- ✔ Chemicals
- ✔ Digital Services & Technology Hardware
- ✔ Energy
- ✔ Healthcare

About 365 Sherpas Brussels SRL

Firm Description
365 Sherpas is the political-strategic consultancy for companies and institutions with offices in Berlin, Hamburg and Brussels. Our work begins well in advance of public communication and focuses on the areas of corporate affairs and policy advice, public affairs, advocacy, campaigning, communication, and crisis management. Our team of more than 50 experienced and specialized all-rounders in Berlin and Brussels advises companies, associations, authorities, ministries, and institutions at European level as well as at federal and state level. For ten years and guided by a strong spirit of discovery, we have been developing new perspectives together with our customers. Extensive experience, diverse skills, a strong hands-on mentality, and attention to detail ensure that every obstacle is overcome, and every summit is reached safely.

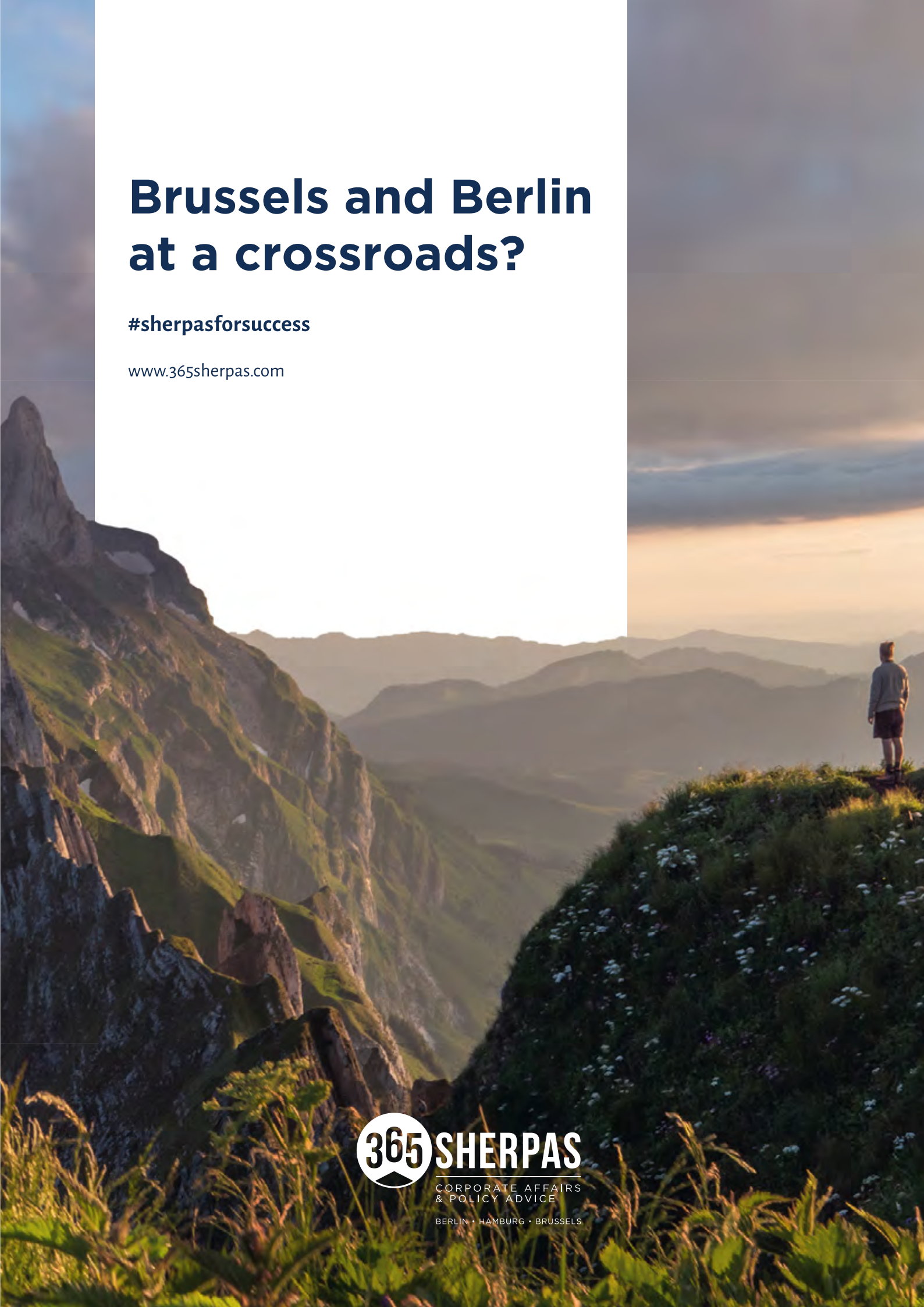
Our team maintains an excellent network in all democratic parties, ministries, and institutions at German and European level as well as in the media and civil society organisations due to their individual careers as a whole. With our understanding of processes and interrelationships and our quick and forward-looking capacity of observation, we are one of the leading policy consultancies.

Ownership Structure
Incorporated and majority owned.

International Structure
365 Sherpas, with its own offices in Berlin and Brussels, is part of the Hirschen Group – one of the largest owner-managed agency groups in Germany – and also works closely with a well-established network of campaigning, digital, creative and dialogue disciplines – including additional locations in Munich, Düsseldorf, Hamburg and Dresden. In addition, we are part of the WPP network.

Key Strengths
Our clients benefit from our experience in Germany and at EU level, our knowledge of relevant topics, our understanding of customer and stakeholder needs, our communication know-how and our German-European approach. We are enthusiastic consultants who are guided by common sense and believe that courage and passion are essential for any change or redirection. For us, strategic consulting is not a one-time affair, but day-to-day business, all year round, around the clock. In times of real-time communication and changing media usage behavior, the presentation of content and people is not only gaining in importance, it's also the core of the public dialogue of leaders in business, politics or the public. We understand the (economic) political interactions between Berlin and Brussels and know how to use them optimally for our clients.

Key Clients
365 Sherpas has worked for a total of around 150 clients over the past 10 years. These included clients from sectors like digital, energy, industry, infrastructure, sustainability, pharma and healthcare. Among them: from small companies to associations and large corporations. For further details see the European Transparency Register or the German Lobbyregister.



Brussels and Berlin at a crossroads?

#sherpasforsuccess

www.365sherpas.com



Office Address

Rue du Trône 100, 1050
Brussels, Belgium.

Email Address

info@aforeconsulting.eu

Telephone Number

+32 (0) 475 760 158

Client Contact

Nickolas Reinhardt

Website Address

aforeconsulting.eu

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





Office Address
9 Rond-Point Robert Schuman
– Robert Schumanplein 9,
1040 Brussels, Belgium

Email Address
info@akpublicaffairs.eu

Telephone Number
+32 (0) 471 311 434

Website Address
akpublicaffairs.eu

Brussels Office Since
 2022

Number of Public Affairs Consultants
 10

Key Specialisms

- Digital Services & Technology Hardware
- Competition & Antitrust
- Trade
- Telecoms
- Transport

About AK Public Affairs

Firm Description

Founded in 2022, AK Public Affairs is one of the fastest growing strategic advisory firms in Brussels. We focus on supporting technology-enabled clients to navigate the EU policy landscape.

Our team, specialized in technology, transport, competition and trade, offers unparalleled expertise in public affairs and communications drawing on diverse technical and political experience.

We aid our clients in understanding and influencing the EU policymaking agenda within our fields of expertise. This can range from assisting in devising and executing comprehensive EU public affairs strategies and engagement programmes, identifying opportunities for profile-building or building and managing industry coalitions.

Key Clients

- Akamai
- Atlassian
- Bolt
- CrowdStrike
- ICANN – The Internet Corporation for Assigned Names and Numbers
- imec – Interuniversitair Micro-Electronica Centrum vzw
- ISC2 – International Information System Security Certification Consortium
- Japan Business Council in Europe
- NetApp
- Salesforce
- Unity
- Workday
- Zscaler

Ownership Structure

Partnership.

Key Strengths

Our core strength lies in the experience and knowledge of our consultants and senior advisors. We have a team of professionals with diverse experience across the EU institutions, national governments and leading public affairs consultancies. Individually, they have decades of experience supporting businesses of all sizes through legislative processes, enforcement procedures, and M&As.

We focus primarily on supporting technology-enabled businesses, and we specialise in the following policy areas:

- AI, Cloud & Data
- Consumer Protection
- Competition, Antitrust and M&A
- Cybersecurity & Privacy
- Geopolitics & Trade
- Sustainability
- Telecommunications & Internet Governance
- Transport & Mobility



HELPING ORGANISATIONS SHAPE EU TECH POLICY

AK PUBLIC AFFAIRS BV

9 Rond-Point Robert Schuman – Robert Schumanplein 9
1040 Brussels, Belgium
Email: info@akpublicaffairs.eu



Office Address
11 Avenue des Arts, 1210 Brussels

Email Address
info@alonsoassociates.com

Telephone Number
+32 2 230 70 42

Website Address
alonsoassociates.com

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 & Associates

Firm Description
Alonso & Associates is an international legal consultancy specializing in regulation, lobbying, and advocacy concerning the European Union and the United Nations. Established in 1986 and based in Brussels and Madrid, we offer expert advice, representation, and interest management across EU and UN agencies in sectors such as transport, energy, construction, agrifood, chemicals, environment, and the circular economy.

Our deep understanding of the decision-making processes in Brussels includes knowledge of what is decided, who the decision-makers are, how decisions impact our clients' activities, and the dynamics of decision timing and rationale. We maintain excellent relationships with institutions, embassies, European federations, and private companies, simplifying the complexities of the EU, solving problems, and cultivating a "European" mindset in our clients. We prepare them to effectively navigate Brussels, addressing threats and capitalizing on opportunities.

Our services include institutional relations (networking), advocacy and lobbying, legal consultancy (handling complaints, appeals, and drafting opinions), tailored intelligence reports, access to EU grants and funding, private sector development, and case studies.

We have a strong track record of securing EU funding, ensuring recognition of our clients' interests in EU legislation, negotiating transitional periods, facilitating inclusion in European economic missions, managing food crises, releasing quotas held at customs, enabling industrial plants to export to the EU, successfully lodging complaints with the EU with favourable outcomes for our clients, and obtaining grace periods for certain restricted products.

Key Strengths
Networking. Technical know-how.



Defend your rights
and interests in Brussels
and Geneva
Make your voice heard



Making the best use of
Brussels and Geneva
Know the rules of lobbying



Avenue des Arts 10-11 bte 10
B-1210 Brussels

EMAIL
info@alonsoassociates.com

PHONE
T +32 2 230 70 42



Office Address
Rue Wiertz 25, 1050 Brussels

Email Address
info@arpa-eu.com

Client Contact
Angel Rebollo

Website Address
arpa-eu.com

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 language of the interests of the regulator and public authorities, and vice versa.

Athenora Consulting

Office Address

66 Avenue de Cortenbergh
1000 Brussels

Email Address

natacha.clarac@athenora.com

Telephone Number

+32 (0) 2 280 28 01

Client Contact

Natacha Clarac

Website Address

athenora.com

Brussels Office Since

2003

Number of Public Affairs Consultants

6

Key Specialisms

- ☑ Banking, Insurance and Financial Services
- ☑ Digital Services & Technology Hardware
- ☑ Sustainability & Environment
- ☑ Industries
- ☑ Energy
- ☑ Healthcare
- ☑ Public utilities
- ☑ Transport
- ☑ Association Management

About Athenora Consulting

Firm Description

We are a Brussels-based influence strategy firm with over two decades of experience at the heart of EU policymaking.

We craft and execute bespoke strategies that empower our clients to actively shape and navigate the European Union's legislative and regulatory landscape.

Our services are tailored to deliver strategic impact across every stage of the EU decision-making process:

- Strategic Intelligence – In-depth monitoring and analysis of the evolving EU policy and regulatory environment
- Narrative: Crafting clear, persuasive messages aligned with institutional priorities and political momentum
- Influence: Designing innovative, high-impact lobbying strategies adapted to the EU's multifaceted and competitive arena
- Coalition : Creating and managing broad, effective coalitions to amplify influence and credibility

Ownership Structure

Athenora Consulting is an independent company with 3 partners. Stéphane Desselas, Founder and President, Natacha Clarac, General director and Thomas Dorget, Director.

International Structure

Athenora Consulting is a member of the Public Relation Global Network since 2007 (PRGN (<https://prgn.com/>)). Worldwide, PRGN has more than 50 independent agencies.

Key Strengths

We challenge convention to drive innovation—developing bold ideas, strategies, and concepts that enlarge the boundaries of influence in Brussels.

Our expertise spans three interconnected pillars:

- Athenora Consulting – Strategic EU lobbying and influence design
- Athenora Coaching – Executive training and leadership development in EU affairs
- Athenora Academy – Capacity building and knowledge transfer for tomorrow's EU actors

Key Clients

Aéma Groupe- ADEME – Cercle des Réseaux européens – Cercle Europe et Technologies du Futur – Cercle Europe et Politiques Sociales – Cigref – CNGTC (Greffiers des Tribunaux de commerce) – CNCPI (Compagnie Nationale des Conseils en PI) – Fondation pour le droit continental – FNCCR – La Poste – MAF agro – VYV – VINCI

Testimonials and why clients like to work with us

Clients choose us – and stay with us– because we combine strategic clarity with long-term vision and partnership.

Our clients trust us because we operate with a relentless sense of excellence and unwavering senior-level commitment

They value:

- The clash of ideas that sharpens strategy and drives innovation
- Clear-eyed, actionable advice rooted in deep EU expertise
- Enduring relationships built on trust, transparency, and shared success



Navigate politics
Craft your messages
Shape EU policies

Office Address
Rue des Trèves 49-
51, 1040, Etterbeek

Email Address
rgonzalez@atrevia.com

Telephone Number
+32 (0) 2 511 6527
+32 (0) 470 57 41 58

Client Contact
Ramón González Bernal

Website Address
atrevia.com

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

- 📍 Retail
- 📍 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, Inditex.

**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.

Rue de Trèves 49-51 à 1040 - Etterbeek - Brussels
Director: Manuel Mostaza - mmostaza@atrevia.com
T. +32 2511 6527



BERNSTEIN
GROUP

Office Address
Rue d'Arlon 25, 1050

Email Address
brussels@bernstein-group.com
bopp@bernstein-group.com
lottmann@bernstein-group.com

Telephone Number
+32 (0) 24265363

Client Contact
Timm Bopp, Managing Director
Florian Lottmann, Partner

Website Address
bernstein-group.com

Brussels Office Since

2006

Number of Public
Affairs Consultants

3 Brussels-based with 25 in
Berlin, Frankfurt and Munich

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, Munich, 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



Office Address
10 Square Ambiorix,
B-1000 Brussels

Email Address
beboldt@boldtpartners.com

Telephone Number
+32 2 899 23 01

Client Contact
Jeremy Galbraith,
Managing Partner

Website Address
boldtpartners.com

Brussels Office Since

📅 2018

Number of Public
Affairs Consultants

👥 Our Brussels team consists
of 7 Partners and 20 team
members in total.

Key Specialisms

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

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 BPI our clients work with them every day.

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

In 2024 we were acquired by Bully Pulpit International, a Washington D.C.-based media and communications agency with offices across the United States. Our transatlantic relationship with BPI is a unique offering to any client interested in developing global strategies.

Key team members in Brussels:

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

- David O'Leary (Partner)
- Mario Filippini (Partner)
- Jimmy De Bock (Creative Partner)
- Iris Bouma (Director)
- Isabella Mittelbach (Director)

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

International Structure
Berlin, Brussels, Geneva, Cologne, Oslo, Zürich and London. In addition, we have a network of strategic partners which enables us to provide seamless strategic advice around the world. In 2023 we were acquired by Bully Pulpit International, a Washington D.C.-based media and communications agency with offices across the United States.

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, Waterise, Carlsberg Group, 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



Office Address
Rue Philippe Le Bon
15, 1000 Brussels

Email Address
info@bs-europa.eu

Telephone Number
+32 (0) 2 588 56 70

Client Contact
Luigi Petito

Website Address
bs-europa.eu

Brussels Office Since

2005

Number of Public
Affairs Consultants

8

Key Specialisms

- Energy
- Association Management
- EU Funding
- Sustainability & Environment

About Business Solutions Europa

Firm Description
Boutique independent public affairs, strategic communication and project management agency.

Ownership Structure
Independent.

International Structure
We have a presence in both Brussels and Rome. We collaborate with similarly aligned, value-focused experts and agencies in other European countries, tailoring our partnerships to meet the specific requirements of our clients.

Key Strengths
With over two decades of experience, we offer private and public organizations a fresh perspective on advocating for some of today's most pressing public policy and societal issues.

We have a specific expertise in energy efficiency, sustainability and the built environment, health promotion and childhood obesity. We are renowned for our meticulous and insightful approach, coupled with a pragmatic and resolute commitment to rolling up our sleeves and delivering results.

Our primary objective is to help our clients navigate the politics and processes of the European Union and actively contributing to their development. At the core of our mission is building partnerships and facilitating dialogue and exchange of crucial expert, technical and sectorial perspectives with key European institutions and stakeholders.

Our commitment extends beyond policy and engagement; we love to bring great ideas and projects to life on the ground. We take pride in this unique skill set, which encompasses comprehensive knowledge of EU policies and processes, strategic communication, and the creation and management of international projects and initiatives, including innovative EU-funded projects, to support the delivery of policy objectives on the ground.

Our team comprises of highly talented individuals from diverse backgrounds, spanning both public and private sectors. They possess a wide range of competencies, technical skills, proficiency in multiple languages, and an extensive network of contacts. Most importantly, they share our ethos of being driven by purpose to supporting the commercial success of our clients and partners, the preservation of the planet and the health and well-being of humankind.

Key Clients
European Alliance to Save Energy (EU-ASE), Coalition for Energy Savings, World Green Infrastructure Network (WGIN), European Childhood Obesity Group (ECOG), Transparency Register number: 44224726204-26.

Testimonials and why clients like to work with us
Since 2010, Business Solutions Europa has transformed our association.

Their expertise helped us professionalise internal processes, enhance our communication strategy, and elevate the organisation of our annual scientific congress – now recognised across Europe as a key event for high-level scientific exchange and networking.

They have also been instrumental in forging strategic partnerships and securing funding for our educational initiatives. Under the guidance of Luigi Petito, BusinessSolutions Europa has inspired greater engagement among our members and brought renewed energy to our association's activities.

Luigi combines natural leadership with exceptional professionalism and kindness. His contribution – and that of his team – has been transformative and inspiring for us.

Prof. David Thivel, President, European Childhood Obesity Group



Supporting our Clients,
Cherishing People & Planet.

Your Growth, Our Commitment.

Public affairs | Communication & Engagement | European Funding

www.bs-europa.eu



Office Address
Square de Meeus 35, 1000
Brussels, Belgium

Email Address
kutterer@considerati.com
corca@considerati.com

Telephone Number
+32 (0)470311656
+32 (0)472881683

Client Contact
Cornelia Kutterer
Anamaria Corca

Website Address
considerati.com

Brussels Office Since

📅 2023

Number of Public Affairs Consultants

👥 50 legal and public affairs consultants in den Haag, Amsterdam and Brussels. Hybrid policy team dedicated to EU Policy & Regulatory: 8.

Key Specialisms

- 📌 Banking, Insurance and Financial Services
- 📌 Digital Services & Technology Hardware
- 📌 Healthcare
- 📌 Telecom
- 📌 Association Management
- 📌 Sustainability & Environment

About Considerati

Firm Description
Considerati is an independent legal and public affairs consultancy with 18+ years of experience guiding organizations through technological, regulatory, and geopolitical changes. With offices in Brussels, Amsterdam, and The Hague, we leverage our extensive partner network across Europe and the Americas to help clients secure market access, manage reputation, support innovation, and build resilience. Our multidisciplinary teams deliver practical solutions through Public Affairs, Legal & Compliance, and EU Policy services, enabling responsible innovation and building political support for progress in today's complex landscape.

Ownership Structure
Considerati is a privately owned, independent firm.

Key Strengths
At Considerati, we blend regulatory expertise with strategic understanding of today's geopolitical landscape, drawing on team experience from the US, Netherlands, EU, and Eastern Europe. We excel at coalition building across sectors, amplifying client voices in policy debates on digital transformation and emerging technologies. Our experts navigate fragmented regulatory environments, translating geopolitical trends into actionable strategies for client resilience across multiple jurisdictions. We build government affairs capacity within organizations through tailored training and strategic advisory, while leveraging advanced compliance tooling to ensure AI systems meet EU AI Act standards.

Our strengths include deep expertise in EU policy, regulatory affairs, and emerging technologies, including Data, Privacy & AI, Cybersecurity & Digital Trust, Digital Markets & Services, Digital Infrastructure & Connectivity, Consumer Protection & Digital Economy, Sustainability & Green Digital, Justice, Security & Cross-border Cooperation,

Interoperability & Competition, as well as healthcare, neuroscience, and MFF.

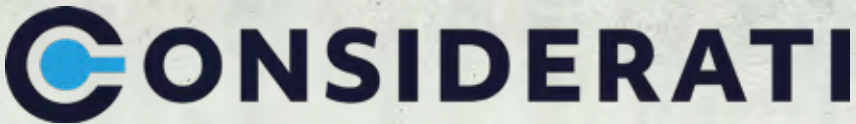
Comprehensive services include regulatory monitoring, impact assessments, stakeholder engagement, and reputation management. We excel in advocacy across tech, healthcare, education, finance, and industry sectors while providing bespoke compliance solutions for DPIAs, AI governance, and risk management. Our quality training programs build in-house government affairs capacity, supporting responsible digital transformation for private, public, and non-profit organizations. By integrating coalition building with regulatory expertise, we help clients turn challenges into opportunities.

Key Clients
Considerati serves diverse clients including tech firms, life sciences companies, associations, non-profits, and government bodies, helping them navigate regulatory complexity and enhance policy influence across Europe. See Transparency Registry 37160717622-18 and our website.

Testimonials and why clients like to work with us
"Considerati have become like part of the team when it comes to our Brussels work. They are agile, have an amazing attention to detail and put relationships at the heart of what they do. They also understand what is needed to get ahead in Brussels, demonstrating tenacity, dedication, and persistence every day. It's a real pleasure to work with Considerati and we are proud to be their first not-for-profit client!"

Eloise Todd, Executive Director
Pandemic Action Network

BUILDING TOMORROW,
RESPONSIBLY TODAY





Office Address
6 rond-point R. Schuman,
1040 Bruxelles

Email Address
annelaure.cattelot@rivington.fr

Telephone Number
+32 (0) 2 234 63 27

Client Contact
Anne-Laure Cattelot, CEO ESL EA &
Vice President ESL-Rivington Paris

Website Address
eslnetwork.com

Brussels Office Since

📅 1992

Number of Public Affairs Consultants

👥 5 in the Brussels office

Key Specialisms

- 🔍 Aerospace & Defence
- 🧪 Chemicals
- ⚡ Energy
- 🏛️ Governments
- 🚗 Industrial Goods & Engineering
- ✈️ Transport

Firm Description
For 30 years, ESL & Network European Affairs has provided its clients with recognized expertise and an international network to gather essential information for their strategic decisions.

A specialist in defending its clients' interests before French, European, and international bodies, ESL & Network European Affairs leverages an exceptionally strong political network in both Brussels and France. This unparalleled access to key decision-makers and influencers allows ESL to positively influence decisions by mobilizing its institutional and strategic relationships at the highest levels.

About ESL European Affairs

Ownership Structure
In July 2021, ESL & Network European affairs joined the ADIT Group, the European leader in strategic intelligence. This alliance enables ESL to strengthen its operational capabilities in key areas such as strategic intelligence, business ethics, business diplomacy, public affairs, corporate security, export support, political analysis, and political networking.

International Structure
With a historic presence in Paris, a strategic office in Brussels, and a dense network across Africa and the Arab world, with local offices in Dubai and Rabat, ESL & Network European Affairs offers extensive international coverage. This presence allows the organization to monitor and anticipate political, economic, and social developments on all scales while providing precise recommendations and tailor-made solutions. ESL EA relies daily on its extensive network of senior advisors, who are former ambassadors and members of European institutions.

Key Strengths
ESL has a proven track record in supporting clients across a broad range of sectors, including industry, transportation, aviation, defense, and energy. Whether helping industrial leaders navigate regulatory complexities, advising transportation stakeholders on sustainable mobility policies, or supporting aviation companies in addressing the impact of emerging environmental standards, ESL tailors its strategies to meet the specific needs of each sector. This ability to adapt ensures that from multinational corporations to professional associations everyone benefits from solutions that are both innovative and impactful.

The combination of this extensive network and decades of experience enables ESL to deliver high-level political analysis and strategic advice, tailored to the specific challenges and objectives of its clients. From understanding the complexities of

political systems to anticipating regulatory changes, ESL ensures that its clients are always one step ahead in navigating today's competitive and dynamic environments.

The organization conducts targeted and effective institutional communication campaigns, supporting its clients across their spheres of influence to maximize their impact. Whether it's through direct interactions with political leaders, engagement with parliamentary committees, or collaboration with European institutions, ESL ensures its clients' voices are heard where it matters most.

ESL & Network European Affairs mobilizes strategic channels of influence, implements amendment actions with key decision-makers, organizes targeted meetings with influential leaders, and deploys high-value-added communication campaigns to address its clients' complex and diverse challenges. Its deep-rooted political relationships in France and Brussels are a cornerstone of its success, enabling ESL to open doors, shape outcomes effectively, and provide unparalleled political insight.

Key Clients
Groupe Seb, Air France-KLM.

Testimonials and why clients like to work with us
"From small businesses to global corporations, ESL & Network European Affairs supports its clients with a dedicated and professional approach, led by seasoned experts who have operated at the highest levels of state institutions".



- Groupe ADIT -

ESL & NETWORK EUROPEAN AFFAIRS

ESL & Network European Affairs is your leading strategic partner, offering a unique combination of expertise, an unrivaled political network, and integrated services to meet your needs in strategic intelligence, communication, political analysis, and influence on a global scale.

Our high level political advice empowers clients to tackle challenges with clarity and precision, turning obstacles into opportunities.

“ The importance of strategic advice in a constantly evolving environment

**Office Address**

Rue Wiertz, 25, 1050 Bruxelles

Email Address

eupportunity@eupportunity.eu

Telephone Number

+32 (0) 473292502

Client Contact

Henrique Burnay, Co-founder and Senior Partner

Website Address

eupportunity.eu/en

Brussels Office Since

2009

Number of Public Affairs Consultants

6

Key Specialisms

- ✓ Aerospace & Defence
- ✓ Banking, Insurance and Financial Services
- ✓ Digital Services & Technology Hardware
- ✓ Energy
- ✓ Telecoms
- ✓ 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 15 years are some of our most valuable assets that we nurture on a daily basis. We would highlight the ones with the Portuguese Catholic University, Nextlaw, Portugal Network and the participation in international EU funded projects: ALBATTIS, TRIEME and WeGenerate. Furthermore, we are founding members of The Brussels Group, a network of independent public affairs consultancies with a strong expertise at both European and national levels.

Key Strengths

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

present data on the right timing, while bringing the right mix of enthusiasm, experience and perseverance.

Key Clients

Energy and Climate Action, Health, Industry, Foundations, Regional and Local Authorities, Digital, Environment and Construction.

Testimonials and why clients like to work with us

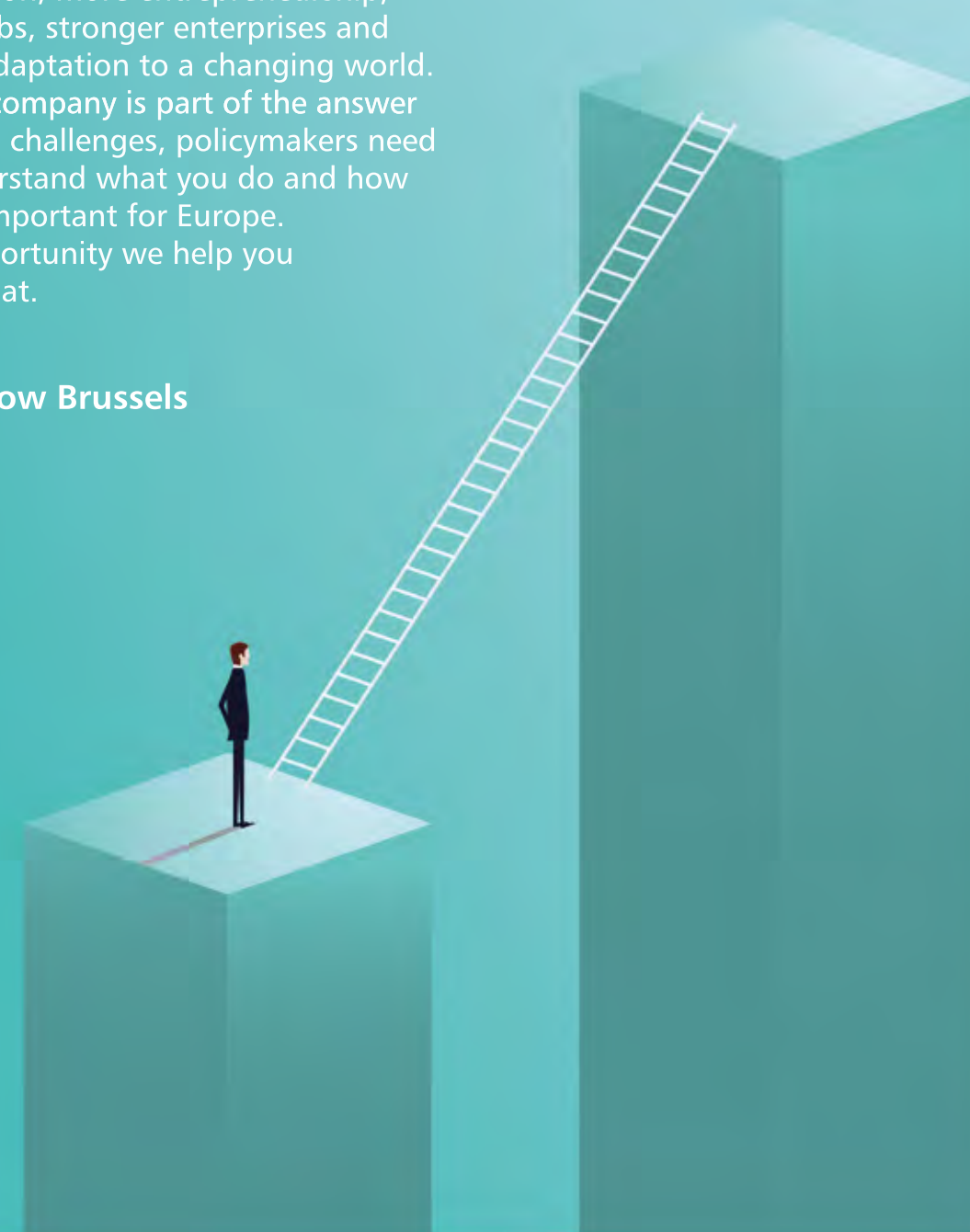
"Eupportunity is a highly regarded consulting firm on European affairs. Their team is as dedicated as knowledgeable and a true pleasure to work with. They have just the right amount of expertise, diplomatic skills, and strategic thinking, as well as a comprehensive network of contacts, to help your organization navigate the intricate web of institutions, policymakers and other stakeholders that make up Brussels." João Tiago Gaspar, Head of content and international affairs, Francisco Manuel dos Santos Foundation

"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

Rue Wiertz,25
1050 Bruxelles
BELGIQUE

www.eupportunity.eu





Office Address
25 rue Montoyer 1000 Bruxelles

Email Address
info@euralia.eu

Telephone Number
+32 2 506 88 20

Website Address
euralia.eu/en

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

- 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
- EUF – European Association for the Factoring and Commercial Finance Industry
- EUREFAS – European Refurbishment Association
- Euricpa
- FFP – France Filière Pêche
- France Post-Marché
- Fédération française des Banques Alimentaires
- Google France
- I-CAD
- InterChanvre
- Limagrain
- L'Oeuvre d'Orient
- SNVEL – Syndicat National des Vétérinaires en Exercice Libéral
- SOMFY
- Saur
- Thales
- UEVP – Union européenne des Vétérinaires praticiens

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

Experts in European and French public affairs

www.euralia.eu - info@euralia.eu

BRUXELLES

RUE MONTOYER, 25

1000 BRUXELLES

PARIS

40, RUE
DE CHATEAUDUN

75009 PARIS



Office Address
Résidence Palace, Rue de la Loi
155, 1040 Brussels, Belgium

Email Address
info@europe-analytica.com

Telephone Number
+32 (0) 2 231 12 99

Website Address
europe-analytica.com

Brussels Office Since

📅 1999

Number of Public
Affairs Consultants

👥 8

Key Specialisms

- 📌 Digital Services & Technology Hardware
- 📌 Media
- 📌 Association Management
- 📌 Competition & Antitrust

Key Clients

- The European Publishers Council
- 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

About Europe Analytica

Firm Description

Europe Analytica is a Brussels-based public affairs consultancy with a wide range of services, including tailored monitoring, mapping, analysis and strategic advice, contact programme design and outreach as well as full representation which enables us to offer client dedicated solutions. We have a strong focus on cultural and creative industries, media policy, data and privacy, advertising, copyright, competition, innovation and digital services. Our company has been expanding and embedding new areas of expertise such as environmental and healthcare issues and supporting SMEs. 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

Director and 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.

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

We are a Brussels-based European public affairs consultancy founded in 1999. We provide a comprehensive range of consulting services to clients, including companies and trade associations, across multiple sectors.

Our expertise spans EU monitoring, policy analysis, project management, interest representation, communication strategies, and association management. We specialise in topics affecting the media, cultural and creative industries, advertising and digital policy, copyright, privacy and data protection.

With over 25 years of experience and with a young and dynamic team we provide our clients with tailor-made solutions which add value to their work.

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

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 response to each client's requirements.



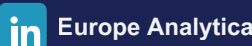
Advise | Manage | Deliver

Office:
Residence Palace - Rue de la Loi
155, 1040 Brussels, Belgium

Email:
info@europe-annalytica.comm

Phone number:
+32 223 11 299

Website:
www.europe-analytica.com





Office Address
L'Arsenal Boulevard Louis
Schmidt 29, 1040 Brussels

Email Address
info@eufocusgroup.com
pascal.michaux@
eufocusgroup.com
pavel.glukhov@
eufocusgroup.com

Telephone Number
+32 (0) 2 741 24 71

Client Contact
Pavel Glukhov, Partner
Pascal Michaux, Partner

Website Address
eufocusgroup.com

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



ULTIMATE ADVOCACY
EXPERTS ON EU
CHEMICAL REGULATIONS

**Office Address**

Boulevard Charlemagne
1, 1041 Brussels

Email Address

info@eustrategy.eu

Telephone Number

+32 (0)2 231 7131

Client Contact

Andrea Parola

Website Address

Eustrategy.eu

Brussels Office Since

2009

**Number of Public
Affairs Consultants**

12

Key Specialisms

- ✓ Agriculture & Agribusiness
- ✓ Digital Services & Technology Hardware
- ✓ Education
- ✓ Telecoms
- ✓ Transport
- ✓ Association Management

About EU Strategy

Firm Description

Navigating the complexities of EU Institutions demands both profound expertise and adaptable strategies. At EU Strategy, we bring precisely that. Our small, highly versatile team leverages a deep and nuanced understanding of EU working practices to offer a refreshing contrast to larger, often less agile, consultancies. We excel through the seamless and rapid exchange of information, enabling us to move swiftly and decisively in developing tailor-made solutions that precisely fit our clients' needs.

Eschewing slow and hierarchical decision-making, our boutique approach prioritizes efficiency and responsiveness. Our proven track record in tackling intricate EU challenges speaks to our dedication and effectiveness. We believe in fostering strong, transparent relationships with our clients, built on a bedrock of trust and open dialogue. Our talented professionals are characterized by their flexibility, intellectual agility, and creative problem-solving, working with unwavering dedication to ensure your success in the European arena.

Ownership Structure

Independent firm owned by Andrea Parola.

Key Strengths

We have a deep understanding of the working practices of EU Institutions. Bear-ing 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
- Netflix
- EVOD
- DOT Europe
- ESET
- Snapchat
- MMFE
- CETIN
- Open Grid Europe
- Trainline

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 strategy aiming to be at the forefront of the EU policy agenda."

Wassim Chourbaji,
Qualcomm, Senior VP.



YOUR INTERESTS ARE OUR INTERESTS



Public Affairs



Strategic
Consultancy



Association
Management

www.eustrategy.eu
info@eustrategy.eu
Boulevard Charlemagne 1
1041 Brussels



H/ADVISORS

Office Address
Rue des Boiteux 9, Kreupelenstraat
9, Brussels 1000, Belgium

Email Address
helena.walsh@h-advisors.global

Telephone Number
+32 (0) 472 786 704

Client Contact
Helena Walsh

Website Address
h-advisors.global

Brussels Office Since

📅 2008

Number of Public Affairs Consultants

👥 12

Key Specialisms

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

About H/Advisors

Firm Description
H/Advisors has been in Brussels since 2008, acting as the central hub for Public Affairs. We are an international team of experts providing world-class advisory services in the heart of European policymaking, offering fully integrated solutions to clients across all industries. We connect our clients to key stakeholders including EU institutions, national governments, regulators and tier one media while shaping EU law and policy across multiple sectors with measurable commercial results. We operate a hub and spoke model which ensures high-impact advocacy built on local intelligence, political nuance and targeted engagement.

Ownership Structure
H/Advisors is part of Havas, one of the world's largest global communications groups, with over 23,000 people in over 100 markets.

International Structure
H/Advisors, strategic communications experts dedicated to enhancing reputation and building trust to fulfil ambitions. Founded in 2001, H/Advisors employs over 1,500 multi-disciplinary experts in more than 40 offices across Europe, the Americas, APAC and the Middle East. Driven by deep industry expertise and a problem-solving ethos, core specialisms include Crisis & Reputation Management, Corporate Communications, Digital, Data & Creative, Investor Relations & Financial Communications, Litigation, M&A & Shareholder Activism, Public Affairs & Policy Advisory, Sustainability & ESG, and Transformation & Change.

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

- Key Clients**
- Altice
 - Eurochem
 - Google
 - Index Ventures
 - Kanadevia Inova
 - MarketAxess
 - NCC Group
 - Revcap
 - The Oversight Board

Testimonials and why clients like to work with us
"The team is 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

"The compliance and public affairs services H/Advisors Brussels provided has been excellent and always with great care. Cicero is a team of hardworking, knowledgeable people who provided us with an extremely strong level of service and great response time."

Ofir Chudin, Chief Executive Officer – Plus500CY





Office Address
Rue Capitaine Crespel
2, 1050 Brussels

Email Address
Arthur@harwoodlevitt.com

Telephone Number
+32 (0) 2 538 1042

Client Contact
Simon Levitt

Website Address
harwoodlevitt.com

Brussels Office Since

📅 2009

Number of Public Affairs Consultants

👥 18

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 15 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."



Incisive Health

Inizio Evoke

Office Address
Avenue Louise, 54 – 1000 Brussels

Email Address
info@incisivehealth.com

Telephone Number
+32 (0) 499 88 71 16

Client Contact
Aurélie Marchand

Website Address
incisivehealth.com

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 Incisive Health

Firm Description
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 50+ 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
Incisive Health is part of Inizio Evoke a global health marketing, communications, and transformation platform unlocking growth through data-driven insight and human centricity.

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

Key Strengths
We are experts. We are tenacious and utterly committed to 'the very best', for our teams and clients, while being resilient, unafraid of failure, and willing to ask for help.

We empower. We ensure everyone's contribution counts, every voice is heard, and we always work as one Inizio Evoke – across every discipline and perspective – to get things done.

We explore. What's next? What if? Why not? We are curious, creative problem-solvers, encouraging and inspiring our clients and each other to be the first and the best, to embrace the new.

We energise. We are purpose-driven, proactive partners – listeners and leaders who can't wait to share the next transformative idea, bringing the best of our-selves every single time.

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

Incisive Health

Inizio Evoke

Let's make
health more human™

Learn more at [incisivehealth.com](https://www.incisivehealth.com).



Office Address
Avenue Louise 65, Box 11, 1050 Brussels.

Email Address
enquiries@inlinepolicy.com

Telephone Number
+32 (0)2 669 4283

Website Address
inlinepolicy.com

Brussels Office Since

2018

Number of Public Affairs Consultants

4

Key Specialisms

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

About Inline Policy

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

Ownership Structure
Inline Policy Srl is a subsidiary of Inline Policy LTD (UK).

International Structure
Inline Policy is present in London, Brussels, and Washington DC. It also works with like-minded partner agencies across other markets, including in Australia, Ireland, France, Germany, Portugal, Spain and in individual US states.

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 digital services to mobility and the platform economy. Some of our key strengths include the following:

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

What sets us apart:

- We understand both EU tech policy and the priorities of tech multinationals
- We get our clients a seat at the table

- We join the dots across policy, PR and advocacy to achieve clients' objectives
- Our team is agile, smart and tenacious; we can work across several EU languages
- Our clients receive significant face time with our most senior partners

Key Clients
Wing (Alphabet), Skyscanner, Rover, Chiliz.

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

"We chose Inline Policy, and from the beginning, we knew it was the right choice. At every step, the Inline Policy team has been strategic, knowledgeable, responsive, organized, and hands-on (with everything from big-picture considerations to logistical details). Thanks to their insights and work, we've met with and started relationships with key EU stakeholders, delivered impactful messaging that resonates with those stakeholders, and are effectively navigating EU institutional processes and priorities." Kay Neth, Lead Director, Government Affairs, Rover



Brussels • London • Washington DC



THE SPECIALISTS IN POLITICS AND REGULATION FOR THE TECH SECTOR





Office Address
23 rue de la Loi, 1040 Brussels

Email Address
paul.damecourt@lighthouseeurope.com
info@lighthouseeurope.com

Telephone Number
+32 (0)2 506 88 71

Client Contact
Paul d'Amécourt

Website Address
lighthouseeurope.com

Brussels Office Since
📅 2012
Number of Public Affairs Consultants
👥 5
Key Specialisms
📍 Agriculture & Agribusiness
📍 Banking, Insurance and Financial Services
📍 Digital Services & Technology Hardware
📍 Energy
📍 Association Management
📍 Sustainability & Environment

About Lighthouse Europe

Firm Description
Lighthouse Europe is a European public affairs consultancy dedicated to private businesses, associations and trade federations that need to improve or develop their European public affairs strategies.

We are a driven consultancy firm that believes in the right of our clients to be heard and to make their voice relevant in the European Union decision-making process.

To promote their interests, we bring our partners where decisions are made, building on a deep knowledge of European public affairs, a solid institutional network and a team of qualified and goal-oriented people.

Ownership Structure
Lighthouse Europe is an independent company owned by Paul d'Amécourt.

International Structure
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
Lighthouse Europe understands cross-cutting policy areas. We anticipate changes as rapid innovation and disruption across all sectors increasingly blur the boundaries between regulatory environments.

We anticipate future developments and create synergies between intersecting policies.

Through tailor-made solutions, we offer bespoke services to support and engage with a range of clients, including private businesses, associations and trade federations.

Key Clients
Lighthouse Europe has a tailor-made approach with its clients and partners. They include World Craft Council Europe, Amazon Web Services, Ingenico, ACT | The App Association, Association Civic Tech Europe, WOSM & WSF, La villa numeris, IPIFF, CINOA.

Testimonials and why clients like to work with us
"In my opinion, three words characterize well Lighthouse Europe: professional, responsive to our evolving needs and human. They acted as an extension of my team, helping out wherever and whenever needed. I am grateful for your support and wish Lighthouse Europe every success in the future" FERMA

"What sets Lighthouse Europe apart is their European expertise coupled with a tailor-made approach. Their team has a proactive attitude which is vital to navigate the policy landscape at the highest level. They think creatively and have a positive approach." Client

Lighthouse Europe has been our General Secretariat since the creation of ACTE. With their professionalism, responsiveness and knowledge of the European ecosystem, the team provides decisive support to the development of the Civic Tech sector. More importantly, we know that we can rely on them in confidence to promote the values of civic engagement and democracy. We look forward to many years of continued collaboration" ACTE



Your voice in the EU

23, rue de la Loi
1040 Bruxelles

www.lighthouseeurope.com





Office Address
Rue d'Arlon 40, 1000, Brussels

Email Address
info@lpbrussels.com

Telephone Number
+32 (0)22350530

Website Address
lpbrussels.com

Brussels Office Since

📅 2009

Number of Public Affairs Consultants

👤 5

Key Specialisms

- ⊕ Energy
- ⊕ Association Management
- ⊕ Sustainability & Environment
- ⊕ Transport

About LP Brussels

Firm Description
LP Brussels is an independent 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, academia, think tanks and corporates – either individual companies, associations or coalitions.

Ownership Structure
Independent

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**
- US Industrial Pellet Association
 - Drax Group
 - UEIL – Union of the European Lubricants Industry
 - SEA-LNG
 - BT4Europe – The European Network of Business Travel Organisations
 - University of Birmingham
 - UKTiE – UK Transport in Europe
 - PSI Alliance

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 Director of Corporate 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



Your team in Brussels

- Public Affairs
- Public Relations
- Reputation & Risk



LYKKE ADVICE

Office Address

Av. Palmerston 3, 1000 Bruxelles

Email Address

info@lykkeadvice.eu

Telephone Number

+32 (0) 471420201

Client Contact

Mette Lykke Nielsen

Website Address

lykkeadvice.eu

Brussels Office Since

2016

Number of Public Affairs Consultants

4 full time public affairs
advisors + one intern

Key Specialisms

- ☑ Agriculture & Agribusiness
- ☑ Education
- ☑ Energy
- ☑ Association Management
- ☑ Sustainability & Environment
- ☑ Transport

About Lykke Advice

Firm Description

Lykke Advice is an independent Brussels-based lobbying agency. Our aim is to provide advice to companies and associations seeking a specific, hands-on and tailor-made service from an agency that values quality outcomes. We only take on clients we believe in, and then we help them to grow their influence in Brussels.

Working within public affairs to influence policymaking in Brussels requires a deep understanding of complex legislative structures, mechanisms and a strong network in the EU bubble. Our team offers these vital elements and can help strengthen our clients' partnerships and alliances.

We're a young and creative team, with proven experience, and we believe that representing a client in Brussels takes a strong commitment and high level of engagement to provide a unique service that is fit-for-purpose.

Our aim is to provide clients with valuable strategic advice and a high-quality execution of it. We involve clients from the early stages of strategy design and allow for flexibility along the creative journey – this is key to a successful outcome.

Ownership Structure

Independent

International Structure

We work in Brussels but also help our clients with EU related public affairs at the national level.

Key Strengths

We know how to work in a political environment and understand the different stakeholders and the value of high-level information based on facts and science. We cover a variety of topics and value both the strategic overall work but at the same time never forget the small important technical details.

We work with clients in a way that fits with their theme, aim and goals. We do not offer the same package to all clients. Lykke Advice is adaptable and will find a unique approach for each client that best suits their needs.

We work in an open and transparent manner, and we are always clear about who we represent when we meet politicians or other relevant stakeholders.

We value alliance building and always try to find or create alliance partners for our clients to make them better, stronger and for the clients to gain more knowledge about the different sides of a political argument.

Key Clients

International Fur Federation, Aggeres, Biohit, Plexigrid.

Testimonials and why clients like to work with us

"Biohit is a Finnish healthtech operating globally. We have worked with Lykke Advice to raise awareness of the benefits of modern health technology among MEPs and other EU decision-makers. Lykke Advice has successfully helped us navigate through multiple EU layers to find relevant discussion partners. I can warmly recommend their services." Jussi Hatala, CEO, Biohit

At Plexigrid, we are dedicated to driving the energy transition through innovation, and navigating the complex regulatory landscape is a key part of that mission. Lykke Advice has been an invaluable partner in advancing our regulatory efforts at the EU level. Their deep expertise, strategic guidance, and unwavering commitment have made a tangible difference in our work. Their attentiveness and dedication to our cause set them apart, and we highly recommend them to any organization seeking top-tier public affairs consultancy. Lovisa Urheim, Head of Strategic Initiatives, Plexigrid

LYKKE ADVICE



Navigating EU Affairs with Confidence

Tailor-Made Strategies Delivering
Impact in a Dynamic Europe

- ✓ Legislative and Policy Monitoring
- ✓ EU Public Affairs Training
- ✓ Representation and Alliance Building
- ✓ Association Management
- ✓ Lobby Planning and Strategies
- ✓ Events

Contact Us:

info@lykkeadvice.eu

+32 471 42 02 01

www.lykkeadvice.eu



Office Address
Rue Belliard 40, 1040 Brussels

Email Address
info@maglobal.com

Telephone Number
+32 (0) 278 630 83

Client Contact
J  r  mie Gallon

Website Address
maglobal.com

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, 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, DoorDash, Meridiam.



Diplomatic Solutions

Since 1998

300+ CLIENTS

112 COUNTRIES

25 FORTUNE 100 COMPANIES

30+ FILM & TV PROJECTS

McLARTY EUROPE
Rue Belliard 40
1040 Brussels

McLARTY ASSOCIATES
900 17th St. NW, Suite 800
Washington, DC 20006

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



Office Address
Avenue des Arts 44, 1040 Brussels

Email Address
info@milltownpartners.com

Telephone Number
+32 (0)2 88 25 004

Client Contact
Simone Casadei Pastorino

Website Address
milltownpartners.com

Brussels Office Since

📅 2023

Number of Public Affairs Consultants

👤 5 in Brussels

Key Specialisms

- 📌 Banking, Insurance and Financial Services
- 📌 Digital Services & Technology Hardware
- 📌 Sport
- 📌 Telecoms
- 📌 Association Management
- 📌 Media Relations

About Milltown Partners

Firm Description

Milltown Partners is a global advisory firm working with influential organisations and individuals on the communications and public policy challenges that define their reputations.

We have a team of 150+ in London, Brussels, Dublin, San Francisco and New York.

We are an interdisciplinary team with the diverse knowledge and experience required to help clients seize their most important opportunities and tackle their biggest challenges. Our global policy colleagues have joined us from senior positions in Governments & European institutions, Google, Facebook, Bloomberg, Uber, Airbnb, law firms and other advisory firms.

Our Brussels team works closely with colleagues in all our offices to provide a truly European perspective on the key policy issues affecting our clients.

Ownership Structure

Employee ownership trust

Key Strengths

Our team in Brussels undertakes the following types of work:

- Policy strategy: advice on shaping the policy environment through policy development, messaging and engagement. This work takes place across European institutions and is tailored and targeted for appropriate audiences.
- Policy intelligence: insight into policy, political and regulatory developments and their potential impact on businesses and products, with a deep focus on what matters for our clients.
- Policy influencing: engaging with the right stakeholders in the political and policymaking processes at the right time. Our team works across parties with strong connections in major European political groups, as well as in the European Commission, Permanent Representations of EU Member States, and European agencies. The team has also an extended network of third-party stakeholders for ad-hoc campaigns and coordinated advocacy efforts.
- Policy communications: supporting policy and regulatory goals with strategic media engagement and use of owned channels, including through the creation of digital assets.
- Primary research: using methods from polling to focus groups to draw out the most important insights from policy stakeholder opinions, supporting message development and advocacy.

We also collaborate with the global Milltown Partners team, drawing on their experience of working with influential businesses and individuals on the full range of corporate communications and policy challenges.

Key Clients

Dropbox, Intuit, Indeed, Trustpilot, Nextdoor.



Milltown Partners is a **global advisory firm** working with influential organisations and individuals on the communications and public policy challenges that define their reputations.

Our team in **Brussels** works closely with colleagues across our offices to provide a European perspective on the policy issues affecting our global network, and supports our clients on-the-ground in Brussels with data-driven policy intelligence, strategy and communications counsel.

Find out more about how we can work with you by contacting info@milltownpartners.com

www.milltownpartners.com

MUST

& PARTNERS

Office Address
Avenue des Arts, 50, 1000 Brussels

Email Address
info@mustconsulting.com
l.stella@mustconsulting.com

Client Contact
Luciano Stella

Website Address
mustandpartners.com

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, Brusselsbased 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, Mundys, TLScontact, A2A, Terna S.p.A, Novis, European Converted Paper Association (ECPA)

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

Lobbying strategy

Legislative and policy analysis

Regulatory due diligence

NEMEC ■ CHVATAL

Office Address

Boulevard Charlemagne
27A, Brussels 1000

Email Address

info@nemecchvatal.com

Telephone Number

+32 (0) 492464086

Website Address

nemecchvatal.com

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.

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.

Testimonials and why clients like to work with us

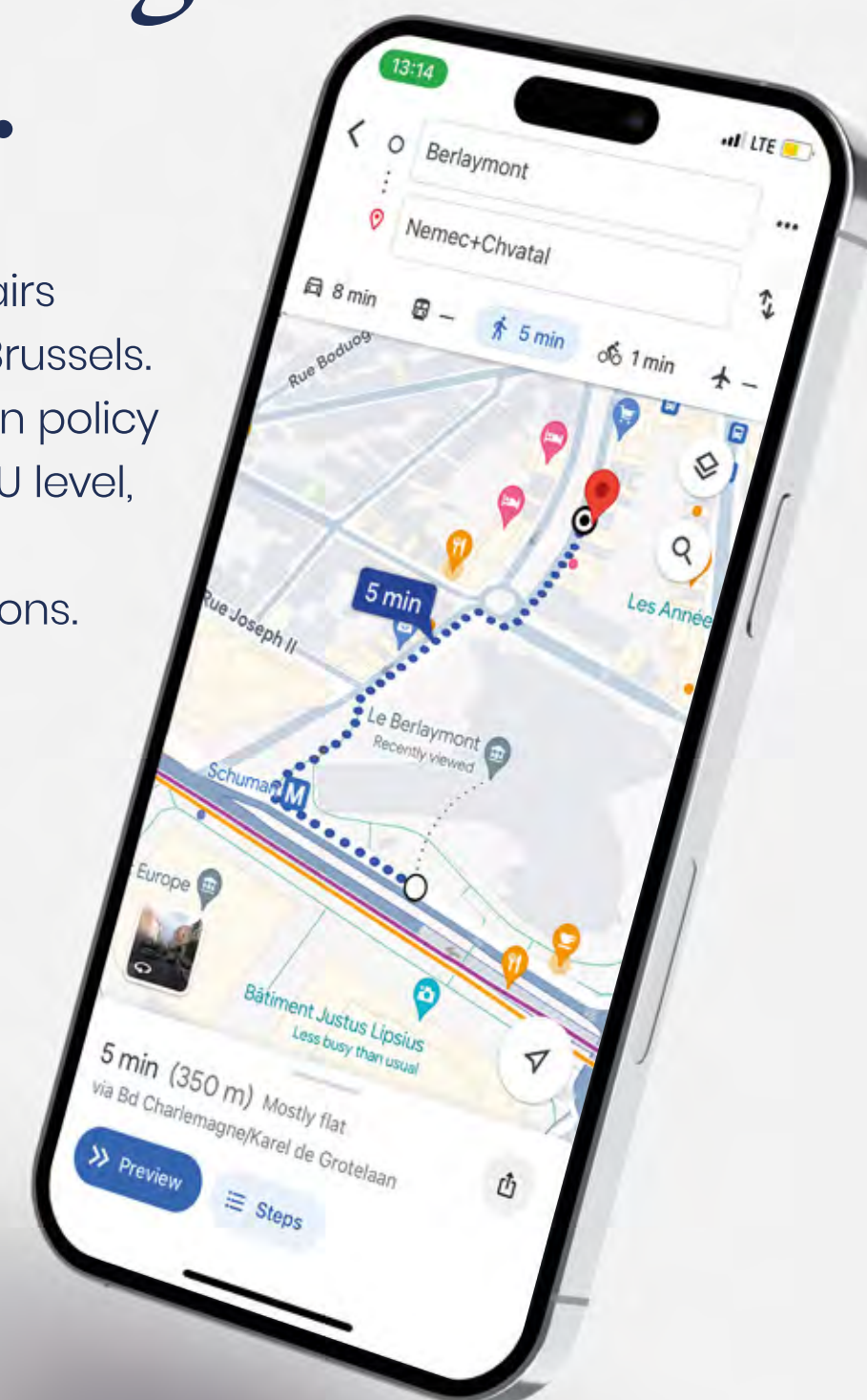
Nemec+Chvatal is a diligent consultancy that keeps thinking ahead to make sure that client's bases are covered. With us, our clients grow and expand as valued partners to the decision-maker".



Boulevard Charlemagne 27A
1000 Bruxelles
www.nemecchvatal.com

Your interests, at a walking distance.

Nemec+Chvatal is an international Public Affairs consultancy based in Brussels. We advise our clients on policy and regulation at the EU level, in Member States and international organizations.



**Office Address**

Avenue des Arts 44
- 1040 Brussels

Email Address

info@ohanapublicaffairs.eu

Telephone Number

+32 (0)494 48 45 45

Website Address

ohanapublicaffairs.eu

Brussels Office Since

2019

Number of Public Affairs Consultants

9

Key Specialisms

- ☑ Agriculture & Agribusiness
- ☑ Chemicals
- ☑ Food and Drink
- ☑ Personal & Household Goods
- ☑ Association Management
- ☑ Sustainability & Environment

Key Clients

H&M Group, VF Corp, Protect Our Winters Europe, MyClimate, European Outdoor Group, Organic Cotton Accelerator, Syre, Sustainable Fashion Academy

Please see our list of clients on the EU Transparency Register – ID number 616845734550-41

Testimonials and why clients like to work with us

Sympatex. Partnering with Ohana has transformed our approach to regulatory challenges in the textile industry. Their expert guidance and clear, actionable insights enable us to actively engage in shaping new EU regulations, fostering sustainability and innovation. The team's knowledgeable, professional dedication and exceptional customer service make them an invaluable asset to our business. – Rüdiger Fox, CEO

About Ohana Public Affairs**Firm Description**

Ohana is a boutique public affairs consultancy specialised in sustainability and dedicated to making the European Union's policies and processes easy to understand and readily actionable within organisations.

Ohana goes beyond traditional public affairs consultancy. We're your strategic partner in navigating EU policies while advancing sustainability. Our collaborative, tailor-made approach ensures open and continuous dialogue, helping organisations turn policy challenges into opportunities.

The name "Ohana" was chosen to reflect the company's philosophy and values, the idea of belonging to a 'community' and guiding our actions by their impacts on the collective.

More importantly, Ohana is about driving positive change through public affairs and a fundamental belief that it is possible to work with businesses and help them grow while still advancing sustainability.

Ohana is a proud member of the 1% for the Planet movement.

Ownership Structure

Independent owned by founder.

International Structure

1% for the planet

Key Strengths

We believe that close collaboration is the key to solving the many environmental challenges posed to all of us as we transition into a more sustainable society. This means that our consultants will not only help you understand what these challenges mean for your organisation, but also fully support and engage with your team to implement the solutions that can lead to strategic advantages in the long term.

Our values are simple but they guide us in everything we do:

1. Walk the talk: our clients are sustainability believers and so are we!

2. Constructive voice: our clients commit to public affairs and policy making as a force for creating a society that is fair, protects the planet and people.

3. Respect: we're a diverse team with different backgrounds, opinions and beliefs. We respect this with no judgement.

4. Collaboration: we establish a two-way dialogue with everyone we collaborate with.

The Ohana Approach, as we call it, is based on three key pillars that shape our methods and engagement from start to finish.

1. CHANGE ROOTED IN REALITY: We work directly with companies and EU decision-makers, ensuring industry concerns and societal challenges are heard within the European policy sphere. Our goal is to shift the boundaries and make a real, positive impact on policy.

2. CHANGE THROUGH AWARENESS-RAISING: A better world starts with awareness. We empower citizens and businesses to challenge the status quo, take responsibility, and drive environmental and climate action forward.

3. CHANGE THROUGH COLLABORATION: Sustainable change happens together. By bringing industries, NGOs, governments, and citizens into the conversation – even the sceptical ones – we foster inclusive, lasting solutions for a better future.

Ohana blog: Stay up to date and learn more about the latest in sustainable development policy through our blog. Our dedicated team of public affairs experts will share commentary, tips and reports. <https://www.ohanapublicaffairs.eu/the-blog/>

**Navigating EU Policy, Advancing Sustainability**

Founded in March 2019, Ohana set out to be the first public affairs consultancy exclusively dedicated to sustainability.

Ohana's mission is to make EU policies and processes easy to understand and readily actionable within organisations. In a collaborative spirit, we develop tailored strategies based on the needs of each client and work in close proximity with their teams to make it happen. With a dedicated team of passionate and diverse public affairs professionals, we provide the following services:

PUBLIC AFFAIRS

- **POLICY MONITORING & STRATEGIC AWARENESS:** beyond simply 'monitoring' the legislation, we offer tailored analysis and recommendations so that you can take actionable steps.
- **STRATEGY & POLICY ENGAGEMENT:** we support you in both developing and implementing impactful public affairs strategies, turning insights into influence.
- **PROPOSING ENGAGEMENT TOOLS:** we suggest engagement tools rooted in reality, backed by figures and supported by specific examples.
- **ADVOCACY STRATEGY DEVELOPMENT:** based on your organisation's priorities and policy positions, we identify the right messages, messengers, & moments to act.
- **REPRESENTATION:** our consultants will be available to represent your organisation at any political debate or event.

BUSINESS READINESS & IMPLEMENTATION SUPPORT

- **ADAPTING TO NEW LEGISLATION:** we guide you through the practical implications of evolving EU policy, offering tailored recommendations, training, and strategic input.
- **WEBINAR-BASED SERVICES:** live webinar sessions specifically designed to cover the most relevant topics for your organisation.
- **REGULATORY ALIGNMENT & GAP ANALYSIS:** we support organisations, industry standards, multi-stakeholder initiatives and NGOs in reviewing how existing practices align with evolving EU legislation

SECTOR EXPERTISE

- **TEXTILES:** With a strong track record in the textile, apparel and footwear industry, Ohana partners with companies to drive sustainable change through policy expertise, strategic alliances, and tailored advocacy.
- **AGRI-FOOD:** The agri-food sector is undergoing a major transformation, with EU policies reshaping how we grow, process, and consume food. Ohana's expert consultants help businesses navigate these changes, turning sustainability challenges into strategic opportunities.

GET IN TOUCH TO FIND OUT MORE

info@ohanapublicaffairs.com

www.ohanapublicaffairs.eu

T +32 494 48 45 45



PANTARHEI
corporate advisors

Office Address
Rue de Pascale 30, 1040 Brussels

Email Address
office@pantarhei.com

Telephone Number
+32 2 235 08 50

Client Contact
Oliver Drewes
Oliver.Drewes@pantarhei.com

Website Address
Pantarhei.com

Brussels Office Since

📅 2010

Number of Public Affairs Consultants

👤 10

Key Specialisms

- 📍 Aerospace & Defence
- 📍 Agriculture & Agribusiness
- 📍 Banking, Insurance and Financial Services
- 📍 Construction & Materials
- 📍 Energy
- 📍 Food and Drink
- 📍 Healthcare
- 📍 Transport

About Pantarhei Corporate Advisors

Firm Description
We enable businesses and organisations to protect their interests and help to shape political and legal frameworks. We combine the specialist expertise of a strategic Public Affairs and communications agency with the analytical, process-based approaches of a management consultancy

Ownership Structure
Owned and managed by partners.

International Structure
H/ Advisors.

Key Strengths
Deep understanding of business models and how they are affected by political intervention.

Key Clients
Raiffeisen Bank International, Greiner, Association of Construction Products, InFamily Food, Austrian Post, Amiblu.

“We enable businesses and organisations to protect their interests and help to shape political and legal frameworks”

Oliver Drewes
Managing Partner Brussels



RASMUSSEN GLOBAL

ESTABLISHED 2014

Office Address
Square de Meeûs 18
1050 Ixelles

Email Address
contact@rasmussenglobal.com

Telephone Number
+32 471 80 76 46
+45 319 07 900

Website Address
rasmussenglobal.com

Brussels Office Since

📅 2017

Number of Public
Affairs Consultants

👤 30

Key Specialisms

- ⊕ Aerospace & Defence
- ⊕ Energy
- ⊕ Governments
- ⊕ Media
- ⊕ Metals & Mining
- ⊕ Telecoms
- ⊕ Media Relations
- ⊕ Sustainability & Environment
- ⊕ Trade

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 by providing analysis, advice, and high-level briefings;
- Outreach to governments, institutions, and key opinion-makers to shape policy on critical issues;
- Campaign planning, execution, and media strategies to influence stakeholders, decision-makers and opinion-leaders.

We have secured hundreds of millions of dollars in earned coverage, helping to 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 Economist, Politico, The Telegraph, The Guardian, Le Monde, Die Welt, and Yomiuri Shimbun.

Ownership Structure

Privately owned.

International Structure

Our senior advisors are present in key capitals and 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 international levels, and high-level, understanding and shaping the politics behind critical public policies.

We conduct intelligence and influence campaigns in areas such as geopolitics, trade, space policy, critical raw materials, supply chains, renewable energy, and national security.

As a former Prime Minister of Denmark and Secretary General of NATO, Mr. Rasmussen and his team are in a unique position to advise clients on transatlantic issues, international affairs, and global public policy.

Key Clients

Some of our current clients include Albemarle, the Mission of Japan to the EU, the Mission of Taiwan to the EU, the Republic of Armenia, Viasat, and Vodafone.

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



RASMUSSEN GLOBAL
ESTABLISHED 2014

POLITICAL CONSULTANCY
& CAMPAIGNS

POLITICAL
INTELLIGENCE

INTERNATIONAL
BUSINESS ADVISORY

Connect. Shape.
Influence.

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

Copenhagen Brussels Washington DC Berlin Paris London

+32 2 899 9142
www.rasmussenglobal.com



Office Address
Avenue des Arts 44, 1040 Brussels

Email Address
belgium@redflag.global

Telephone Number
+32 (0) 2 882 5022

Website Address
www.redflag.global

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

Stenström Consulting

Office Address
Rue du Luxembourg 3,
1000 Brussels, Belgium

Email Address
kajsa.stenstrom@
stenstromconsulting.com

Telephone Number
+32 473 77 77 87

Client Contact
Kajsa Stenström

Website Address
stenstromconsulting.com

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 25 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 Switzerland, the UK, and Norway. 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

Stenström Consulting

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Juliette Roche
Head of European and Healthcare Public Affairs, Boots

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Karin Franck
PR and Media Relations Media Director, Intrum

stenstromconsulting.com

tri()igent®

Office Address
Rue aux Laines 70, 1000 Brussels

Email Address
tsrihova@trilligent.com

Telephone Number
+32 (0) 491616727

Client Contact
Timea Strihova,
Senior Director, Head
of Brussels and UK

Website Address
trilligent.com

Brussels Office Since

📅 2021

Number of Public
Affairs Consultants

👥 6

Key Specialisms

- 📌 Digital Services & Technology Hardware
- 📌 Telecoms
- 📌 Transport
- 📌 Competition & Antitrust
- 📌 Sustainability & Environment
- 📌 Trade

About Trilligent

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

At Trilligent, we help disruptive clients bring big ideas to life. Through our comprehensive suite of services, including strategic advisory, public affairs, communications, multilateral engagements, research, and issue advocacy services, we empower organizations to navigate complex social and regulatory landscapes with finesse. Our expertise extends across various industries – including the technology sector and emerging tech, telecommunications, competition, sustainability and energy, mobility, global trade, supply chains and geopolitics – ensuring our clients excel in challenging policy and business landscapes, and demonstrating that success is not bound by company size.

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 D.C., along with additional locations in Berlin, London, and several other destinations worldwide. At present, our client base spans over 15 countries across the globe.

Key Strengths
Trilligent is a global boutique advisory firm specialised on the technology sector and geopolitics. We offer deep expertise in strategic advisory, public affairs and regulatory counsel, advocacy, stakeholder engagement, geopolitical risk analysis, and crisis management. Our team advises on critical issues including tech policy, energy, trade, sustainability, telecoms, transport, intellectual property and standard essential patents (SEPs), competition, and strategic communications and campaigning. We are supported by the Trilligent Advisory Board, a group of distinguished senior leaders from across key global markets, who bring a deep collection of strategic insight in the tech sector with former public officials, communications specialists, investors and technical experts among its ranks.

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
“We value Trilligent’s guidance – they made complex AI regulation feel clear and actionable for our nonprofit community.” Jean Ekwa, Strategic Communications & PR Lead, Tech To The Rescue

“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



GIVE US YOUR GEEKS, IDEALISTS, WONKS, AND STORYTELLERS, YOUR CHANGE- MAKERS AND BOOT-STRAPPED UPSTARTS, AND ALL THOSE NEEDING TO MOVE ASSUREDLY FAST.

tri()igent®

THINK BIG.
ACT ACCORDINGLY.

📷 @iamtrilligent 🌐 trilligent





Office Address
Rue Marie de Bourgogne,
52 1000 Bruxelles

Email Address
brussels@utopialab.eu

Telephone Number
+32 (0) 2 374 3886

Client Contact
Carmine Nino

Website Address
utopialab.eu

Brussels Office Since

📅 2019

**Number of Public
Affairs Consultants**

👥 10 in Brussels /
80 across the Group.

Key Specialisms

- 📌 Banking, Insurance and Financial Services
- 📌 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 the 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 at both the EU and Member State levels.

Key Strengths
Four Business Units and two corporate sub-holdings work in a synergistic and integrated way to achieve our clients' goals. A team of over 80 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
FiberCop, Enel, Expedia, Ferrovie dello Stato, INWIT, ITA Airways, Meta, Philip Morris International, Regal Rexnord, Unipol, 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".

"When it comes to designing effective advocacy strategies, UTOPIA's toolbox is one of a kind: the right mix of public affairs and communication activities to achieve our goals."



IN A FAST-CHANGING WORLD,
THE WAY YOU ENGAGE WITH
INSTITUTIONS AND MEDIA
NEEDS TO EVOLVE

THIS IS HOW WE ARE
CHANGING THE WORLD, ONE
CLIENT AT A TIME

- WE MONITOR** LEGISLATIVE AND POLITICAL SCENARIOS
- WE ADVOCATE** YOUR INTERESTS AT INSTITUTIONAL LEVEL
- WE IDENTIFY** THE BEST REGULATORY SOLUTIONS
- WE ENGAGE** WITH KEY STAKEHOLDERS
- WE COMMUNICATE** THROUGH TRADITIONAL AND DIGITAL MEDIA





Office Address
Square de Meeûs, 23, Brussels

Email Address
info@vincesconsulting.com

Telephone Number
+32 (0) 2 801 13 85

Client Contact
crd@vincesconsulting.com

Website Address
vincesconsulting.com

Brussels Office Since

2017

Number of Public
Affairs Consultants

7

Key Specialisms

- ☑ Agriculture & Agribusiness
- ☑ Digital Services & Technology Hardware
- ☑ Energy
- ☑ Governments
- ☑ Telecoms

About Vincés Consulting

Firm Description
We are an international Government and Corporate Affairs consultancy firm. We offer an integrated methodology for developing organizational legitimacy and increasing our client's ability to influence the public decision-making processes which impact on their business. Our mission is to create and foster synergies between the public and the private sector and to promote their contribution to the public debate and policy making processes in an open and transparent way.

Ownership Structure
Partnership.

International Structure
Currently, our collaboration network with associated entities is active in France, Netherlands, Germany, Poland, Sweden, Hungary, Czechia, Italy and the United Kingdom.

Key Strengths
We advise our clients on designing and implementing a strategy for dialogue with legislators and public decision-makers to achieve effective, balanced and viable regulations over time. We have a specialized team with extensive expertise in their fields of action, that combines deep regulatory knowledge with a strategic vision, aiming to promote solutions that generate a positive impact on business and society while realistically harmonizing competitiveness and sustainability.

Key Clients
Amazon, Avianza, CEPSA, Ecoembes, GSCC, International Paper, International Security League, META, Netflix, Prosegur, Saica, Vall Companys, Verisure.



“Improving the relation between public and private sector through professionalized Public Affairs”

Vinces
Sq. de Meeûs 23
1000 Brussels
info@vincesconsulting.com



Office Address
Square de Meeûs, 37 1000
Brussels, Belgium

Email Address
info@vulcanconsulting.eu

Telephone Number
+32 (0) 470202002

Website Address
vulcanconsulting.eu

Brussels Office Since

2018

Number of Public Affairs Consultants

8 We have 25 full time public affairs specialists across our Dublin, Brussels and Belfast offices.

Key Specialisms

- ⓧ Aerospace & Defence
- ⓧ Digital Services & Technology
- ⓧ Healthcare
- ⓧ Industrial Goods & Engineering
- ⓧ Transport
- ⓧ EU Funding
- ⓧ Sustainability & Environment
- ⓧ Trade
- ⓧ Strategic Communication

Key Clients
Amazon, Apple, Analog Devices, Eli Lilly and Company, Intel, Irish Pharmaceutical Healthcare Association, Revcap, Bank of America, US Cranberry Marketing Committee, British Toy and Hobby Association, Forest Industries Ireland, J&J, Enterprise Ireland, Semiconductor Industry Association (SIA), Tekscend Photomask.

About Vulcan Consulting

Firm Description
Vulcan Consulting: Leading Strategic Insights in EU Regulatory and Public Affairs

Vulcan Consulting is a dynamic, award-winning consultancy. We specialise in EU regulatory and public affairs. Vulcan offers unparalleled expertise to a wide range of clients, including burgeoning businesses, multinational corporations, trade associations, government agencies and international organisations. Known for our innovative, agile and results-oriented approach, we consistently tackle and overcome the most complex regulatory and public policy challenges. Mastering the art and science of public affairs requires meticulous planning and precise execution. Vulcan understands that different stakeholders – from politicians and regulators to the general public – have different levels of engagement. This calls for bespoke messaging to ensure that clients’ objectives neatly dovetail with the public interest. This strategic alignment is crucial for navigating the complexities of regulation. Our core mission is deeply rooted in a profound understanding of our clients’ goals and the cultural dynamics that shape their environments. This depth of insight enables us to provide practical, actionable advice that not only anticipates challenges but also captures strategic opportunities. We engage in detailed scenario planning and strategic objective setting to maximise opportunities and mitigate risks effectively. Vulcan’s team is comprised of top-tier experts, including former ministers, diplomats, economists, communications specialists, advanced manufacturing experts, and state aid specialists: the entire team is dedicated to excellence. Our commitment to thought leadership and partnership is evident as we become trusted advisors to a diverse clientele. We maintain a strategic, goal-focused approach in all engagements, ensuring our solutions not only meet but exceed client expectations.

Ownership Structure
Vulcan is a private Limited Liability Company

International Structure
Vulcan has offices in Brussels, Dublin and Belfast. 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 EU/EEA Member State.

Key Strengths
We have extensive experience of working in the following sectors: advanced manufacturing; semiconductor industry; pharmaceuticals; healthcare; 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, Ireland’s former Minister of State for European Affairs, we boast an impressive team of former government ministers, ambassadors, economists, European Commission officials, journalists, funding, state aid and policy experts.

Testimonials and why clients like to work with us
Since engaging Vulcan Consulting in December 2023, we have made major progress in raising awareness of the photomask industry with European national governments and the European Commission. We are extremely satisfied with our significant progress, having gained traction in public and governmental affairs at all levels. Vulcan’s agile, flexible approach coupled with speedy execution and a network of highly experienced business and political professionals, have proven invaluable. Vulcan’s expertise continues to be a major asset in enhancing our public image and political influence. I highly recommend Vulcan Consulting without hesitation: the team is truly a best-in-class.

Adrian Phillips, President Europe, Toppan Photomask Company



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.

vulcanconsulting.eu

e info@vulcanconsulting.eu

DUBLIN
19-22 Baggot Street Lower
Dublin 2, D02X658
Ireland
t +353 1 960 2270

BRUSSELS
37 Square de Meeûs
1000 Brussels
Belgium
t +32 2 791 7576



The Best in Brussels Public Affairs Consultants 2025/26

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 focus on 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 240 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.

BestinBrussels Top Consultants

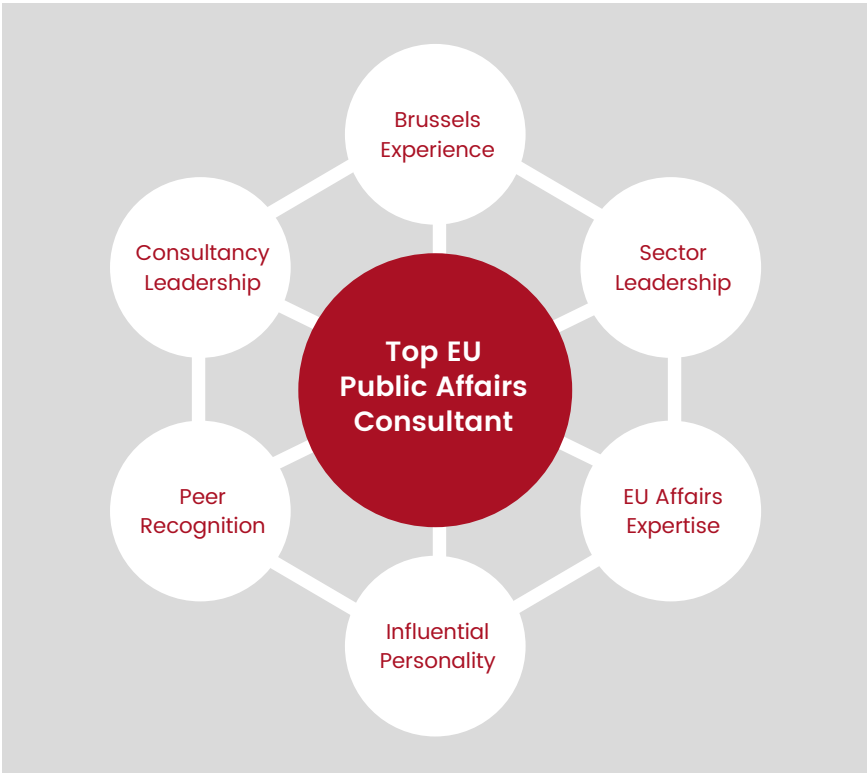
The Top Consultants Directory on the BestinBrussels website leads to a detailed profile of the consultant and useful professional information on their experience, education,

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 Claudia La Donna was appointed as CEO Brussels at Edelman after almost 10 years with Hanover, Carmen Bell became Managing Director of APCO Brussels after several spells at Portland, and Rebecca Wood became Managing Director at Penta following her time at Brunswick. Among some of the flourishing boutiques, Simone Casadei Pastorino was appointed as Head of the Brussels office at Milltown Partners and Hana Bartakova, Head of Brussels Office at Vulcan Consulting.

Consultancies are traditional hunting grounds for corporate and association clients and 2025 witnessed some big hires. For instance, Thea Utoft Høj Jensen left FTI to lead Insurance Europe, and Thomas Gelin started at EFPIA. Lily Reisser joined Apple from APCO, Anna Lekston became Head of EU Affairs at VISA after Kreab, and Amaia Betelu joined Telefonica as Director of EU Affairs after a 20-year career at Edelman.

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 2025/26 BestinBrussels Consultants are honoured below in alphabetical order:

- Aaron McLoughlin**
Senior Advisor,
FleishmanHillard

Adrian Garcia-Esteve
Director, FGS Global

Adriana Nosewicz
Director (Food) at Kellen

Agathe van de Plassche
Managing Partner at
Political Intelligence

Agnes Brandt
Director, Brunswick Group

Aida Bakri
Managing Director,
ADS Insight

Alain Berger
Executive Strategy
Director, Burson

Alan Hardacre
Co-Founder, Advocacy
Strategy

Alberta Laschena
Partner, Kreab

Alejandro Cercas Fernández
Head of Brussels
office, Vinces

Alen Hristov
Associate Partner
(Head of Technology
Practice), H/ Advisors

Aleš Šinkovec
Managing Director at Teneo

Alex Braley
Sustainability Advocate,
#SustainablePublicAffairs

Alessandro Torello
Director, Rud Pedersen

Alex King
Associate Director, Fourtold

Alfons Westgeest
Owner and Board
member, Kellen

Alise Askinezere
Director, Brunswick Group

Anamaria Corca
Director of Public
Affairs, Considerati
- Anaïs Laporte**
Associate Director, Fourtold

Andrea D'Incecco
Managing Partner,
Political Intelligence

Andrea Parola
Managing Director,
EU Strategy

Andreas Constantinides
Managing Partner at
AK Public Affairs

Andreea Kaye
Director, LP Brussels

Andrew Cecil
CEO, Burson

Andrew Johnson
Partner, Boldt

Angel Rebollo
CEO, ARPA – EU Affairs

Angela Mills Wade
Director (and owner)
Europe Analytica

Anna Davreux
Senior Vice President &
Partner, FleishmanHillard

Antoine Mialhe
Senior Managing Director,
FTI Consulting

Attilio Caligiani
Partner at FGS Global

Aurélie Marchand
Managing Director,
Evoke Incisive Health

Ayrton Thevissen
Partner at FGS Global

Barbara Wynne
Managing Director –
Brussels, Hanover

Beatriz Soares Carneiro
Head of Public Affairs
Eupportunity

Benita Lipps
CEO, Novya

Benoit Cormier
Managing Director, Teneo

Benoit Roussel
Partner, Flint Global
- Bertrand Huet**
SVP & Partner,
FleishmanHillard

Biancastella de Angelis
Partner at FGS Global

Brandon Mitchener
Director, Terre Mieli
Cieli Advisors

Camilla Randazzo
VP Healthcare, Weber
Shandwick

Camille Vachet
Sustainability Advocate at
#SustainablePublicAffairs

Carmen Bell
Managing Director,
APCO Worldwide

Carmine Nino
Head of EU Public
Affairs at UTOPIA

Carole Bachmann
Associate Director, Kellen

Carsten Hess
Partner, Forward Global

Chiara Gaudenzi-Morandi
Director at Burson| Head
of Sustainability Practice

Chris Mehigan
Partner at Penta Group

Claudia La Donna
CEO, Edelman Brussels

Coline Lavorel
Vice President, Circular
Economy, Sustainability
at FleishmanHillard

Constance Jacquin
ESL & Network,
Directrice Générale

Cornelia Kutterer
Managing Director
at Considerati

Danai Tsapikidou
Partner at Schuman
Associates

Daniela Negri
Head of Healthcare, Burson
- David Bates**
Director, Public
Affairs, Edelman

David Earnshaw
President, Portland
Communications Brussels

David Garcia
Director, EU Digital & Tech
Policy, FGS Global

David Reed
Global Head of Financial
Policy Advisers Network

David Turier
General Manager & Senior
Partner, FleishmanHillard

Deborah Nash
CEO Brussels at Teneo

Diane Watson
Director, Rud Pedersen

Dimitri Banas
Head of Tech & Digital
Economy, Burson

Donald Ricketts
Managing Director, Financial
Services, FleishmanHillard

Eammon Lawler
Managing Director, Penta

Ekaterina Iarkova-Vizuroiu
Director, Health &
Wellness, Burson

Elaine Cruikshanks
Partner, Acumen
Public Affairs

Elizabeth Krahulecz
Strategic Business
Development, Vulcan
Consulting

Ellen Hof
COO at
#SustainablePublicAffairs

Emiliano Alonso
Partner Director, Alonso
& Asociados

Emily Pompelia
Director, Brunswick Group

Emma Cracknell
Senior Vice President,
Head of Healthcare at
FleishmanHillard

Emmanouil Patavos
Head of TMT, FTI Consulting

Erik Jonnaert
Chairman, FIPRA Public Affairs

Fabrice Pothier
Chief Strategy Officer at Rasmussen Global

Federico Trenta
Managing Director, UTOPIA

Feriel Saouli
CEO, SEC Newgate

Florian Lottmann
Partner Bernstein Group

Francesca Scassellati Sforzolini
Partner, Brunswick Group

Francis Boeynaems
Partner, NOVE

Frederic Soudain
Managing Director, logos

Gerard McNamara
Founder & CEO Schuman Associates

Gerardo Proano
Managing Director, FTI

Giles Keane
Partner, Acumen Public Affairs

Giorgio Corbetta
Director – Energy & Sustainability, Kekst CNC

Glenn Cezanne
CEO at Time&Place Group

Grégoire Poisson
Global Head of Public Affairs & Co-Head of Brussels Office, DGA Group

Greta Gietz
Head of Corporate and Public Affairs, Burson

Guylaine Vandooren
Senior Partner, FleishmanHillard

Hana Bartakova
Head of Brussels Office, Vulcan Consulting

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

Helena Walsh
Executive Director, H/Advisors

Henrique Burnay
Owner and Senior partner Eupportunity

Isabelle De Vinck
Managing partner, Political Intelligence

Jacques Lafitte
Founder and co-owner, Forward Global

Jakub Rusek
Associate Director, Kellen

James Stevens
Managing Partner, Rud Pedersen

Jan Dröge
Partner and Head of Operations at Schuman Associates

Jamie Wilkinson
Managing Director, Europe Health, Edelman

Jan Hromadko
Managing Director, Teneo

Jasper Nagtegaal
Managing Partner, Publyon

Javier Garrido
Senior Consultant, SEC Newgate EU

Jekaterina Kalandadze
Managing Director, Teneo

Jérémie Gallon
Managing Director, McLarty Associates

Jeremy Galbraith
Managing Partner, BOLDT

Jeroen Benning
Director at Brunswick Group

Jessica Brobald
Managing Director, Grayling

Jill Craig
Senior Partner at Penta Group

Joëlle Vanderauwera
Founding Partner, Business Bridge Europe

John Duhig
Partner at BOLDT

Jonathan Faull
Chair European Public Affairs, Brunswick Group

Jorick Albers
Director, FGS Global

Julian Jacobitz
Managing Director, FGS Global

Julie Cooper
Partner, Managing Director Health at DGA Group

Julius Waller
Partner EPPA

Kajsa Stenström
Founder and Managing Director Stenström Consulting

Karl Isaksson
CEO, Kreab Worldwide

Kasia Colombani
Partner – EU Technology Policy at DGA Group

Katja Murray
Senior Director, FTI Consulting

Kelsey Paulding
Partner, Kreab

Ken Page
Director ,APCO

Kerstin Duhme
Senior Managing Director, FTI Consulting

Kevin Vindevogel
Co-Founder & Partner, AK Public Affairs

Kieran O’Keeffe
Partner at DGA Group

Kit Greenop
Director RPP Group

Kristina Budryte
Managing Director, FTI

Kyra Obolensky
EVP, Head of Healthcare, Weber Shandwick

Laura Batchelor
Partner, FIPRA

Laura Cigolot
Director, Portland Communications

Laura Rozzo
Vice President at FleishmanHillard – Energy & Transport

Lawrie McLaren
Chairman Corporate Purpose Brussels Burson

Leon de Graaf
Sustainability advocate, #SustainablePublicAffairs

Lodewijk Buschkens
Managing Partner, ICODA European Affairs

Lotten Kronudd
Director for Environment Policy, ADS Insight

Luciano Stella
CEO & Co-founder MUST & Partners

Lucinda Creighton
CEO Vulcan Consulting

Luigi Petito
Managing Director, Business Solutions Europa

Luis Cervilla
Vice President, Public Affairs at Weber Shandwick

Lutz Dommel
CEO RPP Group

Magnus Franklin
Managing Director Teneo

Margot Lotz
Partner, Harwood Levitt Consulting

Marco Baldoli
Associate Director, Kellen

Margreet Lommerts
Managing Partner, Publyon

Maria Teresa Scardigli
Vice President Kellen

Marie Gorkem
Partner Kreab

Marie Van Raemdonck
Partner NOVE

Marie-Myrtille Marichal
Public Affairs Director, logos

Mario Filipponi
Partner BOLDT

Mark Watts
Director LP Brussels

Martin Wilberg
Partner, Kreab

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

Mette Lykke Nielsen
CEO, Lykke Advice

Micaela Duffau
Director at Brunswick Group

Michele Morena
Partner Kreab

Mikaela Nordenfelt
Associate Director at ADS Insight

Mónica Vicente Cristina
Managing Director, Weber Shandwick

Natacha Clarac
Directrice générale, Associée, Athenora consulting

Nathalie Gherardi
Director – Head of Healthcare, Hanover Communications

Nele Devolder
Senior Vice President Kellen

Neva Sadikoglu-Novaky
Director, Grayling

Nick Blow
Partner, Brunswick Group

Nicholas Whyte
Senior Director Global Solutions, APCO Worldwide

Nickolas Reinhardt
Director Afore Consulting

Nicola Scocchi
Partner and Head of Brussels Office, Fourtold

Nikos Manaras
Partner, Acumen Public Affairs

Noah Wanebo
Associate Director, Harwood Levitt Consulting

Olalla Trénor Michelena
Partner, EU Sustainability issues, DGA

Oliver Drewes
Managing Partner, Pantarhei Corporate Advisors

Oliver Kaye
Director, LP Brussels

Pascal Koenig
Deputy Head of Brussels, Vulcan Consulting

Pascale Moreau
Founder, Ohana Public Affairs

Pablo López-Alvarez
Senior Managing Director, FTI Consulting

Paolo Nicoletti
Senior Partner, NOVE

Pascal Michaux
Managing Partner, EU Focus

Patrick Clerens
Managing Director, CLERENS

Paul d’Amécourt
Managing Partner, Lighthouse Europe

Pauline Massart
Partner, Forward Global

Pavel Glukhov
Partner, EU Focus Group

Peter Tulkens
Partner, FIPRA International

Pieter de Gooijer
Partner, Brunswick Group

Philippe Blanchard
President Continental Europe at Teneo

Philippe Radinger
Managing Director, FGS Global

Ramón González Bernal
Atrevia Brussels Director

Reimund Simon
Managing Partner, 365 Sherpas Brussels

Rannveig van Itersen
Head of Circularity, Ohana Public Affairs

Raphael Delli
Partner, DGA Group

Rebecca Wood
Managing Director, Penta Group

Rhiannon Ducas
Director, ADS Insight

Richard Steel
Senior Advisor, DGA Group

Robert Anger
Senior Vice President & Partner, FleishmanHillard

Robert Langmuir
Vice President, Tech & Services, Weber Shandwick

Roberta Lusardi
Director, Brunswick Group

Robert Madelin
Senior Strategist, FIPRA

Robrecht Vandormael
Senior Managing Director, FTI Consulting

Rocco Renaldi
EMEA & Global Chair, Edelman Public and Government Relations

Roxana Moldovan
Director, Red Flag

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

Sebastian Vos
Partner, FGS Global

Shomik Panda
Chief Executive Officer at Inline Policy

Simone Casadei Pastorino
Head of Brussels office, Milltown Partners

Simone Ceruti
Head of Public Affairs, SEC NEWGATE EU

Simon Greaves
Executive Director, Harwood Levitt Consulting

Simon Levitt
Partner, Harwood Levitt Consulting

Simon Terwagne
Senior Director & Head of Chemicals, Forward Global

Sonia Staicu
Senior Director, Red Flag Global

Sophe Jacobs
Head of Agri-Food and Health practice at Grayling

Steffen Thejll-Møller
Partner, Rud Pedersen

Stéphane Desselas
President, Athenora Consulting

Stéphanie Pochon
Partner, Forward Global

Teresa Calvano
Partner, Rud Pedersen Public Affairs

Theodoros Birmpoutsoukis
Managing Director at Kekst CNC

Thomas Krings
Senior Director Advocacy & Policy at RPP Group

Thomas Linget
Director Advocacy & Coalitions logos

Thomas Vermeeren
Director, Burson

Timea Strihova
Senior Director, Trilligent

Timo Schubert
Managing Director, ADS Insight

Tina Ajdić
Director at Teneo

Tom Denney
Partner, Hanbury Strategy

Tom Murray
Head of Brussels office, Euros/ Agency Group

Tom Parker
Founder, Parker & Associates

Tomas Dimitrov
Director, logos

Tresja Bolt
Senior Healthcare Advisor, Harwood Levitt

Tuomas Tierala
Managing Partner, KREAB

Umberto Gambini
Partner, Forward Global

Valentina Polyas
Director at Incisive Health

Valeria Fagone
Senior Director FTI Consulting

Victoria Main
Chief Business Development Officer, SEC Newgate EU

Viorica Spac
Account Director, Hanover Communications

Vlad Andrei
Partner, Forward Global

Vojtech Nemec
Partner at Nemec+Chvatal

Willem Vriesendorp
Founder #SustainablePublicAffairs

Zuzana Pucikova
Strategy Director & Head of Tech, Acumen Public Affairs

There are also a small number of other senior consultants who did not want to be profiled on BestinBrussels who receive an honourable mention on our website. In addition, there are many outstanding part-time Senior Advisers to Top Consultancies but our Directory does not cover such individuals.

The Best in Brussels Law Firms 2025/26



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, Gide, K&L Gates, Keller and Heckman, Linklaters, Mayer Brown, Latham & Watkins and Steptoe.

Interestingly some of the largest US law firms in Brussels (e.g. Cleary Gottlieb with 90 lawyers here) lack any dedicated lobbyists. 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, and our policy & regulatory knowledge also helps us design the right legal compliance programs" 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 stringent conduct rules

(e.g. GDPR) and an increasingly complex digital operating environment, is a very important hiring factor for many of our clients. We help avoid reputational and other risks stemming from engagement with policy stakeholders, which can destroy in days what takes years to build up in terms of external reputation and goodwill," continued Maschek. "Lastly, clients appreciate that they can work with the same trusted partner on policy, regulatory and legal questions – which in light of the ever-increasing number of new laws and regulations at EU level (e.g. ESG agenda) is becoming an increasingly important factor when deciding with whom to work with."

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 and integrated policy advice. They cover a broad range of business sectors, including financial services, sustainability, digital, energy, environment, tax, competition and consumer.

"Our Regulatory and Public Affairs teams based in key jurisdictions work hand in hand with legal experts across our global network providing clients with unrivalled access to policy and sector-specific industry knowledge, supporting them in anticipating and managing their regulatory risk and environment. We see ourselves as their trusted advisers who can bring into focus the interplay between law, politics and business to address critical commercial challenges. Complex cross-border work is what we excel at – bringing together expertise and knowhow across multiple teams in one coherent and seamless offering," Natalie Pettinger Kearney, Head of EU Regulatory & Public Affairs at Freshfields.

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 they 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.

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

"Regulatory complexity is near the top of the list of challenges facing businesses today. Companies are grappling with the huge wave of regulation that has emerged in recent years. Our integrated team of public affairs professionals and lawyers work together to detangle this web of new rules and obligations to find practical solutions. For companies concerned about how these various strands of legislation interact together, we offer simple, pragmatic support. Our team also acts as an early warning system to ensure that clients are not surprised by new proposals in the pipeline that will impact their business model. We help companies and organisations to engage constructively with legislators before any new laws are adopted." Francine Cunningham, Director of Regulatory & Public Affairs at Bird & Bird.

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."



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



Atli Stannard
Special Counsel, Covington & Burling



Glenn Hall
Head Government Relations and Public Policy Partner, Norton Rose Fulbright



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



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



Francine Cunningham
Regulatory & Public Affairs Director at Bird & Bird

Bird & Bird

Office Address
Avenue Louise 235,
12th floor, 1050 Brussels

Email Address
francine.cunningham
@twobirds.com
Feyo.Sickinghe@twobirds.com
Paolo.Sasdeli@twobirds.com

Telephone Number
+32 (0)2 282 60 00

Client Contact
Francine Cunningham; Feyo
Sickinghe; Paolo Sasdelli

Website Address
twobirds.com

Brussels Office Since

📅 1999

**Number of Public
Affairs Consultants**

👤 4

Key Specialisms

- 📌 Chemicals
- 📌 Digital Services &
Technology Hardware
- 📌 Governments
- 📌 Healthcare
- 📌 Media
- 📌 Sport
- 📌 Telecoms
- 📌 Competition & Antitrust
- 📌 Sustainability & Environment
- 📌 Trade

About Bird & Bird

Firm Description
Bird & Bird is an international law firm with a focus on helping organisations being changed by technology and the digital world. We have over 1,600 lawyers in 32 offices across Europe, North America, the Middle East, Asia Pacific and Africa, as well as close ties with firms in other parts of the world. Bird & Bird delivers expertise across a full range of legal services as well as offering public affairs advice in Brussels at European level.

Ownership Structure
Limited Liability Partnership (LLP)

International Structure
Our in-house Regulatory & Public Affairs team in Brussels and The Hague provides bespoke monitoring and advocacy services tailored to the specific needs of our clients. Bird & Bird's broad network of offices across Europe also enables real-time, cross-jurisdictional mapping of implementation of new EU regulation at national level.

Key Strengths
At a time of increasing regulatory complexity, our Regulatory & Public Affairs team works in an integrated way with the firm's legal experts to provide clients with an efficient, coordinated approach to address evolving legislation. We advise on cutting-edge issues in highly regulated areas including the technology, communications, media, sports, entertainment, automotive and energy sectors. In addition, our public affairs professionals regularly support companies and organisations in relation to trade and competition cases.

Advance information about legislative proposals is crucial to the development of any public affairs plan. We provide horizon-scanning services tailored to the specific priorities of our clients, so they are not caught unawares by regulatory changes impacting their business.

Our support includes drafting position papers and voting recommendations to convey industry priorities to EU legislators. Building on our network

of positive relationships in Brussels, we organise meetings with relevant decision-makers in the European Commission, European Parliament and Member State representations, in addition to preparing briefings ahead of such meetings. Our team is also adept at preparing responses to public consultations to ensure that our clients' voices are heard in the legislative process.

Based on deep regulatory expertise and sector knowledge, we are in a position to offer pragmatic advice on the practical impact of regulatory change on business operations. This in turn helps clients to stay ahead in a challenging and constantly evolving regulatory environment.

You are invited to sign up for our monthly newsletter entitled Connected which offers tech regulatory insights and is free to our clients.



Key Clients
Our team has a proven track record of assisting clients in navigating the EU regulatory landscape.

Testimonials and why clients like to work with us
"Bird & Bird has a strong and experienced regulatory team, who is very good at handling complex matters. They have a very strong European network, with most offices at the top of their field." Chambers, Europe-wide 2025.
"They are fast and flexible and have an excellent working pan-European network. As a multinational company with a footprint across Europe, we often need advice in several European jurisdictions. Bird & Bird's one-stop-shop mechanism works really well and quickly. They also have a pragmatic approach." Legal 500, EMEA 2024.

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 are just excellent across the board. They always seek to unravel the most complex issues and are creative in finding suitable solutions."

Chambers, Europe-wide 2025

Chambers Global	Chambers Europe	Who's Who Legal	Legal 500
Band 1	Band 1	#1 Global Firm for Data	Tier 3
For global multijurisdictional TMT	For Europe wide IP, IT, Telecoms & data Protection	(IP, Telecoms & Media & Blockchain)	For competition: EU and global
2025	2025	2024	2025

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COVINGTON

Office Address
Manhattan, Bolwerklaan 21 Avenue
du Boulevard, 1210 Brussels

Email Address
astannard@cov.com

Telephone Number
+32 2 545 7518

Client Contact
Atli Stannard

Website Address
cov.com

Brussels Office Since

1990

**Number of Public
Affairs Consultants**

8 Covington’s European Public
Policy team includes 5 full-
time public policy lawyers and
11 senior advisors. Many other
regulatory colleagues across
the firm contribute to our
public policy work in Europe.

Key Specialisms

- Chemicals
- Competition & Antitrust
- Digital Services &
Technology Hardware
- ESG
- Food and Drink
- Healthcare
- Personal & Household Goods
- 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, life sciences, energy, environment, 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.

Ownership Structure
Limited Liability Partnership.

Key Clients
Advanced Bionics, Altana, Cisco, Johnson & Johnson, Microsoft, MHP, Monster Energy Company, and SCM.

International Structure
With over 1,300 professionals in 14 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
Covington’s European Public Policy team draws on a range of former policymakers, including politicians, lawyers, public affairs practitioners, diplomats and economists. The team offers clients unparalleled insight into the workings of EU political processes and institutions.

Our EU-focused senior advisors include Cecilia Malmström, former European Commissioner for Trade; Andris Piebalgs, former European Commissioner for Energy; Elżbieta Bieńkowska, former European Commissioner for the Internal Market, Industry, Entrepreneurship and SMEs; 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; and Ambassador Jean De Ruyt, former Permanent Representative of Belgium to the European Union and former President of the Council of the EU.

We can combine this team’s deep experience with insights from colleagues based in London, Frankfurt and Dublin to help our clients engage in regulatory policymaking processes across Europe.

Testimonials and why clients like to work with us
As a Band 1 firm ranked in Chambers (12 yrs ranked), 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.”
“We experienced outstanding service and technical knowledge. They are politically savvy and have deep political networks.”

We Help Clients Navigate Issues at the Intersection of Law and Policy Around the World

Covington combines regulatory expertise and deep knowledge of policy and policymakers with strong litigation, investigations, and corporate practices to create novel solutions to our clients’ toughest problems.

“Covington & Burling uniquely blends advocacy with a deep understanding of the legal and regulatory framework in Europe and across its member states.”

Client feedback, *Chambers* legal directory

COVINGTON

BEIJING BOSTON BRUSSELS DUBAI FRANKFURT JOHANNESBURG LONDON
LOS ANGELES NEW YORK PALO ALTO SAN FRANCISCO SEOUL SHANGHAI WASHINGTON

www.cov.com



Office Address
Wolstraat 70, Rue aux
Laines 70 1000 Brussels

Email Address
Richard.sterneberg@dlapiper.com
GGR.Group@dlapiper.com

Telephone Number
+32486656006

Client contact
Richard Sterneberg

Website Address
www.dlapiper.com

Brussels Office Since

📅 2002

**Number of Public
Affairs Consultants**

👤 10

Key Specialisms

Ⓢ Trade

Ⓢ Energy

Ⓢ Sustainability & Environment

Ⓢ Digital Services &
Technology Hardware

Ⓢ Healthcare

Firm Description
With a presence in over 40 countries across the Americas, Europe, the Middle East, Africa, and Asia Pacific, DLA Piper is uniquely positioned to guide clients through the complexities of today's global legal and regulatory landscape. Wherever opportunities arise or challenges emerge, we provide the strategic insight, cross-border expertise, and decisive advocacy needed to achieve results.

Our Brussels-based Regulatory, Trade & Government Affairs practice operates as an integrated global team, working in close collaboration with our leading policy experts in Washington and London to deliver seamless, high-level counsel across the whole legislative cycle, from advocacy and public affairs to compliance and legal advice. From shaping regulatory frameworks

About DLA Piper

to navigating geopolitical shifts, we provide clients with a unified, multijurisdictional perspective to influence outcomes and secure a competitive advantage.

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 and provide diplomatic support to governments and public sector bodies.

Ownership Structure
Limited Liability Partnership.

International Structure
DLA Piper's global footprint spans over 40 countries across five continents, uniquely positioning us to navigate clients through complex legal and regulatory challenges worldwide.

Anchored by our well-connected team of accomplished policy advisors—including former EU Commissioners, senior government ministers, and members of the House of Lords—we combine institutional insight with unmatched cross-border execution.

Our Brussels Regulatory, Trade & Government Affairs practice collaborates closely with colleagues in Washington and London to guide clients through an increasingly complex global environment—one characterised by escalating geopolitical tensions, evolving trade barriers and tariff regimes, and growing regulatory divergence that presents challenges for cross-border operations.

Complemented by strategic alliances with leading local firms, we ensure consistent, high-quality service worldwide. When regulatory challenges demand sophistication and influence, clients trust us to deliver results.

Key Strengths
The DLA Piper Regulatory, Trade & Government Affairs team offers a powerful combination of legal and

policy expertise, helping clients lead with confidence in a fast-moving and politically charged global landscape.

With teams based in Brussels and London, and integrated collaboration across our US, Asia, and global offices, we provide clients with seamless, cross-border support. Our practice is Band 1 ranked (Chambers Regulatory: Government & Public Affairs) and uniquely positioned at the intersection of law, policy, and international business.

We blend the insight of senior policy advisors—including former EU Commissioners, ministers, and members of the House of Lords—with the precision of highly regarded regulatory lawyers. Our professionals regularly contribute to major international forums, including COP summits, and are trusted advisors to multinational companies navigating critical risks and transformative opportunities.

- We offer:
- Clear, actionable and strategic guidance on complex regulatory regimes across key sectors
 - Compliance advice in relation to ESG, digital, life sciences, consumer goods, and emerging tech regulations
 - High-level engagement and advocacy before EU institutions, national governments, and international bodies
 - Strategic counsel on trade, sanctions regimes, and investment screening
 - Robust support in high-stakes investigations, enforcement, and litigation
 - Guidance on market access, regulatory clearance and supply chain risk management
 - High-level policy intelligence and strategic foresight to anticipate and respond to evolving legislative developments

Key Clients
Client currently listed: Anthropic, Currax, Equinix, GVS, Unilever, Coca Cola, Argenx.



Your partner in successful policy

We help our clients succeed — including local and international businesses, governments, organisations and industry associations.

We guide them through the complex network of regulations, legislation, and standards that govern global policymaking and help them understand policy creation and decision-making processes across the EU and beyond.

We also ensure their opinions are heard and understood in Brussels and other global capitals.

Together we can make business better.



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FRESHFIELDS

Office Address
Place du Champ de Mars 5 1050 Brussels

Email Address
natalie.pettingerkearney@freshfields.com

Telephone Number
+32 (0)25047000

Client Contact
Natalie Pettinger Kearney

Website Address
freshfields.com

Brussels Office Since

📅 1989

Number of Public Affairs Consultants

👥 11

Key Specialisms

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

- Key Clients**
- PayPal
 - Airbnb
 - Experian
 - UN Principles for Responsible Investment
 - American Council of Life Insurers
 - Association of Bermuda Insurers & Reinsurers
 - QVC
 - National Retail Federation
 - Kroll Bond Rating Agency
 - Accenture

About Freshfields LLP

Firm Description
Freshfields LLP is a leading international law firm, combining a strong European offering with a first-class global network.

Our Regulatory and Public Affairs teams, based in Brussels, Berlin and London work with lawyers across our global network. They 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.

- On a daily basis, we help clients:
- Build an effective profile towards decision-makers in Brussels, Berlin, London and beyond;
 - Identify the risks and opportunities of policy developments and gain insights into the decisionmakers and political drivers behind them;
 - Influence the policy debate and the substance of upcoming rules;
 - Navigate and provide advice on understanding and influencing secondary legislation (Level 2) where there is a strong need for combined legal and public affairs expertise;
 - Advise on how to comply with the latest requirements of the EU Transparency Register;
 - 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 5,700 people across 33 offices, with 101 nationalities speaking 75 languages

Key Strengths
Expertise: The firm’s legal offering, combined with our long-standing experience of providing strategic policy advice, enables us to represent clients’ interests at an EU and national level with a deeper level of understanding, grounded in a holistic awareness of client’s businesses imperatives and how they intersect with public policy.

‘One firm’ mindset: Complex cross-border work is what we excel at. We understand what it takes to work across different political, legal and business environments and bring a local understanding to global issues.

Consistency and diversity: The integration of our Brussels, Berlin and London 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, for the benefit of clients.

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 highlevel 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.”

FRESHFIELDS



In unpredictable times, one exceptional team

We offer seamless legal and public affairs advice to support clients in navigating and influencing public policy.

CHAMBERS EUROPE 2024
33
Practice area rankings
Band 1

CHAMBERS EUROPE 2024
40
Individual rankings
Band 1

JUVE 2024
Law Firm of the year

GLOBAL COMPETITION REVIEW
Top of GCR’s Global Elite
15th time in the top global position



Office Address
Square de Meeus 5 -6

Email Address
glenn.hall@nortonrosefulbright.com

Telephone Number
+32 2 237 61 46

Client Contact
Glenn Hall, Head of Government Relations and Public Policy; Partner
Norton Rose Fulbright LLP

Website Address
nortonrosefulbright.com

Brussels Office Since

📅 1990

Number of Public Affairs Consultants

👤 5

Key Specialisms

- 📌 Banking, Insurance and
- 📌 Financial Services
- 📌 Digital Services &
- 📌 Energy
- 📌 Competition & Antitrust
- 📌 Sustainability & Environment

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.

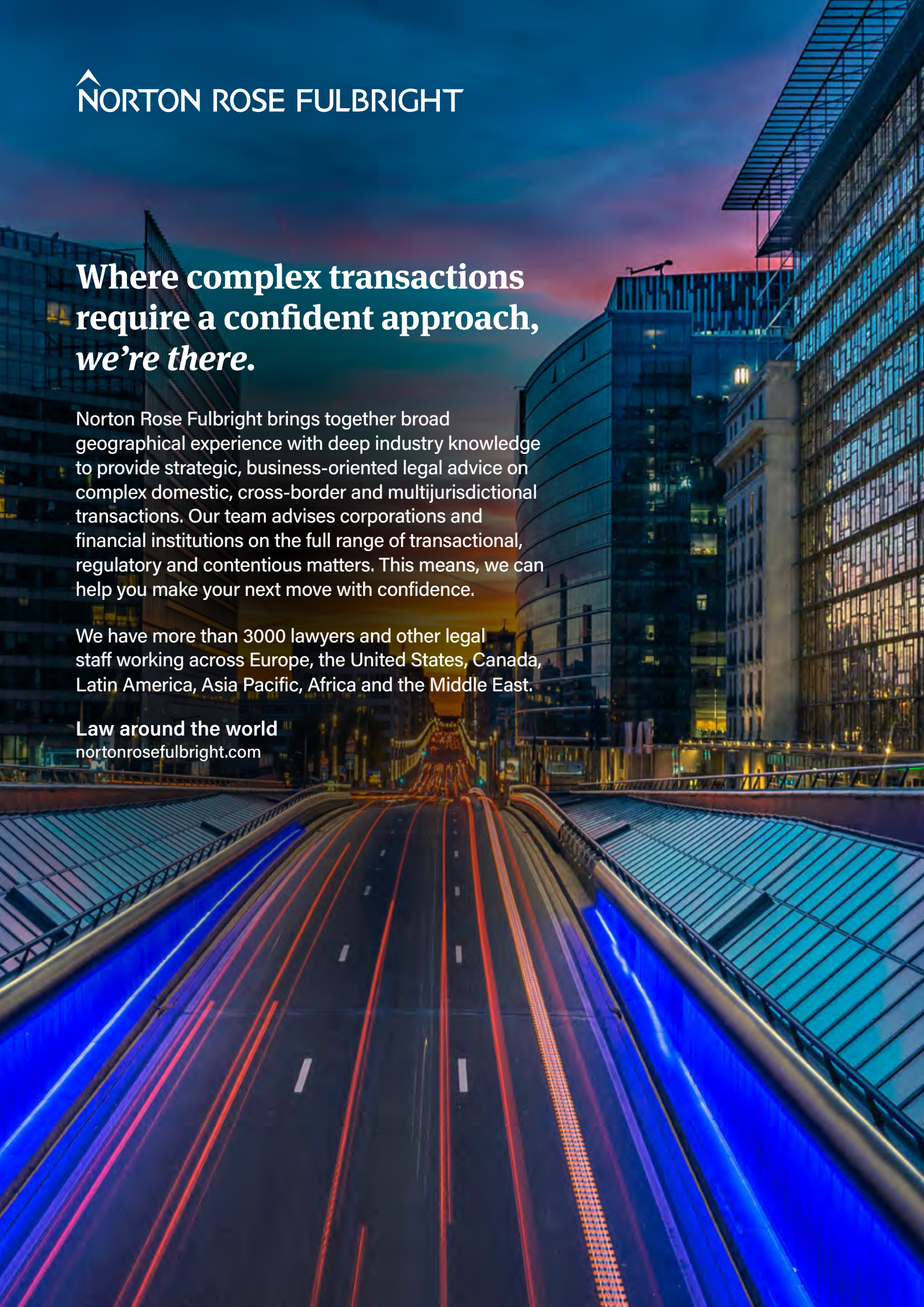
- Key Strengths**
Examples of how we support our client's business include:
- Providing bespoke insight and intelligence support
 - Supporting advocacy and strategic engagement
 - Helping with responses to consultations, formulating positions on proposed legislation and regulation
 - Training senior 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
Citadel, Banco Finantia, World Gold Council.

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."



NORTON ROSE FULBRIGHT

Where complex transactions require a confident approach, we're there.

Norton Rose Fulbright brings together broad geographical experience with deep industry knowledge to provide strategic, business-oriented legal advice on complex domestic, cross-border and multijurisdictional transactions. Our team advises corporations and financial institutions on the full range of transactional, regulatory and contentious matters. This means, we can help you make your next move with confidence.

We have more than 3000 lawyers and other legal staff working across Europe, the United States, Canada, Latin America, Asia Pacific, Africa and the Middle East.

Law around the world
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SQUIRE

PATTON BOGGS

Office Address

Avenue Louise 523, 1050 Brussels.

Email Address

wolfgang.maschek@squirepb.com
thomas.delille@squirepb.com

Telephone Number

+32 2 627 1111

Client Contact

Wolfgang Maschek
Thomas Delille

Website Address

squirepattonboggs.com

Brussels Office Since

1974

Number of Public Affairs Consultants

14

Key Specialisms

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

Key Clients

- deSter / Gate Group
- Olin
- Children's Tumor Foundation (CTF)
- Mars Inc.
- SoundExchange, Inc.
- Styrenics Circular Solutions (SCS)
- Suzano
- Iseki Europe
- European Manufacturers of Expanded Polystyrene (EUMEPS)
- Avery Dennison Corporation
- Smart 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 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 since 1974 we have 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 14 dedicated public policy advisors located across six countries.

Key Strengths

Our 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.

We effectively advocate for clients' interests and shape legislative developments through our distinctive blend of three elements – advocacy, compliance, and litigation – providing a unique “cradle to grave” service across EU regulations.

Combining these three elements enable us to provide a holistic

support: our advocacy efforts influence policy in favour of our clients, and our compliance services ensure forward looking adherence to regulations, while our litigation expertise offers robust defence and resolution options where necessary.

We 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

“SPB has been our trusted goto partner on various legal matters for many years. We appreciate that they have the braintrust to provide comprehensive and up-to-date guidance on legislations that have the potential to impact our operations. This helps us to make risk-based decisions when defining both short and long-term business strategies and is a critical element of remaining competitive and future proofing our business.”
Sonia Razzaque, Michelman

“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

Local Connections. Global Influence.

Commercial. Committed. Connected.

- Providing insight at the point where law, business and government meet.
- A well-connected team of experienced EU legal and policy practitioners, drawing on the reputation, connections and resources of a global public policy team.
- We advocate for clients' interests and shape legislative developments through our distinctive blend of three elements – advocacy, compliance, and litigation – providing a unique “cradle to grave” service across EU regulations.
- We excel at managing complex, multifaceted, legal, regulatory and policy issues, or matters with a cross-border component.

Contact:

Wolfgang Maschek

Partner, Brussels

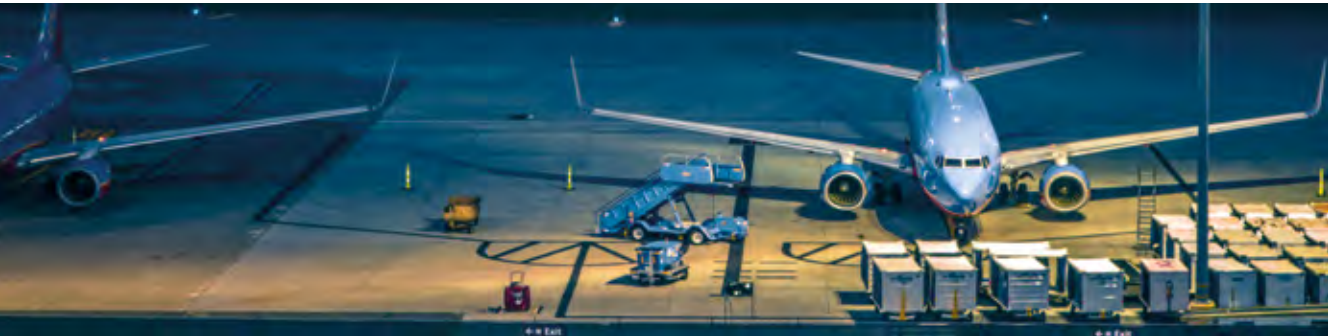
T +322 627 1104

E wolfgang.maschek@squirepb.com

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Best Sector Specialists



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Pantarhei Corporate Advisors
Rasmussen Global
Vulcan Consulting

Aerospace & Defence

The European Union's Aerospace & Defence sector in 2025 is experiencing significant growth and transformation, driven by heightened geopolitical tensions, increased defence spending, and a push for technological advancement and strategic autonomy.

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 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. Inevitably increased defence spending in such a politicised environment is resulting in more lobbying and activity in Brussels.

The European Commission's ReArm Europe Plan/Readiness 2030, presented in March 2025, proposes to leverage over €800 billion in defence spending through national fiscal flexibility, a new €150 billion loan instrument (SAFE) for joint procurement, potential redirection of cohesion funds, and expanded European Investment Bank support. It also aims to mobilise private capital through the savings and investments union.

European nations are reevaluating their reliance on American weaponry due to geopolitical uncertainties. The EU is implementing a major loan program prioritizing EU-manufactured defence systems. Europe is focusing on closing the gap with the U.S. and China in defence AI by increasing R&D investments.

Companies like Airbus are advocating for increased defence spending and consolidation within Europe's fragmented defence industry to remain competitive amidst geopolitical tensions. Meanwhile the trade war instigated by Trump against the rest of the world and China specifically is creating opportunities for European manufacturers. Notably in April, China ordered its airlines not to take further deliveries of Boeing in response to the U.S. decision to impose



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Agriculture & Agribusiness

2024 was the year farmers really took to the streets of Brussels, and 2025 looks set to be another tumultuous time for the agricultural sector.

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.

The EU is undertaking substantial reforms to its Common Agricultural Policy (CAP), which has a budget of €387 billion. The focus is shifting towards supporting small-scale and young farmers, moving away from

the traditional model where 80% of subsidies benefited the wealthiest 20% of agribusinesses. The proposed reforms aim to cut bureaucracy, redistribute subsidies more fairly, and ensure that imported food products comply with EU standards on pesticides and animal welfare.

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. Trade agreements, such as the EU-Mercosur deal, have sparked concerns among EU farmers. They argue that imported agricultural products from South America may not meet European standards, potentially leading to unfair competition.



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Specialist Law firms:

Freshfields Bruckhaus Deringer
Norton Rose Fulbright LLP
Squire Patton Boggs

Banking, Insurance and Financial Services

The EU maintains a robust regulatory framework aimed at ensuring financial stability, investor protection, and market integrity. This framework is overseen by various bodies such as the European Commission, the European Banking Authority (EBA), the European Securities and Markets Authority (ESMA), and the European Insurance and Occupational Pensions Authority (EIOPA).

Current hot topics include: the Capital Markets Union (CMU) to deepen and integrate capital markets across EU member states. Digital Finance initiatives to regulate and foster the growth of digital services like cryptocurrencies, blockchain technology, digital identity, and open banking; Sustainable Finance to promote sustainable investing, disclosure requirements for ESG factors, and the integration of climate risks into financial regulation; and Consumer Protection to combat financial fraud and misconduct, and improve access to financial services, particularly for underserved communities.

Overall, EU regulation has a profound impact on the financial services industry by aiming to ensure stability, promote innovation, enhance market integrity, and adapt to the evolving digital landscape to maintain competitiveness and safeguard the interests of stakeholders in the European financial sector.

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. Some of the largest trade associations in Brussels represent the financial services sector including the European Banking Federation, Insurance Europe and Invest Europe.

The European Union's Banking, Insurance, and Financial Services sector in 2025 is navigating a complex landscape marked by economic uncertainties, regulatory reforms, and technological advancements.

European banks are facing headwinds due to global trade tensions and economic uncertainties. The U.S.'s recent tariff increases have raised fears of a recession, leading to expectations of slower revenue growth and increased loan loss provisions. Moody's has raised its baseline global default rate forecast.

Insurers are increasingly attentive to ESG-related risks and the implications of digitalization and cyber threats. The evolving dynamics in environmental agreements and the higher perceived probability of cyber risks materializing are areas of focus for risk management strategies. The EU's Digital Operational Resilience Act (DORA) has come into force, requiring financial entities to enhance their digital operational resilience. This includes improved risk management, incident reporting, and oversight of third-party ICT service providers.



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Nemec+Chvatal
Nove
Ohana Public Affairs
Penta
Publyon
Red Flag
Rud Pedersen
SEC Newgate EU
365 Sherpas Brussels

Specialist Law firms:

Bird & Bird
Covington
Squire Patton Boggs

Chemicals

The EU's chemical policy is focused on promoting safe and sustainable chemicals, enhancing regulatory frameworks, addressing substances of concern like PFAS, and fostering industry collaboration to achieve environmental sustainability and human health protection in the European chemical sector.

The largest chemical companies are significant Brussels players in their own right with seven of them (Bayer, ExxonMobil, BASF, Dow, Shell, BP and Chemours) in the top 30 of all corporate spenders according to the EU transparency register. But it is impossible to talk about the chemical sector in Brussels without mentioning BestinBrussels award winning Cefic, the 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 European Union's increasingly stringent environmental regulations are saddling global chemical companies with more than \$20 billion in annual costs with up to 10% of a chemical firm's capital spending in Europe now spent

on regulatory compliance alone, according to Cefic. BASF has 250 employees solely dedicated to managing paperwork for the EU's REACH chemicals regulation, the German chemical giant told Reuters in a statement. Firms like Dow and LyondellBasell have been reassessing their European footprint, including shutting down some facilities, as they tackle weak demand, high input costs and rising regulatory pressure.

Despite some relief since 2023, energy prices remain above pre-crisis levels, affecting the competitiveness of European chemical producers compared to their American and Asian counterparts. This has led to concerns about potential relocation of production facilities to regions with lower energy costs.



Specialist Consultancies:
Alonso & Associates
EU Focus Group
Kellen
Pantarhei Corporate Advisors
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Construction & Materials

Buildings and construction are closely linked to the economy, local employment and quality of life. 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.

The European construction market is going through a challenging period, marked by high interest rates, high energy costs as well as increasing labour costs, that are hindering construction activity and investment plans. 2024 was the most difficult year for the industry since 2020, however, forecasts point to a positive turnaround from 2025 onwards.

Europe has many old cities with old buildings. Its building stock is also getting older and many old buildings are not built for efficient use of energy or a warmer climate. Almost 75% of the building stock is currently energy inefficient and more than 85% of today's buildings are likely to still be in use in 2050. Energy renovation of buildings is

ongoing but at a very slow rate. The EU's renovation wave will play a key role in massively upgrading existing buildings in Europe. It will help make them more energy efficient and adapted to climate change.

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.



- Specialist Consultancies:**
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Lighthouse Europe
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Political Intelligence
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SEC Newgate EU
Stenström Consulting
Teneo
Trilligent
UTOPIA EU
Vinces Consulting
Vulcan Consulting
365 Sherpas Brussels
Weber Shandwick
- Specialist Law firms:**
Bird & Bird
Covington
DLA Piper
Freshfields
Norton Rose Fulbright LLP

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 thousands of meetings with EU officials. Apple, Amazon, Meta, Google and Microsoft all boosted their lobbying spending, according to 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, wherever their nationality, and wherever they live. Brussels is home to more than 15 trade associations involved directly with digital services and technology, from Digital Europe to the Business Software Alliance. Although Google and Microsoft are the two biggest corporate affairs spenders in Brussels, in the words of one tech commentator: "There are new actors who have come to Brussels, lots of them which didn't exist 20 years ago. They've gone from being economically insignificant to being economically substantial, so they want to be part of the policymaking process."

The digital transformation market in Europe is projected for substantial expansion. Some estimates suggest a compound annual growth rate of almost 30% between 2025 and 2033, reaching a staggering €2.9 trillion by 2033 from approximately €405 billion in 2025. This growth is fuelled by increasing demand for: Artificial Intelligence; Cloud Computing; Big Data & Analytics; Internet of Things; and Cybersecurity.

Transparency International recently stated: "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 growing AI gap between Europe and the USA and China is of deep concern to policymakers. Hence, in April 2025, the European Commission unveiled its AI Continent Action Plan, with a more business-oriented approach to help AI companies grow, scale, and compete globally. As Cecilia Bonefeld-Dahl, Director-General, DIGITALEUROPE said on its launch: "This is Europe's chance to close the gap. We already have the ingredients: top-tier talent, buzzing innovation hubs, and world-class companies in advanced manufacturing, green tech, medical devices, and more. But we're still missing one thing: market demand. Without bold, EU-wide public procurement and smart investment incentives, we will not build scalable AI champions or drive real adoption. Today, Europe captures just 6% of global AI venture capital. That must change. Let's use this moment of global uncertainty to our advantage, by attracting top AI talent and companies to Europe and giving them the conditions they need to grow, scale, and lead." Meanwhile Trump issued an executive order to revoke existing AI policies and directives that are seen as barriers to AI innovation, and China is winning the AI weapons development war over the U.S.



Specialist Consultancies:
EU Strategy
Lykke Advice

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. Through the Erasmus+ programme, the EU also provides funding, tools and resources for individuals, organisations and policy reform.

The European Commission is prioritizing the development of a "Union of Skills" to enhance Europe's competitiveness. This involves boosting investment in STEM education, digital skills (including AI and cybersecurity), and entrepreneurship training across disciplines. The European Year of Digital Citizenship Education in 2025 highlights the importance of preparing learners for a digitally connected world, emphasizing ethical, responsible, and effective online engagement. Initiatives like the European Universities Initiative, now encompassing a significant number of alliances, aim to foster transnational cooperation, develop joint programs, and enhance student and staff mobility. Efforts to achieve mutual recognition of qualifications

across the EU will continue, facilitated by tools like the EU Student Card and the Bologna Process.

Universities in the US are under attack. While the Trump administration pretends to punish them for their alleged compliance with or support for "antisemitism" (ie pro-Gaza demonstrations) and "anti-white racism" (ie diversity, equity and inclusion initiatives), the real targets are academic freedom and freedom of speech.

Recently, several European universities, such as Aix-Marseille University in France and Free University Brussels, have set up initiatives to provide a haven to "the biggest victims of this political and ideological interference".

Several European countries have also started to discuss plans to bring leading international scientists to Europe. Few have been so blunt as the minister of education, culture and science in the Netherlands, Eppo Bruins, who defended his initiative in classic Dutch mercantile language: "Top scientists are worth their weight in gold for our country and for Europe."



Specialist Consultancies:

Acumen Public Affairs
ADS Insight
ARPA
Athenora Consulting
ATREVIEW
BOLDT BPI
Brunswick Group
Burson
Business Solutions Europa
CLERENS
DGA
Edelman
ESL & Network European Affairs
Eupportunity
EU Focus Group
FleishmanHillard
FTI Consulting
Hanover
Inline Policy
Kellen
Kekst CNC
Kreab
Lighthouse Europe
logos – Business Bridge Europe
LP Brussels
Lykke Advice
McLarty Associates
MUST & Partners
Nemec+Chvatal
Nove
Pantarhei Corporate Advisors
Penta
Political Intelligence
Rasmussen Global
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Rud Pedersen
Schuman Associates
SEC Newgate EU
Stenström Consulting
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Vinces Consulting
365 Sherpas Brussels
Weber Shandwick

Specialist Law firms:

DLA Piper
Freshfields
Norton Rose Fulbright LLP

Energy

Europe's energy sector spans numerous, often competing interests spanning renewables, oil, gas and nuclear though to electricity distribution.

In the wake of the global energy market disruptions caused by Russia's invasion of Ukraine, the European Commission adopted the REPowerEU Plan. The objective was to rapidly reduce the EU's dependence on Russian fossil fuels, by fast-forwarding the clean transition and joining forces to achieve a more resilient energy system with a true Energy Union. To date, the EU has successfully met most of the ambitious targets set in the REPowerEU Plan has helped the EU save energy, diversify its supplies, produce clean energy and combine investments and reforms.

Wind energy is set to become the leading source of electricity in the EU before 2030. The EU wants wind to cover 35% of electricity consumption by 2030 and more than 50% by 2050. Wind energy is affordable, scalable, clean and home-grown. It cuts energy costs for European businesses and households while boosting energy security and predictability compared to fossil fuels. Despite the clear benefits of renewable electricity over fossil fuels, Europe's electrification efforts are stalling. In the EU only 31% of industrial energy use comes from electricity. According to a new report from leading trade association Wind Europe, Europe needs to ramp up electrification. Many industrial processes are ready to be electrified, especially those that run on low process heat. This includes paper, pulp, food & beverage and chemicals. But also more energy-intensive processes like steel manufacturing.

In 2024, the European Union installed 65.5 GW of solar PV, marking the eighth consecutive year of record-breaking annual additions. However, the annual growth rate decelerated significantly to 4.4% compared to the robust 41-53% observed during 2021-2023. This slowdown was expected, as the exceptional surge was largely driven by soaring electricity prices during the energy crisis. Following a period of exceptional growth, the EU solar market is facing stagnation and a declining investment, putting 2030 renewable energy goals at risk according to the trade association SolarPower Europe. The sector's ability to take a leading role in EU decarbonisation will depend on policymakers' efforts to lift regulatory and market challenges that continue to hamper solar power

Given the urgent need to reduce energy prices and increase production attitudes to nuclear energy are evolving rapidly. Indeed the trade association nucleareurope welcomed the European Commission's recent proposal for a Clean Industrial Deal (CID) and Action Plan for Affordable Energy, both of which pay significant attention to ensuring a technology neutral approach.

At the last count there are over 50 trade associations focussed on energy, and six of Brussels top 20 corporate affairs spenders (Shell, ExxonMobil, Equinor, TotalEnergies, E.ON and BP) are energy companies. Moreover, every sector is an energy consumer which means EU energy policy is a vitally important horizontal policy area.



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EU Focus Group
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Grayling
Harwood Levitt Consulting
Kellen
MUST & Partners
Ohana Public Affairs
Pantarhei Corporate Advisors
Penta
Political Intelligence
Red Flag
Rud Pedersen
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Teneo

Specialist Law firms:

Covington

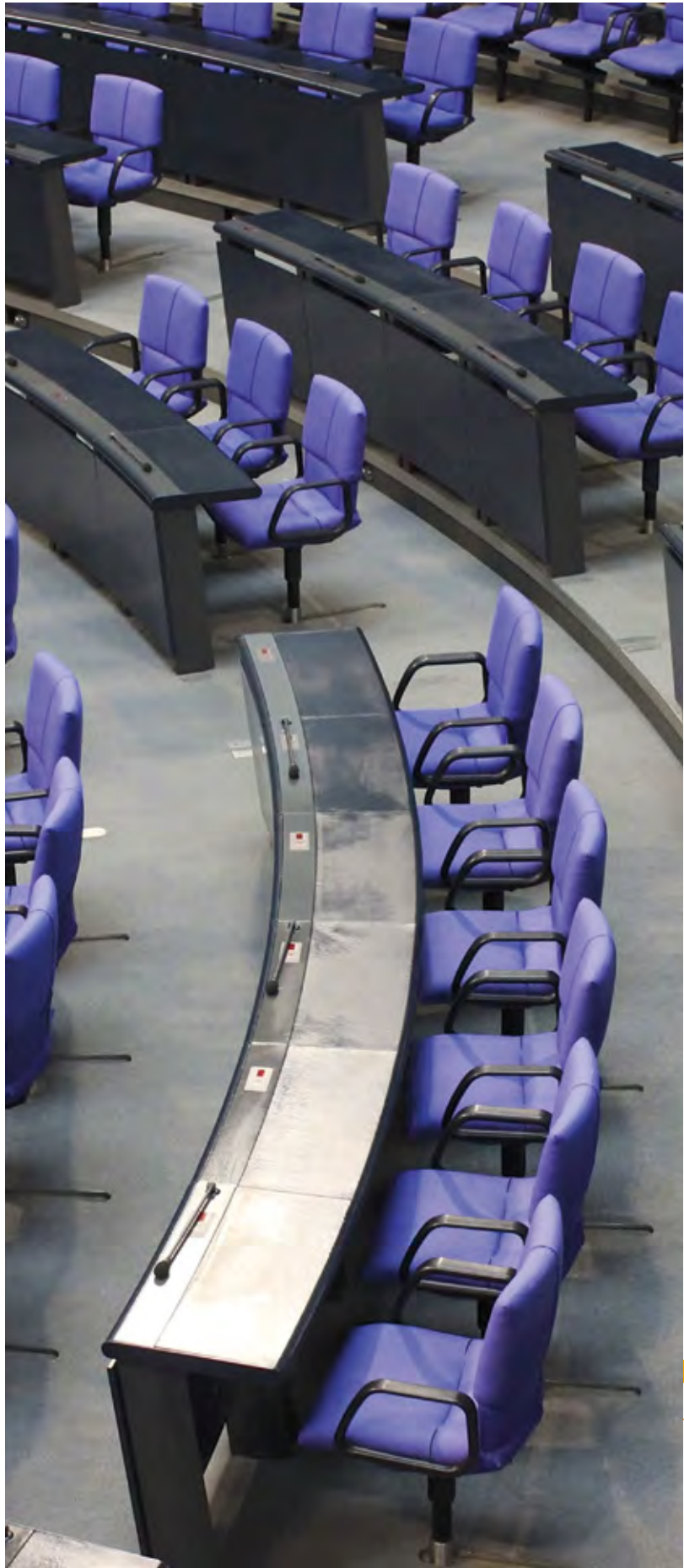
Food and Drink

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.

The EU food and drink industry is a major driver of growth, employment, and innovation, with significant investments from EU and US companies in both regions. The two-way trade in agri-food raw materials, ingredients, and finished products – valued at €40 billion – underscores the critical importance of this relationship – one that ensures supply chain resilience, supports jobs and rural communities, and meets the diverse consumer needs on both sides of the Atlantic. Hence, Europe's food and drink industry is very concerned at the prospect of US tariffs on imports from the EU, given the impact it will have on transatlantic trade, businesses, and consumers.

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.



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.

The complexity of EU decision making, including with the European Parliament, means that traditional diplomatic efforts via embassies are sometimes not enough. Brussels-based consultancies are hired to help governments gain access to the EU institutions and promote their interests. Government motives differ, but include improving their image, gaining political support, securing EU funding or preferential trade treatment, and influencing EU regulations. Indeed, Brussels lobbying by the governments of Morocco, Mauritania, and Qatar made headlines for all the wrong reasons.

Specialist Consultancies:

Afore Consulting
APCO
ARPA
ESL & Network European Affairs
Publyon
Rasmussen Global
RPP Group
Schuman Associates
Vinces Consulting

Specialist Law firms:

Bird & Bird



Specialist Consultancies:

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ADS Insight
APCO
ARPA
Athenora Consulting
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Edelman
Eupportunity
EUTOP Group
FIPRA
FleishmanHillard
Fourtold
FTI Consulting
Grayling
Hanover
Harwood Levitt Consulting
Incisive Health
Nemec+Chvatal
Nove
Pantarhei Corporate Advisors
Political Intelligence
Portland
Red Flag
RPP Group
Rud Pedersen
Schuman Associates
Stenström Consulting
Teneo
UTOPIA EU
Vulcan Consulting
365 Sherpas Brussels
Weber Shandwick

Specialist Law firms:

Bird & Bird
Covington
DLA Piper
Squire Patton Boggs

Healthcare

The healthcare industry is one of the world's largest and fastest-growing industries. Consuming over 10 percent of gross domestic product (GDP) of most developed nations, healthcare forms an enormous part of the EU's economy.

The healthcare industry is made up of two main groups: healthcare equipment and services; and pharmaceuticals, biotechnology and related life sciences. Europe's pharmaceutical sector employs some 750,000 people and generates three to four times more employment indirectly. Medical technology is also a major contributor to the EU economy, employing over 650,000 people in high quality jobs in a market estimated at around €110 billion.

As healthcare concerns human health, it is one of the most regulated industry sectors and gives rise to one of the most vibrant Brussels public affairs communities. By far the biggest spenders on public affairs are the 40 leading pharmaceutical companies who are members of the European Federation of Pharmaceutical Industries and Associations (EFPIA). In second place are the Diagnostics and Medical Devices manufacturers represented collectively by MedTech Europe.

European governments are looking at whether Trump can force them to pay more for prescription medicines, after he issued an executive order to lower U.S. drug prices. The Trump administration wants to reduce the gap between U.S. drug prices and especially those in Europe, where the prices of prescription drugs are significantly lower. RAND recently found that "U.S. prices across all drugs were 278 percent of prices in the 33 OECD comparison countries." Meanwhile, CEOs of the research-based pharmaceutical industry issued a stark warning in April 2025 to President von der Leyen that unless Europe delivers rapid, radical policy change then pharmaceutical research, development and manufacturing is increasingly likely to be directed towards the US.

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.

Healthcare lobbyists will be kept busy as the European Health Union will focus on both urgent and long-term health priorities, from cross-border health threats to the EU Life Sciences Strategy. EFPIA and its member companies believe that the current direction of EU pharmaceutical legislation will undermine Europe's competitiveness and slow the research, development and delivery of new treatments and vaccines in Europe. The EU will also continue to pursue international cooperation on global health threats and challenges such as antimicrobial-resistant infections and vaccination.



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. Europe is the world's largest producer and exporter of machinery with an estimated one third share of the world market.

Europe's metal technology, mechanical engineering and electrical engineering, electronics and ICT sectors are in a particularly challenging economic situation. They suffered from a second consecutive year of downturn in 2024, with a combined downturn of 4.8% and a further 0.5% contraction in real turnover predicted for 2025. This downturn can partly be attributed to excessive regulatory burden and high energy costs.

In response, Orgalim has created a 2025 report listing specific examples of how incoherent or inadequately designed EU legislation negatively affects Europe's technology industries. The report features concrete proposals and a 10-point Action Plan on what needs to change to minimise regulatory burden and costs in the future and boost competitiveness across Europe. As Ulrich Adam, Director General of Orgalim states: "Europe's technology industries are key enablers of the green and digital transitions and the backbone of a competitive economy, but disproportionate and excessive regulation is holding them back. The Commission's words on boosting competitiveness must be matched by action - simplify at full speed!"

Specialist Consultancies:

ESL & Network European Affairs
EUTOP Group
Kreab
Vulcan Consulting



Specialist Consultancies:

Europe Analytica
EU Strategy
Hanover
Milltown Partners
Teneo

Specialist Law firms:

Bird & Bird

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.

A key concern for the media sector is the proliferation of AI. The European Federation of Journalists (EFJ), European Magazine Media Association (EMMA), European Newspaper Publishers' Association (ENPA) and News Media Europe (NME) collectively represent tens of thousands of journalists

and newspaper and magazine publications across Europe. In a joint statement made in April 2025, they urge the European Commission to act now to support the prosperity and sustainability of European media, culture, information, and the democratic health of our societies.

They state: "When AI systems exploit online creative and cultural content -including press content- to fuel their own services, they unduly profit from human work. AI poses a double societal challenge: protecting both citizens' fundamental rights and the link between human-made content and the machines that use it. When Generative AI uses journalistic and editorial materials notably to produce, without permission or remuneration, parasitic press-like content at minimal cost and without editorial oversight, everyone loses." Also in May 2025, thousands of public and private news media around the world have joined an initiative by the European Broadcasting Union calling on AI developers to help ensure that Artificial Intelligence is safe, reliable and beneficial for the news ecosystem and the public.



Specialist Consultancies:

Rasmussen Global
Rud Pedersen
#SustainablePublicAffairs

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.

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. Strategic autonomy and climate change are rapidly changing thinking on Europe's mental and mining sector. The EU has set 2030 targets for 34 minerals such as lithium and copper required for its green transition - to meet 10% of its annual needs from mining and 25% from recycling, and process 40% of its consumption in Europe. No country should supply more than 65% of a given mineral but

for many minerals, the EU's reliance on China surpasses this amount.

In March 2025 the European Commission launched the Steel and Metals Action Plan, one of the first sectors in Europe to get its own specific action plan under the new Commission. The Plan recognises that the metals sector is strategic for Europe in terms of the energy transition and defence.

Speaking at the release of the plan Dr Henrik Adam, President of the European Steel Association (EUROFER) said: "Despite the positive proposals from the Commission, energy remains the elephant in the room. High energy prices affect not only steel and metals production, but they are dragging down entire European industrial value chains. Further work to reduce energy costs is crucial".



Specialist Consultancies:
BOLDT
Kellen

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.

The oil and gas industry has always been heavily impacted by macroeconomic factors, from geopolitical tensions and climate change to government regulations and technological advancements. In the past few years, the industry has undergone a series of unprecedented pressures including tightened greenhouse

gas regulations, the Russia-Ukraine War, and ongoing tensions in the Middle East. The EU is phasing out Russian pipeline gas and LNG, aiming for zero imports by 2027. Imports from the U.S., Qatar, and Norway have increased to compensate.

Coal remains a vital, if unloved fuel. In Europe, during a time of unprecedented turmoil in the energy market, coal and lignite replaced lost supplies of Russian pipeline gas. Active coal mining is nearly extinct in the EU, with Poland being the last significant producer. Employment in coal mining is falling rapidly, however, even as it is phased out, coal will continue to be part of the energy mix, both domestically mined coal and lignite and imported coal from the international market.



Specialist Consultancies:
Harwood Levitt Consulting
Ohana Public Affairs

Specialist Law firms:
Covington

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, Haleon etc.) are well represented in Brussels as corporate affairs functions, and via their trade associations.

Prominent associations covering this sector include AESGP – European Self-Medication Industry, AIM (Trade association for branded goods), AISE – Association for Soaps, Detergents and Maintenance

Products, APPLIA – Home Appliance Europe, Cosmetics Europe – European Cosmetics Association, EDANA – The Non-wovens Association and EUROPEN – European Association for Packaging & Environment.



Specialist Consultancies:
Athenora Consulting
Kreab
MUST & Partners

Public Utilities

A public utility company (usually just utility) is an organization that maintains the infrastructure for a public service.

The term utilities can also refer to the set of services provided by these organizations consumed by the public, including electricity, natural gas, water, sewage, telephone, and local transportation. Public utilities are subject to forms of public control and regulation, and range in nature from local community-based groups to government monopolies and multinationals. The Public Utilities sector cover typically highly regulated industries due to their importance to

public infrastructure and daily life. EU public procurement rules must be applied in utilities involved with water, energy, transport and postal services

Companies in this sector are usually stable, dividend-paying investments and are considered defensive stocks because they provide essential services regardless of economic conditions.



Specialist Consultancies:
ATREVIEW
Bernstein Group
Euralia
EUTOP Group
FIPRA
McLarty Associates

Specialist Law firms:
Freshfields

Retail

Retail is the largest industrial ecosystem, accounting for 11.5% of EU value added. It is also the largest private employer in the EU economy, employing nearly 30 million people.

The ecosystem comprises 5.5 million companies, with 99% of them being small and medium-sized enterprises (SMEs). With a gross value added of over €1.4 billion, the retail ecosystem generates the highest value among all industrial ecosystems. The retail ecosystem encompasses various sectors, including grocery and non-grocery retail, wholesale, and online platforms.

According to Sescom the European retail sector is expected to grow at a compound annual growth rate (CAGR) of 3.4% between 2025 and 2028. This growth will be driven by declining inflation and increasing interest in e-commerce. According to the European Retail Review, the food market will be the fastest-growing retail sector, with a market share of 51%.

EU households spend up to one-third of their budgets in retail shops. The sector is changing rapidly with the development of e-commerce and multi-channel retailing and has the potential to perform better. Fewer restrictions in retail mean higher productivity in manufacturing. A more efficient retail sector can offer consumers lower prices which creates more demand and steers producers towards more innovative goods. This is why the Commission is helping Member States and operators to overcome the current challenges by addressing an accumulation of restrictions in the retail sector.



Specialist Consultancies:

Hanover
Milltown Partners
Nove

Specialist Law firms:

Bird & Bird

Sport

The sports sector remains resilient amid global economic challenges. Investors continue to view sports as a stable asset class, with over 300 stadiums worldwide undergoing renovations or new constructions in 2025.

Nearly half of these projects are in Europe, focusing on enhancing fan experiences and diversifying revenue streams. Despite potential indirect effects from global trade tensions, industry leaders believe the sports sector can withstand economic pressures due to long-term contracts, loyal fan bases, and domestic supply chains.

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.

Women's sports are witnessing unprecedented growth across Europe. For instance, UEFA has pledged €1 billion over six years to develop women's football, aiming to establish six professional leagues and support 5,000 professional players by 2030. This commitment follows record-breaking viewership and revenue in recent tournaments. In July 2025, Switzerland will host the UEFA Women's Euro 2025, featuring 16 teams competing across eight cities. The tournament is expected to further elevate the profile of women's football in Europe.

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 EU's commitment to sports is evident in the increased applications for Erasmus+ Sport actions, which saw a 34% rise in 2025 compared to the previous year. Approximately 335 projects are expected to receive funding totaling €61.6 million.

Glenn Micallef, the European Commissioner for Intergenerational Fairness, Youth, Culture, and Sport, has outlined priorities including strengthening the European sports model, promoting inclusivity, combating piracy of sporting events, and enhancing the role of sport in European diplomacy.

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.

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.



Specialist Consultancies:

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Stenström Consulting
Trilligent
UTOPIA EU
Vinces Consulting
Weber Shandwick

Specialist Law firms:

Bird & Bird
Squire Patton Boggs

Telecoms

The connectivity ecosystem – comprising telecom services, network equipment, and content & applications in Europe is worth about €1 trillion, contributing almost 5% of the continent's GDP and surpassing traditional industries like agriculture, fisheries, and forestry combined.

Connect Europe (formerly ETNO) has been the voice of Europe's telecommunication network operators since 1992 and 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. Connect Europe members for example employ 1 million people throughout Europe, however, the secretariat only employs 11 people which is much smaller than other associations with industries of similar scale. Fragmentation of the European market and the presence of many national telecoms operators in Brussels probably explains this disparity. Hence, most opportunities for public affairs consultancies and law firms are with traditional telecoms operators, or newer entrants offering consumer broadband and triple-play and challenger mobile/wireless network operators and service providers.



Specialist Consultancies:

Acumen Public Affairs
ADS Insight
AK Public Affairs
Alonso & Associates
Athenora Consulting
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Bernstein Group
DGA
Edelman
ESL & Network European Affairs
EU Strategy
FIPRA
FleishmanHillard
Forward Global
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Inline Policy
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Political Intelligence
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SEC Newgate EU
Stenström Consulting
#SustainablePublicAffairs
Trilligent
UTOPIA EU
Vulcan Consulting

Specialist Law firms:

Squire Patton Boggs

Transport

Transport connects people, cultures, cities, countries and continents. It is one of the main pillars of modern societies and economies, allowing producers to sell their products across the world and travellers to discover new places

There is, however, a downside to our current transport model. The transport sector causes substantial negative impacts on the environment and human health. Transport is responsible for about a quarter of the EU's total greenhouse gas (GHG) emissions, and causes air pollution, noise pollution and habitat fragmentation.

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 recent years.

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.

According to the World Travel & Tourism Council (WTTC) in 2025, Travel & Tourism across the EU is forecast to contribute nearly €1.9TN to the bloc's GDP, accounting for 10.5% of the EU economy. Employment is expected to reach almost 26MN, representing 12% of all EU jobs – a clear sign of the sector's growing impact. International visitor spending is expected to reach €573BN this year, growing more than 11% year-on-year. Domestic spending is also projected to increase, to reach €1.1TN, growing 1.6% year-on-year.

Best Services Specialists



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. 2025 Newcomer and association specialist Novya describes itself as a "nonprofit success partner, combining strategic thinking with hands-on support to help purpose-driven organisations work smarter, achieve more, and create lasting impact."

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 and SEC Newgate EU 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:

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APCO
Brunswick Group
Burson
FIPRA
FGS Global
Forward Global
FTI Consulting
H/Advisors
Inline Policy
Kekst CNC
Teneo
Trilligent

Specialist Law firms:

Bird & Bird
Covington
Freshfields
Norton Rose Fulbright LLP
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, and State aid cases for the alleged beneficiaries, for the targeted States and for the complainants.

The global context for EU competition rules is changing quickly as EU sectors lose their competitiveness. Regulators are contemplating allowing large EU-based companies to gain scale through mergers, so they can cut costs and better compete with international rivals – even if such combinations could reduce competition or increase costs for consumers.

France and Germany have called for regulators to enable the creation of larger companies, stating in a joint paper: “We need to review the current European competition rules and practices to check whether they are still appropriate to contribute to achieving this goal and allow for establishing consortiums and consolidation in key sectors in order to strengthen European resilience.”

Transatlantic co-operation was often a feature of competition work but the situation is evolving as reported in The Financial Times recently: “US and European antitrust enforcers used to work so closely that Jonathan Kanter’s office in Washington was adorned with an elephant knitted by his then EU counterpart Margrethe Vestager. That camaraderie has all but evaporated as Donald Trump’s new team has taken charge. Far from cuddly toys,

the main transatlantic exchanges between regulators in recent months seem to be barbed criticisms.”

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.



EU Funding

The European Union provides financial support through a wide array of instruments—including grants, loans, guarantees, subsidies, prizes, and public contracts—to advance its policy goals.

Grants, which are typically co-financed, are awarded across various sectors such as research, education, and humanitarian aid. Loans and guarantees help businesses access favourable financing conditions, while equity investments enable the EU to participate directly in high-potential ventures.

Brussels acts as the hub for several pan-European initiatives aimed at developing ICT networks, security infrastructure, and transport corridors, among others. Early engagement in project planning is essential for accessing these funds, which are often distributed through complex mechanisms involving the European Commission, EU agencies, and Member States.

The EU is intensifying its funding efforts to support emerging sectors, including defence, digital skills, and artificial intelligence. As part of the ongoing negotiations for the next Multiannual Financial Framework (MFF), policymakers are proposing increased allocations to enhance Europe’s security and technological competitiveness. A key initiative in this regard is the ReArm Europe Plan, which aims to significantly boost defence spending in response to evolving geopolitical threats. This includes up to €800 billion in additional defence investments, with the Security Action for Europe (SAFE) instrument offering €150 billion in loans to Member States.

The European Defence Fund (EDF) continues to support research and development in defence technologies, fostering cross-border collaboration and enhancing interoperability among EU enterprises. Simultaneously, to drive digital transformation and accelerate AI adoption, the European Commission has committed €1.3 billion under the Digital Europe Programme. This funding supports AI testing environments, cybersecurity resilience, and the establishment of digital academies focused on quantum technologies, semiconductors, and virtual environments.

These investments are complemented by other major funding programmes targeting the green transition, including support for renewable energy and other critical industries essential to Europe’s future.

The €750 billion NextGenerationEU recovery package—launched to support post-pandemic economic recovery—is set to conclude its funding cycle by 2026. In parallel, EU Structural Funds, designed to promote regional development and economic cohesion, will continue to be distributed until 2029 and possibly beyond.

Looking ahead, 2025 will be a pivotal year, marking a key milestone in the MFF negotiations that will define the EU’s financial priorities for the next cycle. Policymakers are expected to introduce more flexible financing mechanisms to help Member States navigate emerging challenges while preserving Europe’s economic strength and security. Discussions are focused on ensuring a balanced transition of financial priorities, promoting sustainable growth, competitiveness, and resilience across the EU through a wide range of funding programmes and strategic initiatives.

Consultancies offer strategic guidance on accessing financial opportunities, including flagship programmes such as Horizon Europe, CEF, Erasmus+, IPCEI, and Digital Europe. Probably the best-known consultancy in this field is Schuman Associates.

Specialist Consultancies:

ADS Insight
Alonso & Associates
ARPA
Business Solutions Europa
CLERENS
Euralia
Incisive Health
RPP Group
Schuman Associates
Vulcan Consulting



Media Relations

Brussels is one of the most important international media centres in the world. According to the European Commission there are over 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.

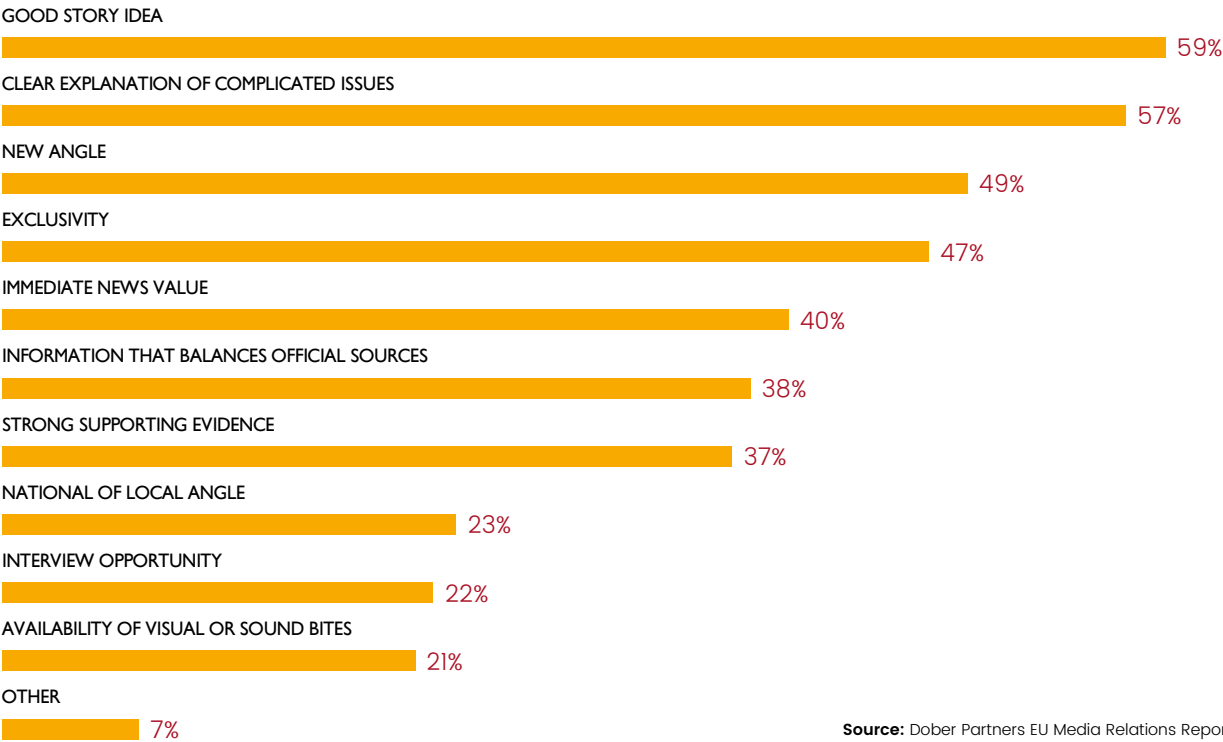
Although traditional and new media can greatly influence EU policymakers, not every public affairs consultancy offers media relations as part of their core offering. Law firms tend to partner with outside media experts as it outside their key competences.

Media is central to the work of many agencies from acumen and Brunswick to Teneo and Political Intelligence. Consultancies with a PR pedigree such as Edelman, FleishmanHillard, FTI and Burson 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 & Associates
- APCO
- Bernstein Group
- Brunswick Group
- Burson
- Business Solutions Europa
- CLERENS
- Considerati
- Edelman
- Euralia
- EU Focus Group
- FIPRA
- FGS Global
- FleishmanHillard
- Fourtold
- FTI Consulting
- Grayling
- H/ Advisors
- Harwood Levitt Consulting
- Inline Policy
- Kekst CNC
- Kreab
- Lighthouse Europe
- logos – Business Bridge Europe
- LP Brussels
- Lykke Advice
- McLarty Associates
- Nove
- Ohana Public Affairs
- Penta
- Political Intelligence
- Portland
- Publyon
- Rasmussen Global
- Red Flag
- RPP Group
- Rud Pedersen
- SEC Newgate EU
- #SustainablePublicAffairs
- Teneo
- Trilligent
- Vulcan Consulting
- Weber Shandwick

Specialist Law firms:

- Bird & Bird
- Covington
- DLA Piper
- Freshfields
- Norton Rose Fulbright LLP
- 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 was as audacious as anything ever announced by the European Commission. 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. However, a notable shift is occurring across the European Union, where voters are turning away from Green parties amid a rising tide of right-wing populism and anti-EU sentiment. The damage to energy intensive industries by burdensome regulation is becoming ever more apparent and the pendulum with the new EU is already taking a different direction with environmental policy.

At the launch in February 2025 of the Commission’s Clean Industrial Deal to support the competitiveness and resilience of EU industry, President Ursula von der Leyen said: “Europe is not only a continent of industrial innovation, but also a continent of industrial production. However, the demand for clean products has slowed down, and some investments have moved to other regions. We know that too many obstacles still stand in the way of our European companies from high energy

prices to excessive regulatory burden. The Clean Industrial Deal is to cut the ties that still hold our companies back and make a clear business case for Europe.”

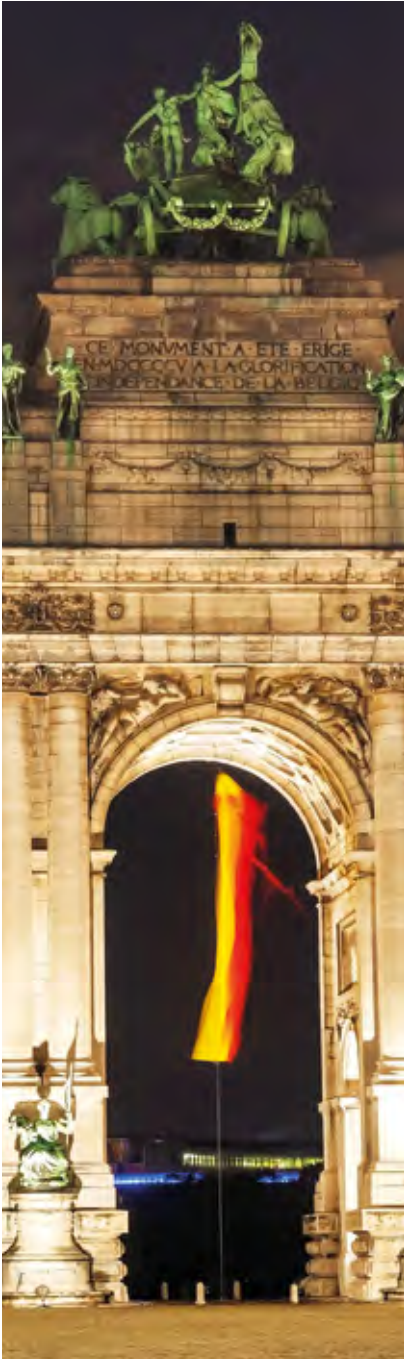
Nevertheless, the Public Affairs Council recently published research on “Trends in European Public Affairs” which clearly showed that sustainability and ESG criteria are often the key external challenge for any organization, with 97% of expressing rising public expectations and increasing regulations in the EU. A similar percentage of respondents noted that sustainability and ESG-related considerations are important when crafting external messages and/or engaging with EU external stakeholders.

The same research showed that the biggest challenges faced by public affairs teams when it comes to managing sustainability and ESG-related issues in the EU are the “difficulty to measure and communicate impact” (63%), the “excessive, incoherent or unclear EU/global regulations” (60%), and “misconceptions from external stakeholders” (51%).

As sustainability and environmental issues concern so many clients, every firm has touched on this area to a less or greater extent.

Specialist Consultancies:
AK Public Affairs
APCO
Edelman
Forward Global
H/Advisors
Kreab
McLarty Associates
SEC Newgate EU
Trilligent
Weber Shandwick

Specialist Law firms:
Bird & Bird
Covington
DLA Piper
Freshfields
Squire Patton Boggs



Trade

The EU has grown to become the world’s biggest trading bloc in an era of globalisation that suited its rules-based policymaking.

The EU is the world’s biggest exporter of manufactured goods and services, and it is the biggest import market for over 100 countries. The EU already has the world’s largest network of trade agreements, with 74 countries. Trade is a highly politicised issue, but surprisingly has been a relatively small area of business for consultancies and law firms however that is changing as Trump has hit the EU with a volley of tariffs since his inauguration.

As reported in The Financial Times in April: “European Commission president Ursula von der Leyen, whose body runs trade policy, has to corral 27 nervous member states behind a joint position while running talks with the US and avoiding a fresh recession for an already struggling economy. She has favoured a threefold strategy from the start. First, negotiate with Trump and retaliate when that does not work. Second, deepen trade ties with other countries to provide alternative markets for EU exporters. Third, cut barriers in the internal market.”

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. The EU has recently imposed tariffs on Chinese electric vehicles (EVs) due to concerns over state subsidies, leading to tensions

and retaliatory threats from China. These measures reflect the EU’s efforts to protect its industries while addressing unfair trade practices .

The EU is pursuing a “de-risking” approach rather than full decoupling from China. This strategy involves reducing dependencies on critical sectors, enhancing supply chain resilience, and diversifying trade partnerships, while maintaining open channels for dialogue and cooperation.

In response to U.S. tariffs and trade restrictions, China has initiated a diplomatic campaign to bolster international alliances, including with the EU. Efforts include lifting sanctions on certain EU parliamentarians and proposing high-level meetings to discuss trade, green development, and digitalization.

Best Intelligence Systems

Subscription Systems
DeHavilland EU
DemoSquare
DIXIT
Dods Political Intelligence
EU Matrix
FiscalNote EU Issue Tracker
Policy Insider AI
Politico Pro
Prismos
Quorum
SAVOIRR
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 acquired OPP in 2024, combining two of the EU Monitoring market leaders to provide cutting-edge technology and AI with best-in-class knowledge, expertise and analysis. Their intuitive platform puts you in control with full access to the content, policy issues and key players that you need to know. In-house political researchers and policy analysts then go further, cutting through the noise to collate relevant updates customised to your specific brief.

DemoSquare
Rooted in 10 years of AI and machine learning expertise, DemoSquare develops state-of-the-art algorithms that transform EU political data into strategic influence—helping organizations anticipate policy outcomes and identify high-leverage advocacy opportunities. You can navigate millions of legislative documents, vote results, MEP activities, news articles, and EU policy developments with AI agents that retrieve and synthesize the information you need in a blink. Their AI drafts policy reports and stakeholder briefings in less than 60 seconds—fully sourced and referenced—analyzing official EU documentation from the Parliament, the Council, the Commission, and the news media. You can also automatically track legislative developments that matter as well as identify swing voters, map their ideological proximity, and optimize your advocacy strategies with data-driven intelligence.

DIXIT
Dixit is a premier software solution designed to elevate your EU policy monitoring and strategically refine your institutional engagements. Leveraging the expertise of seasoned lobbyists and state-of-the-art technology, Dixit offers a suite of features crafted for seamless integration into your existing workflows.

Dods Political Intelligence
Dods is committed to providing accurate, reliable, timely, and impartial political and policy information through a comprehensive suite of political intelligence. Dods Political Intelligence platform provides real-time policy alerts, diaries, legislative trackers, summaries of parliamentary debates, and policy information from 13,000+ sources. In addition, Dods provide tailored support from sector-specific Political Consultants with fast, accurate and impartial coverage of European Parliament debates and Committee sessions. Dods Signals provides alerts and intelligence reports on key political developments and sentiments from over 5,000 critical digital media channels and influencers across Europe.

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. They help understanding where each political entity actually stands on hot topics when European debates take place and decisions are made.

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. FiscalNote also offers Global Policy Tracking and Geopolitical Analysis of trends arising from public policy worldwide. They provide geopolitical analysis and advisory services to anticipate the impact of political, economic, societal, and security risks on your organization.

Policy Insider AI

Policy-Insider.AI revolutionizes policy monitoring with cutting-edge AI, offering real-time, multilingual, and multinational insights. 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 100+ 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.

Prismos

Prismos is a GovTech company that revolutionizes EU policy monitoring through advanced AI technology. Their platform empowers organizations to navigate the complex landscape of EU regulation with unprecedented efficiency, transforming how policy teams interact with legislative information. Founded by experts in data & AI engineering, they are on a mission to enhance policy process transparency while helping organizations stay ahead of regulatory changes.

SAVOIRR

SAVOIRR is an AI-powered public affairs and regulatory intelligence platform, tailored to the needs of organizations navigating the complexities of the EU legislative landscape. Built to streamline and simplify the public affairs process, SAVOIRR offers powerful tools that enable users to stay informed, collaborate efficiently, and engage effectively with stakeholders.

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 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).

Monitor the EU Policy Landscape with EU Issue Tracker

EU Issue Tracker is the most trusted solution, backed by experts in Brussels, to mitigate the risks EU proposals and regulations pose to your organisation, ensuring that new developments don't go undetected.

With future-forward monitoring and in-depth policy analysis – EUIT enables you to anticipate changes and stay ready to act on policy that matters.

This comprehensive solution includes:

Alerting:

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 policy analysts deliver concise, information-rich summaries, with direct lines for any support you need.

Our Approach:

- ✓ Our Brussels-based policy analysts help you navigate EU policy at an institutional level — access legislative and non-legislative files, secondary legislation, an EU stakeholder directory, and possible regulatory measures.
- ✓ Our policy radar identifies future opportunities and 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.
- ✓ AI-powered transcripts simplify the process of reviewing lengthy discussions by providing quick access to information with integrated video sources.

Trusted by:



Dods – Insight, Intelligence, Impact



Since its establishment in 1832, Dods is committed to providing accurate, reliable, timely, relevant, and impartial political and policy information through a comprehensive suite of political intelligence services. We help our customers advance the political and policy priorities that matter most to them, their clients, members, or constituencies

Research: Request Customised Insights from Dods Experts

Our specialised consultants provide tailored research and unbiased advice on policy developments and trends upon request

Political Monitoring: Always Stay Ahead of Policy Developments

With Dods Monitoring, you can receive instant alerts, weekly bulletins, and updates on legislative changes across the EU, UK, France, and Germany. We offer fast, accurate, and impartial coverage from over 13,000 sources

Stakeholder Management: Effectively Target Your Audience

Dods People offers an extensive and regularly updated database of more than 16,000 key contacts, ranging from MEPs to Public Affairs professionals, including their biographical and contact details. Integrated with an efficient contact management system, it helps customers streamline their communications, filter and refine their target audiences for maximum impact

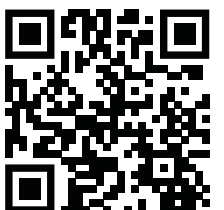
Social Media Monitoring: Enhance Your Political Awareness

Dods Signals monitors over 5,000 digital media channels and is language-agnostic, allowing you to stay ahead by analysing emerging trends, stakeholders' opinions, and political shifts, and by identifying early warning signals of potential reputation crises across your markets

Let's talk.

To find out more about our services contact customer.service@dodsgroup.com
+32 274 182 30

Book a complimentary trial of our services



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Stop reacting. Start influencing.

dehavillandeurope.eu

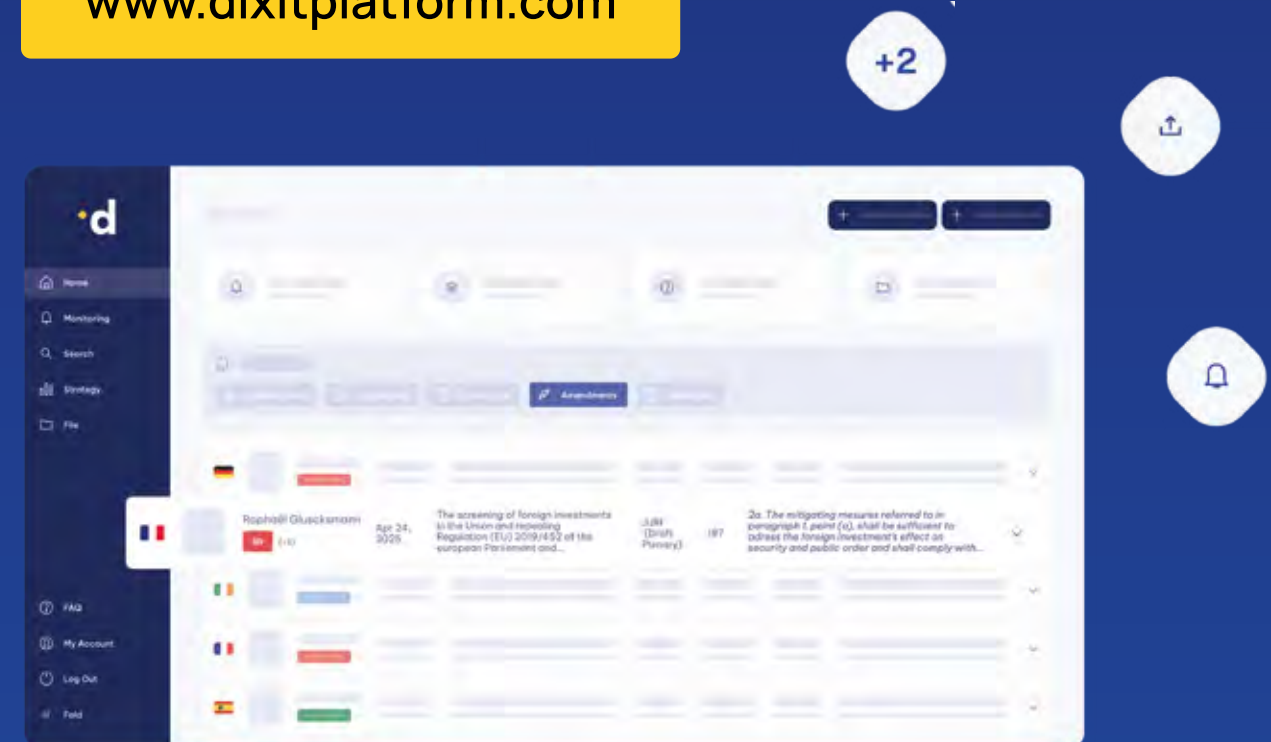
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dixit

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on regulation and
competition law
in the communications sector

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Radio Spectrum Americas | Europe

Consumer Protection Europe

Digital Economy Americas | Europe | MENA

Media Americas | Europe

Postal Europe

Competition Europe

Global Trends

Sustainability

Internet of Things

Africa | Americas | Asia Pacific
Europe | Middle East



regulation made simple



Best Trainers

Best Trainers

The European Centre
for Public Affairs
The Public Affairs Council
AdvocacyAcademy
Formative Communications
The Influence Builders Academy



The leading training organisations for Brussels public affairs practitioners are:

The European Centre for Public Affairs

The European Centre for Public Affairs (The ECPA) promotes 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). ECPA events aim to: share Best Practice via their Corporate Circle; develop Professional & Organisational Skills through regular one-day training courses; and acquire Knowledge during ECPA Insights sessions.

The Public Affairs Council

The Public Affairs Council (PAC) is the leading nonpartisan, nonpolitical association for public affairs professionals worldwide. Their 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. PAC provides more than 150 executive education programs on global public affairs and advocacy, of which many are in Europe, including webinars. PAC also creates customized training on public affairs management and strategy to help you expand internal expertise and elevate public affairs in your organisation.

AdvocacyAcademy

Advocacy Academy is the only comprehensive user-friendly online education platform designed by public affairs professionals for public affairs professionals. It empowers all public affairs professionals by offering instructional videos, toolkits, templates, and guides – all designed to improve your Public Affairs work. The content is all practical and focused on the key knowledge, skills, tasks, and deliverables to have an immediate, and lasting, impact on

your work. Whether you are leading a global team or just starting out, Advocacy Academy offers you the opportunity to make a tangible difference to your Public Affairs work and career. Their content is created by a global team of public affairs professionals and academics, all with established expertise in public affairs.

Formative Communications

Formative Communications offers tailored management and communication training for public affairs professionals from public affairs consultancies, trade associations, and NGOs. Workshops help prepare staff for a career in public affairs by equipping them with the skills and confidence to engage effectively with key opinion formers, clients, members and colleagues. training programmes include presenting and writing client updates, policy briefs, advising on strategic campaigns and managing clients, association members and co-workers.

The Influence Builders Academy

Influence Builders offers a comprehensive catalogue of workshops designed to improve skills and knowledge in strategic communications, public affairs, and EU decision-making procedures. These workshops are tailored to meet the specific needs of professionals looking to enhance their expertise in engaging with EU institutions and strategic messaging. The four core areas they cover are: Communications Strategy & Persuasion; European Union Institutions and Public Affairs; Public Affairs & Strategy; Using ChatGPT for public affairs & strategic communications.

There also exist numerous private initiatives ranging from the relaunched European Training Institute (ETI) to public affairs courses from various universities.

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.

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 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.

Trilligent pride themselves on working without walls and rather than leasing physical office made the metaverse a natural home for their global headquarters.

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, Savion Ray and The Right Street are three 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.

Savion Ray is a women-led creative communications agency based in Brussels, dedicated to helping clients

navigate the complexities of EU public affairs through strategic storytelling, innovation, and cutting-edge AI tools.

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.

Although relatively new to Brussels, Meute are political campaign veterans HQed in Amsterdam. Using their skills to improve policy communication for clients, Meute have worked for prime ministers, political parties, NGO's and multinationals in Europe.

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.



Office Address
CHAUSSÉE DE BOONDAEL, 6 BOX
8 B-1050 BRUSSELS, BELGIUM

Email Address
info@znconsulting.com

Telephone Number
+32 2 554 06 70

Website Address
ZNconsulting.com

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Number of Public Affairs Consultants

👥 A network of over 150 consultants which includes an expert team of 40 people in Public Affairs.

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- 🔍 Governments
- 🔍 Healthcare
- 🔍 Transport

Key Clients
Our client list includes global leaders such as COCA-COLA, PFIZER, JOHNSON & JOHNSON, UPS, EFPIA, FEFCO, UNESDA, BEREC, CropLife Europe, IPEurope, EUSPA, Pernod Ricard, BMS, EUROSEEDS, among others.

With ZN, I'm #OneStepAhead.

About ZN Consulting

Firm Description
In today's uncertain and rapidly evolving environment, lengthy reports and unclear strategies just don't deliver. You need clarity, speed, innovation and results. That's where ZN steps in.

ZN, the leading agency in the EU is also the agency of the future - a flexible, plug-in partner ready to support your team exactly where you need it most, whether that's shaping strategy, boosting your digital capabilities, crafting compelling stories, or designing impactful events. With over two decades of experience and powered by creative horsepower and deep technological expertise, we utilize the most effective tools and teams to help you achieve your critical objectives. For over 25 years, we've been guiding EU leaders through complexity, transforming challenges into actionable strategies, and ensuring they stay #OneStepAhead.

When things get complex - we deliver.

Ownership Structure
Privately owned and fiercely independent, ZN answers exclusively to our clients. Our independence empowers us to think boldly, act swiftly, and consistently do what's works - not just what's expected.

International Structure
As a #RemoteFirst agency with deep EU insights, our team spans Europe and beyond with a hub in Brussels. Wherever it matters most, we show up virtually or in person.

Our Public Affairs activity must be impactful. At ZN, we help you set a clear strategy, craft stories that resonate, and amplify them through outstanding creative execution. We blend deep EU insights with digital intelligence and AI-powered tools, delivering smart, targeted campaigns tailored precisely to your audience.

- Strategy: Set the direction.
- Story: Simplify complex issues into powerful narratives.

- Creative: Bring your messages to life, ensuring they reach—and move—your audience.
- ZN is the digital agency behind the annual #EUinfluencer ranking—tracking influence, shaping conversations, and empowering communicators across Brussels and beyond.

- Key Strengths**
- Agile, plug-in communication teams ready for tight timelines
 - Impactful public affairs storytelling
 - AI-driven campaigns that deliver measurable results
 - Social content engineered for genuine engagement
 - Events designed for tangible outcomes
 - Creative strategy spanning design, video, and motion graphics
 - Workshops that unlock strategic, innovative thinking
 - Trusted advisory for leaders navigating uncertainty

Hyperthinking at Our Core

Everything we do is shaped by the Hyperthinking mindset: staying agile, thinking forward, and always ready to adapt. It's not just a methodology—it's our way of making sense of complexity and moving fast with purpose.

Testimonials and why clients like to work with us

"We developed a strong partnership with ZN over the course of the last year. The team has been invaluable in providing us with ongoing support and out-of-the-box ideas. We appreciate the professionalism from everyone in the team and how agile and flexible they were during the collaboration to meet all the deadlines. The #WithHer campaign is a testament to the unique digital advantage ZN has successfully brought with its expertise and knowledge."

Koye Adeboye – Communications Lead, the Spotlight Initiative (EU-UN #WithHer)



No thanks.

With **ZN** I am **#OneStepAhead**

*The European Parliament phased out the use of fax machines only around 2019–2020



Office Address
Ambiorix Square 7, 1000 Brussels

Email Address
fl@therightstreet.digital

Telephone Number
+ 32 2 897 8990

Client Contact
Filip Lugovic, Managing Director & Co-Founder / Lorenzo Marchese, Director, Client Services Division, Partner

Website Address
therightstreet.digital

Brussels Office Since

2018

Number of Public Affairs Consultants

20

About The Right Street

Firm Description
Communicating to policymakers, media and other stakeholders is a challenging task.

While rapid developments of digital tools and platforms present immense opportunities, communications professionals struggle to keep up and break through the noise.

This is why we created The Right Street – to help companies, associations and NGOs communicate smarter and be heard.

We combine a deep understanding of the political landscape with expertise in digital communications to ensure our clients' positions and messages stand out and effectively reach their target audiences

Ownership Structure
The Right Street Digital is a privately owned agency based in Brussels, with offices in Belgrade and Mostar. Co-founded by Filip Lugovic and the late Richard Medic, the agency also includes partners Lorenzo Marchese, Andr s Baneth, and Marko Pandza.

Key Strengths
Strategies

- Insights & analysis
- Stakeholder mapping
- Campaign concepts & strategies
- Messaging
- Training & workshops
- AI-powered message testing and virtual focus groups

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
- NMWE: Natural Mineral Waters Europe
- ACEA: European Automobile Manufacturers' Association
- Indorama Ventures
- UNESDA: Soft Drinks Europe
- Rud Pedersen Public Affairs
- EUsalt: European Salt Producers' Association
- Science Europe
- WWF: World Wildlife Fund
- BIC: The Bio-based Industries Consortium
- ERAA: European Regional Airlines Association
- ETRMA: European Tyre & Rubber Manufacturers Association

Testimonials and why clients like to work with us
Working with The Right Street has been a seamless and rewarding experience from the very beginning. From developing a roadmap and strategy to training staff and implementing key initiatives, The Right Street team and experts have provided great support. Their professionalism, combined with a personable and collaborative approach, has made the entire process both effective and enjoyable."

Klaus Dieter Axt, Secretary General, EUnited

We won't take you down paths you don't need to travel.

STRATEGIES



SOCIAL MEDIA



DESIGN



VIDEO & SOUND



DIGITAL ADVERTISING



COPYWRITING & PR



WEBSITES & TECH



Be Heard.



hello@therightstreet.digital

+ 32 2 897 8990

Ambiorix Square 7, 1000 Brussels





Office Address
Rue d'Idalie 6, 1050 – Brussels

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



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www.morris-chapman.com

**Office Address**

Av. des Arts 56, 1000
Bruxelles, Belgium

Email Address

info@savionray.com

Telephone Number

+32 499 10 89 82

Client Contact

Bisera Savoska

Website Address

www.savionray.com

About Savion Ray

Firm Description

Savion Ray is a women-led creative communications agency based in Brussels, dedicated to helping our clients navigate the complexities of EU public affairs through strategic storytelling, innovation, and cutting-edge AI tools. With over a decade of experience, the company is a powerhouse of creativity and strategic communication, serving a diverse array of stakeholders across Europe.

At Savion Ray, we tackle the most pressing communication challenges faced by organizations today:

- Struggling to consistently generate engaging, relevant communications that capture attention and drive influence.
- Dealing with inefficient production processes that drain resources and reduce quality.

Ensuring creative authenticity amidst growing skepticism toward AI-generated materials.

Savion Ray has a head office in Brussels, Belgium, and a production office in Sofia, Bulgaria.

We operate through two core workstreams:

Communications

Our signature service, the **Content Lab**, is now enhanced with AI-driven efficiency:

- **Strategic Content Creation:** We spend the majority of our time identifying and developing relevant, high-quality topics designed to boost engagement and influence. We continuously monitor media trends, legislative updates, and proactively brainstorm innovative ways to deliver impactful messages.
- **Efficient, Authentic Delivery:** Leveraging the best digital tools on the market, we produce communications outputs swiftly without compromising quality or authenticity. No robotic LinkedIn posts or generic AI-produced texts—just compelling, credible,

and brand-aligned content.

- **Rigorous Quality Control:** Every piece undergoes meticulous accuracy checks, language refinement, and alignment with core messages to ensure excellence.
- **Diverse Formats:** We deliver content tailored to client preferences and best practices, including **social media, video, infographics, interactive websites, publications**, and more.

Consultancy

Our consultancy services ensure your organization successfully navigates and implements AI transformation:

- **AI Act Training & Compliance:** Helping your organization understand and adhere to the EU's AI regulations, ensuring compliance and readiness. Offering hands-on training for tailored AI upskilling.
- **Tool Selection & Implementation:** Assisting with the strategic selection and seamless implementation of AI tools such as Copilot, Gemini, and others tailored to your organization's specific needs.
- **Change Management & Team Adoption:** Guiding your teams through AI-driven change processes, focusing on smooth adoption and maximizing operational effectiveness.

Explore our flexible, client-centric approach in detail at <https://savionray.com/ai-communications/>.

Key Clients

Neural Concept, Vlerick, Philips, Wind Europe, Plastics Europe, EFPIA, Eurocommerce, Council of Europe Development Bank, European Investment Bank, World Health Organisation



Create a custom
quote in minutes



Content Lab

A More Efficient Creative Team At Your Fingertips



savionray.com

As Seen in:

Forbes

WORLD
ECONOMIC
FORUM



Office Address

Avenue des Volontaires,
1150 Brussels, Belgium

Email Address

contact@symantra.com

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
- CRM for associations
- GenAI Solutions for Public Affairs & Enterprises
- Digital transformation

Firm Description

Symantra is a Brussels-based digital agency specialized in 360 degrees solutions for EU Associations. Symantra's innovative digital platforms are being used by many reputed Business/Trade Associations and non-profits in Brussels.

Symantra is the market leader in Digital Transformation of EU Business & Trade associations and non profits. The Members platform and CRM evolve continuously and are customizable to specific needs of each organization.

We have helped our customers provide a NextGen Digital experience to their members, taking the association to the next level in terms of member engagement.

About Symantra

Our Products

Member Platform/Extranet

Symantra's Member Platform has been a game-changer for membership-based organisations. It is the #1 Member Platform for Business/Trade association and non-profits across Europe.

- 40+ modules to create, automate, and personalize your Member Experience Journey.
- Access anytime: on the Web, Email, or your branded Mobile App.
- Deep integrations with the most popular software.
- All data are stored in the EU. 100% GDPR compliant.
- Hosted on the most secure ISO27001 Infrastructure.

CRM for Associations

A specialized CRM that is both powerful and easy-to-use for associations of all sizes and all sectors. Our CRM has the right integrations and automations to deliver more value to members & stakeholders.

- The #1 CRM in the Brussels Bubble
- Centralize all your contacts, whether members or external stakeholders.
- Marketing Hub for Campaigns and Newsletters
- Integration with most popular software & custom automations workflows

GenAI Solutions for Public Affairs & Enterprises

We offer cutting-edge GenAI solutions for Knowledge Management inside Organisations, consistently delivering timely, comprehensive, and accurate insights. Symantra AI assistant is already adopted by leading knowledge-intensive enterprises in Europe.

- GenAI chatbot trained on your latest company knowledge base
- Sources/citations for each query in the generated answers
- Support for 80+ languages
- Trends Analysis/Insights on user queries and trends

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.

CEMBureau

It was a pleasure working with Symantra, transition was very smooth and execution flawless (Member Platform, CRM, interconnected digital tools).

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



Office Address
Rue d'Arlon 20, 1050
Brussels, Belgium

Email Address
info@meuteagency.eu

Telephone Number
+31 6 10992583

Client Contact
Mark Thiessen, Owner

Website Address
meuteagency.eu

Brussels Office Since

📅 Opened Brussels office in 2023.
Founded in Amsterdam 2017.

About Meute

Firm Description

There are more than 25.000 lobbyists in Brussels. They all produce policy manifestos. They all want to be heard

How do you break through the noise? That's where Meute comes in.

We are political campaign veterans, now using our skills to improve policy communication for clients in Brussels. We have worked for prime ministers, political parties, NGO's and multinationals in Europe. Our campaigns are about ideas, about people, about the future of Europe and the world.

We have crafted the lessons of political campaigning into an approach which helps you bring your stories and issues further in the Brussels bubble.

We master and understand a wide range of tools that you can use to reach your target audience. We build these tools around a coordinated long term effort, so that they reinforce each other and your target audience will be influenced from 360°.

We make you get noticed. We help you make impact. We make sure you won't be ignored.

We break through the noise.

Ownership Structure

Meute is a privately owned internationally active communications agency. We employ 14 communications strategists and creatives. Our Belgian headquarters is in Brussels, facing the European Parliament.

International Structure

We have offices in Amsterdam and Brussels and have delivered work on 3 continents.

Key Strengths

- Strategy
- Policy Communication
- Behavioral Science based messaging
- Digital Public Affairs
- Polling & Research
- Advocacy Campaigns
- Political campaigns
- Reaching Stakeholders 360°
- Digital content (video production, animations)
- Training
- Message testing
- Online advertising
- Grassroots campaigns

Key Clients

Heineken, Booking.com, Renew Europe, Friedrich Naumann Foundation, Embuild, Fastned, ALDE, Royal Dutch Embassy Paris, Universities of The Netherlands. Key Clients

Testimonials and why clients like to work with us

"Meute understands politics and communication like no other agency. We have gotten to know them as reliable, resourceful and creative partners."

Marieke Dekker, Head of Communications Renew Europe

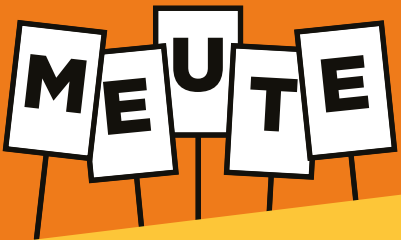
"Meute has helped us take our projects to a next level with their multidisciplinary approach of messaging, quantitative research and digital communication skills."

Jules Maaten, Director Friedrich Naumann Foundation Europe

"Since 2019, we have worked with Meute to make communication an integrated and continuous part of our public affairs efforts. With their knowledge of politics and campaigns, they have made a tremendous contribution on strategic, creative, and supportive levels, up until today."

Ruben Heezen, Manager Public Affairs Dutch Construction and Infrastructure Organisation

Break Through the Noise



Message Testing & Polling

Advocacy campaigns

Policy communication

Behavioral Science Experts

Narrative & Framing

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.



Dober Partners
Executive Search
& Consultancy



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www.doberpartners.com

Dober Partners

Executive Search & Consultancy since 2010

The Communication, Public Affairs &

Association Leadership Specialists

www.doberpartners.com

Office: 41 rue de Naples, B-1050 Brussels, Belgium

Email: info@doberpartners.com