

The 2026/27 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 €115,000 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 will have donated in 2026 over €115,000 euros to UNICEF, and an additional €25,000 euros to Brussels charities for the homeless, due to the dire situation of many people in the capital. BestinBrussels are official sponsors of DoucheFLUX thanks to the contributions made by BestinBrussels participants. DoucheFLUX provides essential services in its fully operational day centre, temporary accommodation for women and couples, and a wide range of activities which give self-confidence and dignity to homeless people. Thank you to everyone who made this contribution possible.

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About BestinBrussels.eu



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



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8th
annual edition

Public Affairs.AI
cutting edge research

€140,000
donated to African children
and Brussels homeless

The Year Brussels Changed.

BestinBrussels exists to recognise excellence in European public affairs – the firms, professionals, campaigns, and ideas shaping policymaking at the heart of Europe. In a Brussels environment defined by the most consequential geopolitical upheaval and technological disruption in a generation, EU public affairs has never mattered more.

Brussels in 2026 is not the city it was five years ago. Defence is top of the European agenda. The AI revolution is reshaping every sector this Guide covers – and reshaping the public affairs profession itself. Trade conflict with the United States and a world reorganising have made Brussels policymaking more complex, more consequential, and more competitive than at any point since the EU's foundation. Brussels is the world's first or second most important regulatory and political centre depending on your perspective. Indeed, although more money is spent on lobbying in the USA, there are only 13,000 registered federal lobbyists in

Washington DC compared to around 29,000 lobbyists in Brussels. Moreover, Brussels regulates 27 member states rather than a single country.

The Launch & Awards

The launch of the 2026/27 edition took place on 25 June 2026 at the Avenue des Arts centre in Brussels, bringing together senior figures from across consultancies, trade associations, law firms, and corporates. During the event we presented the annual awards for Best EU Public Affairs Campaign – recognising teams and individuals who demonstrated exceptional strategic insight, creativity, advocacy,

coalition-building, and policy impact in one of the world's most complex political environments. Later in this guide you will discover this year's winners, runners-up, and shortlisted campaigns.

What's Inside This Edition

There are two big revolutions going on in our world right now – geopolitics and artificial intelligence. Last year's edition and launch event dealt with geopolitics, this year we have decided to focus on the impact of artificial intelligence on public affairs. Our 2023 BestinBrussels Guide was also an AI edition and we predicted a shift in public affairs by 2027 which seems exactly on course. We said back then for instance "junior staff will need to up their game and provide more human analysis and oversight which will ultimately enable them to be better advisors and strategists." How the younger generation of professionals will apprentice in public affairs is now a major source of preoccupation as we look to the years ahead.

This year's edition integrates three bodies of original research into a single coherent publication. Our 2026 Survey Report, drawing on an in-depth survey of over 500 Brussels public affairs professionals, provides the empirical grounding on how AI is being employed today in public

affairs and which human skills remain critical. Our Guest Articles section invites leading thinkers and practitioners to reflect on AI in Public Affairs, and our Sector & Service Specialists chapters – updated across 21 industry sectors and 6 service specialisms – read as a map of Brussels power struggles, regulatory pressure points, and advocacy opportunities. Expert guest contributions explore artificial intelligence, skills, leadership, and the future of the profession.

Our Research

Our annual survey spans the memberships of ECPA (European Centre for Public Affairs), SEAP (Society of European Affairs Professionals), and EPACA (European Public Affairs Consultancies' Association), together with senior EU affairs leaders and our network of Top 275 BestinBrussels Consultants. We are grateful for the continued partnership and institutional support of all three associations and the EU public affairs community.

Giving Back

Thanks to the support of our sponsors and partners, BestinBrussels-related initiatives will have donated approximately €140,000 to charitable causes in 2026 since we started in 2019 – including more than €115,000 to UNICEF and over €25,000 to

supporting homeless people in Brussels via DoucheFlux. We are deeply grateful to everyone whose generosity made this possible.

BestinBrussels is, above all, a celebration of a profession and a community that continues to evolve rapidly in response to extraordinary political, economic, and technological change. The practitioners and organisations that understand what is changing, and invest in the skills that AI cannot commoditise, will have a critical advantage that compounds over time. This Guide exists to help you do exactly that.

Best wishes from Brussels!

Mark Dober, Natalia Kurop and the Dober Partners team



"End of an era? Mark Dober, who co-organizes the Best in Brussels public affairs awards and is quizzing consultants on the use of AI, told us: "AI is not yet producing mass unemployment in Brussels law firms or public affairs consultancies, but it is already reshaping how professional services are staffed, priced and organized." The most important effects are "not yet visible in headline employment numbers," he said, but are emerging more subtly, "in recruitment patterns, the redesign of junior roles, and the growing automation of routine analytical work that historically formed the base of the professional-services pyramid."

Less of the pessimism, please: Brussels public affairs may ultimately prove more resilient than many, if not all other, professional-services sectors, Dober said. That's because "it is a people business, and politicians and regulators are not going to be replaced by robots anytime soon." He continued: "Unlike routine legal or administrative work, EU public affairs is deeply relational and institutionally complex. Influence in Brussels depends not simply on information, but on credibility, networks, political judgement and trust accumulated over years within and around the European institutions."

POLITICO – EU Influence, 28 May 2026

Top Trends in the Brussels Public Affairs Market 2026/27

9 Trends Shaping Brussels Public Affairs in 2026

2026 has been another year of seismic change in Brussels and EU public affairs is entering a new era. The assumptions that shaped the profession for much of the past decade are being challenged by geopolitical upheaval, economic uncertainty, artificial intelligence and changing political realities across Europe. What distinguishes 2026 is that these pressures are arriving simultaneously. Competitiveness has overtaken regulation as the organising principle of the European agenda. Donald Trump's return to the White House has injected geopolitics into almost every major policy debate. AI is transforming how information is gathered and analysed, while political fragmentation is changing how influence is built and exercised.

At the same time, the profession itself is evolving. Consultancy business models are being reinvented, employers are searching for new skills and the value of political judgement, trusted relationships and strategic thinking is increasing. Drawing on developments across the institutions, the wider Brussels ecosystem and insights from the BestinBrussels 2026 Survey, the following trends are among the most important to EU public affairs in the year ahead.



"In the AI era anyone can generate a briefing or stakeholder map in seconds. But clients aren't paying for speed and scale. They're looking for senior-level counsel that can filter out the noise, interpret the political context, build relationships, and provide judgement they can trust – all distinctly human qualities."



Jill Craig
Senior Partner, Penta

1. Competitiveness Moves to the Top of the Agenda

Europe has woken up to an uncomfortable truth: it is falling far behind the United States on technology, and far behind China on manufacturing, and more generally the strategic industries that will define the next decade. Competitiveness is the lens through which almost every major policy decision is now being made. For public affairs professionals, this changes the game. Arguments around compliance, risk and regulatory alignment are giving way to arguments framed around growth, investment and industrial strength. The question Brussels is asking is no longer "is this safe?" It is "does this make Europe stronger?" Professionals who can answer that question – credibly, concretely and with strategic force – will have a decisive advantage in the years ahead. Similarly, the rearmament of Europe has become one of the defining policy stories of the year. The European Commission's "Rearm Europe" plan – endorsed by all 27 EU leaders – aims to mobilise an additional €800 billion in defence spending, and Commission President von der Leyen has called it a "watershed moment for Europe." For Brussels public affairs professionals, this has opened an entirely new lobbying front, with defence, cybersecurity and strategic autonomy now mainstream practice areas.

2. Trump Rewrites the Brussels Playbook

Donald Trump famously described Brussels as "like living in a hellhole right now". Well if he was describing the Schuman roundabout or the constant roadworks he might have been right but otherwise we know this is a very liveable city. However, the return of Donald Trump has fundamentally altered the environment in which Brussels operates. Tariffs, defence spending, transatlantic relations and economic security have become European boardroom priorities. Public affairs teams are no longer simply navigating EU regulation; they are increasingly managing the political and commercial consequences of decisions made in Washington. The strain on transatlantic corporate relationships is now measurable. Trust in European policymakers among US business and vice-versa has dropped sharply. Not surprisingly American companies are finding it harder to secure meetings in Brussels. Some are bypassing EU engagement entirely, preferring to apply pressure through the US government instead.

Meanwhile, trade associations that once bridged the Atlantic are fragmenting, as US and European members find their interests increasingly in conflict. For public affairs professionals, managing the transatlantic dimension has become one of the most complex and consequential parts of the job.

3. The Mainstreaming of the European Right

The political centre of gravity in Europe continues to shift. Engagement with conservative and right-wing political groups has become increasingly normalised, reflecting changing electoral realities across the continent. For many organisations, effective coalition-building now requires engagement with a broader political spectrum – yet the BestinBrussels 2024 Survey found that only around half of Brussels lobbyists said they would engage their organisation with far-right parties. The gap between political reality and professional practice is narrowing, however. As The Good Lobby noted in April 2026: "What we are witnessing is the gradual normalisation of a tactical alliance of convenience – one that delivers short-term legislative wins, but carries long-term democratic risks." For public affairs professionals, navigating this landscape requires both political sophistication and a clear view of where institutional red lines still hold. On a more positive political note for the EU, Hungary's election in April 2026 ended Viktor Orbán's 16-year rule when Péter Magyar's Tisza party won nearly 70% of the seats in parliament. Hungary under Orbán had been a chronic source of friction on Ukraine, sanctions and rule-of-law disputes.

4. Big Tech Reaches Peak Brussels Power

With artificial intelligence, cloud infrastructure, digital markets, cybersecurity and data governance dominating the policy agenda, technology firms are investing heavily in political engagement and expertise. As Corporate Europe Observatory recently reported, there are now more Big Tech lobbyists operating in Brussels than there are Members of the European Parliament. Their growing influence reflects a deeper reality: digital policy is now inseparable from Europe's economic and strategic future. At the same time, the European Technological Sovereignty Package signals a determination to reduce European dependence on non-EU technology providers – creating

a new and significant fault line in Brussels tech advocacy.

5. AI Reshapes the Profession – From the Bottom Up

Artificial intelligence is automating the mechanics of public affairs and, in doing so, is changing where competitive advantage lies. New platforms are emerging monthly – offering integrated monitoring, voting predictions, position paper generation and CRM in a single tool – and the pace of change is accelerating. As research, monitoring and drafting become easier and faster, the scarce and valuable capabilities become relationship-building, political judgement, coalition-building and strategic creativity. Information is becoming abundant. Influence is becoming scarce. At the same time, AI is raising a more fundamental challenge: how will future leaders develop the judgement and instincts that previous generations acquired through years of hands-on experience? The profession is being pushed permanently up the value chain. Read the BestinBrussels 2026 Survey findings below to find out more about how AI is reshaping day-to-day practice across the profession.

6. The Reinvention of the Brussels Consultancy Model

The business model that sustained Brussels consultancies for a generation is under serious pressure – and AI is only part of the story. Many traditional Brussels public affairs budgets are shrinking, and some budget authority is migrating away from Brussels. The serious money is increasingly flowing towards corporate reputation management, competition campaigns and transaction-related work, with decisions often made at headquarters rather than in the EU affairs team. Broader consolidation forces are reshaping the market further still. For consultancies, this means the client relationship itself is changing. Monitoring, research and drafting are increasingly automated or commoditised. The firms pulling ahead are those that focus on what technology cannot easily replicate: political judgement, strategic advice, specialist expertise and trusted personal relationships with policymakers and allies. The growing involvement of private equity firms in public affairs consultancies is another indicator of the increasing importance and commercial value of influence work in Brussels. Major investors have backed firms with significant EU public affairs operations, including KKR's

acquisition of a majority stake in FGS Global and CVC Capital Partners' majority investment in Teneo. At the same time a wave of global and regional corporate restructuring is impacting firms in Brussels, such as the global merger of Omnicom and Interpublic trickling down to their local firms FleishmanHillard and WeberShandwick. Some of these integrations are causing closures such as the end of Portland Communications' presence in Brussels, while the revelations contained in the Epstein files ultimately led to the closure of Global Counsel.

7. Access to Policymakers Is Getting Harder

One of the quiet but consequential shifts in Brussels is that access to senior policymakers is becoming more difficult to secure. MEPs and Commissioners are increasingly risk-averse, influenced by transparency requirements and reputational concerns. Meetings that would once have been held at Commissioner level are redirected to heads of unit particularly for "controversial sectors". In parallel, power inside the European Commission has become more concentrated. Decision-making under von der Leyen II is notably more vertical than before – fewer people involved, tighter circles, less visibility even for senior officials. Cabinet staff and directors-general are reporting that major decisions arrive without warning. For public affairs professionals, this raises the stakes on every interaction. Relationships matter more when opportunities are fewer.

8. Lobbying Becomes More Targeted and Campaign-Led

High-profile files such as the Green Deal, AI Act, Digital Services Act and industrial policy initiatives have created political moments where winning the argument publicly can be as important as winning it technically. This encourages campaign-style approaches focused on specific objectives, audiences and timelines. Companies and associations are concentrating resources on specific legislative files, targeted campaigns and coalition-based initiatives. The most consequential recent lobbying battles in Brussels – from the AI Act to PFAS – were characterised by highly focused advocacy campaigns and cross-sector coalitions. Public affairs professionals increasingly compete on their ability to mobilise the right coalition, at the right moment, around the right political objective. Many of these campaigns are highly creative

and impactful and celebrated in our BestinBrussels Annual Award for "Best EU Public Affairs Campaign".

9. Policy communications expanding but under resourced

Policy communications has become significantly more important in Brussels as EU policymaking has become more political, visible and contested. Major policy debates around climate, technology, industrial policy, energy security and strategic autonomy are no longer driven solely by technical arguments behind closed doors. Success increasingly depends on shaping broader narratives, building coalitions, engaging stakeholders and influencing how policymakers, media and the public understand an issue. This shift has blurred the traditional boundary between public affairs and communications. Organisations are increasingly looking for integrated approaches. There are now many Brussels professionals who identify on LinkedIn as "Policy Communicators". As one prominent commentator puts it "We have engineered this subtle addition of a single word, because we know this language better reflects not only the true strategic nature of our jobs but also the shared language of the EU policy community."

However, according to the Right Street's report "State of policy comms 2026" – almost half of Brussels policy communications professionals work alone and one third operate on a budget under €10,000 a year, excluding staff. However, "expectations keep growing." They are asked to run social media, newsletters, events and media relations. To understand complex policy landscapes and translate them into strategy. Now AI literacy joins that already overflowing list."

"Two trends are reshaping policy communications in Brussels in the past years. First, we are starting to see what AI really does in practice. It doesn't replace good communicators, but makes them even more effective as it enables sharper targeting, faster intelligence and more strategic engagement. At the same time, it also lowers the barrier to entry for low-quality noise, making the fight for credible, authoritative voices more important, not less. Second, influence is no longer concentrated in a handful of major media outlets. A growing ecosystem of smaller, niche publications, as well as forums, communities, podcasts and Substacks now reaches key policymakers and stakeholders directly, often even more effectively than traditional ones. For many sectors, that is opening doors that were previously difficult to access. The challenge now is knowing where influence actually sits, which voices carry weight and how to engage credibly across the right policy conversations through the right channels, at the right moments."



Roxana Moldovan
Senior Account Director
at Red Flag Global

BestinBrussels 2026 Survey

Humans versus the Machines: Public Affairs in the AI Era

Something structural is happening to EU public affairs. It is not a technology story, though AI is the key driver. Rather it is a story about where professional value moves when the work that once required human effort can be done in seconds by a machine.

The BestinBrussels 2026 survey documents that shift. More than nine in ten respondents report productivity gains from AI. Three-quarters expect policy monitoring to be significantly automated within five years. Half believe junior roles are most at risk from displacement. The production layer of the profession – monitoring, research, drafting, summarisation – is being absorbed by AI tools that are already embedded in daily workflows and will continue to improve.

None of that is the surprising finding. The surprising finding is what practitioners say happens next. When asked which human capabilities become more valuable as AI automates execution, almost 90% named relationship-building and long-term trust. Nearly three in four named political judgement. Six in ten named strategic thinking. These are the answers of a profession that is thinking about what it actually does – and what, precisely, AI cannot do in its place.

Information is now abundant. The tools that produce analysis, briefings and stakeholder maps are accessible to anyone with a subscription. What remains scarce, and what Brussels has always run on, is the ability to convert information into influence: to build the relationships that make a call worth returning, to exercise the political judgement that tells you which argument to make and when, to hold a trusted place in a room where decisions are actually taken. That conversion remains irreducibly human which matters particularly in Brussels.



EU policymaking is consensus-based, multi-institutional, relationship-intensive over years in ways that concentrate value in human capabilities more than almost any other professional context. The policy files that have defined this Commission were not won or shaped by better monitoring tools. They were shaped by practitioners who had spent years building the credibility to be in the right conversation at the right moment.

The findings presented here – on skills, personality, automation exposure and the profession's own expectations – point consistently in one direction. Hard technical skills get you into the room. Soft interpersonal skills determine whether you can be trusted in it. Cognitive skills determine whether you change anything. And the personality traits that distinguish truly exceptional practitioners – trustworthiness above all, selected by almost 60% of those surveyed – are not the traits that AI can simulate convincingly.

The profession faces one serious structural challenge that this report does not resolve: the apprenticeship question. The tasks most at risk from automation are also the tasks through which generations of Brussels professionals have learned their craft. If AI absorbs the work that builds political literacy and judgement in junior practitioners, the profession will need to deliberately redesign how that knowledge is transmitted. The organisations that address this problem first will have a durable advantage. Those that do not will find, in only a few years, that they have a senior cohort without much support.

We hope this report helps public affairs practitioners and teams think more clearly about where the value of AI and humans sit. The answers are in the data. What practitioners do with them is, appropriately, a matter of human judgement.....

AI in Public Affairs – Usage, Benefits & Barriers.

EU public affairs making major productivity gains

AI is collapsing the time and cost of information-processing work across all white-collar professions including public affairs. The 2026 BestinBrussels survey finds a profession that has crossed a threshold.

Indeed, there is pressure from CEOs and their advisers to harness their considerable investments in AI to increase outputs and cut costs. One global head of public affairs recently told us how colleagues often cite BCG research in this regard. Indeed, BCG's March 2026 report on AI in corporate communications and affairs (surveying 200+ senior communications leaders) states: "BCG research finds corporate affairs and communications can garner productivity gains of 26% to 36% at the task level (for example, drafting a post for social media) and 34% to 47% at the process level (for example, coordinating a social media campaign), once foundational capabilities are in place."

In Brussels, where policy complexity generates vast amounts of structured text, the gains are substantial but the work that actually shifts political outcomes is clearly much harder to automate.

More than 90% of EU public affairs practitioners report productivity gains from AI, with 43% reporting major time savings on a regular basis. AI systems monitor information flows, summarise large volumes of text, generate first drafts, analyse documents, translate material and coordinate routine workflows at speed that would have been implausible a few years ago. Tasks that once consumed hours of junior staff time are increasingly completed in minutes, with human supervision and refinement.

The result is not simply faster typing or better search. AI is fundamentally changing the economics of public affairs – reducing the cost of producing analysis, reports, summaries and written material, and in doing so, changing what it makes sense to pay people to do.

In EU public affairs, the productivity effects are particularly pronounced, because Brussels generates precisely the kind of material AI handles well: structured, text-heavy, multilingual and voluminous. Legislative proposals, amendments, committee reports, delegated acts, stakeholder positions and policy briefings – the city runs on documents. AI tools are now widely used for monitoring EU legislation, summarising policy developments, drafting consultation responses, preparing executive briefings and translating material for multinational audiences.

AI transcription and note-taking have become embedded in many workflows. More sophisticated assistants help practitioners compare legislative texts, identify political trends, surface stakeholder intelligence and accelerate reporting to clients. The productivity gains are real, measurable and increasingly unremarkable – which is itself a sign of how quickly the baseline has shifted.

Overall, how effective do you find AI tools in improving your productivity?

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- **48%** Somewhat effective (noticeable but limited impact)
- **43%** Very effective (major time savings on a regular basis)
- **7%** Neutral (hard to say)
- **2%** Not effective (AI adds more complexity than it saves)
- **0%** I don't use AI tools

AI Is Concentrated in the Production Layer of Public Affairs

The survey reveals a clear pattern in how AI is currently being used.

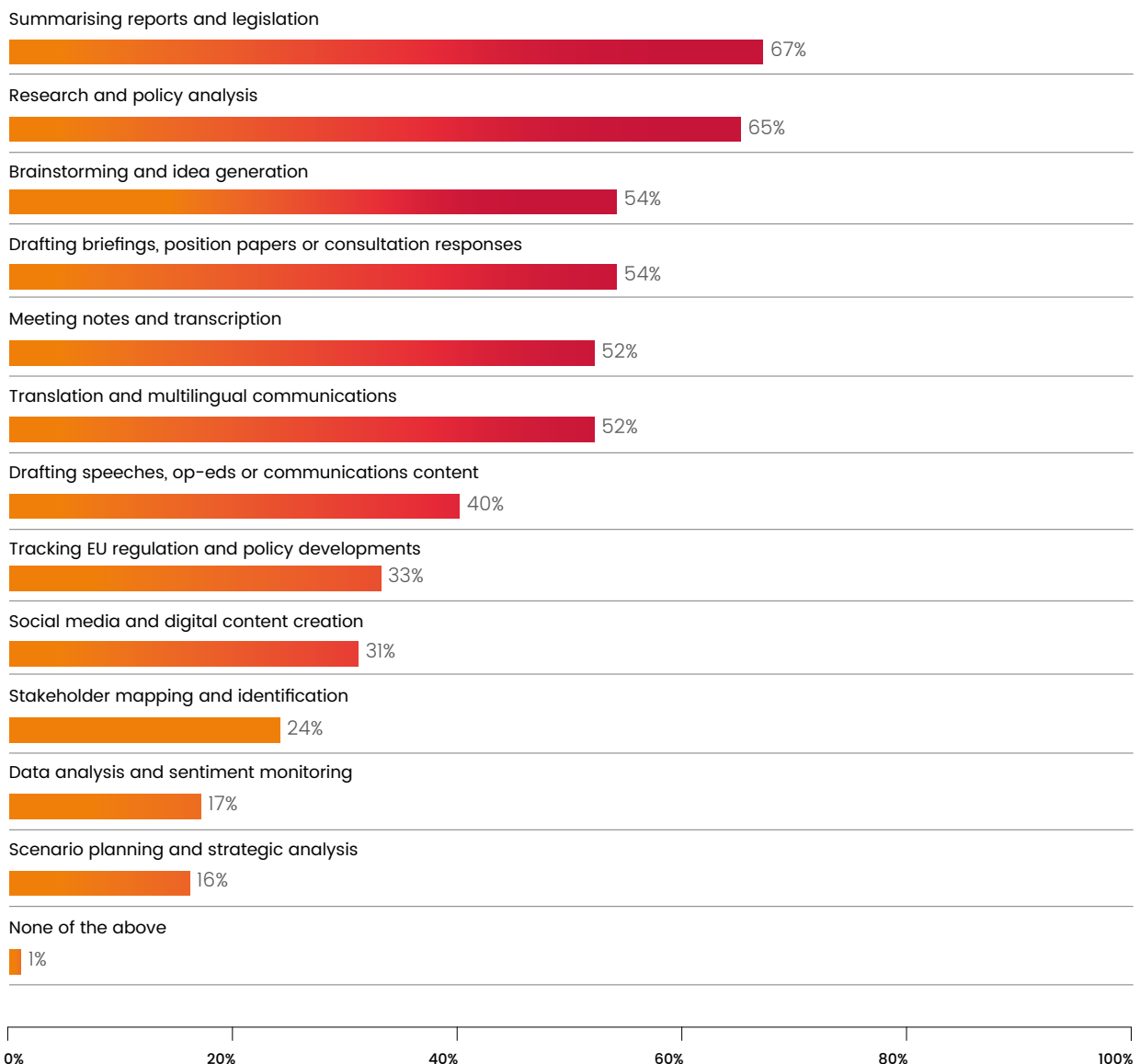
The most common applications are summarising reports and legislation (67%), research and policy analysis (65%), drafting documents (54%), brainstorming (54%) and meeting transcription (52%). These are precisely the activities that involve processing large quantities of structured information.

The pattern confirms that practitioners are using AI extensively to consume information, organise knowledge and generate first drafts, but far less for tasks requiring strategic judgement or political interpretation. Perhaps most revealing is what sits near the bottom of the table. Only 16% currently use AI for scenario planning and strategic analysis, while just 24%

use it for stakeholder mapping and identification. These are activities where context, political judgement and nuanced understanding remain critical. The findings suggest that while AI is becoming highly effective at helping professionals understand what is happening, it remains far less effective at determining what should be done about it.

For which tasks do you currently use AI most often to support EXTERNAL public affairs work?

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Internal AI Adoption Remains Operational Rather Than Strategic

The survey paints a different picture when AI is used internally. The most common applications involve reporting and leadership briefings (48%), knowledge management (30%) and workflow coordination (28%).

These are valuable uses, but they remain largely operational in nature. By contrast, some of the activities that many public affairs leaders would consider strategically important remain relatively untouched by AI. Only 14% use AI to support cross-functional coordination, while just 9% use it to measure and demonstrate the value or return on investment of public affairs activities. Only 8% use AI for talent development and onboarding. This may represent one of the most important opportunities for the profession. For years, public affairs teams have struggled to demonstrate value and measure impact systematically. The survey suggests that while AI is already transforming information management, its potential to strengthen strategic management and organisational effectiveness remains largely untapped.

How do you currently use AI to support INTERNAL public affairs work?
Tick as many as apply.

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Internal reporting and leadership briefings (dashboards, summaries, updates)



Knowledge management and internal information retrieval



Workflow automation and administrative coordination



Supporting strategic planning and scenario analysis



I do not currently use AI for internal public affairs work



Cross-functional coordination (legal, communications, commercial, compliance teams)



Managing stakeholder databases and institutional knowledge



Measuring and demonstrating the value / ROI of public affairs



Talent development, onboarding and competency building



Preparing internal approvals, governance and sign-off processes



0% 20% 40% 60% 80% 100%



Trust in AI Remains the Central Challenge

Despite widespread adoption, respondents remain cautious about AI's limitations. Accuracy and hallucinations are by far the largest concern, cited by 83% of respondents.

Concerns about bias, confidentiality and reputational risks also rank highly. These findings highlight a central paradox. The profession increasingly trusts AI to assist with daily work but does not yet trust it to operate independently. Public affairs is a profession where credibility matters enormously.

A briefing that contains fabricated information, a consultation response based on inaccurate analysis, or a stakeholder engagement strategy built on flawed assumptions could have significant adverse consequences. The survey therefore reinforces a critical point: AI may accelerate information processing,

but responsibility for judgement remains firmly human. The most successful professionals will not be those who rely most heavily on AI outputs, but those who combine AI-enabled efficiency with rigorous verification, political judgement and professional scepticism.

What are your main concerns about using AI in public affairs?



Accuracy and hallucinations (AI making things up)



Bias in AI outputs



Data confidentiality and security



Reputational risks from AI-generated content



Intellectual property and copyright issues



Lack of transparency / explainability



Regulatory uncertainty around AI use



No significant concerns





Organisational AI Readiness May Become the New Competitive Advantage

The survey suggests that the next phase of AI adoption will be determined less by technology and more by organisational capability.

The largest barrier identified by respondents is not cost, regulation or leadership resistance, but a lack of expertise and AI literacy within teams (54%). A further 42% cite lack of time to learn and implement new tools. Interestingly, only 4% identify a lack of senior leadership support as a major obstacle. This suggests that the strategic case for AI has largely been won. The challenge now is execution. The organisations most likely to benefit from AI will therefore not necessarily be those with access to the best tools, since many tools are widely available. Instead, advantage is likely to accrue to those organisations that build AI literacy, redesign workflows, develop governance frameworks and equip their teams to use AI effectively and responsibly. In other words, the next competitive divide in Brussels may not be between organisations that have AI and those that do not. It may be between organisations that have successfully integrated AI into their operating model and those that continue to treat it as an optional add-on.

What are the biggest barriers to AI adoption in your team or organisation?



Lack of expertise or AI literacy in the team



Lack of time to learn and implement new tools



Data privacy and confidentiality concerns



No significant barriers — AI is well embedded



Scepticism about AI's practical value



Cost of tools or subscriptions



Legal or compliance uncertainty internally



Internal restrictions or approval processes



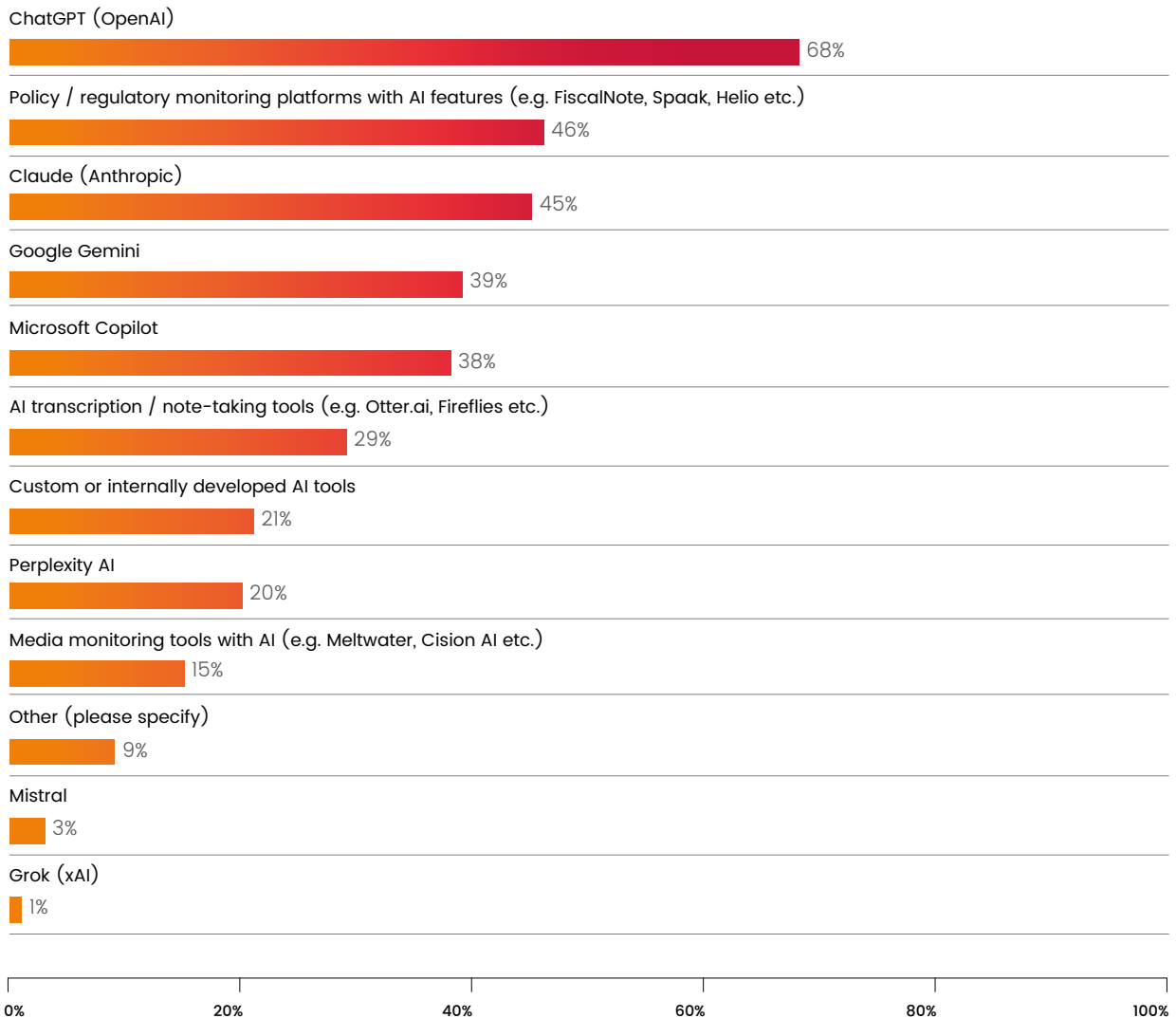
Unclear return on investment



Lack of senior leadership buy-in



Which AI tools do you currently use in your work?



The AI Toolbox – ChatGPT Number 1 in Brussels (for now)

The most popular AI assistants across Europe include ChatGPT, Gemini, Copilot, Claude, Perplexity, Grok and Mistral.

The survey reveals that ChatGPT is the number 1 AI tool in Brussels. Earlier this year ChatGPT reached 900 million weekly active users, growing from 300 million in just 14 months. However, the capabilities and reach of Gemini and Claude are exceptional and catching up fast as our survey demonstrates among EU public affairs audiences.

Often professional users working in a Microsoft environment are tied into using Copilot which has some limitations so they are often using Claude and Gemini from

their private accounts – resulting in clandestine usage and parallel AI working environments where the full potential of the technology cannot be realized through team collaboration and knowledge-sharing. Indeed, some of the best results from AI are gleaned by using multiple LLMs, checking and cross-checking documents and analysis.

Other tools used by public affairs professionals cited in the survey include Gamma, NoteBookLM, Prismos, Canva, Wix, Harvey, and

organisation-specific tools that offer the functionalities of AI but within a secure environment. Although Mistral's growth is driven by geopolitical factors, with European governments and companies seeking AI tools that are not as closely tied to U.S. technology, unfortunately our survey shows it has little uptake in the Brussels bubble. Mistral Le Chat has some way to go to compete with the user experience on the other LLMs.

AI Is Transforming Analysis Faster Than Influence

The survey reveals a clear hierarchy in how public affairs professionals expect AI to develop by 2029.

Respondents are most confident about AI's ability to process information and support analytical work, and far less confident about its ability to influence political outcomes or replace human relationships.

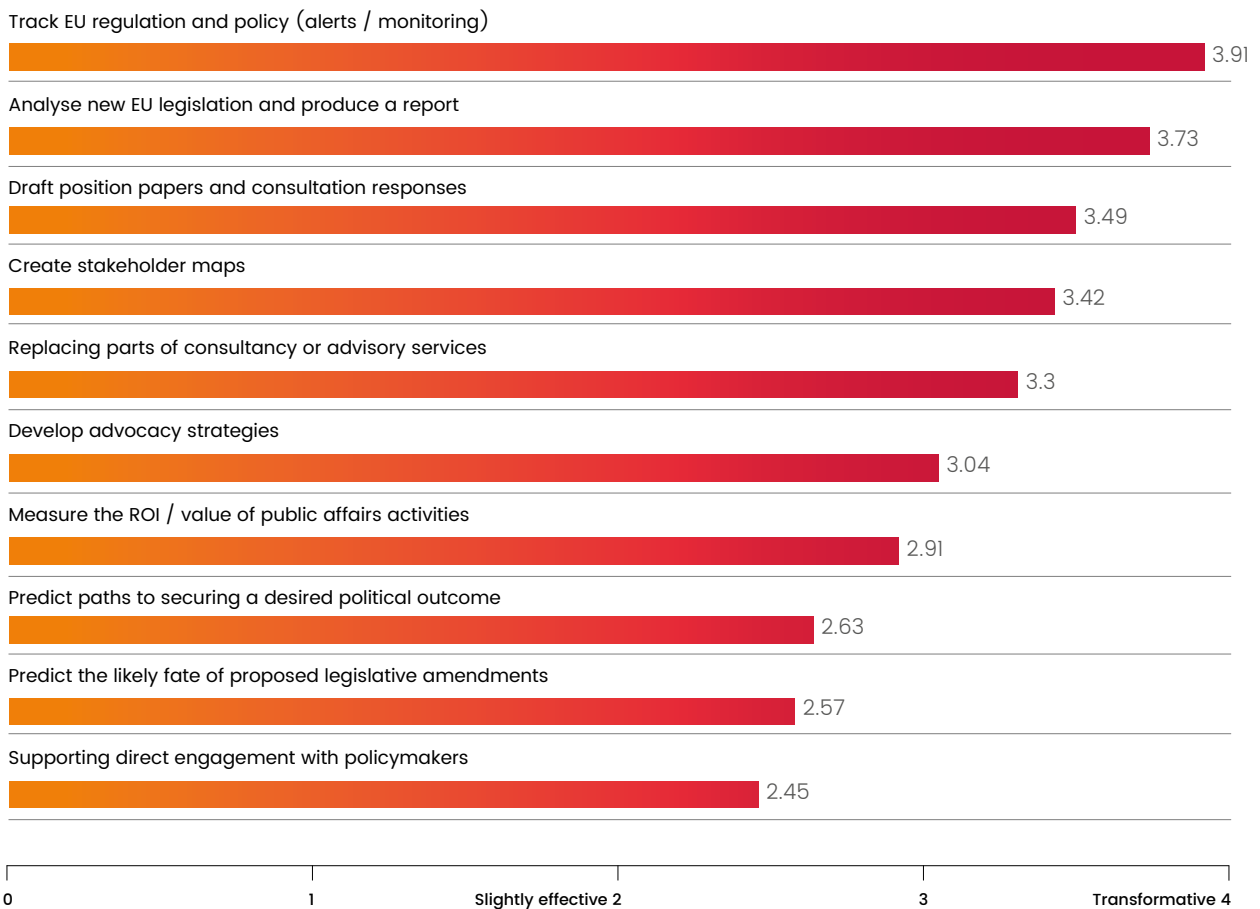
We asked EU public affairs professionals to assess the effect of AI on key tasks and then took mean values from the responses on a scale of 1 to 5, where 2 is slightly effective and 5 is transformative. The highest-rated applications are tracking EU regulation and policy developments (3.91), analysing legislation and producing reports

(3.73), and drafting position papers and consultation responses (3.49). These findings suggest that AI will become an increasingly important part of the intelligence and production infrastructure that underpins public affairs.

Confidence falls noticeably as tasks move into more political territory. While AI is expected to play a useful role in advocacy strategy development (3.04), respondents are far less convinced it can predict political outcomes, assess the fate of legislative amendments or support direct engagement with

policymakers. The latter ranks last at just 2.45. This does not mean the profession is protected from disruption. Moreover, the survey points towards a skills hierarchy in flux. Tasks that once required years of professional formation – tracking legislation, drafting responses, mapping stakeholders – are increasingly seen as AI-ready. Meanwhile, the capabilities that resist AI – reading a room, sensing political timing, building institutional trust, knowing which conversation to have and when may be heading towards greater relative premium.

How effective do you think AI will be in the next 3 years (by 2029) in helping public affairs professionals with the following tasks?



How AI is changing Brussels public affairs



Nine trends according to the professionals in their own words.

Asked how AI is changing public affairs in Brussels, our survey offered hundreds of responses that are strikingly consistent in their diagnosis – and unusually candid about the profession's anxieties.

The nine trends that follow do not all point in the same direction. AI is making Brussels public affairs faster and more productive, but simultaneously raising expectations, eroding junior jobs, and commoditising the technical competence that traditional agency models were built on. For every optimistic narrative there is a structural counter-pressure: AI frees up time, but organisations absorb those gains through higher demands; AI democratises access to political intelligence, but concentrates the premium on the informal networks it cannot replicate; AI raises the level of written output, but lowers the incentive for original thinking. Understanding Brussels public

affairs in 2026 means holding both sides of these tensions at once.

What follows is an analysis of the dominant themes, anchored in the most revealing responses verbatim noted in anonymous "speech quotes", together with insights on these trends from BestinBrussels consultancy leaders below.

1. AI is the new engine room in EU public affairs
2. The AI paradox: the more AI does, the more human judgement matters
3. AI is not liberating time, it is inflating expectations
4. An apprenticeship crisis is emerging
5. Consultancy business models are being quietly reconfigured
6. AI professionalises output while commoditising information slop
7. AI may widen the gap between premium advisors and other consultancies
8. AI transformation is real but hasn't fully arrived yet
9. AI is shifting resources in-house

Trend 1

AI is the new engine room of public affairs

The dominant theme across the responses is straightforward: AI makes everything faster. Monitoring, analysis, drafting, summarisation, stakeholder mapping – respondents describe all of these as accelerating significantly. What is striking is not the observation itself, but how settled it already feels. There is little debate about whether AI will speed things up. The debate is about what that speed means for the profession.

“AI is making standard PA processes such as monitoring, risk/impact analysis of legislative texts and stakeholder mapping faster, freeing more time for human connection and on-the-ground impact.”

“AI provides huge productivity opportunities – and allows for an automation of low value/impact deliverables such as newsletters, ‘week ahead’ agendas.”

Several respondents describe AI as a “force multiplier”. One connects the productivity story directly to a downstream commercial shift:

“AI is a force multiplier for data, analysis, research, monitoring and a great deal of advisory work. There is a greater focus on the ROI of advocacy and communications and a shift towards in-house public affairs solutions.” The operational case for AI has been made and largely accepted but what is contested is the strategic one i.e. if information processing is becoming commoditised, what exactly are public affairs professionals now being paid for?

“AI has a great potential to boost public affairs and advisory work. With the right expertise, smart prompts, and critical challenges, AI output can lead to good quality analysis – for example, a bird’s-eye view of a new regulatory issue, or even a scenario planning for different policy outcomes and business impacts. One needs robust EU policy knowledge and sectoral expertise to catch mistakes. As with any tool, its quality is shaped by its user.”

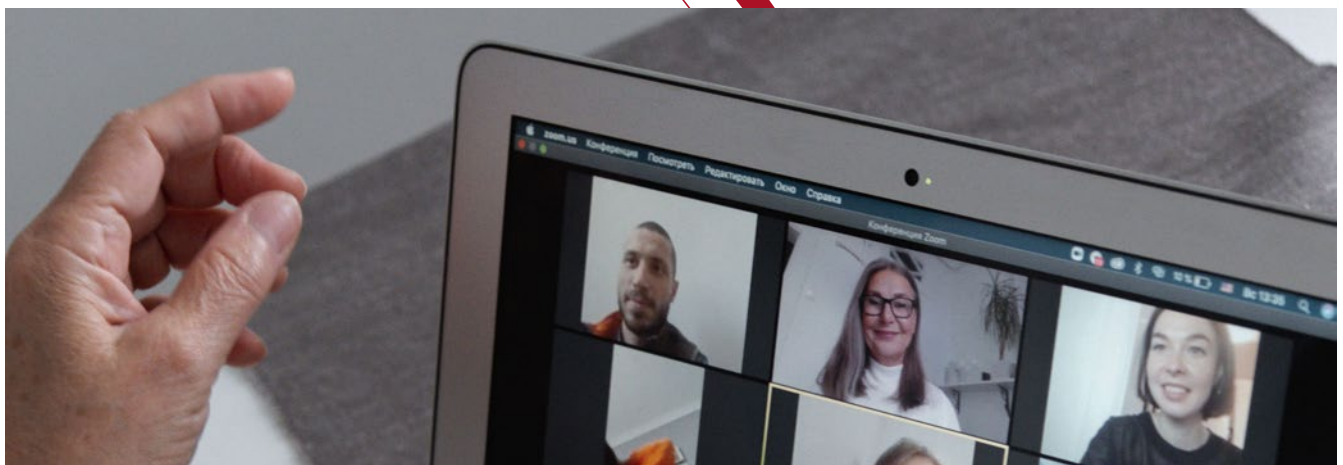


Timea Strihova
Senior Director, TRILLIGENT

“AI is redefining public affairs, from research & analysis, workflows and team structures. But the bigger opportunity isn’t just productivity and efficiency. It’s meeting challenges our industry has not been able to fully solve before: measuring reputation in real terms, connecting policy directly to business outcomes and predicting how messages will land before they reach audiences in the real world. This potential multiplies when AI is paired with proprietary tools built specifically for the complexity of public affairs, not just generic use cases. What AI won’t replace is the expert counsel that matters most in high-stakes moments. Strategic judgement, earned relationships, emotional intelligence and cultural fluency all remain uniquely human requirements of being a best-in-class public affairs trusted advisor.”



Andrew Cecil
CEO, Burson



Trend 2

The AI paradox: the more AI does, the more human judgement matters

The most intellectually important pattern running through the responses is a consistent inversion: as AI absorbs technical work, human capabilities such as political judgement, trust, informal influence, and intuition become more valuable, not less. This is not wishful thinking about professional survival but rather a structural observation about how competitive advantage shifts when machine intelligence is abundant.

“AI is making time-consuming PA tasks irrelevant while making critical judgement and relationships the real differentiator.”

“AI is making public affairs in Brussels faster, but not necessarily wiser. For me, its real impact is that it gives us more time to do what still matters most: understand people, build trust and read the political nuance behind the formal process.”

“It will increasingly become about the 2% the client does not know and needs to know.”

This last quote is particularly revealing – if AI handles the 98% of public affairs work that is information-processing and synthesis, the public affairs value proposition concentrates into a narrow but high-premium territory: the insight, the call, the relationship, the timing – things that cannot be prompted into existence. Then the question is how do you bill for that value which is not necessarily limited to time?

“AI is transforming what it means to be a public affairs professional in Brussels, giving us access to faster intelligence and more sophisticated scenario planning. But the more it handles this analysis, the higher the bar raises for human judgement. In a field where trust is built over years and can be lost in a moment, that human layer was never optional – it’s just become even more valuable. AI can tell you what is happening and model what might come next; it can’t walk into a room and make someone believe in your position.”

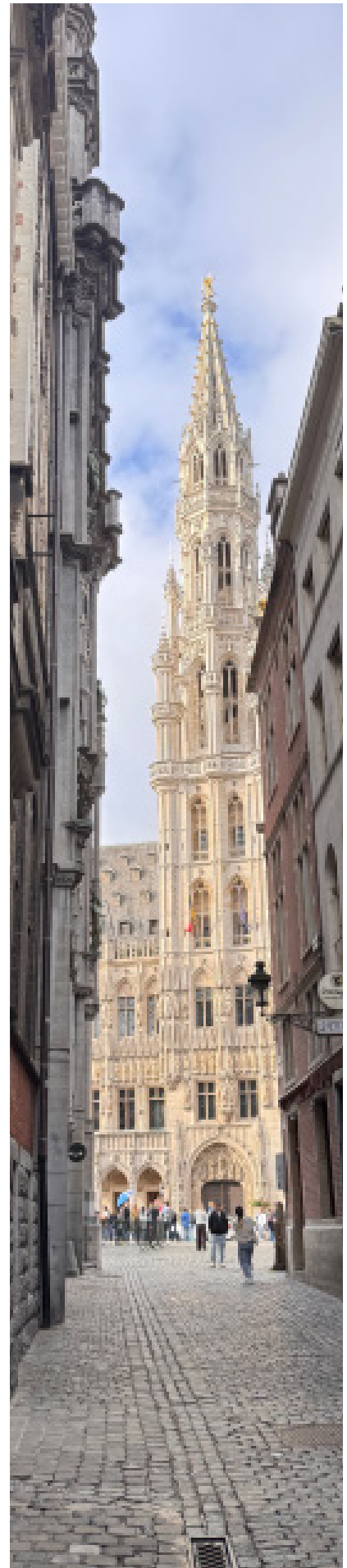


Carmen Bell
Managing Director,
APCO

“AI is the fourth great revolution, and like those before it, it is changing our profession deeply and irreversibly. Monitoring, drafting, synthesising: machines will do all of this better and faster than us, and that is fine. What they cannot do is feel the tension in a room, sense an unspoken hesitation, or know when the timing of a conversation matters more than its content. That kind of intelligence, whether emotional, contextual or relational, is not a soft skill. It is the core of what we do. AI is not a threat to public affairs. It is an invitation to be more human about it.”



Isabelle De Vinck,
Managing Partner
at Political Intelligence





"AI is not replacing the human-to-human core of public affairs: it is raising the bar for it. By taking on more of the formal process, AI creates more space for the qualities that matter most in Brussels: judgement, trust-based relationships and the ability to tell a compelling story. My deep conviction is that AI will not weaken these human skills but will sharpen them. Influence will still depend on knowing when to act, how to build trust and how to move people."



Grégoire Poisson
President, Europe, DGA Group

Many responses point toward something more specifically Brussels than "trust and relationships." The distinction they are drawing is between the formal process – legislative timelines, amendment tracking, stakeholder registers, institutional positions – and the informal one: trilogue dynamics, Cabinet sensitivities, Member State positioning, coalition moods, reputational risk, informal sequencing and timing. AI is becoming genuinely capable at the former but fails on the latter.

"AI is making Brussels public affairs faster and more data-rich, especially in policy monitoring, stakeholder mapping, and scenario analysis. But influence still depends on trust, judgement, and understanding the political context."

The key phrase is "understanding the political context." That is the Brussels differentiator: the ability to read what is not written, to anticipate what will not be announced, to know whose call matters at which moment and what argument they will respond to.

AI may process the formal process better than humans but humans still dominate the informal one.

"We only see the tip of the iceberg for now but I'd expect all PA basics to be outsourced to AI-based service providers within the next couple of years. This will reshape outsourcing dynamics to consultancies and emphasize even more the access to non-public intelligence and outreach based on human connections, out of AI reach."

The phrase "non-public intelligence and outreach based on human connections, out of AI reach" describes what will become the premium end of Brussels public affairs: political access, private signalling, informal intelligence, trust capital built over years. AI may commoditise technical competence but it will increase the premium on insider political capital and insight.

"AI is taking over the formal process in Brussels. But the real game, the informal dynamics that shape outcomes, remains fundamentally human. Are you really ready to give up your judgement, negotiation, and trusted relationships?"



Claudia La Donna
CEO Brussels and Chair of TMT EMEA, Public & Government Affairs at Edelman

Trend 3

AI is not liberating time – it is inflating expectations

The optimistic narrative around AI in Brussels public affairs runs roughly as follows: AI absorbs the repetitive work, professionals gain time, and that time gets invested in higher-value activities. It is a plausible story. But several respondents push back on it – not by denying the productivity gains, but by questioning what those gains will actually produce.

“I believe in a few years people will adjust to using AI just as one of the tools to help with work, the speed and efficiency will improve but we won’t have more time to do our job – just we’ll be expected to base it on wider range of inputs. This is what happened with internet search.”

This insight frames AI not as liberation but as escalation. Indeed, it is historically accurate – the internet did not reduce the workload of researchers and analysts – it raised the baseline of what was expected of them. More sources, more monitoring, more responsiveness, faster cycles. AI is likely to follow the same pattern.

In Brussels terms, expectation inflation probably means more amendments tracked, more stakeholder positions processed, more intelligence delivered faster, and less tolerance from organisations for gaps or delay. The professional who was expected to monitor three dossiers may find themselves expected to monitor ten. The briefing that took a day to produce will be expected in two hours. The time that AI ‘frees up’ will not sit idle. It will be immediately absorbed by escalating demands. That is why public affairs professionals need to think very carefully about how efficiency gains are valued, communicated and managed.

“AI is clearly transforming public affairs. Consultancies will need to sharpen their value proposition, however there will always be a role for senior counsel and the execution of public affairs strategies. AI informs, but delivering impact still depends on trust, judgement, and foresight; qualities which are not replaceable.”



Laura Batchelor
Managing Partner, FIPRA

“AI will free up time only if public affairs professionals do not lose sight of the “so what?” question when informing their leadership or advising clients. Sometimes less is more. While AI offers the possibility to process more information, it will deliver productivity gains only if public affairs professionals retain the ability to summarise such information and translate it into clear, concise policy asks. EU policymakers will not have more time in the AI era, and the golden rule of delivering key asks during a 30-minute meeting will remain valid. AI will undoubtedly put a premium on individuals that are well networked, have the experience to advise clients and leadership, understand how best to use AI tools. And most critically, can judge when the AI is wrong.”



Nicola Scocchi
Partner and Head of Brussels Office at Fourtold

Trend 4

An apprenticeship crisis is emerging

No theme generates more emotions than the future of junior professionals – and no theme carries more long-term structural consequence for the profession. The concern is specific: monitoring, desk research, first drafts and briefing preparation are exactly the tasks AI is absorbing first. They are also exactly the tasks through which generations of Brussels public affairs professionals have learned their craft.

“I’d hate to be a junior in this market...”

“The routine tasks of junior public affairs executives such as monitoring and analysis are being replaced by AI – what will that mean for the next generation?”

“It will change recruitment dynamics. Only the best juniors will have a job. Middle management will be the main resource. Juniors will be an investment, a talent to grow.”

“In 3–5 years’ time there will be a significant lack of junior people with some Brussels experience to be hired. And at that time the ways of working would have evolved and we would need again more people to do the work.”

These comments capture the structural AI trap precisely. The profession eliminates junior roles today on the basis of AI efficiencies, then finds itself without an experienced mid-level cohort when the technology matures and demand for human judgement reasserts itself. The pipeline damage is already visible: “We are already seeing skills erosion among the younger generations.”

The traditional pathway into senior Brussels public affairs has always been an apprenticeship model: you learn to monitor before you learn to analyse; you draft briefings before you develop strategy; you map stakeholders before you advise on political positioning. That developmental sequence – slow, often unglamorous, built on repetitive work until pattern recognition becomes instinctive – is precisely what AI is now short-circuiting. You cannot skip the apprenticeship and arrive at mastery.

“Experience will garner a higher premium – but will also be hard to secure in the first place.”

The profession will increasingly pay a premium for the capabilities that only experience builds – at exactly the moment when the routes through which that experience is acquired are being closed off. This is not a future problem – it is already happening now.

“My thinking is that over the next five years, the entry-level Brussels public affairs consultant will be less a researcher and more a politically attuned operator: fluent in AI, but distinguished by the judgement, narrative instinct, and relationship capital that machines cannot (yet) replicate. However, there is a real risk of a race to the bottom where firms eliminate junior roles to capture short-term efficiency gains, starving the pipeline that produces senior judgement in the first place. In this new economy, the winners will not just be those who adopt AI fastest or develop the smartest AI tools, but those who resist the temptation to mistake automation with development, and choose instead to redesign the apprenticeship schemes accordingly. The alternative is simply outsourcing the continuity of the profession.”



Vlad Andrei
Partner & Head of Brussels
office, Forward

“The adoption of AI inside public affairs firms will change the nature of the challenge for those entering the profession and for those consultancies that want to succeed in the market. AI will remove the training wheels for entry level team members, only if you assume that consultancy is still primarily about gathering information and disseminating it. For both consultants and consultancies, those who know how to use AI to become better advisers will be the winners. There will be a premium for those who can build relationships of trust, understand client needs and communicate effectively to both clients and institutional actors. AI will mean that the consultancies that win undergo a cultural shift. With a focus on training entry-level people to be great consultants super-powered by AI rather than knowledge gatherers and holders replaced by it. People entering the profession should be enthused by the idea of ditching the monitoring and focusing on the consulting skills.”



James Stevens
Managing Partner,
Rud Pedersen Brussels

"The Brussels PA agency model is about to get rebuilt. Here's the sequence I think is already starting. Three parts. 1) An AI tool will become the shared home base, the common infrastructure both sides work from and can see into. It will combine the word-based parts of the job: monitoring, stakeholder mapping, voting calculus, first-draft strategy, and the outputs that flow from them like summaries, heat maps, and SWOT analyses. 2) The in-house policy professional will own day-to-day execution on top of it. And the agency will shrink to one thing. 3) a senior expert who validates, spars, and counsels. Judgement, on a light retainer, plus the occasional campaign spike when leadership demands a non-quotidian response to a big business problem. Then the agencies will reshape to match. The pyramid of juniors gone. What's left will be senior-heavy: a handful of sectoral experts, a couple of mid-level people shared across them who'll grow into experts themselves, and almost nothing underneath."



Brett Kobie
Chief Strategy Officer
at Bump

Trend 5

Consultancy business models are being quietly reconfigured

Brussels consultancies have historically derived value from three sources: privileged access to institutional information, the ability to process legislative complexity at scale, and the relationships that convert both into client outcomes. AI threatens the first two directly. Several respondents are explicit about the commercial consequences – and notably unsentimental about it.

"It's pretty fundamental: agencies need less staff, companies need less agencies."

"The core activities of a traditional public affairs agency – monitoring, stakeholder mapping, creating briefings and bios – will be done by AI very soon. This will likely result in less need for junior team members and a greater need for the senior team to add value."

One respondent connects efficiency gains directly to the gravitational pull towards in-house solutions: as monitoring, drafting and stakeholder mapping become AI-accessible, the case for outsourcing those tasks to a specialist agency weakens. Another identifies a subtler squeeze: AI is simultaneously raising client expectations and reducing fees. A third points to an under-examined dynamic – AI is reshaping how clients procure PA services in ways that may systematically undervalue specialist expertise: "RFPs created by AI fail to request the extra expertise which might be distinctive to provide the best service to the client."

"PA firms using AI intensively will have similar knowledge of EU policies and regulation, which means that personal qualities will make the difference between them in winning clients and building relationships."

If AI levels the informational playing field across all Brussels players – large and small, established and new – the competitive advantages that have long defined the market begin to dissolve. The moat is getting shallower from both sides: internal cost structures are under pressure, and the external barriers to entry that once protected established players are eroding simultaneously. Firms whose revenue model depends on billing junior hours for production work face structural shrinkage, not just reorganisation. The firms that adapt are those that redesign around judgement, relationships and strategic counsel – and price accordingly.

“Steve Jobs famously described the computer as a bicycle for the mind – a tool that amplifies human intelligence. AI can play a similar role in public affairs: not replacing judgement, trust or relationships, but making routine production work dramatically more efficient. That puts real pressure on the traditional pyramid-shaped consultancy model built around leverage and billable hours. Clients are looking for consultants to solve problems and realise opportunities. They value outcomes, not activity. The opportunity now is to build leaner, senior-led agencies where experience, relationships and judgement command premium rates, supported by outstanding younger talent and state-of-the-art AI. Entry-level roles may become rarer, but those who join the right kind of agency should be able to build longer, more rewarding careers. The pace of change is tremendous – those who want to be successful in the years ahead will have to “move fast and make things”



Sebastian Vos
Senior Advisor,
Global Public Affairs
at FGS Global

“AI is reshaping the public affairs landscape in Brussels, enhancing our ability to quickly monitor and analyse policy, anticipate developments, and engage stakeholders. But political judgement, relationship-building, and the understanding of public interest remain fundamentally human strengths. AI is a powerful tool for public affairs, not a substitute for the people who shape policy and outcomes.”



Jeremy Galbraith
Chief Executive Officer,
Europe, Bully Pulpit
International





Trend 6

AI professionalises output while commoditising information slop

A notably candid thread runs through a cluster of survey responses: the concern that AI is making public affairs content more uniform, more generic and ultimately less valuable. This is a counterintuitive anxiety to find in a survey about productivity gains – but it appears with enough frequency and precision to be taken seriously.

“Brussels will become a sea of platitudes.”

“Makes people write worse and all SoMe content or position papers, press releases look the same.”

“Better understanding of the landscape (mapping, briefings etc.) but more external ‘slop’.”

“Slop” – AI-generated content that looks competent but is hollow together with the homogenisation concern points toward something structurally important: AI raises competence expectations while lowering originality. The result is safer thinking, consensus language, polished but generic positioning. In Brussels this matters enormously, because the best public affairs work is often non-consensus thinking – the argument that has not yet been made, the framing that resets a debate, the intelligence that changes what an organisation believes is possible.

“On the negative side: the equivalent of a fast food culture vs a gastronomy meal – the expectation to digest in record time new legislation because AI summarises it.”

“Writing will become better; reading will become rarer.”

AI may raise average written output especially from non-native English speakers with fewer clumsy sentences, more structured arguments – while simultaneously reducing deep reading that distinguishes sophisticated from superficial analysis. In an environment where the volume of EU policy content is already enormous, the risk is well-formatted slop at scale.

“We will increasingly see AI arguing against AI.”

“In Public Affairs, AI is making it easier than ever to produce work that looks polished, structured, and professional, raising expectations for everyone. At the same time, the information behind that work is becoming widely available and easier to generate, which means that the raw data no longer stands out on its own and matters less. In this context, what really matters is not access to knowledge, but the quality of thinking behind it: the judgement to filter what matters, the ability to connect policy, politics, and business reality, and the credibility and perspective that no algorithm can replicate. AI is commoditizing information and standardising outputs; what differentiates us is the quality of our thinking.”



Maria Teresa Scardigli
Managing Director
Kellen Europe

Trend 7

AI may widen the gap between premium advisors and other consultancies

The “democratisation” narrative holds that AI is a leveller: it puts sophisticated monitoring, drafting and analysis tools within reach of smaller players with limited resources. That is partly true. But several responses suggest the opposite dynamic may be equally important – and ultimately more consequential.

“AI democratizes political information and lets you – even with small budgets – participate in political affairs.”

“Hitting hardest low margin repetitive work, reducing barriers to entry for new players.”

Both observations are accurate. But there is a countervailing logic that runs through the dataset and points in the opposite direction. Once technical competence is commoditised, the remaining differentiator is not information access – it is relationship capital: the informal networks, the trusted introductions, the private intelligence, the access that does not appear in any stakeholder map. These are not evenly distributed. They are concentrated in firms and individuals that have spent years building them.

The net effect may be a market that bifurcates: a large commodity tier of AI-enabled generalist operators, and a small premium tier whose value rests entirely on what AI cannot replicate. AI may democratise entry to the former while intensifying the moat around the latter. In Brussels terms: the firms with genuine political networks become more valuable, not less, precisely because the technical competence that once accompanied them is now available to everyone.

“Currently LLMs can only go so far. In high-stakes situations the C-suite wants to hear human advice and judgement based on ‘unscrapable intelligence’ and years of lived experience.”



Nick Blow
Managing Partner, Brunswick

“AI will do for information what the internet did for distribution: make it abundant. As information and analysis of public information become increasingly commoditised, the gap between premium advisors and the rest of the market will widen. The firms that succeed will not be those that know more, but those best able to connect policy, reputation and commercial realities to pressing political priorities and past experiences to help clients make better decisions in moments that matter.”



Hans Hack
Senior Managing Director,
Head of Office, Brussels

Trend 8

AI transformation is real but hasn't fully arrived yet

Despite the conviction running through most responses, a meaningful minority offer an important corrective: the transition is underway but uneven. AI adoption in Brussels public affairs is neither uniform nor complete, and several respondents caution against both over-excitement and over-anxiety.

"It hasn't really started to change PA significantly yet – the change is coming as organisations work out how to use it."

"People are testing, learning and building confidence in tools. Real efficiencies will come, but with the rapid change in the tech itself, best practices are still being defined."

More AI-derived information adds a practical dimension that deserves explicit attention: the accuracy problem. Several respondents flag that speed gains come with meaningful reliability risks, and that managing those risks requires precisely the kind of human expertise that AI is supposed to be displacing.

"There is a lot of excitement over it, though it is underestimated how much AI hallucinates and the accuracy of PA outcomes can only be guaranteed by human expertise."

"It is both making it more efficient, and introducing significant risk from staff not understanding how to use it."

The profession is not in the middle of a completed transformation – it is at an early and still uncertain inflection point. The organisations that will navigate this best are probably not those that have adopted AI most aggressively, but those that have thought most clearly about where it genuinely adds value and where it introduces new risks.

"Three thoughts on AI transformation of PA: 1. It will make those who are already good even better / and vice-versa, so. 2. have it complement your skills / and not replace it [no first draft by AI but invite it to challenge you], and 3. use the time saved to do something AI can not transform anytime soon = good old networking!"



Willem Vriesendorp
Sustainability Advocate
and Founder of
#SustainablePublicAffairs,

"The very essence of Public Affairs lies in human connections, networking, intelligence that AI cannot replace. AI is a tool that can – and is already – accelerating the way we work. We are all dabbling with it right now, but its full strategic potential is yet to be unfolded. This requires proper training and a robust AI roadmap and guardrails. I am both optimistic and cautious about the transformation we are going through. I am convinced that competitive edge will come with customisation. And it will come fast. Consider this: it took 7 years for the internet to reach 100 million users vs 2 months for ChatGPT."



Ferial Saouli
Chief Executive Officer,
SEC NEWGATE EU

Trend 9

AI is shifting (some) resources in-house

Another theme emerged that deserves its own recognition: the gravitational pull towards in-house public affairs. AI does not merely threaten consultancy margins by making production work cheaper – it empowers client organisations to do more of that work themselves. The logic is straightforward: if monitoring, drafting and stakeholder mapping can be performed by AI tools accessible to any organisation, the case for outsourcing those tasks to a specialist agency weakens considerably.

For Brussels public affairs consultancies, the in-house shift is not a new phenomenon – but AI accelerates it and removes some of the knowledge advantages and economies of scale that historically favoured external advisers. The firms best placed to resist this pressure are those with genuine networks and political relationships that cannot be replicated by well-prompted LLMs. The firms most exposed are those whose value proposition rests primarily on information access and processing capacity – look at what happened to DODS for example.

The compound challenge is significant: internal cost structures under pressure from AI efficiency expectations, external barriers to entry eroding as smaller players gain access to the same tools, clients migrating capabilities in-house, and the remaining premium – informal political capital – more concentrated than ever. That is not a prediction about the profession disappearing. It is a prediction about the economic architecture on which the traditional Brussels agency model was built becoming significantly less stable.

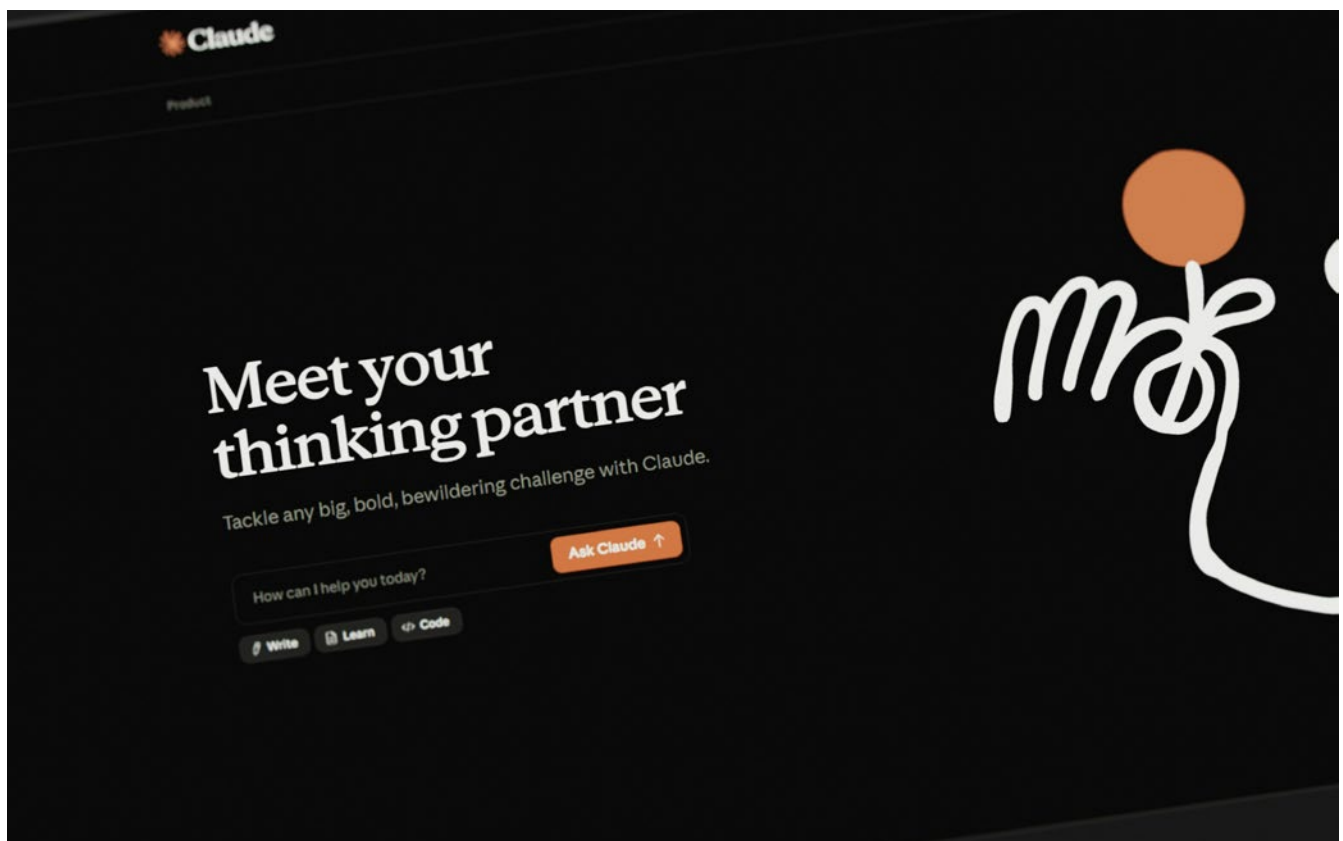
“AI is not removing the need for public affairs. It is changing where its value lives.”

“The tools are the same for everyone. What you do with the time they free up is not.”

“In Public Affairs, AI raises the ceiling, it doesn’t build the floor. These tools amplify what they find: with data, structure, process and expertise, they compound impact. Without, they just make the wrong things happen at scale. So before companies move resources in-house hoping for savings or closing gaps with AI, they need to be honest about the maturity of their PA function.”



Stefan Borst
Senior Partner,
AdvocacyStrategy & Senior
Adviser, Dober Partners



Human Skills, Personality & Advantages

The Brussels Effect

Public Affairs in Brussels has specific characteristics that make it unusually resistant to full AI substitution – and which explain why the gap between artificial intelligence and real influence is likely to be wider here than in almost any other white collar professional context. As the author Mark Dober was recently quoted in POLITICO’s EU Influence: “Brussels public affairs may ultimately prove more resilient than many, if not all other, professional-services sectors, because it is a people business, and politicians and regulators are not going to be replaced by robots anytime soon.”

Policymaking in Brussels is defined by at least five structural characteristics which are profoundly human:

1. **Consensus-based.**

Policy outcomes in Brussels are rarely imposed, rather they are negotiated. Legislative majorities must be assembled across institutions, political groups, Member States, and competing commercial interests. AI can map stakeholder positions and model likely coalitions, but it cannot build the trust required to move them. The final step in every negotiation is taken by a human relationship. The AI Act itself required nearly three years of negotiations across the Commission, Parliament, and Council, involving complex coalition-building among member states and political groups. While AI could have assisted with analysis and drafting, the final compromises depended on human political judgement, trust, and negotiation.

2. **Multi-institutional.**

Commission, Parliament, and Council each operate on different timelines, incentive structures, and political logics. Effective engagement requires reading all three simultaneously and sequencing moves across them. Multi-institutional strategy – knowing which institution to approach, in which order, with which argument, at which point in the legislative cycle – is a tacit capability built through experience. No briefing document, however well researched, substitutes for it.

“AI tracks what is in the public domain. Decisions are not made in the public domain. They are reached in face-to-face meetings. In the internal processes of the Commission, Parliament and Council. Through persuasive written positions placed at the right moment with the right reader. Through external influence – press, third-party statements, the social-proof architecture around an issue. None of this is on the internet. The corridor conversation, the lunch where a Member State softens, the shadow rapporteur huddle, the side note from a Director – none of it appears in training data, and none of it appears in search engines. AI is structurally blind to the medium in which decisions are actually made.”



Aaron McLoughlin
Partner, FleishmanHillard

3. Relationship-intensive.

Brussels runs on long-term relationships between practitioners and officials who move roles, institutions, and political groups over decades. Reputation is cumulative and fragile – built through consistent reliability over many files, and damaged permanently by a single breach of trust or misjudgement under pressure. AI can accelerate outreach and surface contact intelligence but it cannot substitute for the legitimacy that only years of authentic engagement can establish.

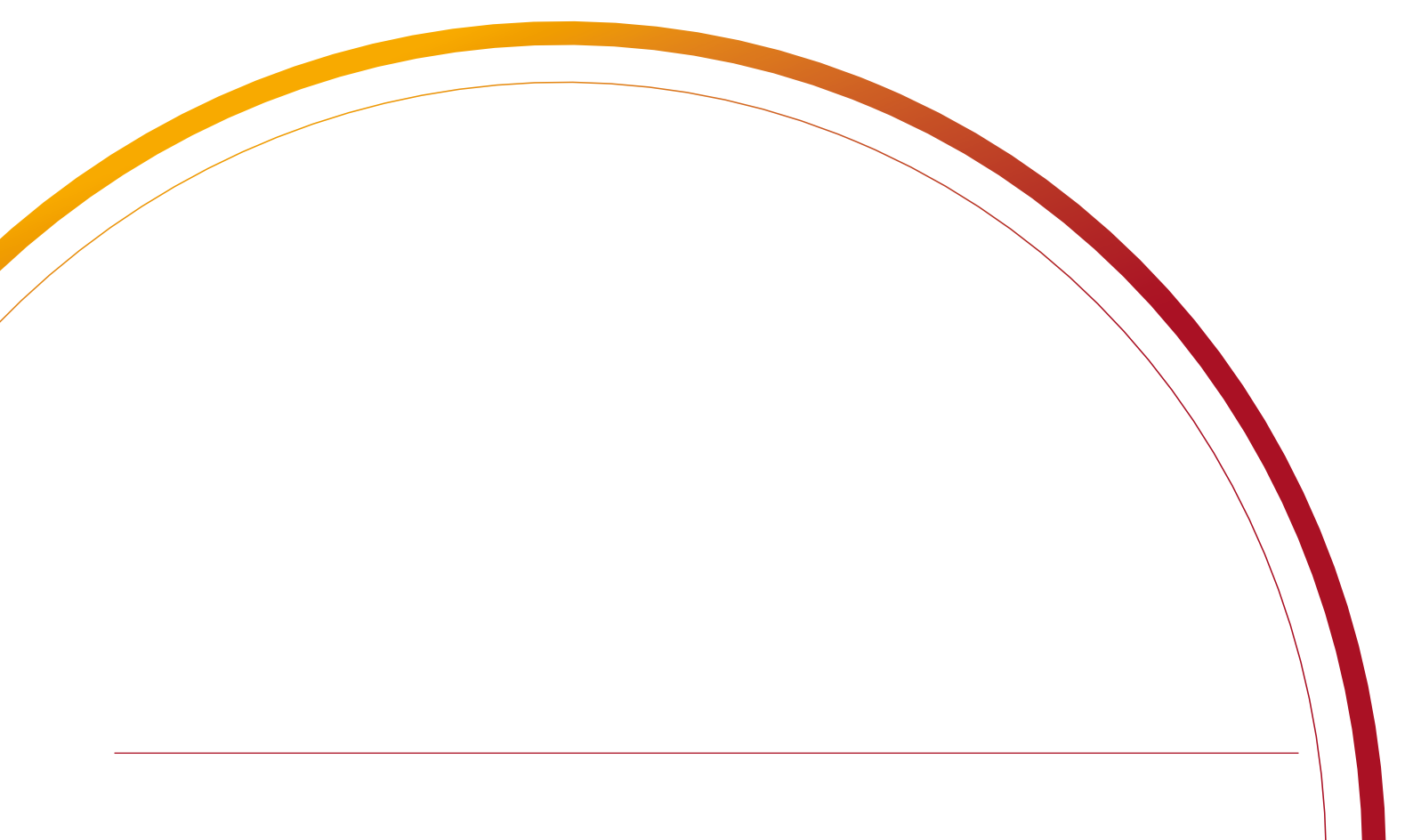
4. Procedurally complex.

The EU legislative process – trilogues, comitology, delegated acts, interinstitutional agreements – contains procedural windows that open and close in ways that are opaque to outsiders and legible only to experienced insiders. Knowing where the real decisions happen, which stage offers the last realistic window for influence, and when a compromise text is final rather than provisional: these are forms of judgement that live in practitioners, not systems.

5. Long-cycle.

Major legislative files take years, sometimes across parliamentary terms, to reach a final outcome. Influence is built across that arc of time, not in a single interaction. The practitioners who matter at trilogue are often those who have been present and credible on a dossier since its inception. Indeed, the EU policymaking process can even outlive the lobbyists – for instance, the Community patent original proposal dates to 1975, and a workable unitary patent system only came into force with the Unitary Patent Package in June 2023 – almost 50 years of intermittent negotiation, collapse, and revival!

These five characteristics are the structural reasons why influence in this city has always been concentrated among the “Best in Brussels” humans who can successfully navigate procedurally-complex, multi-institutional, consensus-based, relationship-intensive policymaking with human decision-makers over years.



Public Affairs – Human Knowledge, Skills & Personality

Knowledge

Knowledge is the foundation upon which every successful public affairs career is built. It encompasses the information, education and understanding that a professional possesses before they begin applying that knowledge in real-world environments. For a young person starting their first role in Brussels, knowledge represents the raw material from which future skills, judgement and influence will be developed.

In the context of EU public affairs, relevant knowledge typically includes academic qualifications, language fluency, current affairs awareness and an understanding of European politics, institutions and policymaking. It also encompasses subject-matter expertise in EU policy, digital and AI literacy, research capabilities and a basic understanding of how organisations, markets and public policy interact. A strong foundation of knowledge enables professionals to understand complex issues but as careers progress, knowledge must be combined with skills, practical experience and political judgement. Many professionals enter Brussels with impressive academic credentials, multiple languages and a strong grasp of current affairs but it is only experience that turns knowledge into practical skills.

At Dober Partners we always look for strong foundational knowledge in candidates we put forward for top jobs. A degree in law or political science might be useful for a specific role for instance, and fluency in different languages often developed in youth is always advantageous in Brussels. For young professionals entering public affairs, and indeed most white-collar professions, fluency in AI, digital technologies and media has become an essential foundation. Just as previous generations were expected to master Microsoft Office and internet research, the next generation will be expected to work confidently alongside AI tools to gather information, generate insights and enhance productivity.

Skills

Skills are the practical capabilities earned over years that enable public affairs professionals to apply knowledge effectively. Skills combine knowledge, behaviour, experience and judgement, allowing professionals not only to understand the political and regulatory environment but also to influence outcomes, build trusted relationships and create value for the organisations they represent.

For the purposes of this model (Dober's Influence Pyramid), skills are organised into three distinct but interconnected categories.

Hard skills are technical and specialist capabilities that can be taught, developed, observed and measured. They include expertise in EU institutions and legislative procedures, policy and regulatory analysis, stakeholder mapping, drafting and advocacy, digital and AI literacy, and the ability to connect public policy developments to organisational strategy and business priorities.

Soft skills are interpersonal and behavioural capabilities that determine how professionals engage with others. They include relationship building, communication, active listening, negotiation, coalition-building, executive presence, political awareness and the ability to build trust and credibility with stakeholders over time.

Cognitive skills are the higher-order thinking and judgement capabilities that enable professionals to navigate complexity, uncertainty and competing interests. They include strategic thinking, political judgement, policy-business translation, opportunity recognition, foresight, risk assessment and the ability to synthesise information into actionable insight. As AI automates more routine analytical and administrative tasks, these cognitive skills are increasingly becoming the primary source of competitive advantage in EU public affairs.

Success in Brussels is not driven by any single type of skill but by the interaction of all three skillsets. While technical expertise remains essential,

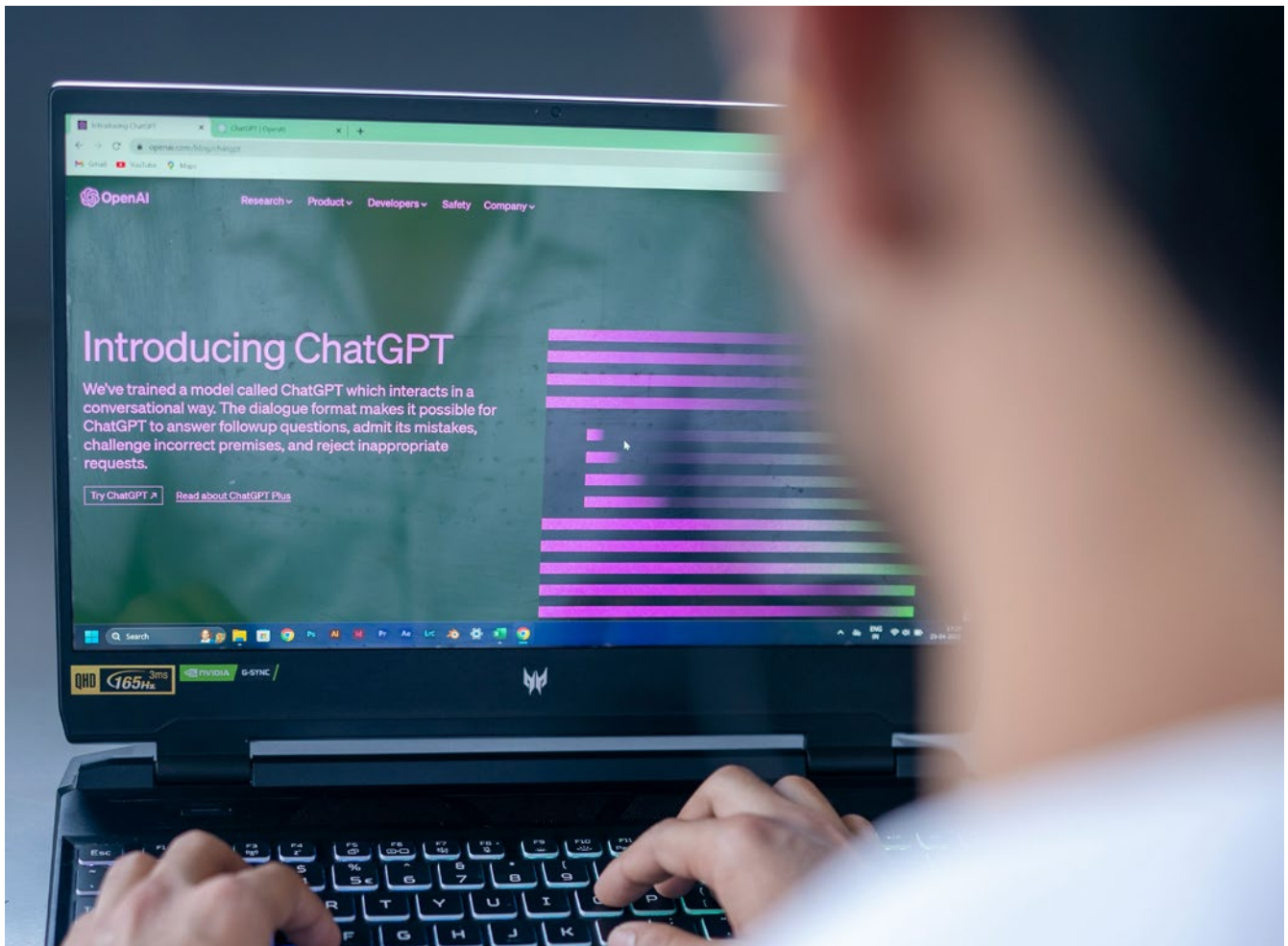
the survey findings suggest that the greatest differentiation increasingly comes from the ability to exercise judgement, build trust and translate complexity into effective action.

Not all skills carry equal weight at all career stages. Senior role requirements reveal a clear hierarchy. Hard skills are the entry baseline – required of everyone, differentiating virtually no one. Soft skills distinguish team players and coalition builders from individual contributors. Cognitive skills are what distinguish leaders from practitioners. The most important career development insight this model offers is that professional investment should progressively shift upward through the pyramid and cognitive skills are consistently the most underdeveloped, hardest to teach, and most decisive in practice.

The three skill categories tell a single coherent story: Brussels professionals view influence as the product of trusted relationships combined with superior judgement, not technical expertise alone. Hard skills get you into the room. Soft skills determine whether you can be trusted in it. Cognitive skills determine whether you change anything. The data across all three categories points consistently toward the top of the pyramid – which is precisely where AI cannot follow.

Personality

Personality: the surrounding multiplier. Personality operates across all levels as a multiplier rather than a separate tier. A professional with strong technical skills and poor judgement should not have influence. One with strong relationships but poor discipline creates access without reliability. Personality – conscientiousness, openness, agreeableness, stability, presence – determines how effectively each layer of skills is converted into the layer above it. In the course of Dober Partners' executive search work, we find that knowledge and skills enable candidates to be considered for relevant roles but it is always personality that sets apart the successful ones.



Understanding Dober's Public Affairs Pyramid of Influence

Dober's Public Affairs Pyramid of Influence brings together the survey findings into a single framework for understanding how value is created in modern EU public affairs. The model is structured as a pyramid contained within a circle. The pyramid represents the three categories of professional skills we have identified over many years and validated by our experts in this research. Hard skills form the foundation. They provide the technical expertise and institutional knowledge required to understand policy, navigate legislative procedures and perform the core functions of the profession. Soft skills sit above them. These determine whether expertise is trusted, communicated effectively and translated into productive relationships with policymakers and stakeholders. At the apex are cognitive skills, including strategic thinking, political judgement and policy-business translation. These are the capabilities most associated with leadership, influence and long-term success.

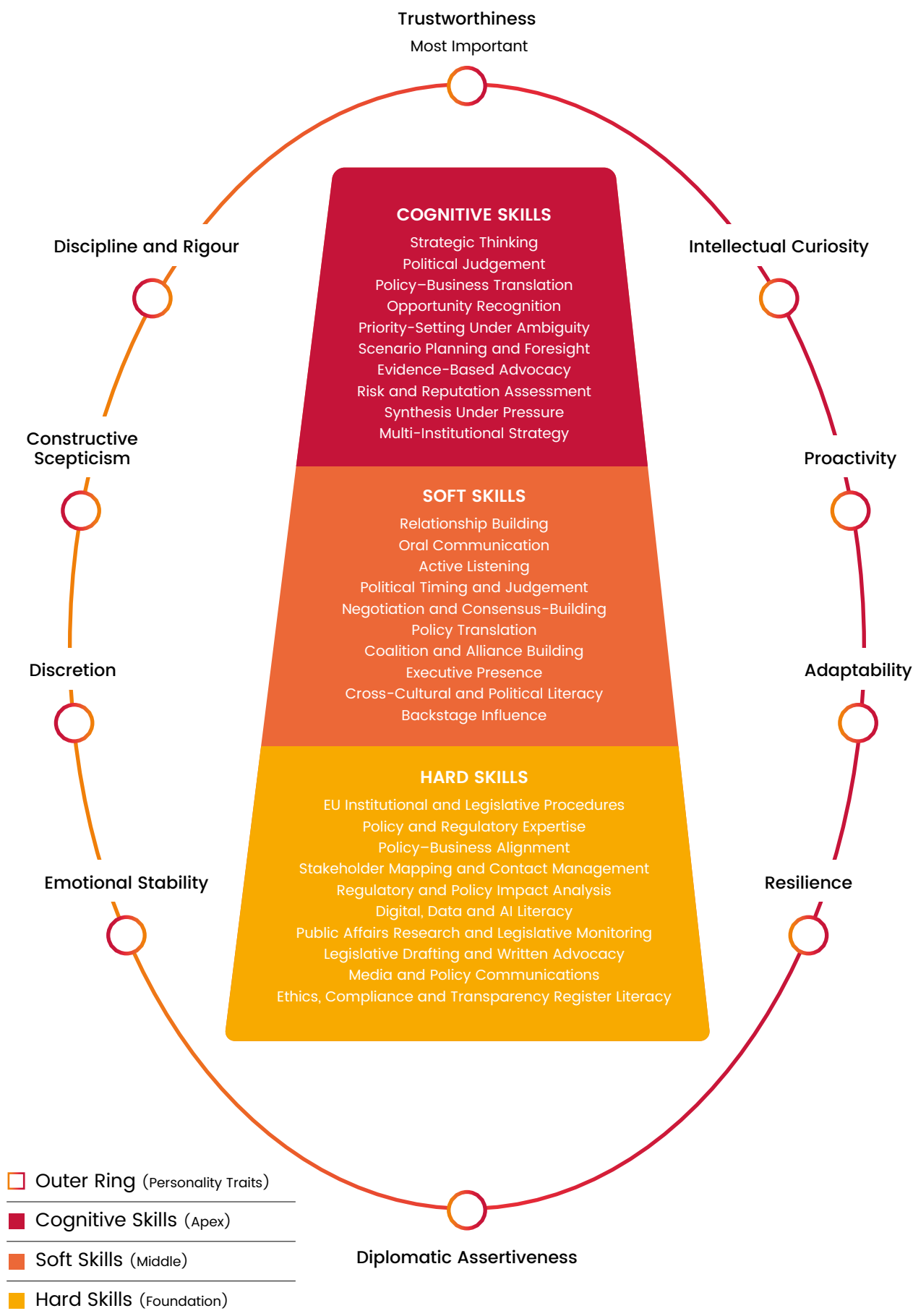
Surrounding the entire pyramid is personality. Our research suggests that personality does not operate as a separate layer above skills but as a multiplier across all of them. Trustworthiness, intellectual curiosity, proactivity, adaptability and resilience amplify the effectiveness of technical expertise, interpersonal capabilities and judgement alike. A professional may possess excellent knowledge and strong relationships, but without the personality traits that create trust, influence remains limited.

The model also helps explain why AI is changing the profession without replacing it. Artificial intelligence is increasingly capable of supporting and automating many hard skills and aspects of information processing. It can assist with research, monitoring, drafting and analysis. Yet the survey consistently shows that the capabilities becoming more valuable are concentrated towards the top of the pyramid: relationship building, political judgement, strategic thinking and trust. AI is therefore not flattening

the hierarchy of professional value. It is pushing the profession upwards. As information becomes abundant, influence becomes the scarce and valuable resource.

In configuring this model we defined the three most important skillsets (hard, soft and cognitive), and the ten most important skills within each skillset for EU public affairs practitioners. As will be seen in the sections that follow, our experts categorized these individual skills into a hierarchy with the most important ones at the top. We did the same exercise for personality traits. The infographic below summarizes this unique research as Dober's Public Affairs Pyramid of Influence:

Dober's Public Affairs Pyramid



Hard Skills

Hard skills are the foundation of professional credibility in EU public affairs. They are the technical knowledge, institutional understanding and analytical capabilities that allow practitioners to understand policy, engage effectively with decision-makers and assess the implications of legislative change.

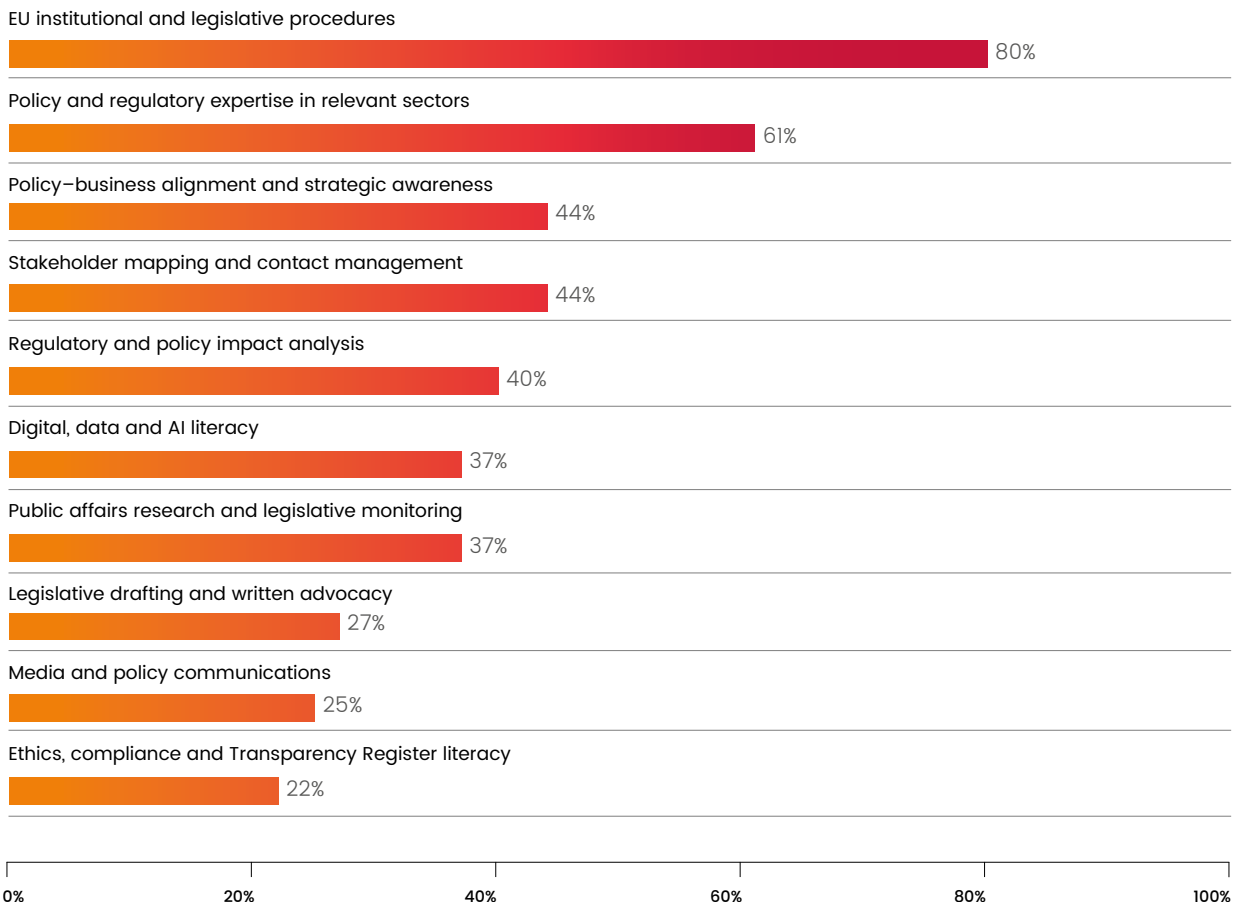
The BestinBrussels 2026 Survey reveals a clear hierarchy of hard skills. Knowledge of EU institutions and legislative procedures remains the profession's most important technical competency, selected by 80% of respondents. This was followed by policy and regulatory expertise (61%), while policy-business alignment emerged as the leading strategic hard skill (44%). The findings suggest that

Brussels professionals increasingly value not only understanding policy, but understanding what policy means for organisational strategy, competitiveness and decision-making.

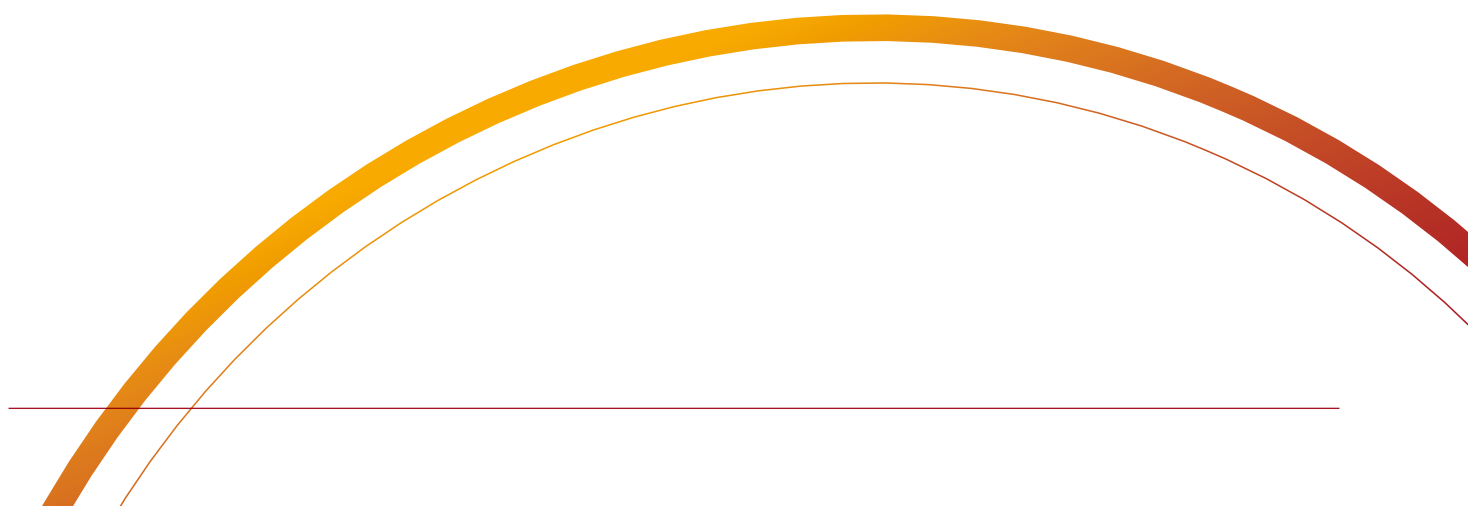
At the same time, artificial intelligence is changing how many hard skills are acquired and applied. Research, monitoring, drafting and information gathering can now be performed faster and more efficiently than ever before. This does not reduce the importance of technical competence; rather, it changes where value is created. As information becomes easier to obtain, competitive advantage increasingly lies in interpreting it correctly, identifying its implications and translating it into action.

The survey therefore points to an important shift. Hard skills remain the essential entry ticket to the profession, but they are increasingly becoming the baseline rather than the differentiator. In a world where AI can help generate summaries, monitor legislation and draft initial content, the professionals who stand out will be those who combine technical expertise with judgement, strategic awareness and the ability to connect policy developments to real-world outcomes.

HARD SKILLS are the technical knowledge and domain expertise you need to do the job — things that can be learned, tested and verified. Which HARD SKILLS are now BASELINE expectations in EU public affairs?



Skill	What It Means In Practice
EU Institutional & Legislative Procedures	Navigating the full legislative cycle – trilogues, comitology, delegated acts. Knowing which stage offers the last realistic window for influence.
Policy & Regulatory Expertise	Deep sector knowledge and the ability to assess how proposals affect specific organisations. Argument quality predicts policy impact more reliably than seniority.
Policy–Business Alignment	Connecting EU policy developments to organisational strategy and competitive positioning. The transition from practitioner to strategic leader.
Stakeholder Mapping & Contact Management	Systematic intelligence about who holds influence on which dossier. Beyond informal memory to organised institutional knowledge.
Regulatory & Policy Impact Analysis	Systematically assessing how a proposal affects specific organisations. The quality of analysis predicts influence more reliably than the seniority of the advocate.
Digital, Data & AI Governance Literacy	Competent engagement with AI tools – prompting effectively, evaluating outputs, understanding failure modes. Beyond tool use, practitioners increasingly require the ability to critically evaluate AI-generated outputs, identify hallucinations and synthetic bias, assess reputational and political risk, and exercise accountable human oversight before AI-assisted material enters institutional processes. Emerging EU AI Act obligations increasingly require transparency around certain AI-generated or AI-assisted content, particularly where public interest communication is concerned. Governance literacy now includes understanding these obligations and their implications for how AI-assisted advocacy material is produced and attributed.
Public Affairs Research & Monitoring	At senior level: designing monitoring systems and interpreting output. At junior level: the task most substantially transformed by AI.
Legislative Drafting & Written Advocacy	Brussels-format drafting – position papers, non-papers, amendment language – in the conventions decision-makers actually expect.
Media & Policy Communications	Translating complex EU policy issues into clear, persuasive messages for policymakers, journalists, and stakeholders.
Ethics, Compliance & Transparency Register Literacy	Transparency obligations, revolving door restrictions, and the post-Qatargate compliance landscape. AI adoption creates new governance responsibilities.



Soft Skills

If hard skills provide credibility, soft interpersonal skills create influence. They determine whether expertise is heard, trusted and ultimately acted upon. In a profession built on relationships, negotiation and coalition-building, technical knowledge alone is rarely sufficient. The BestinBrussels 2026 Survey suggests that the most effective public affairs professionals are not simply those who understand policy, but those who can build trust, communicate persuasively and navigate complex political environments.

The survey reveals a remarkably clear hierarchy. Relationship building and long-term stakeholder trust was selected by 82% of respondents, making it not only the most important

soft skill but one of the highest-ranked capabilities across the entire survey. Oral communication (51%), active listening (47%) and political timing and judgement (44%) followed. Together, these findings suggest that influence in Brussels is fundamentally relational. Success depends not merely on having the right arguments, but on understanding when to deploy them, how to frame them and with whom to build support.

Artificial intelligence is unlikely to diminish the importance of soft skills. Relationships are built over time through trust, consistency and judgement. Coalition-building, negotiation and political influence remain deeply human activities rooted in context, reputation and interpersonal understanding.

SOFT SKILLS are interpersonal and behavioural abilities. **Which SOFT SKILLS are now BASELINE expectations in EU public affairs?**



Relationship building and long-term stakeholder trust



Oral communication and narrative framing under pressure



Active listening and understanding policymakers' needs



Political timing and judgement — knowing when to push, wait or compromise



Negotiation, compromise and consensus-building



Translating EU policy complexity for non-Brussels audiences



Coalition and alliance building across competing interests



Executive presence and credibility with senior policymakers and leadership



Cross-cultural and political literacy across 27 member states



Backstage influence — shaping decisions without a seat at the table



Skill	What It Means In Practice
Relationship Building & Trust	Trust-based relationships sustained over the long term, including through periods of losing on a file. Reputation in Brussels is cumulative and at the same time fragile.
Oral Communication & Narrative Framing	Making complex technical arguments accessible and politically resonant under time pressure. A senior MEP's adviser may have seven minutes between committee votes.
Active Listening	Understanding what a policymaker actually needs, what her political constraints are, and where she has room to move. The best lobbyists leave meetings knowing more than they came in with.
Political Timing & Judgement	Knowing when to push, when to wait, and when to compromise. In practice: reading whether a rapporteur's compromise genuinely closes a window or creates one; deciding whether to table amendments in committee or save political capital for trilogue; knowing that the week before a Council presidency changes is rarely the moment to escalate. The discipline of choosing when not to act is as important as knowing when to engage.
Negotiation & Consensus-Building	Finding common ground across genuinely competing interests. At association level: building consensus among members with conflicting commercial priorities.
Translating EU Complexity for Non-Brussels Audiences	Making legislative complexity legible and actionable for executives, boards, clients, and HQ. Among the most distinctively Brussels skills and the least automatable.
Coalition & Alliance Building	Assembling credible coalitions across sectors, associations, NGOs, and member states. In practice: aligning member state attachés with divergent commercial interests behind a shared Council position; bringing NGOs and industry into tactical alignment on a specific amendment without either side losing face; building the kind of cross-sector credibility that makes an institution pay attention when your coalition speaks. Broad coalitions with genuine diversity almost always outperform solo campaigns – and AI cannot negotiate the trust that makes them possible.
Executive Presence & Gravitas	Authority in high-stakes interactions with senior policymakers, boards, and institutional leaders. Presence without substance is noise; substance with presence is authority.
Cross-Cultural & Political Literacy	Navigating the political cultures, institutional traditions, and working languages across 27 member states. A prerequisite for effective engagement in Council dynamics.
Backstage Influence	Shaping decisions without a seat at the table. Moving things forward through relationships rather than formal processes. As visible outputs are automated, invisible influence becomes the differentiating variable. Backstage influence is frequently under-recognised precisely because its effectiveness depends on remaining partially invisible inside formal institutional processes. The mechanism of its value is also the reason it is difficult to consciously rank. Some older lobbyists like to call it flying under the radar!

Cognitive Skills

If hard skills provide credibility and soft skills create trust, cognitive skills determine impact. They are the capabilities that enable public affairs professionals to interpret complexity, make decisions under uncertainty and convert information into influence. The BestinBrussels 2026 Survey suggests that these skills increasingly represent the highest source of competitive advantage in EU public affairs.

The findings reveal a striking hierarchy. Strategic thinking was selected by 76% of respondents, making it one of the highest-ranked capabilities in the entire survey. Political judgement followed at 63%, while policy-business translation ranked third at 56%. Notably, all three capabilities involve judgement rather than information gathering. They are concerned not with

understanding what is happening, but with deciding what it means and what should be done next.

This is where the impact of artificial intelligence becomes most significant. AI can help professionals monitor legislation, analyse documents, generate options and model scenarios. What it cannot do is exercise political judgement, determine organisational priorities or understand the unique strategic context within which decisions are made. If anything, AI increases the value of cognitive skills by creating a richer and faster-moving information environment. As intelligence becomes more accessible, the ability to interpret it becomes more valuable.

The survey therefore points towards an important shift in how influence is created. Historically, competitive advantage often came from access

to information. Today, information is increasingly abundant. The scarce resource is judgement. The professionals most likely to succeed are not those who simply know the most, but those who can identify opportunities before others, recognise political risks early, translate policy developments into strategic consequences and make sound decisions in conditions of uncertainty.

In many respects, the survey suggests that cognitive skills now represent the profession's ultimate differentiator. They are the hardest capabilities to develop, the least susceptible to automation and the most closely associated with leadership, influence and long-term professional success.

COGNITIVE SKILLS are thinking and judgement abilities. Which COGNITIVE SKILLS are now most important for success in EU public affairs?



Strategic thinking – identifying the right issue, timing and approach



Political judgement – anticipating how institutions and policymakers will actually behave



Policy-business translation – converting policy developments into strategic and commercial implications



Opportunity recognition – spotting procedural and political openings before others



Priority-setting under ambiguity – deciding where to invest limited political capital



Scenario planning and foresight – anticipating how dossiers and political priorities may evolve



Building compelling, evidence-based arguments for policymaker audiences



Risk and reputation assessment – identifying political and regulatory vulnerabilities early



Synthesis under pressure – making sense of large volumes of legislative and political information quickly



Multi-institutional strategy – sequencing engagement across EU institutions



0% 20% 40% 60% 80% 100%

Skill	What It Means In Practice
Strategic Thinking	Identifying where and how to have real impact. Deciding what not to pursue as much as what to pursue. AI generates options; strategy determines which are worth pursuing.
Political Judgement	Reading how institutions, timing, and power dynamics will actually play out. Not the same as institutional knowledge – it is pattern recognition built through experience and reflection.
Policy–Business Translation	Converting complex policy developments into clear strategic, commercial, and reputational implications for specific organisations. The most consistently named leadership differentiator in senior role specifications. Policy–business translation is frequently under-recognised because it operates internally rather than visibly inside institutional arenas. Yet it is precisely this capability that converts public affairs from external representation into strategic organisational leadership.
Opportunity Recognition	Spotting procedural windows, political moments, and institutional openings before they close. In practice: recognising that a shadow rapporteur is more influential than the rapporteur on a specific file; identifying the moment when a Commission official signals openness to a revised approach before the formal consultation closes; knowing that the gap between a leaked text and its official publication is itself a window. When AI accelerates information flow, the premium shifts from accessing intelligence to identifying the openings others will miss in the same data.
Priority–Setting Under Ambiguity	Deciding where to invest limited political capital when multiple files are active. The discipline of choosing what not to do is as important as choosing what to pursue.
Scenario Planning & Foresight	Constructing credible if-then scenarios and preparing advocacy strategy for multiple possible futures. Getting in early is the single most reliable predictor of lobbying influence. Foresight remains one of the more under-recognised capabilities in current practitioner self-assessment – which the framework treats as analytically significant rather than as a reason to downgrade its structural importance.
Evidence–Based Argument Construction	Building cases that survive Better Regulation scrutiny and political opposition. A well-constructed argument from a smaller organisation consistently outperforms a poorly constructed one from a larger one.
Risk & Reputation Assessment	Identifying political and regulatory vulnerabilities before they become visible. Spotting the second and third-order consequences of advocacy positions.
Synthesis Under Pressure	Making sense of large volumes of legislative and political information quickly enough to act on it. AI produces more information faster – synthesis into actionable intelligence becomes more, not less, valuable.
Multi–Institutional Strategy	Sequencing engagement across Commission, Parliament, and Council simultaneously. Each institution has different incentives and timelines; playing them in relation to each other is itself a strategic variable.

Personality And The Advantages Of Being Human

As we have discovered over many years, the key success factor for public affairs recruitment is personality fit for any given role. Knowledge and skills can be acquired and strengthened but personality is deep-rooted. Hence, personality assessment is an additional tool alongside interviews, role playing, written exercises and verbal presentations to decide whether a candidate is suitable for a particular public affairs job. Indeed, at Dober Partners we sometimes use personality assessment techniques before candidates are given a final offer to analyse potential strengths and weaknesses for a given role, and as a predictor of social interaction within a team.

It is clear some personality types are better suited for some types of jobs. Public affairs is all about influencing decisions within political, economic, and social systems and institutions. When we ask corporate and association leaders how they measure public affairs success the top three responses are typically; being consulted on policies before they are drafted; achievements versus planned/agreed actions; and reputation among high-level decision makers. For advocates to secure a place in the room having a trusted conversation with policymakers requires special personality traits. In our experience people who are able to bring about change at a very high level commonly share certain important personality attributes including; trustworthiness, proactivity and resilience.

In this year's BestinBrussels survey therefore we wanted to understand how lobbyists themselves see the most important personality attributes.

Psychologists tend to break personality traits down into five categories: Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism. They are sometimes referred to collectively by the acronyms OCEAN. Each of the big 5 personality traits is made up of facets or sub traits which can be assessed independently of the trait that they belong to.

The Big Five model is helpful for describing personality differences. People who have high agreeableness, for example, are more likely to cooperate and go along with group decisions, whereas those low in this trait would be more competitive and go against the grain. If you're

high in conscientiousness, you're likely organized and have good impulse control, as opposed to those who do things at the last minute.

O – Openness

(Imagination, feelings, actions, ideas): Low score – Practical, conventional, prefers routine. High score – Curious, wide range of interests, independent.

C – Conscientiousness

(Competence, self-discipline, thoughtfulness, goal-driven): Low score – Impulsive, careless, disorganized. High score – Hardworking, dependable, organized.

E – Extroversion

(Sociability, assertiveness, emotional expression): Low score – Quiet, reserved, withdrawn. High score – Outgoing, warm, seeks adventure.

A – Agreeableness

(Cooperative, trustworthy, good-natured): Low score – Critical, uncooperative, suspicious. High score – Helpful, trusting, empathetic.

N – Neuroticism

(Tendency toward unstable emotions): Low neuroticism = calm, secure, emotionally stable. High neuroticism = anxious, emotionally volatile, prone to negative emotion.

Personality traits differ from skills because they describe relatively enduring patterns of behaviour rather than learned capabilities. Research suggests that traits are influenced by both genetics and life experience and become increasingly stable after around 30 years old. While people continue to develop throughout life, personality tends to be more consistent than skills, knowledge or temporary emotional states. Using questionnaire-based testing, psychologists measure the degree to which each of these traits is individually expressed. Having a good sense of your own personality, styles and aptitudes can lead to better collaboration and communication in work and beyond.

The BestinBrussels survey measured the top personality traits of top public affairs professionals which also correspond to the Big-5 model. The results are striking.

Trustworthiness matters more now than ever before

Edelman Trust Barometer 2026

The 2026 Barometer found that 37% of respondents named the growing use of generative AI platforms among the top five events most affecting their trust in institutions over the past five years. At the same time, institutional leaders have experienced significant net trust losses: national government leaders (–16), major news organisations (–11). In an environment where AI makes content easier to generate and institutional trust harder to earn, trustworthiness is not merely a virtue. It is a professional asset with measurable influence value.

Pope Leo XIV, Magnifica Humanitas (May 2026)

In Magnifica Humanitas (2026), Pope Leo XIV argued that technological progress increases rather than diminishes the importance of human responsibility and judgement. The BestinBrussels survey reaches a remarkably similar conclusion: as AI becomes more capable, trustworthiness, judgement and accountability become more valuable rather than less.

In your experience, which THREE personality traits most distinguish truly exceptional EU public affairs professionals from merely competent ones?



Trustworthiness – being genuinely reliable and honest, even when it is uncomfortable



Intellectual curiosity – genuine interest in policy, politics and ideas beyond their own brief



Proactivity – anticipating what is needed and acting before being asked



Adaptability – comfortable with ambiguity and able to update their approach when the situation changes



Resilience – sustaining effort and optimism across long timelines and frequent setbacks



Diplomatic assertiveness – warm and collaborative but able to hold a position under pressure



Emotional stability – calm, composed, and effective even when outcomes are uncertain or negative



Discretion – knowing exactly what to share, what to keep confidential, and with whom



Constructive scepticism – rigorously questioning assumptions, including their own



Discipline and rigour – structured, detail-oriented, reliable in execution



Let's start with what almost 60% of respondents put at the top: trustworthiness. In a profession built on access and influence, the quality most associated with genuine excellence is essentially moral – being reliably honest, even when honesty is uncomfortable.

Mapped onto the OCEAN framework, the top four traits – trustworthiness, intellectual curiosity, proactivity and adaptability – cluster unmistakably around two dimensions: high conscientiousness and high openness. The exceptional Brussels professional, in the profession's own telling, is someone who delivers reliably and thinks expansively. What is notably absent from the top of the table is high extraversion. Diplomatic assertiveness scores only 28% – suggesting that what Brussels actually rewards is not the traditional networker's sociability but something more specific: the capacity to be genuinely trusted rather than merely well-liked, to hold a difficult position without damaging a relationship.

When interpreted through the Big Five framework, the pattern is clear. Intellectual curiosity maps onto openness. Proactivity and discipline reflect conscientiousness. Resilience is the behavioural expression of emotional stability. It is important to be precise about what the survey shows and what it does not: these are practitioner observations, not Big Five scores.

What the data does establish directly is a personality profile that differs from common assumptions. The survey does not describe a profession that rewards constant visibility, aggressive networking or high extraversion. It describes professionals who are deeply trustworthy, intellectually engaged, proactive, adaptable and resilient. Adaptability emerged as a significant signal, selected by 41% of respondents – ranking almost alongside proactivity (42%) – suggesting that the ability to adjust to shifting political and technological conditions is an increasingly important professional

characteristic. These traits together are associated with long-term institutional relationships, sound judgement and the kind of sustained credibility that is built over years.

The Integrated Framework

Three Skill Categories

Cognitive Skills

Foundation of Influence

Top skills (survey): Strategic thinking (76%) · Political judgement (63%) · Policy-business translation (56%)

Soft Skills

Foundation of Trust

Top skills (survey): Relationship building & trust (82%) · Oral communication & narrative framing (51%) · Political timing & judgement (44%)

Hard Skills

Foundation of Credibility

Top skills (survey): EU institutional procedures (80%) · Policy & regulatory expertise (61%) · Stakeholder mapping + policy-business alignment (44%)

Five Personality Traits (Big Five)

Conscientiousness

Extremely High

Execution, drafting, process mastery

Openness

High

Strategic thinking, intellectual curiosity, foresight

Agreeableness

Moderate

Trust & access — but constructive scepticism undervalued

Extraversion

Low-Moderate

Controlled presence — visible at the right moments

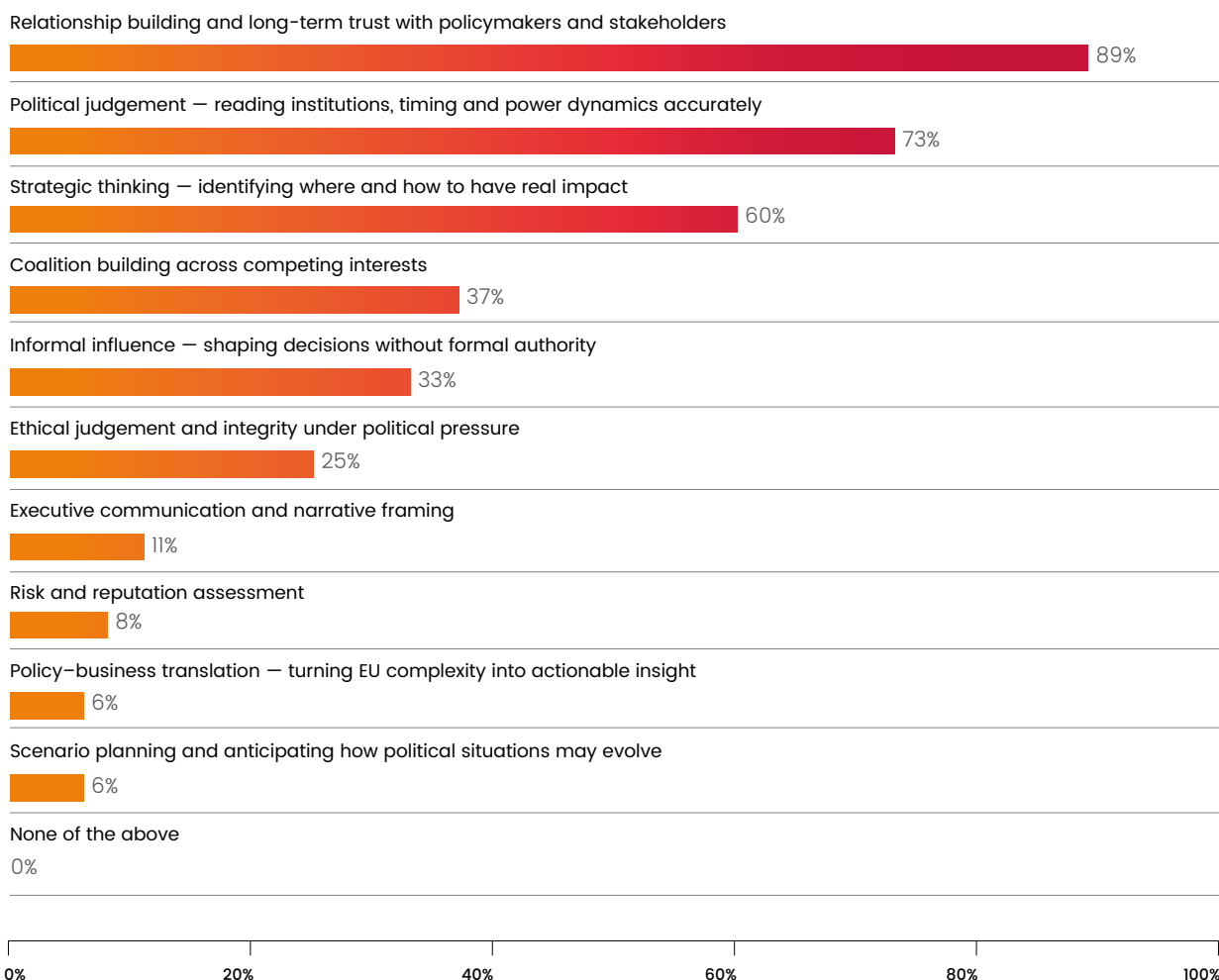
Emotional Stability

High

Composure under pressure & political uncertainty

Note: Agreeableness is rated Moderate, not High. Trustworthiness (58%) does not equate to high agreeableness — the profession significantly undervalues constructive scepticism (15%). Extraversion is rated Low-Moderate: diplomatic assertiveness scores only 28% and the text explicitly de-emphasises networker sociability.

As AI automates routine public affairs tasks, which HUMAN ADVANTAGES will become MORE valuable in EU public affairs?



When every organisation has access to the same AI-powered monitoring, analysis, and drafting tools, competitive differentiation moves to the capabilities these tools cannot supply. The BestinBrussels 2026 Survey asked which human advantages become more valuable as AI automates execution. The results demonstrate that relationship-building and long-term trust (89%), political judgement (73%), and strategic thinking (60%) are the capabilities practitioners themselves identify as becoming more valuable – not less – in an AI-assisted profession.

Key human public affairs tasks

- 1. Relationship building and long-term trust**
Authentic relationships with the right people at the right level. The one input AI cannot generate on demand.
- 2. Political judgement**
Reading institutions, timing, and power dynamics. When AI handles information, judgement becomes more important.
- 3. Strategic thinking**
Identifying where and how to have real impact. AI generates options; strategy determines which matter.
- 4. Coalition building**
Assembling alliances across actors with competing interests – requiring interpersonal authority, patience, and trust under pressure.
- 5. Backstage influence**
Shaping decisions without formal authority. As visible outputs are automated, invisible influence becomes the differentiator.
- 6. Ethical judgement & integrity**
Maintaining the trustworthiness Brussels relationships depend on – including in how AI tools are used. AI-driven output and associated risks increase the importance of human ethical judgement.
- 7. Policy-business translation**
Turning EU complexity into actionable strategic insight. The meta-skill that justifies the public affairs function's seat at the table.
- 8. Scenario planning & foresight**
Anticipating how political situations may evolve. AI models; humans judge plausibility and strategic readiness.

AI v Humans – Automation, Augmentation & Replacement

AI Automation

The 2026 BestinBrussels survey suggests the profession is entering a genuinely new phase. For years, public affairs success in Brussels was associated with three things: technical expertise, institutional knowledge and the strength of one's network. Those factors remain important but the central finding is not about any single skill. It is about a shift in where value is created.

Which EU public affairs tasks are most likely to be significantly transformed or automated by AI over the next 5 years?

Best in Brussels.eu
Top EU Public Affairs Consultancies & Law Firms

Policy and legislative monitoring



Background research and briefing preparation



Summarising and extracting key insights from large volumes of documents



First-draft writing of standard documents and position papers



Translation and multilingual adaptation of materials



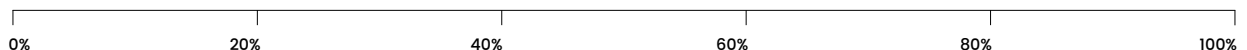
Meeting notes, summaries and follow-up actions



Data compilation, reporting and dashboard preparation



Stakeholder mapping and contact database management



Twenty years ago, competitive advantage in Brussels came from obtaining information others did not have. Ten years ago, it came from processing information faster than others could. Today, information has become abundant. AI is democratising many of the technical capabilities that once differentiated public affairs professionals, and competitive advantage is moving decisively toward application of expertise, trust and judgement.

The BestinBrussels survey captures that shift in data. Nearly nine in ten respondents (89%) said relationship-building will become more valuable

as AI automates routine tasks. Three-quarters (76%) identified strategic thinking as the most important cognitive skill for future success. Nearly three in four (73%) said political judgement will become more, not less, important. These are the profession's own assessment of where advantage is moving.

This report presents a unified model of how skills, personality and influence interact in modern EU public affairs. The central thesis is simple: the future of the profession belongs to those who can convert AI and abundant information into trusted judgement.

The BestinBrussels 2026 Survey is unambiguous about which public affairs tasks AI is already transforming. Three zones of exposure distinguish tasks already being substantially affected from those where AI's contribution remains limited. Practitioners are consistent about where transformation is happening – AI is strongest where tasks involve structured data, predictable formats, and volume processing. It is weakest where tasks require institutional proximity, earned trust, and the reading of political situations that no amount of data processing can substitute for.

Task	AI Exposure	Why It Matters
Policy & legislative monitoring	High – already transformed	Structured data, clear output; AI platforms now standard
Research & briefing preparation	High – substantially automated	Information retrieval at scale; contextual framing still human
Summarising large document volumes	High – speed and scale	Volume processing; synthesis into strategic insight remains human
First-draft writing	High – major productivity shift	Well-documented formats; precision and judgement remain human
Translation & adaptation	High – largely automated	Strong AI performance on structured language tasks
Meeting notes & follow-up	High – well embedded	Structured audio; predictable output format
Data compilation & impact analysis	Moderate – AI assists	Pattern recognition strong; contextual assessment human
Stakeholder mapping & databases	Moderate – mechanics automated	Identification and graphing automatable; human relationship judgement is not
Scenario planning & analysis	Moderate – AI generates options	Highly valuable and increasingly so as volatility makes past cycles a less reliable guide.
Political judgement & timing	Low – experiential	Depends on institutional proximity and pattern recognition
Relationship building & trust	Low – AI assists indirectly	AI cannot substitute for authentic credibility
Coalition building & consensus	Low – interpersonal authority	Competing interests, patience, and trust under pressure
Backstage influence	Low – entirely contextual	Depends on relationships no tool can access
Policy-business translation	Low – the leadership differentiator	Contextual strategic judgement for specific organisations

AI Augmentation

In Magnifica Humanitas, Pope Leo XIV argued that technology must serve humanity rather than replace it, and that “technology is never neutral – it takes on the characteristics of those who devise, finance, regulate and use it.” The encyclical’s core claim, that AI increases rather than diminishes the importance of human responsibility and judgement, is the same conclusion the BestinBrussels survey reaches from a very different starting point!

AI leaders have argued that entry-level knowledge work is among the categories most exposed to automation. Whether or not specific forecasts prove accurate, the BestinBrussels survey points in the

same direction: 75% of respondents expect policy and legislative monitoring to be significantly automated within five years, and 50% believe junior roles are most at risk from displacement. The production layer of the profession is very exposed, and the profession knows it. The BestinBrussels 2026 Survey suggests that the future competitive advantage of EU public affairs professionals lies less in acquiring information than in interpreting it. The most valuable practitioners of the next decade will not be those who resist AI or those who merely use it efficiently. They will be those who integrate it into AI-augmented judgement.

The most important conceptual evolution in understanding AI’s impact on public affairs is moving beyond a simple human-versus-AI binary relationship. The reality is a three-tier structure: some tasks are primarily human-led, where AI contributes indirectly but cannot substitute for the judgement at their core; some are genuine AI-augmented collaborations, where neither the practitioner nor the tool achieves what both do together; and some are AI-led workflows, where the human role shifts to direction, quality control, and strategic interpretation.

The BestinBrussels Influence Model below summarizes these concepts.

The BestinBrussels Influence Model

AI is democratising intelligence. It is not democratising influence.

AI Automates

- Policy monitoring
- Research & briefing
- Drafting
- Summarisation
- Translation & reporting

75% expect monitoring automated within 5 years

AI Augments

- Strategic analysis
- Scenario planning
- Stakeholder intelligence
- Argument construction
- Policy–business translation

Human + AI together produces superior outcomes

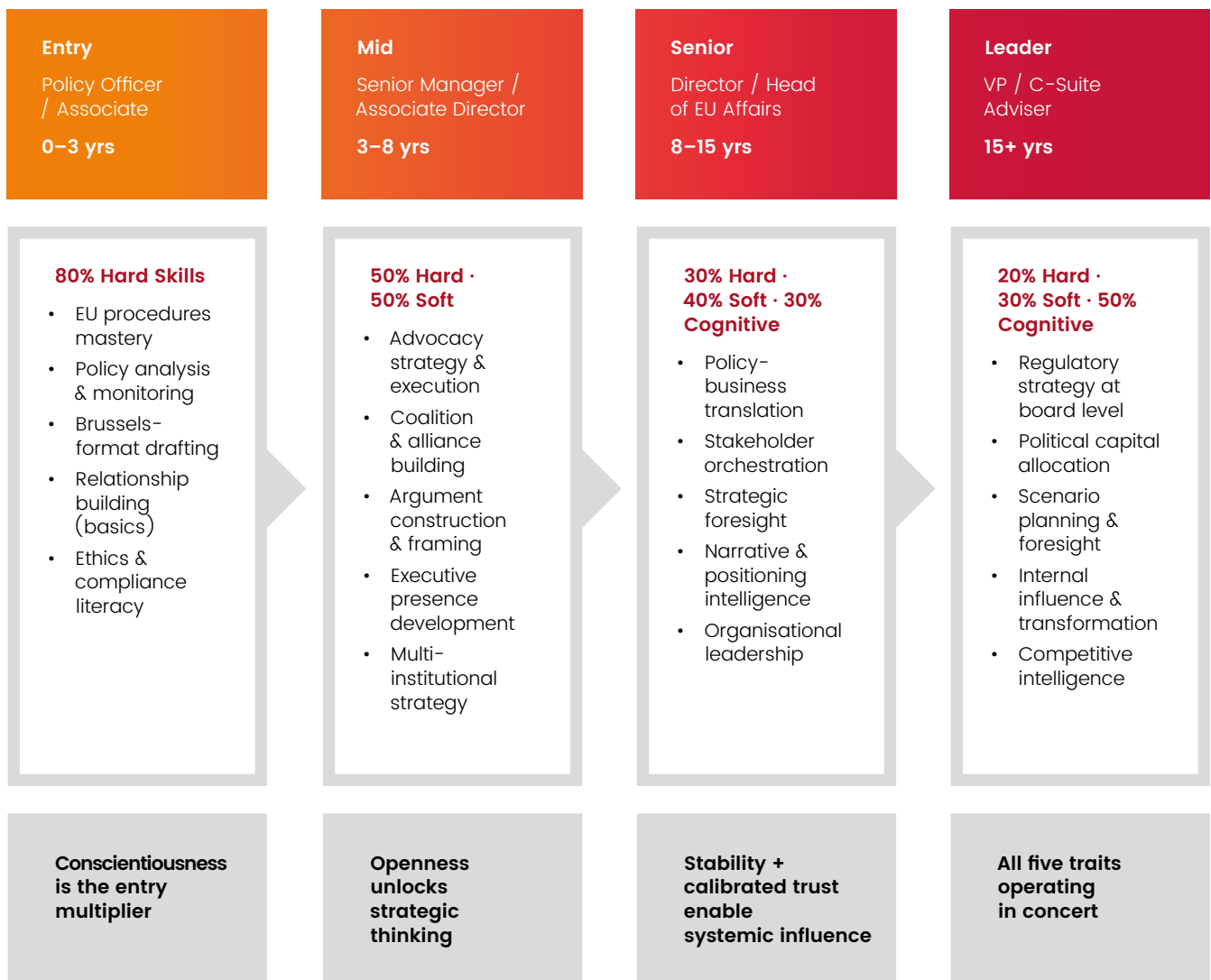
Humans Differentiate

- Trust
- Political judgement
- Coalition building
- Backstage influence
- Strategic leadership

89% say trust becomes more valuable under AI

The profession’s competitive advantage is not access to better information. It is the ability to convert information into influence — **and that conversion remains irreducibly human.**

Career Progression Through The Pyramid



The separation that matters is not between practitioners who use AI and those who do not. That gap is already closing. The separation that will define the next generation of elite EU public affairs practitioners is between those who use AI to accelerate output at the same level of thinking – and those who use it to operate at a qualitatively higher level of judgement. AI-augmented judgement is a capability: human political intelligence operating at its best, with sophisticated AI-enhanced intelligence as its instrument. The influence pyramid does not change. What changes is what the apex demands.

This model maps skills to career stages, not the reverse. Excellent judgement is not a function of seniority – it is developed through experience, reflection, and deliberate exposure. Some junior practitioners already possess the political instincts that some senior practitioners have never developed.

AI Replacement Theory

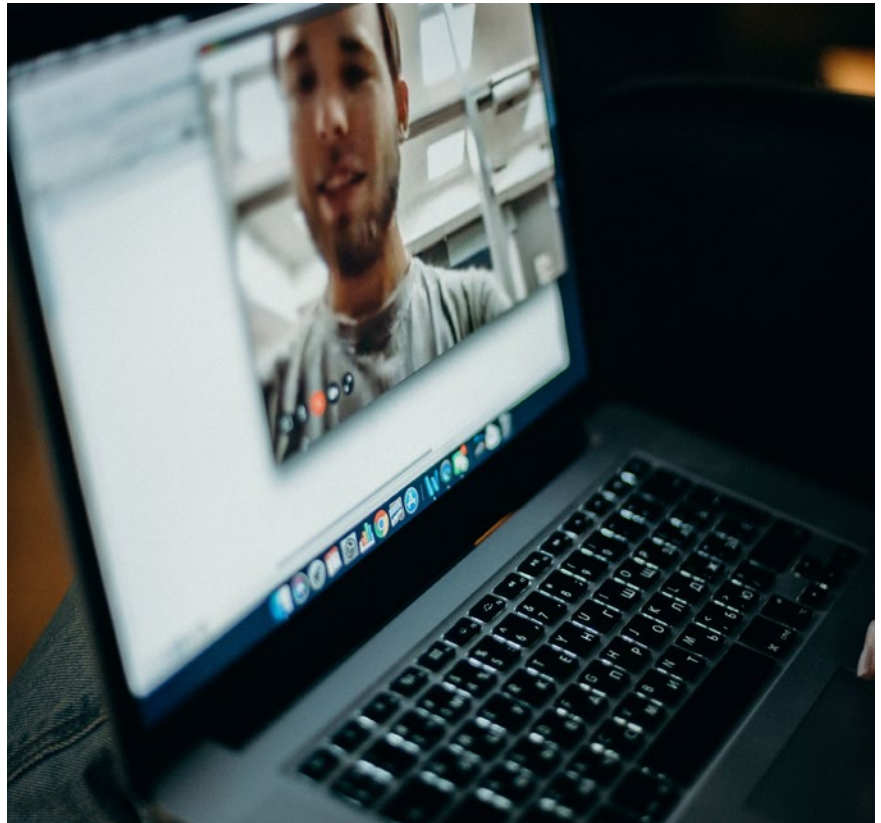
At the World Economic Forum Annual Meeting in Davos in January 2026, Anthropic CEO Dario Amodei reiterated his earlier warning that AI could “wipe out half of all entry-level white-collar jobs” within one to five years, saying that the first signs were already becoming visible in software and coding roles.

However, as with all technology revolutions before there will be winners and losers. According to the World Economic Forum’s Future of Jobs Report, 92 million jobs are expected to be displaced globally by 2030, while 170 million new roles are projected to be created, resulting in a net gain of 78 million jobs.

Globally many professional services sectors are already hit with job losses, notably in accountancy, creative industries such as advertising and some legal roles. Closer to public affairs, communications jobs and tasks are also threatened by AI. According to Boston Consulting Group’s report, “The GenAI Transformation of the Communications Function”, more than 80% of corporate affairs and communications work is amenable to AI augmentation or automation.

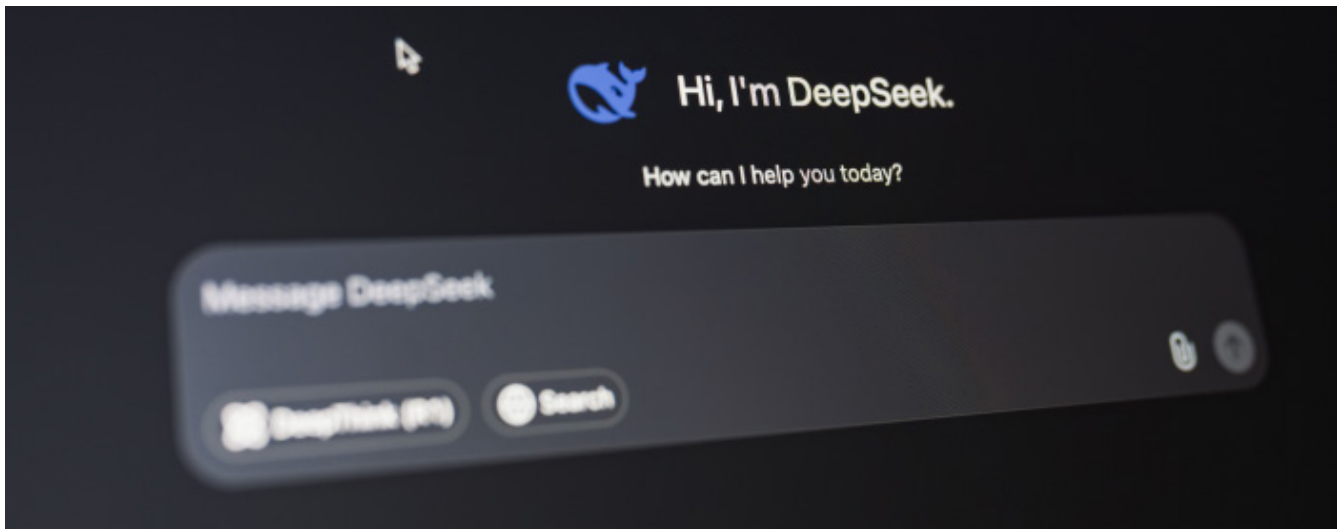
Clearly some Brussels professions are in the firing line with interpreters and translators at the top of the list. However, the EU public affairs profession is not expecting anything so catastrophic.

AI is not yet producing mass unemployment in public affairs consultancies or inhouse teams, but it is already reshaping how the profession is staffed, valued and organised. The most important effects are not yet visible in headline employment numbers. They are emerging more subtly – in recruitment patterns, the redesign of junior roles, and the growing automation of routine analytical work that historically formed the base of the public affairs professional-services pyramid. The profession is not afraid of disappearing, but it is worried about who gets left behind.



“Economists’ prediction that work will stay plentiful is less reassuring than it looks, especially over a long horizon. Though the market will find uses for human labour even as models and robots become more capable, the quality of those jobs and the wages they pay are not guaranteed Eventually humans could, like horses in the age of the car, become uneconomical. Income may go mostly or entirely to owners of capital, who then go on to spend it on things that are made by AI and robots using natural resources that they monopolise.”

Prepare for an AI jobs apocalypse – The Economist May 2026



Do you think AI will reduce the number of public affairs jobs in the next 5 years?

Best in Brussels.eu
Top EU Public Affairs Consultancies & Law Firms

Somewhat – junior roles will be most at risk



No – AI will complement rather than replace professionals



Yes – significantly fewer roles will be needed



AI will change skill requirements more than job numbers



AI will create new types of roles in public affairs



Unsure



One half of respondents expect junior roles to be most at risk. Only one in seven expects significantly fewer roles overall. The data does not support alarm – but it does support serious concern about something more structural than headcount.

The findings point directly to a professional development challenge we identified in this report earlier: if the tasks most at risk are also those that have historically trained junior practitioners – monitoring, first-draft writing, research, summarising – the apprenticeship model that builds political literacy and judgement over time is being compressed.

Two further findings sharpen the picture. The complementarity view – that AI will augment rather than displace professionals – is held by only 18% of respondents, a notably small minority for what is often the default reassurance offered in technology adoption debates. And the “AI creates new roles” response barely registers at all. In most technology cycles, the job creation argument is prominent. Here it is almost absent – suggesting either a profession that sees itself as more exposed than it typically acknowledges publicly, or a genuine assessment that public affairs does not have an obvious set of new AI-enabled roles waiting to emerge.

Importantly, AI is automating the tasks through which political judgement is learned. That is one of the most underappreciated consequences of AI adoption in EU public affairs. Monitoring teaches practitioners to read legislative signals. First-draft writing teaches them to argue inside Brussels conventions. Research teaches them which sources matter and why. These are not merely tasks – they are the situations in which judgement is formed. How does someone learn political judgement if the work that develops it has been automated?

Recent academic research confirms that when entry-level automation improves, novices are reallocated away from experts, weakening the intergenerational diffusion of tacit knowledge and imposing long-term costs on organisational capability that are not visible in short-term productivity gains. The problem is not only that junior tasks are automated, but that the situations in which judgement is learned become less frequent unless deliberately designed differently. Over time, this loss of skill transmission can significantly reduce long-run annual growth rates for consultancies or capability of inhouse teams in trade associations and companies. Managing the next generation's development is the public affairs profession's most profound HR question.

Yet Brussels public affairs may ultimately prove more resilient than many if not all other professional-services sectors. Unlike routine legal or administrative work, as our survey confirms, EU public affairs is deeply relational and institutionally complex. Influence in Brussels depends not simply on information, but on credibility, networks, political judgement and trust accumulated over years within and around the European institutions.

AI can already help firms monitor amendments in the European Parliament, analyse consultation responses, map stakeholders, anticipate regulatory trends and synthesise legislative developments across multiple languages at enormous speed. But it cannot replicate the informal human architecture that defines Brussels policymaking: the relationships between Commission officials, parliamentary advisers, national attachés, trade associations, NGOs and corporate representatives that shape outcomes long before formal decisions are published.

Indeed, Brussels may emerge not only as a place adapting to AI disruption, but as one of the global centres governing it. The EU AI Act has positioned the European Union at the forefront of international AI regulation, creating growing demand for lawyers, policy specialists and advisers capable of translating highly technical AI systems into legal, political and regulatory language. This is likely to increase the value of hybrid expertise – professionals who understand both technology and European policymaking – rather than simply reduce overall headcount.

“We found that the vast majority of skills are shared-meaning skills that AI agents and robots can bring to the workplace but that human workers also use. This is a source of uneasiness because it means we must use AI to “super skill” ourselves. We can’t stay at that same base level on each skill and expect to add a lot of value. We need to enable everyone in the workforce to work with AI and get better at those skills. It’s a massive opportunity, but also a responsibility, to upskill people to use AI and be better at what they do. The research shows that, based on currently proven technologies and capabilities, more than half of current work hours could be automated. But we shouldn’t lose sight of the fact that human beings are vital. Almost half of that work is beyond the capabilities of today’s technology. A lot of this work is cognitive, social, emotional, and interpersonal-and some of it is physical.”

The rise of the human-AI workforce, The McKinsey Podcast April 2026

“What separates “future-built” companies? They realize that value doesn’t just come from the technology but from how they empower their people to capitalize on it. In BCG’s case work involving hundreds of companies, about 10% of value from AI comes from the algorithms themselves and another 20% comes from the technology required to implement them. The remaining 70% comes from rethinking the people component. Our analysis shows that future-built companies plan to upskill more than 50% of employees on AI-compared with 20% for laggards-and they are putting the organizational resources in place to support those goals. Not only that, they are four times more likely to have structured AI-learning programs and to carve out protected time for employees to learn.”

AI Transformation Is a Workforce Transformation, Boston Consulting Group, February 2026

Conclusion: The Future Belongs to the AI-Augmented Professional

The findings of the BestinBrussels 2026 Survey point towards a clear conclusion. Artificial intelligence is not replacing the public affairs profession. It is redefining where value is created within it.

Across almost every section of this report, respondents describe the same pattern. AI is transforming monitoring, research, drafting, summarisation and information management. These are precisely the activities that have traditionally occupied the lower layers of the public affairs value chain. Yet when practitioners were asked which capabilities will become more valuable in an AI-assisted future, their answers were overwhelmingly human: relationship building and long-term trust (89%), political judgement (73%) and strategic thinking (60%).

This is not a contradiction. It is the central insight of the research.

For decades, competitive advantage in Brussels often came from access to information, the ability to process legislative complexity and the capacity to monitor developments more effectively than competitors. AI is rapidly democratising those capabilities. Information is becoming cheaper, faster and more widely available. The premium is shifting towards the capabilities that information alone cannot provide: judgement, trust, influence and strategic interpretation.

For individual practitioners, the implication is clear. Technical competence remains essential, but it is no longer sufficient. Career development must increasingly focus on the skills that sit higher in our Pyramid of Influence: relationship building, political judgement, coalition-building, policy-business translation and strategic thinking. The most successful professionals will not be those who compete with AI. They will be those who use AI to amplify uniquely human capabilities.

For organisations, the challenge is equally significant. The competitive advantage of the future will not come primarily from access to better tools. Most organisations will have access to broadly similar technologies. Advantage will come from how effectively those technologies are integrated into workflows, governance structures, decision-making processes and talent development. AI strategy is therefore becoming a people strategy.

The profession also faces a more profound question. Many of the tasks being automated are the same tasks through which generations of Brussels professionals learned their craft. Monitoring legislation, preparing briefings, conducting research and drafting initial documents have historically served as the apprenticeship system through which political judgement was developed. If AI absorbs those activities, organisations will need to create new pathways through which younger professionals can acquire experience, judgement and institutional understanding. The firms, associations and companies that solve this challenge first are likely to enjoy a significant long-term advantage.

The ultimate lesson of the survey is therefore optimistic. The future of public affairs remains human. But it will be a different kind of human value. As artificial intelligence becomes increasingly capable, the qualities that define exceptional public affairs professionals become clearer rather than less important: trustworthiness, judgement, curiosity, adaptability, strategic thinking and the ability to build relationships that endure over time.

The future belongs neither to AI alone nor to professionals who ignore it. It belongs to the AI-augmented practitioner: the individual who combines technological capability with trusted human judgement to convert information into influence and influence into outcomes.

BestinBrussels 2026 Award for Best EU Public Affairs Campaign

The BestinBrussels Awards have become a regular fixture in the Brussels calendar each June.

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.

In 2025 the Winner was European Aluminium's Campaign to "Ban Russian Aluminium" which was shortlisted along with ACEA's #FutureDriven campaign, the "European Oceans Pact" campaign by the Oceano Azul Foundation (OAF) and Europe Jacques Delors (EJD) and the IRU – International Road Transport Union "Safe Young Drivers" campaign.

In 2026 the Award again celebrated the best public affairs campaigns in Brussels. Each application was considered by the BestinBrussels Judging Panel comprised of Marco Baldoli (Vice-President of SEAP), Matti Van Hecke (EPACA), and Christophe Lecureuil (Executive Director of ECPA). Natalia Kurop (Co-Author of BestinBrussels & Managing Partner, Dober Partners) acted as Adjudicator and Organiser of the Award.

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 2026/27 Guide which took place in Brussels on 25 June.



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Winner Detergents Europe “Hands Up For Ethanol” Campaign

In autumn 2025, Europe's hand sanitiser industry faced an existential regulatory threat. The European Chemicals Agency was widely expected to adopt an opinion reclassifying ethanol – the key active ingredient in hand disinfectants used daily across Europe's hospitals, food supply chains and homes – as carcinogenic or reprotoxic Category 1A, based on data drawn from voluntary oral alcohol consumption rather than real-world dermal or inhalation exposure from biocidal products. The consequences would have been severe: a ban on general public use and severe restrictions on professional use of ethanol-based biocidal products.

Detergents Europe, the European trade association for the soaps, detergents and maintenance products industry, working with advocacy partner Fourtold, launched “Hands Up For Ethanol” in October 2025: a branded, pan-European public affairs campaign combining scientific rigour with broad coalition mobilisation. The campaign rapidly

gathered 1,202 signatories to a Joint Statement uniting representatives from over 20 sectors across all 27 EU Member States. It secured coverage in the Financial Times, Reuters, Euractiv and Euronews, achieved 124,839 LinkedIn impressions and 19,737 campaign webpage views, and prompted a written question co-signed by 27 cross-party MEPs as well as a Motion for Resolution. The ENVI Committee scrutinised the issue, and Commissioner Várhelyi publicly confirmed support for ECHA's eventual adopted opinion.

The campaign's decisive impact came at the November 2025 Biocidal Products Committee meeting, where – following campaign-generated pressure and visibility – Member States failed to reach consensus on the reclassification, postponing the decision and creating the essential time for the campaign's scientific and socio-economic arguments to be fully heard. In February 2026, the BPC adopted its opinion reapproving ethanol as an active substance for hand and general

disinfectants without proposing a new carcinogenic or reprotoxic classification – and crucially, the BPC's public reasoning explicitly reflected the campaign's central proposition: that evidence from voluntary oral alcohol consumption was not an appropriate basis for decisions on biocidal uses.

As Detergents Europe and their consultancy Fourtold note in their submission: “The campaign set a precedent for proportionate EU decision-making: essential products should be assessed on the basis of real-world exposure and use, not inappropriate hazard data from unrelated contexts. By helping to move regulators towards a more reasonable ECHA opinion and preventing a damaging outcome, the Hands Up For Ethanol campaign protected public health, defended science-based regulation and demonstrated what a well-planned, well executed EU public affairs campaign can achieve.”

Shortlisted

The Shortlisted "Best EU Public Affairs Campaigns" in 2026 are in alphabetical order:

Allied for Startups – "Should I Stay or Should I Go?" Campaign

Allied for Startups, supported by EU-INC, launched a creative and multi-channel campaign to advocate for the most ambitious version of the EU "28th regime" (EU Inc), designed to make it easier for founders to start, scale and operate seamlessly across the Single Market. The campaign borrowed its name – and its emotional directness – from a question that too many European founders were already asking themselves.

Delivered through a dedicated landing page, a high-profile policy summit featuring Startup Commissioner Ekaterina Zaharieva, a targeted billboard campaign in Brussels' EU Quarter, printed materials distributed across Europe, video testimonials from ecosystem leaders including the CEO of Delivery Hero, and a coordinated LinkedIn campaign amplified by AFS members and partners, the initiative placed the fragmentation challenge facing European startups firmly on the political agenda. The campaign's impact is now visible in the European Commission's EU Inc proposal – which takes the form of a regulation rather than a directive, ensuring direct and uniform application across Member States – and the European Commission explicitly referenced the "Should I Stay or Should I Go" campaign in its EU Inc factsheet.

European Society of Gynaecological Oncology (ESGO) – "Closing the Gap in Women's Health" Campaign

Over 520,000 women in Europe are diagnosed with a gynaecological cancer each year, yet survival rates vary by up to 20 percentage points between Member States – a gap driven not by science, but by geography. ESGO, partnering with Incisive Health, identified a unique policy window at the start of the new institutional mandate and launched a 12-month, evidence-based advocacy campaign to position a concrete and scalable solution: an EU-wide ecosystem of Centres of Excellence for gynaecological oncology.

The campaign rested on three pillars – a landmark 17-page Position Paper, precisely targeted institutional engagement with the European Parliament's SANT Committee, DG JUST, DG SANTE and DG RTD, and the activation of a high-credibility coalition spanning gynaecological societies, cancer organisations, patient networks, research centres and policy institutes. The campaign's sequencing was deliberate: relationships and credibility were established within the Parliament before the Position Paper was published, allowing the evidence to land in a receptive political environment. The SANT Committee Exchange of Views in May 2025 produced a formal record of cross-party endorsement of ESGO's core asks, including Centres of Excellence and stronger EU coordination. DG JUST subsequently confirmed alignment between ESGO's proposals and the incoming Gender Equality Strategy 2026–2030. ESGO's volunteer-based, non-commercial model, with no pharmaceutical industry influence on guidelines, gave the campaign exceptional credibility throughout.

WindEurope – "Where Do Turbines Go When They Stop Spinning?" Campaign

Images of decommissioned wind turbine blades lying in fields and landfills had become a recurring feature of online disinformation campaigns against wind energy, threatening to undermine public trust in the energy transition. WindEurope responded with a proactive circularity campaign that turned a reputational vulnerability into a story of European industrial innovation.

Through short-form video content produced for LinkedIn and Instagram, site visits to facilities including a blade recycling factory in Navarra and an innovative repurposing facility in the Netherlands, and multimedia storytelling around projects such as the Vattenfall nacelle converted into a tiny house, the campaign shifted the narrative from "wind turbine landfilling" to "European circular economy leadership." The campaign achieved over 110,400 LinkedIn impressions in its first two weeks, a 9% average engagement rate, and generated over 15 media articles spanning energy, circular economy and local press. It also directly supported WindEurope's advocacy objective: demonstrating to EU policymakers that Europe is developing the recycling capacity and technologies needed to handle increasing blade waste volumes, building the case for enshrining the voluntary industry landfill ban commitment into EU law.

Honourable Mentions

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

The "Best EU Public Affairs Campaign" 2026 Honourable Mentions (in alphabetical order) are:

Cement Europe

European Shipowners | ECSA

Electrification Alliance

EU Salt

The European Federation of Corrugated Board Manufacturers (FEFCO)

HLM4RARE, the Health Leadership Mission for Rare Disease

IRU the world road transport organisation

Pensions Europe

Sea Europe

World Green Infrastructure Network (WGIN)

The Public Affairs Skills Agenda

What To Do About It

Most Public Affairs teams are already using AI. Most of them are not yet ready for what it is multiplying.

Mark Dober set out the skills framework previously in this Guide i.e. what AI automates, what it amplifies, and what it makes structurally more valuable. In Michelle O'Neill's next article in this Guide she describes the practitioner's reality — embrace the tools, protect the craft, spend the freed up time where it matters most. I now want to look at what you should be doing to engage in this process and make sure that your team is on track in the AI transformation. It is a concrete set of actions on specifically what PA leaders and teams need to do now.

The starting point is a formula.

Future Public Affairs = AI × (Data + Process + Structure + Expertise)

AI is the multiplier. It does not in itself create value — it amplifies what is already there and what you give to it (and how you train it over time). Apply it to strong data assets, documented processes, shared structures, and deep expertise, and it compounds your advantage. Apply it to weak foundations, and it accelerates your weaknesses.

The uncomfortable truth for most PA teams is that the equation has already started running. Teams are experimenting with AI and looking at different tools — when they should start by looking a little closer to home first. The question is not whether to engage with AI — it is what you are currently building that is worth multiplying. For most teams, the honest answer is: not enough. Yet. Simply put do you have a robust Public Affairs operating system and the data and templates to back this up?

What follows is the ten-item checklist for getting there — in (rough) priority order.

1. Have the conversation upward — now

This is where the checklist starts, because nothing else on it is fully within your control without it. The transformation of the PA function is structural, not operational. It requires investment in skills, data infrastructure, process documentation, and training. None of that happens without leadership understanding what is at stake — be that your Board or your C-Suite. You need them to see the transformation and buy-in to what it will do.

The conversation here is not about AI tools. It is about the function-team you are building: one that delivers judgement, strategic translation, and institutional intelligence at a level that AI cannot replicate — but that uses AI to make the production layer more efficient in order to free capacity for exactly that. Frame it as what PA can become, not what technology is doing to it. Make the case for investment now, before the gap between your function and best practice becomes a competitive liability.

2. Stop and audit against the equation

Before you build anything, you need an honest picture of where you are. Map your team's skills against the PA skills pyramid. Audit your current AI adoption — not aspirationally, but as it actually is. Is it systematic or individual? Is it in the right places? Then assess your foundations: do you have documented processes for core PA tasks? Shared templates? A structured approach to data?

In most teams, this audit surfaces two things: more investment in the production tier than expected, and a larger gap in the cognitive and relational tier than acknowledged. That is the gap the equation is currently running on.

3. Build a clear team project

Treat this transformation as a managed programme of work, not a collection of individual experiments. Assign ownership. Set milestones. Define what success looks like at six months and twelve. The teams that make this transition effectively are not the ones that talk about AI most — they are the ones that treat the work of building their foundations with the same rigour they apply to their PA programmes. If it is not a project with accountable leadership, it will not happen.

4. Develop an AI for PA policy

Your team needs a clear, shared position on how AI is used in your PA work: what is permitted, how AI-assisted outputs are owned and reviewed, and what quality standards apply. This is not a bureaucratic exercise. It is the governance layer that makes systematic adoption possible — and that protects the function when outputs go into the world carrying your name and your organisation's credibility. Build it collaboratively, so it reflects how your team actually works.

5. Identify your priority use-cases and work through them

Not all AI applications are equal. Map where AI fits your actual PA workflow — monitoring, briefing, consultation responses, stakeholder research, impact analysis — and prioritise based on where the productivity gain is largest and the quality risk is lowest. Then run workflow workshops: structured sessions that work through what adopting a use-case actually means in practice. What changes in the process? Who checks the output? What does the human contribution look like? Workshops move adoption from personal experimentation to team practice — and it is the bridge to building your agents and projects that bring everything to life.

6. Build your data infrastructure

Data is the most neglected input in the equation, I would say, and the one with the highest long-term return. What AI can do with strong, structured, shared data assets — stakeholder intelligence, institutional knowledge, monitoring outputs, lessons from past engagements — is qualitatively different from what it can do with scattered individual files. And if you are able to connect your internal association or company data then you are potentially sitting on a gold mine to exploit.

Build shared data infrastructure deliberately: decide what gets captured, how it is stored, and who contributes to it. This is the asset that compounds. When people leave, it stays. When people join, they inherit it. Individual data habits do not survive team turnover but shared infrastructure does.

“The most neglected input in the equation is also the one with the highest long-term return.”

7. Refine or build your PA Operating System

Documented processes, shared templates, and structured frameworks are the foundations AI runs on. The Structured PA approach — mapping the full workflow of the function from internal alignment through to evaluation — provides the architecture. Your task is to build the team's own version of this: process documentation for your core PA tasks, templates for your standard outputs, and a shared way of working that makes best practice the default. This is your PA Operating System — a critical part of what your AI will work with and the thing that will differentiate you from others.

This is the structure input in the equation. Without it, AI produces output faster — but it does not produce better PA.

8. Assess your PA skills and develop training

Map your team against the PA skills hierarchy. Identify where the gaps are, and be honest about which skills are compressing in value and which are appreciating. Look at this against your AI project and how things are changing. Then build a development plan that invests deliberately upward — toward the cognitive and relational tier where competitive advantage now sits.

This means not just identifying training needs, but designing a development architecture that builds the capabilities AI cannot replicate: political judgement, strategic translation, coalition building, institutional credibility. These do not develop by accident. They require deliberate investment. There is a particular need to do this for junior hires whose work is the most compressed (how to build the cognitive and relational skills with them) and also for mid-level professionals (who will be managing AI agents and projects as much as they will people).

9. Redirect freed capacity as a conscious decision

When AI frees time — and used well, it will — that time needs to go somewhere deliberate. For senior practitioners, the answer is clear: toward the judgement-layer work that defines the function's value. Toward relationship building, strategic thinking, and the political reading that no tool can replicate.

For junior practitioners, the question is more complex. The tasks that AI is compressing are precisely those that have historically developed junior capability. If drafting, monitoring, and summarising become largely automated, the next generation needs a different developmental architecture: structured mentoring, deliberate exposure to high-stakes engagements, and designed pathways to judgement-layer experience. Freed capacity is only valuable if it is directed. Build the answer before the time is absorbed.

10. Reassess your hiring profiles and future needs

The PA role is changing. The balance of skills a new hire needs today is not the same as it was three years ago. AI literacy is now a genuine baseline expectation — not the ability to use one tool, but the capacity to integrate AI into PA practice thoughtfully and critically. At the same time, the capabilities AI cannot replicate — political instinct, relational credibility, strategic judgement — deserve more weight in hiring decisions, not less. As Michelle outlines these are becoming more valuable over time.

Revisit your hiring profiles against the skills hierarchy. Think ahead: what does your team need to look like in two years? The skills pyramid is not collapsing — it is accelerating. Hire for where value is going, not where it has been.

The connection that matters

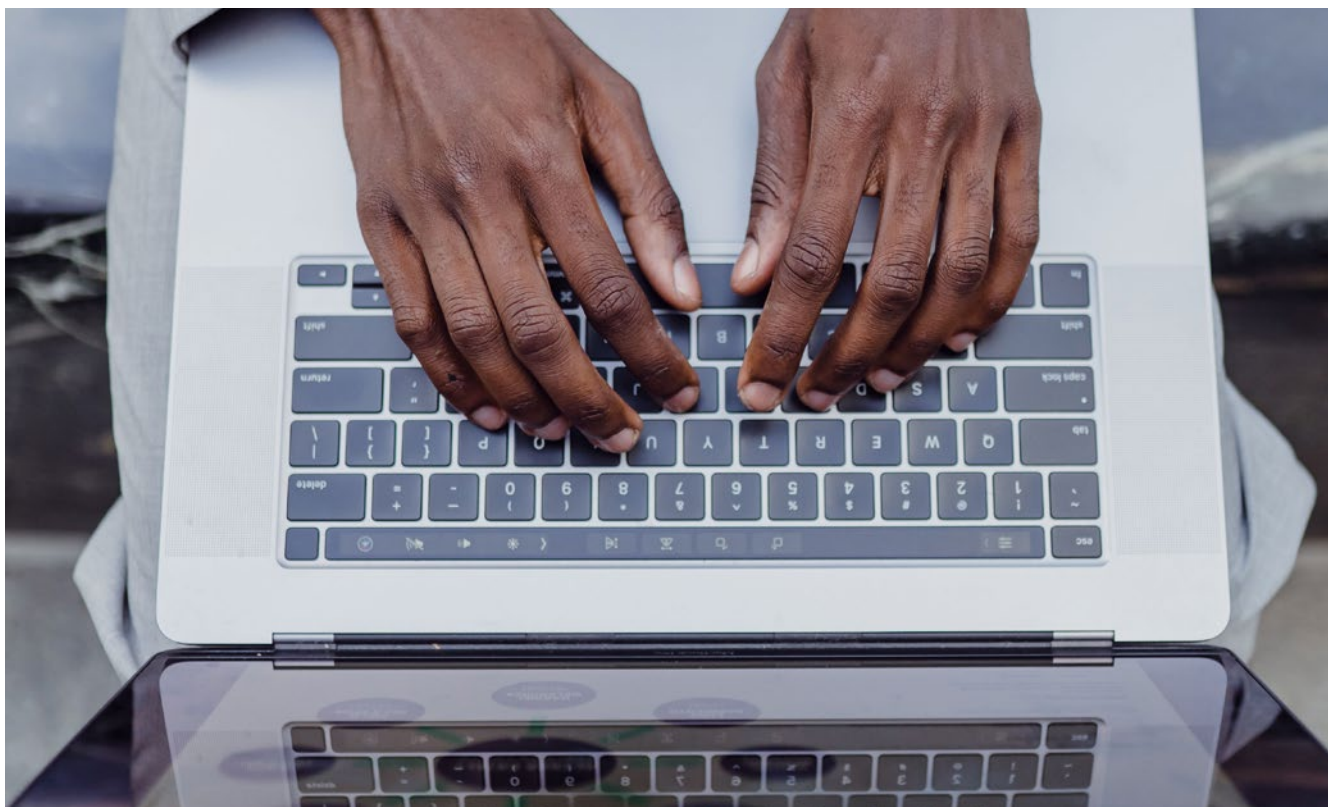
Individual actions and team actions are not parallel tracks. They are interlocked. The data infrastructure your team builds raises individual capability. The skills individuals develop feed into team knowledge. The pioneer who experiments with a new workflow only adds value if that learning gets systematised for the team.

“The competitive advantage will not go to the best-resourced functions. It will go to the ones that decide to act first, and build the foundations that are worth multiplying.”

The Public Affairs skills agenda is not waiting. Act on it now — and build something worth multiplying.



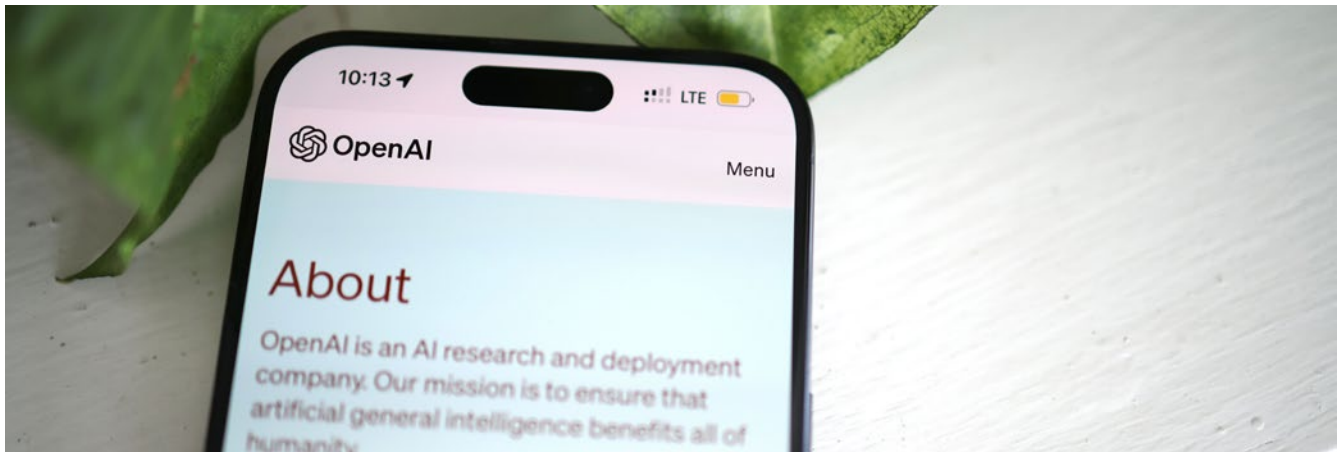
Alan Hardacre, PhD
Co-Founder, Advocacy Strategy



The PA Leader's Checklist: 10 Actions for Now

Have the conversation upward — now	Frame it as strategic investment, not tool adoption. Leadership must understand what the function is becoming.
Audit against the equation	Honest diagnosis of skills, AI adoption maturity, and the quality of your data, process, structure, and expertise foundations.
Build a clear team project	Assign ownership, set milestones, define success. If it is not a managed programme, it will not happen.
Develop an AI for PA policy	Governance, permitted uses, output ownership, and quality standards. The layer that makes systematic adoption possible.
Identify use-cases and run workflow workshops	Map where AI fits your actual PA workflow. Workshops move adoption from individual experiment to team practice.
Build your data infrastructure	Shared stakeholder intelligence, institutional knowledge, monitoring outputs. The asset that compounds — and stays when people leave.
Build your PA Operating System	Documented processes, shared templates, structured frameworks. The foundations AI will run on.
Assess skills and develop training	Map against the skills pyramid, identify gaps, and invest deliberately upward — toward judgement, strategy, and relationships.
Redirect freed capacity as a conscious decision	Seniors toward judgement and relationships. Juniors toward deliberate development that replaces the automated apprenticeship.
Reassess your hiring profiles	Hire for where value is going. AI literacy as baseline. Political judgement and relational capability weighted higher.

Public Affairs with a touch of AI



Don't write with AI. Not a word. Your words, the way you frame your thoughts, are one of your last truly individual acts. Your personality and mindset will never be more important to your success, especially in public affairs.

AI is here, it's changing the workforce, it's changing you, but not in the ways we thought even a few years ago. Over 75% of knowledge workers use AI, up from almost 0% two years ago. It'll be 99% soon. This isn't a 1% you want to be in.

AI is your opportunity, your sparring partner, becoming the person you're about to debate, providing you with the questions to challenge your assumptions. Let it try to take apart your arguments. Encourage it to provoke you, go further, improve you. You can no longer succeed by being a tireless worker bee, fine tuning minutiae to success, when everyone has a worker bee available 24/7. Many in public affairs talk about getting to the top by being an issue expert, how so few "leaders" know how to manage on a human level, as they were just good at one thing. Soft skills and mentality are now your crucial assets.

We have almost left the knowledge economy behind. What comes next in public affairs is the context-decision economy. Everyone will have access to all the data and information, but who has the skill to understand how to take tasks apart, create the right framing, and build a new whole?

Internal dynamics of companies, future product launches, innovation — that is the context policymakers don't have. Adapting that to your work, and to the sensitivities, will be critical. But ultimately the main differentiator will be personal. Why?

The simplest things are transformative. Gemini can search through my emails to check if I've missed putting commitments in my calendar, pull up all my outstanding tasks, remind me of requests from my team so they have to chase me less. Claude did a serious economic analysis for me in seconds that used to take me an economist. I become more focused.

Three years from now, every meeting will be prepared and researched in almost real time. The kind of background it would have taken hours to achieve when I came to Brussels now takes seconds. My hope is it will lead to shorter briefing docs, more efficient meetings, better professionals, and more access for all parts of our civil society to public affairs. We must resist the urge for more, focus on better. A little like regulation itself.

If you need something bespoke, you can cut time and costs. I can create an entire navigable website for a campaign in minutes, take you through lengthy papers in simple, visual and accessible ways, or vibe code in minutes what would have taken an external provider days and huge budgets. I can create a model that will pull, research, analyse, turning days of expensive research into a quick document I can edit, review and check. I can pull apart the Commission impact assessment, see where they tried to cherry pick data, in just a few prompts.

When many of the skills and technical details are automated, it will leave more time for what really matters and what sets public affairs apart: the personal and interpersonal. Our personalities, our relationships, our unique insights, drawing new conclusions and links, even where sometimes there is no direct logic for AI to uncover. I fundamentally believe many of the professions and skills needed in public affairs cannot be automated, and the entire European or global political structure would crumble if we tried.

Relationships matter more than ever. I've always hired based first on personality, second on detailed experience. Skills can be learned. Your personality cannot. This is the future.

Ability matters, we need to know enough to know how to check, or we become irrelevant. We also need to know how to interpret and present information, after of course knowing what and how to ask. Eloquence, personality and linguistic clarity are the biggest skills to focus on. If you're not nice to be around, AI will make you redundant. If you're a good colleague who has EQ, you become an asset. The 2025 LinkedIn Jobs Report ranked adaptability and emotional intelligence as the most in demand skills globally for a reason.

Many people keep focusing on models, LLMs as differentiators. But anyone can access any model. The cost to access frontier models has dropped 99% since 2023. The context, the individuality you bring and how you fine tune your tools is the critical component.

Another change will be empowering smaller teams. We've already seen start-ups and very small consultancies create agents that do the job of many multiples of their staff. Suddenly, tiny teams with small budgets can have outsize impacts, with data showing small AI-native teams can be four or five times more productive.

Internally, AI can review years of work, positions, and discussions to help overcome gaps in organisational memory. Will all EU regulation soon be available through AI interfaces, where agents flag issues programmed within our organisations? Full risk analysis of 300 new pages of regulation shared within seconds? Given the EU produces so much text and often there is a tiny trap in one sentence, this will change risk analysis and reactions entirely.

If my agent can summarise my key positions, draw out the right data, and share it with your agent before we meet, hours of meeting prep condenses into minutes. This will place more onus on actual political leadership and decision making. If politicians or officials are hesitant to take decisions or choose to ignore data, it will only become more glaring. Finding faults in rationale or legal inconsistencies will get clearer, more public, and could lead to a fundamental loss of credibility in our institutions if they don't adapt.

Ultimately, AI means it's all about you. Your skills in using these new tools. Mainly your mindset, your relationships, your personal capital and brand. How you act and lead.



Daniel Friedlaender
SVP Europe, Head of Office
Computer & Communications
Industry Association

Embrace AI. Protect the Craft.

Two structural shifts are reshaping public affairs simultaneously. Geopolitics, industrial policy, sanctions, supply chain resilience, technology sovereignty and economic security have all moved closer to the centre of corporate strategy. AI is sweeping through every knowledge industry. The interesting question is what happens when these two trends converge.

Public affairs has become significantly more strategic over the last five to ten years. Senior PA leaders sit much closer to CEOs and C-suites than they did historically. They are no longer simply government relations experts, but strategic advisers shaping decisions on everything from investment, market access, reputation and long-term positioning. Public affairs leaders have more influence and this comes with greater pressure. Corporate leadership teams expect real-time strategic insight in a volatile environment. Responding with "I'll get back to you in two weeks after a vote" is not an option. Agility is a must. Having an opinion and hard recommendation is expected even when there is unpredictability and facts are missing.

Against that backdrop, AI arrives as a valuable tool at precisely the moment the function needs it most.

Where AI is working and where it isn't.

The most successful AI use cases tend to be the less glamorous ones: meeting notes, drafting briefs, consultation responses, legislative summaries, light monitoring. Real productivity is recovered. These still require human oversight to check for errors and gaps.

The AI use cases that remain less mature include stakeholder mapping, sentiment analysis, advocacy strategy, alliance-building and results tracking. AI use and adoption is concentrated in the back office

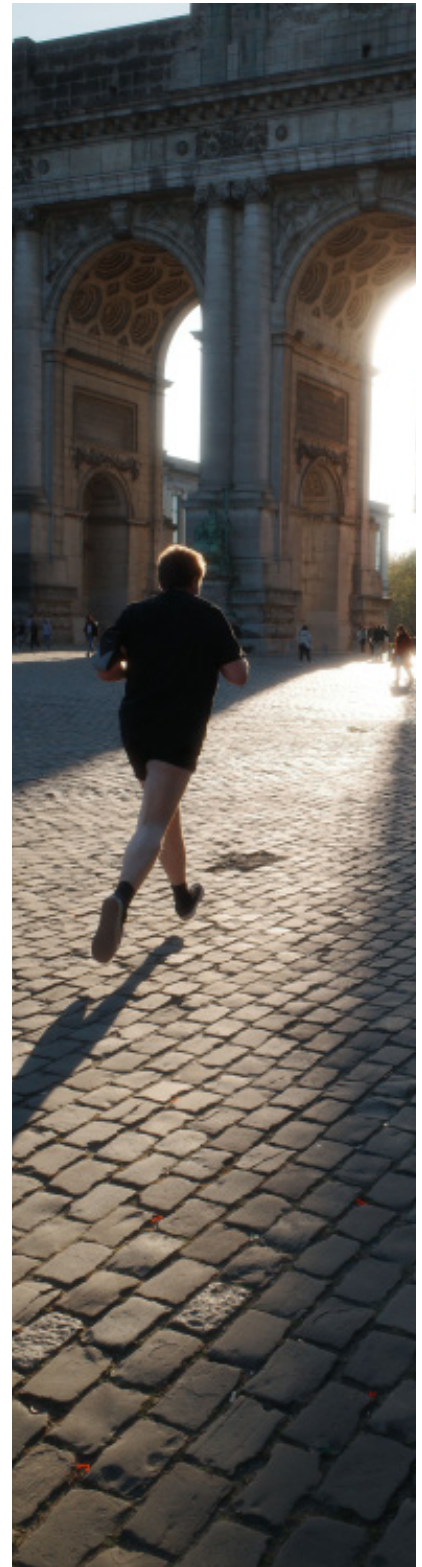
or at the front of the legislative cycle and then it falls off sharply the moment the work becomes relational or judgement-heavy. No senior practitioner I know is letting a model tell them who really matters in a Commissioner's cabinet or which country really can sway a debate.

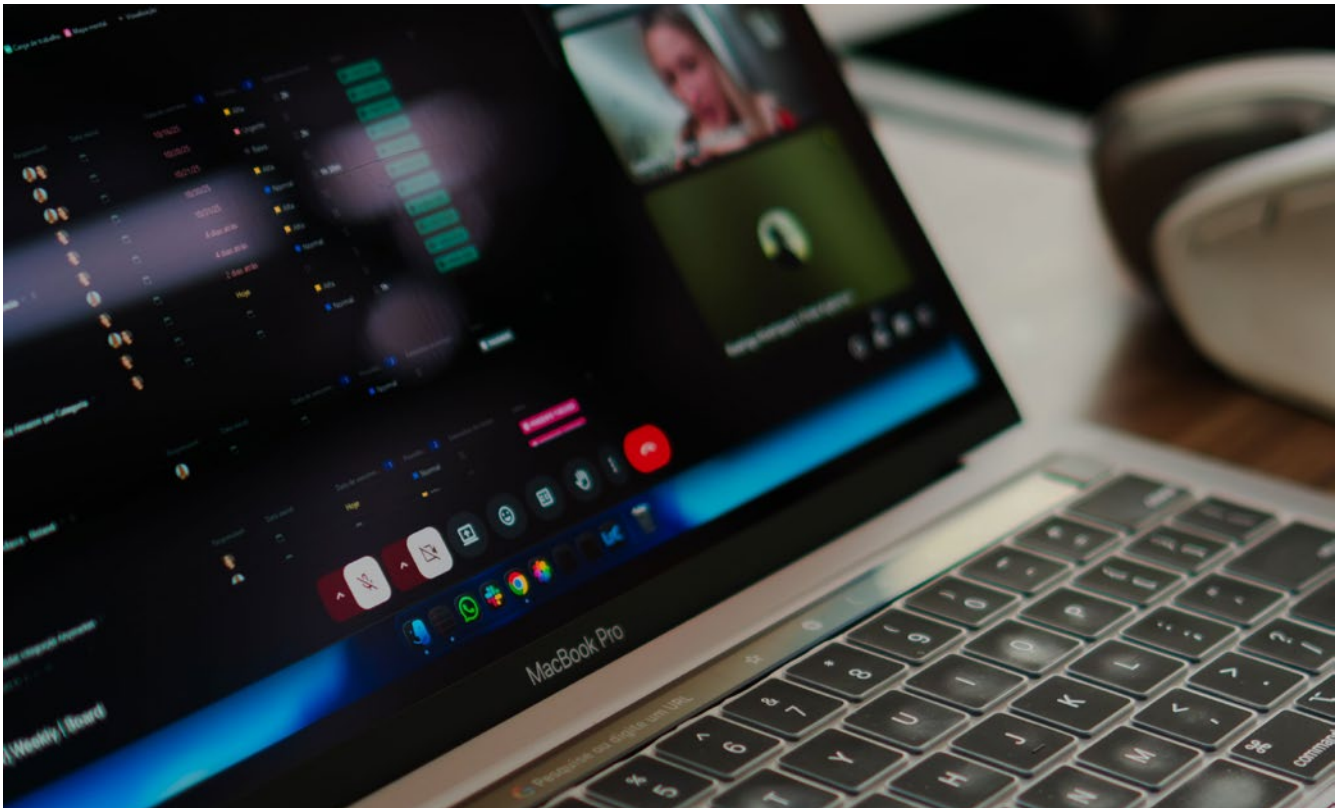
The public affairs work that AI handles best is the work a capable junior practitioner could already handle. The parts it can't touch are precisely what experienced practitioners are paid for.

From pyramid to column

Historically, large pyramid structures were needed to gather, process and monitor information. Increasingly, that work can be done by smaller teams supported by AI. Functional teams are quietly evolving from pyramids into columns: fewer junior entry-level roles, leaner teams, more strategically capable seniors on top.

The efficiency gains are obvious. There is also a quieter long-term concern to be addressed as it impacts people and talent. If we hire fewer juniors, fewer people develop the deep institutional knowledge, relationships and political judgement that come from grinding through large organisations over decades. The pipeline that produces the next generation of senior advisers narrows. The profession needs to be focused and deliberate about training, mentoring and exposure, even where AI makes the structural case for reduced hiring.





AI never tires. Humans do.

There is rising pressure to keep up with a machine – to produce more analysis, more outputs, more posts. But the human brain needs time to catch up with what a supercomputer produced in an instant.

AI should be a thought-starter, not the owner of the final output. Human intellect has to overwrite what is AI-generated, not the other way around.

The skills AI cannot replace are precisely the skills that define senior public affairs practice: negotiation, reading the room, building trust over time, mastering the facts. These are not soft skills. They are the work.

The paradox

Senior public affairs may turn out to be among the more resilient roles AI touches. That's not because we are immune to the tools, but because the most successful senior PA professionals were never valuable simply because they possessed information.

Our value comes from accumulated experience, judgement, pattern recognition, political instinct, credibility and trusted relationships built over years. The core currency of senior PA is trust. Trust has to be backed by credibility, by command of the facts and the policy, every time

we walk into a room. Experienced practitioners spend years earning both. AI can improve information processing. I believe it cannot replicate the judgement, credibility and political sensitivity built through real-world interaction over time.

So the future may be paradoxical: more AI-enabled and more relationship-driven at the same time. Those starting out in public affairs careers will have AI doing what large teams once did. Senior practitioners may be valued more, not less, for the capabilities AI cannot replicate.

Embrace the tools. Use them well. Recover the time. Then spend it where it matters most: in the room, being curious and building the trust and credibility that no model can manufacture on your behalf.

The tools are changing.
The craft has not.



Michelle O'Neill,
Founder, O'Neill Strategy

We need to be using more AI

Everyone wants AI to work faster.
Nobody's asking if it's making them more effective.

If you work in policy communications, you've probably already heard this from someone who just got back from a conference. This sentence is where the problem starts.

There's a growing distance between what leadership now expects AI to deliver and what teams are actually equipped to do. I call it the AI expectation gap. But leadership isn't the only one avoiding the hard conversation. Most communications teams haven't set the rules for when to use AI, when not to, and who's accountable when it goes wrong. This silence is just as dangerous as the pressure from above.

77% of marketing employees in the US say AI has increased their workload, according to a recent study by the Upwork Research Institute. This is certainly also the case for policy communications teams who usually have a smaller headcount and tighter regulatory constraints compared to more classic marketing teams. Every unverified AI output in a Commissioner briefing, a position paper, or a stakeholder communication is a potential credibility problem that could take years to repair.

After training over 3,000 people on AI, I can say this confidently: closing the expectation gap will be the defining challenge for policy communications teams over the next two years. And this will not be solved by subscribing to a new AI tool or learning a new prompting technique at an AI lunch-and-learn.

The gap runs deeper than anyone admits

From Washington DC to Brussels to Berlin, the teams I work with face the same problem: leadership has decided AI is the answer before anyone has agreed on the question. Communications teams are left absorbing unrealistic expectations on top of an already stretched workload, while managing the reputational risk those same leaders haven't fully considered.

Closing this gap requires three uncomfortable shifts:

1. Stop letting AI adoption happen to you.

If your team hasn't sat down with leadership to agree on which advocacy objectives AI actually serves (and which it doesn't), you're already behind. Agree on those boundaries so that your team can reclaim its position as a strategic partner and push back when a rushed AI request lands in your inbox at 4pm on a Friday.

2. Set the rules or own the consequences.

The most valuable thing a communications team can protect is trust with policymakers, journalists and other stakeholders. AI introduces real trade-offs in terms of accuracy, authenticity and the creeping risk of misinformation dressed up as efficiency. Teams that haven't drawn that line have quietly handed accountability to a tool that has none. When something goes wrong, "the AI made an error" is not a defence that protects your credibility. You will always be accountable for the AI answers you generate so you need to set the right rules in the first place.

3. Build the habit, not just the skill.

AI literacy demands continuous investment so participating in one AI training session won't be enough to upgrade the way you work with AI. Teams need to track where their field is heading, borrowing lessons from other more advanced industries and treating experimentation as part of the job rather than a distraction from it.

The wrong question is costing you.

In 2026, the conversation most policy communications teams are still having is "how can we use more AI?" The right question is whether you're using it in ways that make you more effective, not just faster.

The future of our profession won't be defined by who adopted AI first. It will be defined by who had the discipline to set the right boundaries (with their AI tools and their leadership) and used it to increase their impact, not their workload.



Jacques Foul
AI and communications
consultant at
Influence Builders.

The New Scarcity of Influence



When everyone has access to intelligence, what becomes the real source of influence?

The Public Affairs profession was built on a simple premise: those who possessed better information, expertise, and access enjoyed a decisive advantage. Today, that equation is changing.

Artificial Intelligence is rapidly democratising access to information. Monitoring, stakeholder mapping, briefings, and analysis that once took days now take seconds. Knowledge remains essential and expertise remains valuable, but they are becoming less differentiating. The challenge is no longer obtaining information, but deciding what matters.

Public Affairs professionals find themselves navigating a reality of increasing complexity: more stakeholders, channels, urgency, and uncertainty, alongside mounting pressure to demonstrate impact. The result is rarely greater clarity; it is greater noise. As information becomes abundant, attention becomes scarce. And the first casualty of noise is judgement.

The challenge is compounded by the Dunning-Kruger effect, which describes our tendency to overestimate our understanding when our knowledge is limited, while deeper expertise produces greater awareness of uncertainty and complexity.

Artificial Intelligence may amplify this dynamic. We now have unprecedented access to answers, but what remains scarce is the ability to formulate the right questions. A convincing summary can create an illusion of understanding. Genuine understanding often produces the opposite effect: greater awareness of nuance, trade-offs, and unintended consequences.

This may explain why some of the most influential people in complex environments are not those who project the greatest certainty, but those who demonstrate the highest quality of judgement.

Influence Was Never About Information

Recently, during a conversation with the leader of a Public Affairs team, I was told: "I always tell my team that what matters is showing up and being likeable."

I agreed—especially on showing up. Too many professionals have succumbed to "desktop advocacy," trying to orchestrate complex political strategies at a distance from behind a screen. You do not build deep trust through an email, and you cannot read a room from a dashboard. Physical presence is non-negotiable.

However, I suggested a different objective than being likeable. Likeability opens doors, but

magnetism creates momentum. Stakeholders rarely remember the most agreeable person in the room. They are drawn to the person who combines credibility, clarity, and a genuine interest in creating a meaningful outcome—with something real to offer.

Influence was never fundamentally about information; information was merely the vehicle. The deeper drivers of influence have always been human. Over the years, I have found that influence can be understood through a simple equation:

Influence = Leadership X Storytelling

Leadership provides direction. In this context, leadership means having a vision and the ability to bring together a group of people for a greater good. This is the foundation of influence. Yet, how many organisations in the Brussels bubble have really managed to define and clearly communicate their vision?

Storytelling creates meaning. Without leadership, storytelling becomes entertainment. Without storytelling, leadership becomes instruction. Together, leadership and storytelling create movement.

The most influential advocates are not necessarily those who know the most. They are often those who help others see differently.

The Strategic Power of Context

People rarely change their minds because they receive additional information. They change when the context changes. One of the most powerful forms of influence consists not in changing opinions, but in changing contexts.

Following the decline in commercial aviation after 9/11, parts of the aerospace sector faced a dramatically altered environment. The organisations that adapted most successfully stopped defining themselves by the products they manufactured and started defining themselves by the capabilities they possessed. Expertise developed to design aircraft wings became relevant to a promising wind energy sector.

But they didn't stop at changing their products; they changed the political context. They launched a very well-funded and organised series of high-level advocacy campaigns to reframe their capabilities around the European Union's growing green priorities. They successfully convinced EU policymakers that wind energy was part of the future of European industrial resilience, securing massive legislative and policy support for their new business.

The underlying competence did not change. The context changed, and the future changed with it, aligning seamlessly with policy decisions.

Public Affairs professionals face a similar challenge every day. Many advocacy teams approach stakeholders by asking: "How do we persuade them?" The most effective teams ask: "What problem are they trying to solve?"

The first question leads to arguments; the second leads to alignment. One focuses on positions; the other focuses on interests. One focuses on communication; the other focuses on context. In an environment saturated with information, the ability to shift context becomes one of the defining competencies of successful advocates.

The Fractal Nature of Influence

One of the most surprising lessons from working with both individuals and organisations is how often they mirror one another. Leaders develop blind spots; organisations develop blind spots. Individuals create narratives through which they interpret reality; organisations do the same.

This observation has led me to increasingly view advocacy as an Inside-Out discipline. Many organisations seek greater external influence while struggling with internal alignment. Many attempt to improve stakeholder engagement while lacking clarity about their own priorities. Many search for more compelling messages while still debating internally what they truly stand for.

The quality of external influence rarely exceeds the quality of internal coherence. This is as true for individuals as it is for organisations.

Mathematicians use the term fractal to describe patterns that repeat at different scales. Influence appears to work in much the same way. The same dynamics that shape an individual's effectiveness often reappear within teams. The same dynamics visible within teams frequently emerge across organisations and stakeholder ecosystems. Blind spots, assumptions, and defensive behaviours replicate. Fortunately, so do clarity, trust, leadership, and coherence. The pattern is remarkably fractal.

Most Public Affairs professionals spend their careers analysing stakeholders, yet few analyse the assumptions operating within their own organisations. Every stakeholder interaction is filtered through our own culture, leadership, and identity. The advocate is not separate from the system; we are part of it.

The Human Advantage

Over recent years, I have increasingly been invited to work with Public Affairs teams on subjects that rarely appear in traditional advocacy training programmes:

- Difficult conversations
- Self-awareness
- Leadership under pressure
- Cross-functional alignment
- Managing uncertainty

These topics may appear disconnected from advocacy. In practice, they determine whether advocacy succeeds. Policy expertise and technical excellence matter, but neither guarantees influence. Influence emerges when individuals and organisations remain coherent and aligned under pressure—when they can distinguish signal from noise, maintain clarity amidst complexity, and create alignment internally before seeking it externally.

Artificial Intelligence will undoubtedly make us faster. Whether it makes us wiser remains an open question.

The future belongs neither to those with the most information nor to those with the most sophisticated tools; these are accessible to everyone. It belongs to those who can create clarity amidst complexity, coherence amidst noise, and meaning amidst uncertainty. And this starts with alignment, both at a personal and an organisational level.

As intelligence becomes increasingly accessible, the decisive advantage in influence will belong to those who cultivate the most human of capabilities: judgement, self-awareness, leadership, trust, and the ability to create meaning.



Jose Lalloum

Advocacy Veteran –
CEO Keys

The Third Shift

Winner of EPACA's John Houston Essay Contest 2026

Every major treaty reform has reshaped the public affairs profession – not just where power settles, but what it decides. The Single European Act pulled lobbying to Brussels; Nice and Lisbon's expansion of co-decision moved it to the Parliament. We followed, building the parliamentary practices that now define the industry. The next shift points somewhere we've long neglected: the Council.

Ukraine's accession is a double disruption. Substantively, it injects Europe's largest agricultural base, a frontline defence role, and reconstruction demands into a Union already struggling to agree on any of the three. Structurally, Ukraine won't join alone – Moldova and the Western Balkans will push the EU to 36.

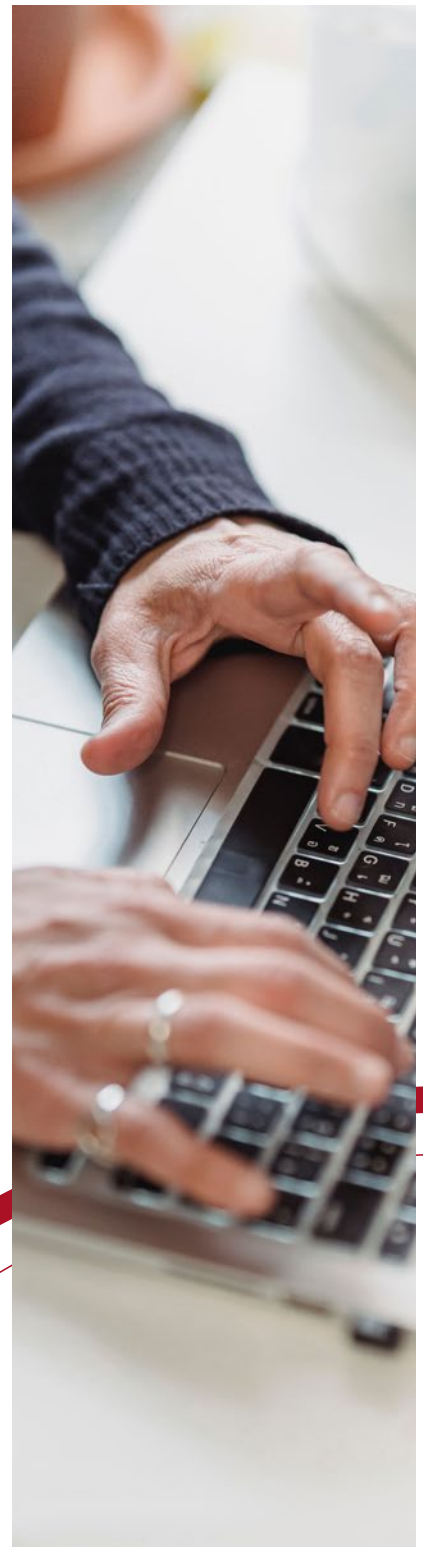
The consequences cascade. First, the gentlemen's-club conventions that govern Council business dissolve. France on agriculture, Germany on industry, Nordics on the environment – this choreography assumes a stable cast with predictable positions. When up to nine new members arrive with competing priorities and untested alliances, those bargains collapse.

Second, the Franco-German lock breaks. In March 2024, Paris and Berlin were jointly outvoted for the first time; in an enlarged Union, this stops being an anomaly. Third, the pressure to extend QMV and lower voting thresholds – a debate unresolved since the 2004 enlargement – becomes unsurmountable. The details remain uncertain; the direction does not. When the Council decides taxation and defence by majority, what emerges is not the institution we know.

We gravitate towards the accessible: the Commission's consultations, the Parliament's open doors. The Council's decision-making – national positions forged domestically, negotiated across 150 working parties, often adopted without debate – is a world we've never learned to work. To the extent we engage at all, we help clients assemble blocking minorities. After enlargement, the game inverts: a more majoritarian Council is one where coalitions can be built, not merely blocked. The firms that master this first win.



Enrique Gonzalez-O'Brien
BOLDT-BPI



Foreword from SEAP



Thriving, Not Just Surviving, in the Brussels Bubble

Every day, thousands of professionals across the EU institutions, associations, consultancies, companies, civil society organisations and diplomatic representations work to shape policy, build consensus and contribute to Europe's future. It is a remarkable ecosystem: intellectually demanding, politically complex, multilingual, multicultural and deeply committed.

It is also an ecosystem that asks a great deal of people.

Those of us working in the Brussels bubble know the rhythm well. It can often be unpredictable, fast-paced and intense: early-morning briefings, late-night negotiations, constant information flows, shifting political priorities, panel discussions, networking events, deadlines, travel, stakeholder demands, and the pressure to be both strategic and immediately responsive. Public affairs is a profession that often sits

at the intersection of urgency and uncertainty. We are expected to anticipate, interpret, explain, influence and deliver, often all at once.

That energy is part of what makes Brussels so unique. But it also comes with a cost.

Burnout is not always visible. It does not always look like collapse. Sometimes it looks like being "always on". It looks like replying to one more email late at night, attending one more reception, preparing one more briefing, or feeling that stepping back

is somehow a sign of weakness. In a city where professional networks are also social networks, and where opportunities can feel tied to constant presence, the line between commitment and overextension can become dangerously thin.

As a profession, we need to be honest about this.

Excellence in public affairs should not be measured by exhaustion. Influence should not depend on being permanently available. Leadership should not mean absorbing pressure

silently. If we want to attract and retain talented, ethical and resilient professionals, we need to create a culture where ambition and wellbeing are not seen as opposing forces.

That responsibility sits with all of us, but goodwill alone is not enough. Addressing burnout as a systemic issue requires sound process design, adequate resourcing, and a professional discipline that reduces constant improvisation. As public affairs professionals, part of our responsibility is to understand the EU policymaking process as thoroughly as possible and to lead our teams, timelines and resources accordingly, anticipating pressure points rather than relying on perpetual fire-fighting.

Employers must set realistic expectations, allocate capacity properly and build processes that distinguish genuine urgency from habitual overwork. We cannot rely solely on the goodwill of individual managers, nor should one person's resilience be the determining factor in others' wellbeing. Managers must be empowered and supported to protect their teams' capacity and model healthy, credible boundaries.

Culture matters too. Each of us has a role in shaping the environment we work in: resisting behaviours that reward overwork, refusing to stigmatise those who struggle, and looking after ourselves and each other. Professional communities, including SEAP, also have a particular responsibility to open the conversation, challenge harmful norms and help set standards for a healthier, more sustainable Brussels.

Neither design nor culture is sufficient on its own. Systems without the right values become bureaucratic. Values without the right systems remain aspirational. The goal is both.

This matters not only for individuals, but for the quality of our work. Good advocacy requires judgement, perspective, empathy and integrity. These are difficult to sustain in a culture of permanent pressure. A healthier public affairs community is also a more thoughtful, responsible and effective one.

Best in Brussels celebrates talent, professionalism and contribution across our sector. It recognises people and organisations who make a difference in this city. As we celebrate excellence, we should also reflect on what makes excellence sustainable.

The Brussels bubble is often described as fast-moving, competitive and intense. It is all of those things. But it can also be collaborative, generous and deeply human. The more openly we acknowledge the pressures of this environment, the better equipped we are to shape a professional culture that people can thrive in, not just survive.

That, to SEAP, is an important part of what it means to be "Best in Brussels".

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, NGOs 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

Taking on the chairmanship of EPACA is both an honour and a responsibility I do not take lightly. This association exists because we believe, collectively, that public affairs done well makes democracy work better. That conviction has not changed. But the world in which we practice our profession has changed, profoundly and rapidly.



Transparency and integrity remain the bedrock of everything EPACA stands for. They are not compliance obligations we fulfil reluctantly – they are the foundation of our legitimacy, our license to operate. I welcome the increased scrutiny from the Transparency Register we are experiencing, because rigour, applied consistently, raises the quality of information and levels the playing field for everyone. What we ask in return is that the dialogue between EPACA members and the EU institutions remains constructive and grounded in shared purpose. We all work towards the same goal: a transparency framework that is meaningful, trusted, and proportionate, and that is best built through open dialogue and good faith on all sides.

But if I am honest, lobby regulation is no longer the issue that keeps public affairs professionals up at night. Two other forces are reshaping our world far more fundamentally.

The first is geopolitics. The shift in the global order has reshuffled the deck entirely. Organisations that once operated in a broadly predictable policy environment now find themselves navigating deep political sensitivities, fragmented alliances, and questions that go far beyond Brussels. The demand for genuine strategic counsel – advice rooted in political judgement, not just process knowledge – has never been greater.

The second is technology. Artificial intelligence is automating tasks that have long been the bread and butter of EU public affairs work. Monitoring, drafting, summarising: machines can do more of this, faster. That is not a threat to our profession if we respond to it correctly. It is, in fact, an opportunity to focus on what no algorithm can replicate: critical thinking, relationship intelligence, and the human capacity to read a room and navigate uncertainty.

These are not challenges any one of us can meet alone. That is why EPACA matters more now than it ever has. Yes, we compete fiercely with one another in the market, but we are united by something more important than market share: a deep care for the reputation, the integrity, and the future of the profession we all have chosen. A collective vision for public affairs is not a luxury. In a world moving this fast, it is a necessity.

The Best in Brussels guide is one expression of that collective ambition, a chance to recognise excellence, reflect on where we stand, and look ahead together. I hope it prompts not just pride in what we do, but honest conversation about where we are going.

I look forward to those conversations. And I look forward to meeting many of you in the months ahead.



Matti Van Hecke,
Chairman of EPACA

The European Public Affairs Consultancies' Association
and Managing Partner
at Political Intelligence

www.epaca.org

About EPACA

EPACA (the European Public Affairs Consultancies' Association) is the representative body for public affairs consultancies working with EU institutions.

At EPACA, we lead by example, upholding the highest ethical and professional standards in our work and championing transparent decision-making. As the sector's primary voice, we engage with the EU institutions on all issues related to lobbying and transparency, ensuring the role of our members is understood and respected.

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.

Why join EPACA?

Operating in the EU policy environment requires clarity, credibility and up-to-date insight. As the only professional association representing public affairs consultancies at EU level, EPACA supports its members with practical guidance, professional recognition and a collective voice to represent their interests.

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.

The Best in Brussels Consultancies 2026/27

Leading Mid-to-Large Consultancies

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There are over 760 public affairs consultancies on the EU Transparency Register but only around 280 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 75 EU Public Affairs Consultancies, grouped as mid-to-large consultancies and boutiques with strong track records in their specialist sectors, services and policy areas 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 75 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 at least seven other consultancies to be commended in Brussels who we hope to feature in future editions of BestinBrussels including; Aliénor, Aula Europe, Cattaneo Zanetto Pomposo, EPPA, FLINT, Hanbury Strategy, and Shearwater Global.

Together with our featured firms these are the Top 75 EU Public Affairs Consultancies highlighted by BestinBrussels.eu.

Methodology

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

Well, for the last nine 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.

In June 2026, there are 767 professional consultancies listed on the EU Transparency Register. In addition, there are around 220 self-employed individual consultants from around Europe, of whom around 70 are based in Belgium. Although there are many good individual consultants, our mission is to examine the best firms.

A closer inspection of the 767 agencies shows that there are fewer 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 these criteria perfectly, please visit our website at www.bestinbrussels.eu/methodology


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Brussels Office Since

📅 2010

**Number of Public
Affairs Consultants**

👤 85

Key Specialisms

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

About Acumen Public Affairs

Firm Description

We are Brussels' leading independent consultancy set up in 2010 to combine the very best of big agency and corporate experience with hands-on senior support.

Acumen Public Affairs is part of the Acumen Group, together with Schuman Associates. As independent consultancies under one umbrella, we combine deep expertise in public affairs, policy communications, EU funding, project management and strategic investment. Our close collaboration gives clients access to a broader range of services while preserving the distinct strengths and focus that define each company.

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. In-country we work in partnership with leading agencies in their fields to support our clients.

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 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



Acumen
public affairs

**Shaping policy.
Delivering impact.**

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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
- 🔍 Geopolitical Advisory
- 🔍 Competition

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.

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, stakeholder and campaign 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.

In addition to its strategic advisory services, APCO is recognized for its ability to design and execute impactful advocacy campaigns that drive meaningful change. Whether it's shaping legislation, influencing public opinion, or managing complex stakeholder relationships, APCO combines deep local expertise with a global perspective to deliver results that matter.

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.

The Brussels office serves as a hub for pan-European and international public affairs and communication programmes, offering unparalleled insights into the EU's €17 trillion single market and its impact on global business and policy.

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.

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](#).



apcoworldwide.com



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Brussels Office Since

2018

Number of Public Affairs Consultants

Our Brussels team consists of 7 Partners and 30 team members in total.

Key Specialisms

- ✓ Digital Services & Technology Hardware
- ✓ Energy
- ✓ Food and Drink
- ✓ Healthcare
- ✓ Oil, Gas & Coal Production
- ✓ Aerospace & Defence

About BOLDT

Firm Description

The EU in 2026 is a more complex and uncertain place to navigate. The established balance of power is changing. There are 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, the geopolitical landscape is increasingly unpredictable, with new developments and shifts emerging every day.

In this landscape, you need external partners with unparalleled experience to work for you. We at BOLDT BPI 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, Oslo, London and Zürich – and a network of strategic partners across the EU and 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. 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)
- David O'Leary (Partner)
- Iris Bouma (Partner)
- Isabella Mittelbach (Partner)
- Mario Filippini (Partner)
- Laura Cigolot (Director)
- Polina Lisitsina (Associate Director)
- Enrique Gonzalez-O'Brien (Associate Director)

Ownership Structure

In 2023 BOLDT was acquired by Bully Pulpit International, a Washington D.C.-based media and communications agency with offices across the United States.

International Structure

Berlin, Brussels, Chicago, Geneva, London, New York, Oslo, San Francisco, Washington, D.C., Zürich. In addition, we have a network of strategic partners which enables us to provide seamless strategic advice around the world.

Key Strengths

Senior-Led Consultancy Firm

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

Key Clients

Google, McDonald's, Croplife Europe, MSD, Aramco Overseas Company BV, Norge Mineraler AS, Waterise, Carlsberg Group, Humane World for Animals and Kraft Heinz.

Testimonials and why clients like to work with us

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

Want to break through?

We are political campaigners with strong networks

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

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

We are totally focused on helping our clients WIN



BOLDT

STRATEGY ► COMMUNICATIONS ► TRANSFORMATION

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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
- Booking
- Daikin
- Veolia Water
- Amgen
- ICE
- Merck
- Stellantis
- The Walt Disney Company



BRUNSWICK

HIGH-STAKES ISSUES. HIGH-IMPACT OUTCOMES.

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

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

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Brussels Office Since

📅 1965

Number of Public Affairs Consultants

👤 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



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Brussels Office Since

📅 1991

Number of Public Affairs Consultants

👤 50

Key Specialisms

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

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, environment, climate, and mobility sectors. Our focused expertise, extensive networks, 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 IBBF for the past three years. It has been a time of growth for the IBBF, and we are pleased to have an enterprising and forward looking partner that we can trust."

Anthony Price – Swanbarton



**We turn your ideas into
impact across the EU's
energy, environment and
mobility sectors**

www.clerens.eu



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Brussels Office Since

📅 1983

Number of Public Affairs Consultants

👤 87 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 & Tourism
- ⓧ Banking, Insurance and Financial Services

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 DGA Group Network.

We have a first-class team of senior advisors who enable our clients to see the bigger picture: the team includes Dominique Ristori, Markus Kerber (Senior Advisor), Claus Sorensen, former European Commission Director Generals; 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. DGA Group 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

www.dgagroup.com

dga

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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, EFPIA, PepsiCo, Sanofi, Hologic, 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 has worked with this team since 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 almost 20 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.

www.edelman.com



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Brussels Office Since

📅 1991

Number of Public Affairs Consultants

👤 At EU level 12 consultants supported by co-operation partners and partner agencies from all over the EU support the interest representation of EUTOP's clients.

Key Specialisms

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

About EUTOP

Firm Description

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

Ownership Structure

SRL

International Structure

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

Key Strengths

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

Since our foundation in 1990, EUTOP has nurtured diverse contacts with legislative and executive 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.

Highly qualified and highly motivated
in Brussels and across Europe



Prof Dr Klemens Joos

Founder, Owner, CEO



Over 150 employees and
structural advisors



Structural co-operation
partners in selected EU
member states



Felix Dane

Managing
Director



Daniel Kewitz

Head of
EU Office



Denise König

Senior
Consultant



Václav Kyllar

Senior
Consultant

EUTOP – In the heart of the EU institutions



www.eutop.eu



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



10 sites in the EU and Europe
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Prague, Rome, Warsaw

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Brussels Office Since

📅 2000

**Number of Public
Affairs Consultants**

👤 50

Key Specialisms

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

About FIPRA

Firm Description

FIPRA Public Affairs is a leading public affairs consultancy advising 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. We leverage our expertise, connections, and understanding of the policy landscape to propose bespoke business solutions and drive impact.

Ownership Structure

Independently owned

International Structure

When you choose FIPRA, you get access to a global network built for impact in our specialised policy areas in over 50 markets. 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. FIPRA also boasts an expansive network of Senior and Special Advisors with expertise across policy areas and experience in the public and private sectors. Their hands-on approach to the business allows us to design tailored, effective public affairs strategies built for lasting impact.

Key Strengths

FIPRA is a global team of solution finders, consensus builders, political navigators, debate shapers and policy movers. Our culture is strengthened by our diverse backgrounds and robust expertise across policy, advocacy, and communications. Our diversity allows us to champion our client's goals to deliver value and a win-win with stakeholders in a world of change. 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.

Key Clients

Further information on FIPRA's client list is available on the EU Transparency Register.

Testimonials and why clients like to work with us

Clients like to work with us because they get winning policy strategies from trusted politicians 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.

"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



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



Strategic Guidance

We craft winning strategies that anticipate and **manage risks, shape opportunities**, and ensure your **license to operate**.



Insights and Intelligence

We deliver the **research, analysis, and reach** you need to **understand the policy landscape** and move it in your direction.



Advocacy and Communications

We design future-focused campaigns tailored to **maximise access, enhance visibility and achieve targeted policy outcomes**.



Thought Leadership

We advise leaders on **positioning, reputation management, and crisis preparedness**, helping shape the conversations that matter.



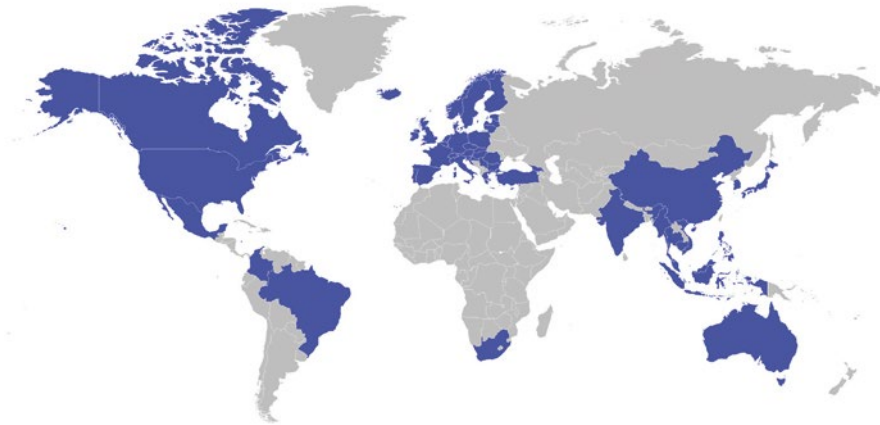
Coalition Building

We build impactful coalitions **uniting diverse stakeholders and business interests** to mobilise decision-makers, amplify voices, and shape policy.



EU Funding

We support organisations navigate the EU funding landscape, **shaping proposals** to programmes that support your innovation and growth.



Our global footprint

For over 25 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

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Brussels Office Since

2013

Number of Public Affairs Consultants

45

Key Specialisms

- Energy
- Healthcare
- Trade
- Digital Services & Technology Hardware
- Competition & Antitrust
- Agriculture & Agribusiness

About FGS Global

Firm Description

FGS Global is the strategic leadership advisory for a complex world. With expertise in strategic and financial communications, policy and public affairs, and data-driven digital engagement, we help leaders align and activate stakeholders, shape and safeguard reputations, and succeed in critical moments. In Brussels and across 31 offices globally, we stand beside leaders when the stakes are highest.

Working where business, government, and public opinion intersect, we advise CEOs, boards, and leadership teams when it matters most: in moments of complexity, consequence, and change. Whether navigating a major transaction, a reputational threat, engaging in policy formation in the EU institutions and member states, or a moment demanding bold transformation, we provide clarity and help leaders move minds and markets.

Leaders today operate in a fast, interconnected world where every decision is shaped by public sentiment, political pressure, market dynamics, and global events – all moving at once. Our experts know how perception, policy, and people intersect. We anticipate what's next, turning specialized expertise and data into actionable intelligence so leaders can see around corners. We have influence where it matters, shaping opinions and decisions through trusted relationships and clarity of message. And we orchestrate campaigns that work across audiences and markets to drive coordinated outcomes.

Our heritage is in communications and public affairs, but we've grown well beyond these roots. Today we bring together strategic and financial communications, capital markets expertise, and public affairs with deep sector knowledge and capabilities in AI advisory, data and insights, digital engagement, and geopolitical analysis.

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 1,600 professionals in the world's major financial, government, business and cultural centres. The Brussels office has grown thanks to significant organic growth coupled with strategic acquisitions – from sector-leading teams and an international network of senior advisors to boutique partners like Hague Corporate Affairs.

Key Strengths

- Legislative & Regulatory Due Diligence & Advocacy
- Political/ Regulatory M&A (FDI/ CFUS, 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
- International Trade & Investment Screening/ FDI

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

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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
- 📌 Food and Drink
- 📌 Healthcare
- 📌 Sustainability & Environment
- 📌 Energy
- 📌 Transport

Key Clients

ALCOA, Allianz, Barclays, Cefic, Cisco, Eli Lilly, Emirates, Fortum, GE Vernova, Hialeon, JP Morgan, LSEG, Opera, Petcore, Pfizer, Roche, S&P Global, Stora Enso, Stripe, Unilever and L'Oreal. .

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 70+ 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 Anna Davreux, Donald Ricketts, Bertie Huet, 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 Meropi Klogka
- 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 and Bram Smits.

- 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.
- A reputation and policy communications offering led by David Turier and Peter Wilson, specialising in data-first communications across a broad spectrum of industries including Energy, Chemicals, Healthcare, Cosmetics, 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 best-in-class 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 innovation hub, bringing safe AI and owned IP into our day-to-day offer, offering clients faster access to decades of stored experience and sector expertise.
- A founding member of EPACA, European Public Affairs Consultancies Association, and signatory of the EPACA Code of Conduct for Public Affairs professionals.
- Founding member of the Commission's Expert Group on political advertising regulation.



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.

Forward

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Website Address

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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

Certified



Corporation

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Brussels Office Since

📅 2018

**Number of Public
Affairs Consultants**

👤 29

Key Specialisms

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

About Fourtold

Firm Description

Fourtold is an independent, B-Corp registered public affairs and communications consultancy helping global businesses build trust in an uncertain world.

We specialise in integrated, connected campaigning supported by data and evidence to explain the science and technologies that can help advance and secure our society.

Ownership Structure

Private

International Structure

Brussels, supported by a wider partner network across Europe and internationally.

Key Strengths

Our international team is drawn from multiple backgrounds to enable the delivery of truly integrated, tailored programmes. Our experts include EU institutional insiders, journalists, creative campaigners and policy specialists that understand the big picture and specialise in health, tech, energy and sustainability.

Our cutting-edge advocacy toolbox deploys the best human-centred AI tools to complement our expertise and enhance the speed, impact and value we deliver, and draws from a fully integrated set of services, including:

- Public affairs and government relations
- Advocacy, stakeholder engagement and coalition building
- Policy communications, media and digital
- Reputation, crisis and leadership communications
- Creative strategy and integrated campaigning

We have a commitment to senior, hands-on delivery and client excellence that we capture in our 'FOUR Client promise':

- 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 – we bring deep knowledge of the context in which our clients operate. Combined with cutting-edge approaches, this means we deliver real business value.
- Results driven – we judge ourselves by the results we deliver, always seeking to exceed expectations.

FOURTOLD

**Integrated strategies to
build trust, shape policy
and influence where it
matters.**



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Brussels Office Since

📅 2003

Number of Public Affairs Consultants

👤 100+ consultants in Brussels.
Our global team of 8,100
employees is present in
32 countries.

Key Specialisms

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

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 8,100 employees across 32 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 organisations facing crisis and transformation, with more than 8,100 employees located in 32 countries and territories as of December 31, 2025. In certain jurisdictions, FTI Consulting's services are provided through distinct legal entities that are separately capitalised and independently managed. The Company generated \$3.80 billion in revenues during fiscal year 2025.

More information can be www.fticonsulting.com.



EXPERTS WITH IMPACT™

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GRAYLING

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grayling.eu
grayling.com/elections-hub

Brussels Office Since

1989

Number of Public Affairs Consultants

Grayling Brussels employs 14 consultants who collectively come from 10 different European countries and speak 8 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

AAP (Animal Advocacy and Protection), Global Business Trade Association (GBTA), SC Johnson, Suntory Beverages and Food Europe, European Committee of Manufacturers of Domestic Heating and Cooking Appliances (CEFACD), European Spirits Companies Liaison Group, doTerra, Tate & Lyle, Getlink (Eurotunnel), Hilton, Plasma Protein Therapeutics Association (PPTA), International Union of Wagon Keepers (UIP), Electric Underfloor Heating Alliance (EUHA), European Infrared Heating Alliance (EIIHA), Kingfisher, FEST, Roblox

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.

In-depth analysis: At our Grayling Elections Hub, we analyse how elections and political developments across Europe determine the international community's ability to tackle global challenges, such as climate change, immigration, and health crises. Whether you are part of an industry, NGO, trade association, or advocacy group, these defining political milestones will have an impact. The Hub is your gateway to in-depth analysis, updates, and expert insights that helps stakeholders navigate the ever-shifting tides of politics so that you can stay ahead of the curve.



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



Grayling



www.grayling.eu



TheEUlobby

hanover

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Barbara Wynne
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Brussels Office Since

2010

Number of Public Affairs Consultants

15

Key Specialisms

- ✓ Digital Services & Technology Hardware
- ✓ Energy
- ✓ Food and Drink
- ✓ Healthcare
- ✓ Media
- ✓ Retail
- ✓ Transport

About Hanover

Firm Description

Hanover is an awarding winning strategic communications and public affairs consultancy operating across Europe and the Middle East, with offices in London, Brussels, Dublin and Dubai. We advise organisations on reputation management, public policy and stakeholder engagement, helping leaders navigate political, regulatory and reputational complexity with confidence. Drawing on human insight, experience, judgement and strong connections across government, media and industry, our senior-led teams provide clear, practical counsel that makes a difference for clients and delivers real-world impact.

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 resilience 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.



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Maria Teresa Scardigli,
Managing Director I Nele
Devolder, Senior Vice President

Website Address

kellencompany.com/europe

Brussels Office Since

Brussels office established: 1989

Number of Public Affairs Consultants

40 staff

Key Specialisms

- ✓ Association Management
- ✓ Agriculture & Agribusiness
- ✓ 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 Europe

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 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, professional societies and charitable organisations representing over 10,000 companies and 100,000 professionals worldwide since more than 50 years.

Ownership Structure

NV/SA (privately held).

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
- 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



KREAB

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Brussels Office Since

📅 1992

Number of Public Affairs Consultants

👤 We are around 60 PA consultants and active Senior advisors.

Key Specialisms

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

Key Clients

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

About Kreab

Firm Description

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

Since our start in Brussels in 1992, we have developed an outstanding understanding of European decision-making processes.

At Kreab Brussels, we strongly believe in creating continuous dialogue with decision makers and other stakeholders to constructively shape policy decisions. We put our clients' concerns into an EU context in order to create a beneficial dialogue between industry and policy.

We represent the interests of companies and organisations toward European institutions, Member States and other public bodies, with the objective to have an impact on relevant policies through constructive dialogue.

As one of the largest Public Affairs consultancies in Brussels, we offer a full range of services to our clients. From monitoring, intelligence gathering and policy analysis, to providing and implementing lobbying and profile-raising strategies, and senior counsel to boards and executives.

We assess regulatory opportunities and risks, be it in forthcoming legislation or in the implementation and compliance of existing.

By combining deep issue expertise and substantial knowledge about political processes with communication skills and know-how, we strategically advise our clients and assist them in developing and implementing Public Affairs strategies. Bringing together a broad range of professionals, our experienced consultants and senior advisors possess vast experience

from the EU institutions, Member States' regulators, the media, think tanks, NGOs and the private sector.

Ownership Structure

Fully owned by our Founder and Executive Chairman.

International Structure

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

Key Strengths

The combination of deep issue expertise, political process knowledge and communication know-how is what defines the Kreab Brussels office. The demand for generalist PA services has been fading for years, instead our clients demand and value expertise on policy issues, business sectors, and decision-making processes. Hence, we are today focused on a number of areas; Financial Services, Sustainability, Digital, Trade and Competition. In addition, we have a strong team advising on Global policy risk, including investment and sanctions. The Financial services team at Kreab Brussels is one of the most advanced European providers of professional services to the finance industry. The Sustainability practice provides public affairs services focused on delivering strategic advice to clients on critical, and often sensitive, policy issues. This practice has grown as the European Green Deal has been a top priority for the EU. Kreab Brussels has profound technical expertise in issues across the Digital policy spectrum and understands how they impact our client's business and interests. Our Trade practice consists of a team with several former trade and custom officials. Finally, our team is very well positioned to support clients in antitrust investigations, merger clearance and state aid cases.



KREAB

Explaining complicated matters in a simple way

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

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

Karl Isaksson

Executive Vice-President
Managing Partner Brussels

KREAB BRUSSELS

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Brussels Office Since

📅 1998

**Number of Public
Affairs Consultants**👤 55 consultants and
senior advisors.**Key Specialisms**

- 🔍 Aerospace & Defence
- 🔍 Energy
- 🔍 Sustainability & Environment
- 🔍 Association Management
- 🔍 Telecoms
- 🔍 Digital Services & Technology Hardware
- 🔍 Transport

Key Clients

The most up-to-date list of our clients can be found on the EU Transparency Register: https://transparency-register.europa.eu/search-register-or-update/organisation-detail_en?id=5067624792-06

5G Automotive Association, Airbus, All Terrain Vehicle Industry European Association, Beretta, EIT Urban Mobility, European Wireless Infrastructure Association, Fibre Packaging Europe, GEOSAT, Global UTM Association, International Council of Marine Industry Association, Japanese Automobile Manufacturers Association (JAMA), MBDA, Patria Oyj, Recharge AISBL, SAE International, SONOCO, TomTom, WEKEO, Waymo, YARA.

About logos

Firm Description

logos is a strategic advocacy agency delivering an integrated offering across public affairs, association management, and strategic communications. We convene and lead high level industry and policy dialogues on critical issues shaping Europe's future, including space, defence, energy, and the bioeconomy.

As part of the MCI Group, an independent global marketing communications group, we combine global reach with deep policy expertise.

Rapid technological change, climate imperatives, and geopolitical tensions are increasing complexity and uncertainty. They are also driving a more assertive EU policy agenda on competitiveness and strategic autonomy, demanding faster adaptation and greater resilience from industry.

In this context, we help clients navigate complexity and translate business imperatives into credible, evidence based advocacy to shape policy frameworks that enable industrial transformation.

Our expertise spans four core sectoral clusters, as well as the cross-industry alliances emerging at their convergence points, from digital sovereignty and security of supply to clean technologies and the energy systems that power the fifth industrial revolution:

- Sustainability, energy and raw materials,
- Transport & mobility,
- Aerospace & defence
- Technology and telecommunications

Established in 1998, logos is a founding member of EPACA (European Public Affairs Consultancies' Association). After joining the mci group in 2012, logos acquired Business Bridge Europe (BBE) in 2022, a boutique agency known for its C-level

political conferences, including the European Space Conference, the European Defence and Security Conference, and the European Energy and Industry Conference.

Ownership Structure

logos is fully owned by mci group Holding SA.

International Structure

While our headquarters are in Brussels, we also operate from Berlin, Geneva, Rome, Paris, and Washington, D.C. Since 2012, we have been part of the MCI group, with 64 offices in 34 countries.

Key Strengths

Together, logos 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 and congress management. We have strong credentials in strategic domains, including aerospace, defence, cybersecurity, environment, energy, raw materials, mobility, tech, and telecommunications, with a team of over 150 Brussels-based talents.

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



earn trust. make change.

Technology evolution, climate transition and geopolitical tensions are reshaping the industrial and regulatory landscape.

We translate your business objectives into evidence-based and impactful advocacy that drives policy change.

strategic sectors

aerospace & defence

technology & telecoms

mobility & infrastructure

sustainability, energy & raw materials

integrated advocacy

public affairs

association management

communication

policy dialogues & conferences

NOVE

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Brussels Office Since

📅 2017

Number of Public Affairs Consultants

👤 35

Key Specialisms

- ✓ Chemicals
- ✓ Digital Services & Technology Hardware
- ✓ Healthcare
- ✓ Sustainability & Environment
- ✓ Sport
- ✓ Energy
- ✓ Telecoms

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.

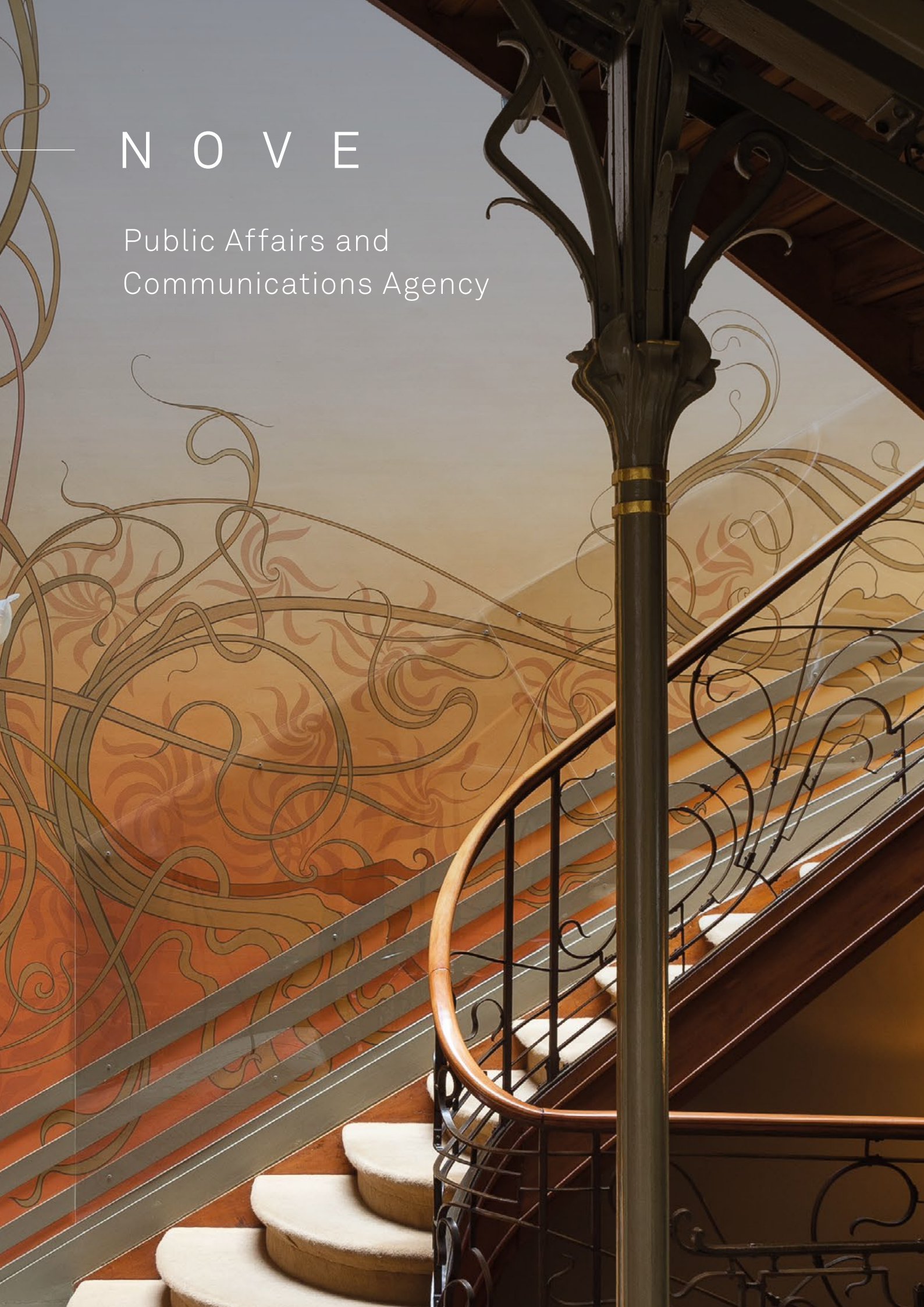
Key Clients

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.



N O V E

Public Affairs and
Communications Agency

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Brussels Office Since

2005

Number of Public Affairs Consultants

30 in Brussels

Key Specialisms

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

About Penta (formerly Hume Brophy)

Firm Description

At Penta, we have reimaged 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
- Clean Air Fund
- Commodity Markets Council Europe (CMCE)
- EirGrid
- Equinor
- European Travel Retail Confederation (ETRC)
- Kraken
- Primark

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.

25M

Daily volume of global
content analyzed

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

350+

Professionals

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

200+

Clients

 @pentagrp

 pentagroup.com

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





Political Intelligence

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Brussels Office Since

📅 1997

Number of Public Affairs Consultants

👤 40

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

At the heart of European policy making, just steps away from the EU institutions, Political Intelligence helps organisations turn insight into influence, shape decisions and deliver tangible outcomes. With more than 25 years of experience, we combine political intelligence with strong execution across the full policy cycle. Our expertise is rooted in digital and technology policy and has progressively expanded into sectors such as energy, mobility, sustainability, health, food and tourism. In an increasingly complex regulatory environment, we translate policy developments into clear priorities and actionable recommendations, enabling informed and timely decision making. From strategic positioning to advocacy, stakeholder engagement and policy communications, Political Intelligence ensures coherence and impact at every stage. Messaging, media outreach and public positioning are aligned with policy objectives at EU level and across key markets in Europe, strengthening visibility where it matters most. We also bring extensive experience in building and managing coalitions and associations. Beyond their creation, we support governance, day to day operations and public affairs activities, helping stakeholders come together around shared objectives and reinforcing collective influence.

Key Clients

Vinted, SHV Energy, Yahoo, Fedima, EuroSPA, Internet Watch Foundation, Taxi4SmartMobility, Veolia, Delivery Platforms Europe, Cloudflare



Publyon



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Brussels Office Since

📅 2012

Number of Public Affairs Consultants

👤 17 in Brussels and 50+ across the EU

Key Specialisms

- 🔍 Agriculture & Agribusiness
- 🔍 Digital Services & Technology Hardware
- 🔍 Chemicals
- 🔍 Energy
- 🔍 Association Management
- 🔍 Sustainability & Environment
- 🔍 Transport

About Publyon

Firm Description

Publyon is a leading strategic advisory firm with over a decade of experience under its belt. With our public affairs, strategic communications and association management services, we help organisations and companies thrive in an increasingly complex and competitive world. We specialise in energy, industry, circular economy, agrifood, chemicals, and digital technology policies. Situated in Brussels' dynamic European quarter, Publyon has earned a sterling reputation as a leading EU and Benelux 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. We push boundaries and go above and beyond to make a difference. Our tailor-made strategies and dedicated impact scans help organisations confront today's challenges and become resilient. Publyon has been nominated for the prestigious Trends Gazellen Award 2023, a recognition of our hard work and outstanding performance.

International Structure

Offices in Brussels, The Hague, Utrecht, Copenhagen.

Key Strengths

Publyon's international team of 50+ public affairs experts is our biggest strength. Our added value lies in our multilevel approach: local, regional, national, and European. This enables us to offer one point of contact for strategic alignment and practical execution, independent of the policy level.

With offices in the Benelux region, we are equipped to support clients across the entire policy lifecycle, from agenda-setting and influencing decision-making, to translating and implementing policies while strategically shifting between local, national and European policy levels.

At our Brussels office, we are laser-focused on the key priorities of

the European Union: clean energy, industrial and technological transition. We lead the way in these areas by leveraging our expertise and network to help clients thrive in the fast-paced, ever-changing EU policy landscape, identifying the risks and opportunities associated with new and existing legislation.

Publyon's ambition 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 support companies and organisations attain their goals.

Key Clients

Tesa, City of Amsterdam, Brambles, Metropolitan Region of Amsterdam, Europeans for Fair Competition, Google, Nederlandse Spoorwegen, OG Clean Fuels, Port of Rotterdam, Reusable Packaging Europe, Verpact, RWE, Energiebeheer Nederland

Testimonials and why clients like to work with us

Our clients value high-quality services with a tailored approach. Thanks to our extensive network in Brussels and the Benelux region, Publyon provides clients with behind-the-scenes political intelligence that help them anticipate policy developments that impact them and maintain their licence to operate. Publyon has a solid track record in assisting companies in developing and reinforcing 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



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Brussels Office Since

📅 2002

Number of Public Affairs Consultants

👤 65

Key Specialisms

- 🔍 Healthcare
- 🔍 Energy
- 🔍 EU Funding
- 🔍 Agriculture & Agribusiness
- 🔍 Sustainability & Environment
- 🔍 Governments

Key Clients

Alliance for Workplace Awareness & Response to Emergencies, Alpha-1 Foundation, Amgen, Armstrong, Astellas, Becton Dickinson, BioMarin, Blood Transfusion Association, Bristol-Myers Squibb, Capacity Enhancing Innovation Working Group, CAUTI Alliance, Cepheid, DFL Deutsche Fußball Liga, Edwards Lifesciences, Ending Discrimination Against Cancer Survivors, EAMBES, European Resuscitation Council, Philips, Let's Talk Prostate Cancer, MSD, Pfizer, Pyrum Innovations, Regeneron, SPARC, Terumo BCT.

About RPP Group

Firm Description

RPP Group is a leading strategic public and corporate affairs consultancy specialising in policy, reputation and stakeholder engagement at the intersection of business, politics and society.

As part of Paritee, a multi-market coalition of communications agencies, RPP combines deep policy expertise with fully integrated corporate communications capabilities across Europe and beyond. This enables us to deliver highly tailored, market-specific strategies while drawing on the scale, intelligence, and multidisciplinary strength of an international group.

We help organisations navigate complex and evolving political, regulatory, and societal landscapes by building strategies that align business objectives with broader public value. Our work spans public affairs, political communication, corporate positioning, stakeholder engagement, advocacy campaigns and reputation management, delivering impact where policy, markets and public expectations intersect.

While healthcare and life sciences remain a core area of expertise, our capabilities today extend across energy, sustainability, technology, finance, mobility, agriculture, food and sport. This broader sector footprint reflects the growing convergence of regulation, reputation, and business transformation. Our teams bring together expertise in public affairs, political science, communications, public health, media relations, and strategic advisory. Across our European offices, and through Paritee's wider agency ecosystem, we combine local market intelligence with coordinated cross-border strategies, enabling clients to operate effectively in national, European and global policy environments.

Founded in Brussels in 2002, RPP has grown into one of Europe's leading specialised corporate

affairs consultancies, with offices across key European capitals and access to a global agency platform through Paritee.

Ownership Structure

100% owned by Paritee (<https://paritee.com/>)

International Structure

Created in 2002 in Brussels, RPP grew organically in response to clients' needs to bring its strategic programmes to new markets, leading to the opening of offices in Berlin, London, Paris, Rome, Madrid and Warsaw. As part of Paritee, we work alongside sister agencies across the Nordics, Ireland, the Middle East and North America, combining communications, public affairs, strategic advisory, digital, creative technology and insights expertise.

Key Strengths

RPP helps organisations shape the environments in which they operate.

We combine policy intelligence, strategic communications and stakeholder engagement to turn complexity into influence. Our strength lies in understanding how political decisions, regulatory frameworks, and public narratives interact, and in designing strategies that move across all three.

Our integrated model connects European institutions, national political ecosystems, industry stakeholders, and public audiences. This allows us to build campaigns and advisory strategies that are politically informed, reputationally resilient, and commercially relevant.

In a world where regulation increasingly shapes markets, and reputation increasingly shapes regulation, RPP provides clients with the strategic advantage to anticipate change, influence decisions, and build durable legitimacy.



A PARITEE AGENCY

PUBLIC AFFAIRS AND ADVOCACY

SHAPING POLICY, DRIVING BUSINESS

Berlin • Brussels • London • Madrid
Paris • Rome • Warsaw



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.

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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. 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 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 Advisers in Brussels: we have +15 Senior Advisers with decades of experience at very senior levels at the institutions, in national government, and industry. All our Senior Advisers 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: policymaking 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 advisers, 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 Brussels, a European agency with Nordic roots.

Europe's largest public affairs agency, with 600+ consultants across 19 countries.
Fiercely independent, we are fully owned by our partners.

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Brussels Office Since

📅 1989

**Number of Public
Affairs Consultants**

👤 37

Key Specialisms

- 🔍 Digital Services & Technology Hardware
- ⚡ Energy
- 📄 EU Funding
- 🏥 Healthcare
- 👥 Association Management
- 🚀 Aerospace & Defence

Key Clients

Amazon Web Services, Anti-Money Laundering Europe, Armstrong International, Bloomberg Associates, Deutsche Telekom, Edwards Life Sciences, European Commission, Irish Aviation Authority, Iron Mountain, Mastercard, Oxford PV, Philips Healthcare, SAP, Skillnet Ireland, Signify, The Adecco Group, Volvo and Vodafone.

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 part of the Acumen Group.

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.



Impact policy · Unlock funds · Win business
Your European partners in a global market since 1989



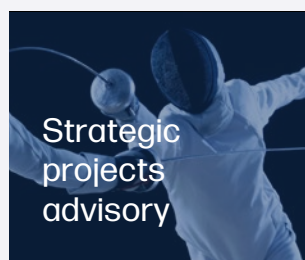
EU and public
sector funding



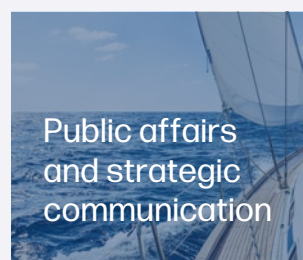
Bid
management



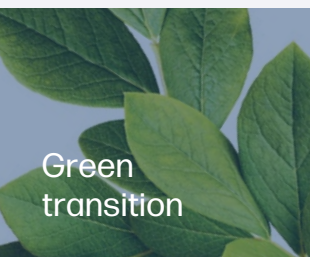
Project
implementation



Strategic
projects
advisory



Public affairs
and strategic
communication



Green
transition



Healthcare
and pharma



Digital
transformation



Education
and skills



Security
and defence

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Brussels Office Since

2001

Number of Public Affairs Consultants

34 consultants and senior advisers

Key Specialisms

- ✓ Chemicals
- ✓ Digital Services & Technology Hardware
- ✓ Energy
- ✓ Sustainability & Environment
- ✓ Trade
- ✓ Transport
- ✓ Association Management
- ✓ Agriculture & Agribusiness

Key Clients

Avery Dennison, AWS, Cooper Consumer Health, CNA – Brazilian Confederation of Agrifood and Livestock, DoorDash, Expedia, European Producers of Laminate Flooring, IDEXX Lavazza.

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 1300 people, operating across five continents in 30 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, Tokyo, Warsaw and Washington DC.

Testimonials and why clients like to work with us

Partnering with SEC Newgate EU has propelled MMFA to become Europe's leading flooring association. With their expertise in governance, strategic comms, and policy monitoring, MMFA now has a stronger voice, sharper insights, and greater influence across the industry. Jan Dossche, President MMFA President USFLOORS International bv, a division of SHAW Industries Group

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

"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 Brussels 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

The background is a deep blue with several large, overlapping, semi-transparent geometric shapes in shades of orange, red, and purple. These shapes are arranged in a way that suggests depth and movement. There are also some thin white lines and shapes, including a diamond shape in the upper right and a partial circle on the left.

Shaping change,
with you.

SustainablePublicAffairs

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Brussels Office Since

 2020

Number of Public Affairs Consultants

 25

Key Specialisms

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

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.

About #Sustainable

Firm Description

If sustainability cannot sustain, it is not sustainable!

At #SustainablePublicAffairs, we believe sustainability is about balance – achieving longevity through activities and innovations that are built to last. True sustainability requires a threefold approach: it must be competitive (economic angle), resource-efficient (environmental angle), and resilient (societal foundations).

The European Union is uniquely positioned to bring these elements together, creating a foundation for long-term prosperity in the broadest sense of the word.

However, achieving market-led sustainability means empowering the most innovative entrepreneurs to thrive. To do this, the EU must allow the best-in-class – the ones who consistently do more with less – to set the benchmark for others. Much like a bell curve in academia, these sustainability frontrunners should shape the standards for the entire market.

We are a First-of-a-Kind Public Affairs Agency dedicated exclusively to helping the EU's market-makers turn exceptional sustainability performance into the norm. By ensuring that those who outperform EU environmental norms can reduce their green premium and leverage their leadership as a competitive advantage, we aim to drive systemic change. When we succeed, innovators thrive, the market strengthens, and the environment benefits. It's a win-win-win. Let's shape a sustainable future – together.

We exclusively work for clients on cases where they already outperform environmental norms. We then help make their performance the norm for the rest of the market. That way we make the environment better – while fostering policy-driven growth for our clients. It is important to enable regulators to opt for market-driven sustainability

– as sustainability is unsustainable if it is not a business case! The Draghi report on EU competitiveness underpins this in a big way!

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 Brussels – 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.



SustainablePublicAffairs

POLICY-DRIVEN GROWTH FOR SUSTAINABLE BUSINESS CASES

Alessandro Lazzarini
EU Affairs Lead

FASTNED

"Fastned is a frontrunner in cleantech and transport decarbonisation, so when we looked at ways to strengthen our advocacy efforts in Brussels, #SustainablePublicAffairs immediately felt like a natural match, and we were right! #SustainablePublicAffairs combines solid policy expertise with a clear understanding of the sustainability and clean industrial innovation agenda. They know how to help clients be part of the conversations that matter, and they bring valuable connections across industry, institutions, and civil society. Most importantly, I have the pleasure of working with a team of talented, motivated, and genuinely engaged professionals. From the very beginning, they quickly understood our priorities and were well prepared to help us advance them in a thoughtful and effective way."

Suzanne Foti
Vice President Public Affairs

SYZYGY PLASMONICS

"#SustainablePublicAffairs has been an exceptional partner. They move with remarkable speed, securing high level engagements in an exceptionally short time while maintaining strong strategic alignment. Their true differentiator is a clear understanding of the challenges facing growth stage companies. They recognise the need to align policy engagement with commercial and financing milestones, and they translate that insight into targeted, effective action. This combination of pace, judgement and practical understanding delivers meaningful outcomes and creates real value."

Rebecca Pryce-Åklundh
Public Affairs Manager
ENERGY EFFICIENCY MOVEMENT

"At the Energy Efficiency Movement, we often navigate complex challenges and evolving priorities in our efforts to accelerate the impact and progress of energy efficiency. Even within a relatively short collaboration, #SustainablePublicAffairs quickly demonstrated an impressive ability to understand our needs, adapt to changing circumstances, and provide valuable support in a dynamic and flexible manner."

Anna Lóránt
Senior EU Policy Manager
ENVIRONMENTAL DEFENSE FUND

"At Environmental Defense Fund we firmly believe that effective, on-the-ground solutions can only be built on robust evidence and strong partnerships across experts, policy makers, civil society and private companies. In #SustainablePublicAffairs we have found a true ally that not only shares our commitment to creating a better world for everyone but is also deeply aligned with our approach. Their team always brings unique insights and great energy to our conversations, fostering the trust we need to move forward together."

Andrea Voigt
Vice President Global Public & Industry Affairs
Sustainability and Communications

DANFOSS

"Working with #SustainablePublicAffairs was a real pleasure. Together, we successfully set up a roundtable on sustainable data centers that brought together the right stakeholders and was perfectly aligned with our priorities. The collaboration was smooth, the understanding was strong, and the approach was highly effective. We would happily work together again anytime."

Samuel Flückiger
Policy & EU Affairs Director

HYDNUM STEEL

"When looking for a partner to establish a presence in Brussels and engage in EU affairs, #SustainablePublicAffairs quickly stood out as the partner of choice. Like us, sustainability is not just part of their work but embedded in their DNA, and our mission and values are fully aligned. Beyond their expertise, they are also just great people to work with that won't shy of going the extra mile to deliver impact. We certainly recommend them to any company wanting to disrupt the status quo and make sustainability the norm."

Martin Wolf
Senior Engagement Manager
SPARK CLIMATE SOLUTIONS

"#SustainablePublicAffairs brings exceptional strategic insight and energy to our collaboration. From the start, we felt a deep alignment on ensuring that promising sustainability research areas, like warming-induced emissions and methane removal, receive the spotlight and resources they deserve. They've enabled this mission by providing connections to the relevant Brussels decision-makers and sharpening our perspective on the EU policy priorities to create moments that matter most."

Carlota de Paula Coelho
Director Policy
B LAB

"Working with #SustainablePublicAffairs has never felt like working with an external consultancy, they've genuinely felt like part of our team. Beyond their deep policy expertise, there's a strong intellectual and personal alignment around the kind of economy and policy landscape we want to help build. At B Lab, there's a real responsibility in choosing public affairs partners that reflect the values and integrity of the community we represent, and #SustainablePublicAffairs has consistently embodied that. They are knowledgeable, proactive, entrepreneurial, and exceptionally strategic. But what I value most is that they simply "get it" without needing lengthy explanations. That combination of trust, shared purpose, and effectiveness is rare in Brussels."

POSITIVITY • INTEGRITY • TRANSPARENCY

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Brussels Office Since

2013

Number of Public Affairs Consultants

30 people in Brussels

Key Specialisms

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

About Teneo

Firm Description

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

We work across all key European markets and globally through the Teneo offices in 43 hubs worldwide. With an unparalleled blend of knowledge, skills and experience, we offer strategic advice to senior leaders of some of Europe's and the world's largest companies to help solve their most complex regulatory and reputational challenges and opportunities.

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

Our 30-person strong team in Brussels come from 21 European nationalities and are drawn from politics and government, the corporate world and journalism, NGOs and academia.

Ownership Structure

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

International Structure

Teneo's team is comprised of nearly 1800 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



The Global CEO Advisory Firm

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

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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 Omnicom Group.

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.

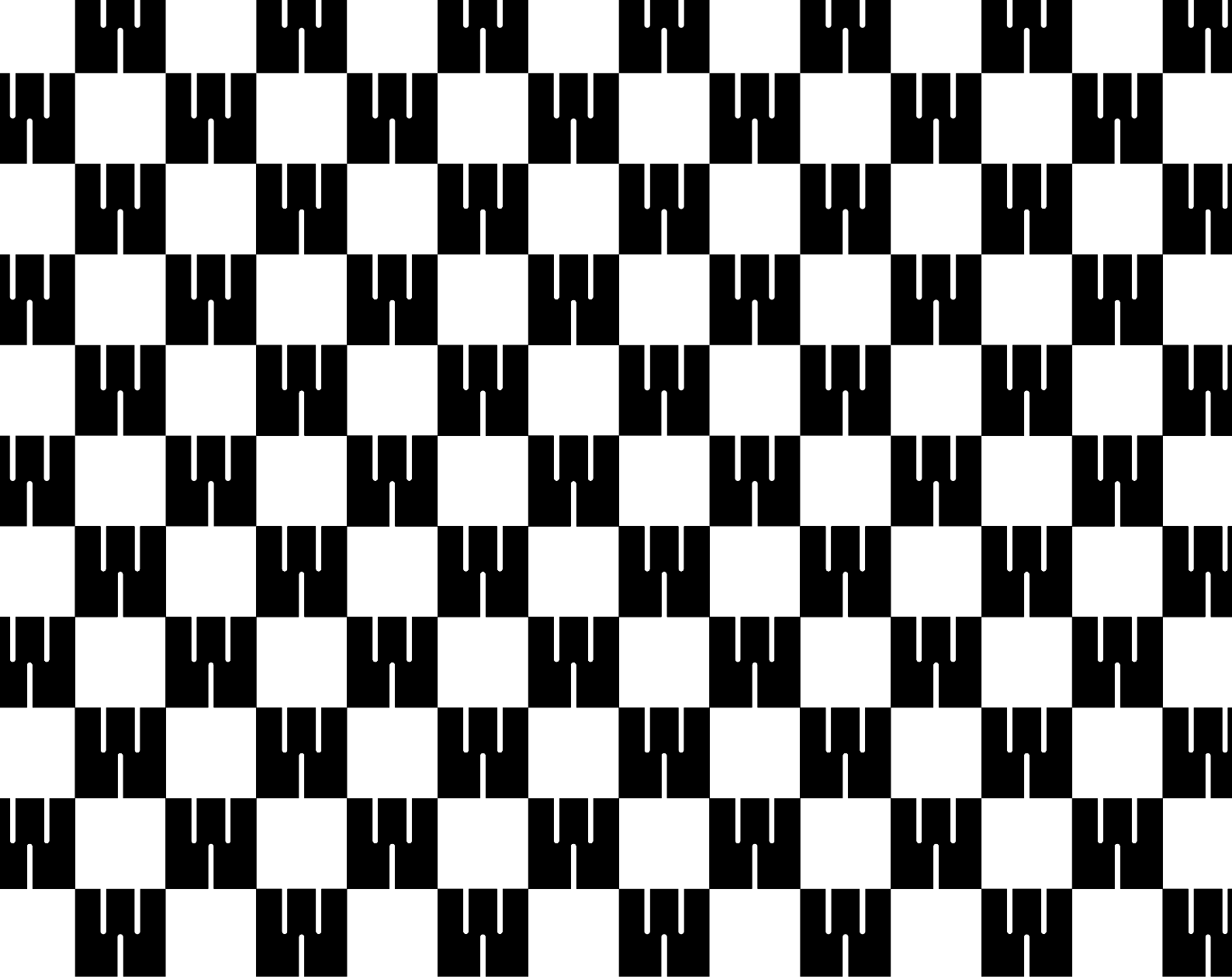
Key Clients

Spanish Blind Organisation (ONCE), Ericsson, Dell Technologies, Federation of European Scleroderma Associations (FESCA), Logitech, Card Payment Sweden, Sanofi, Shionogi, Sobi, Takeda, Regeneron, UPEL.

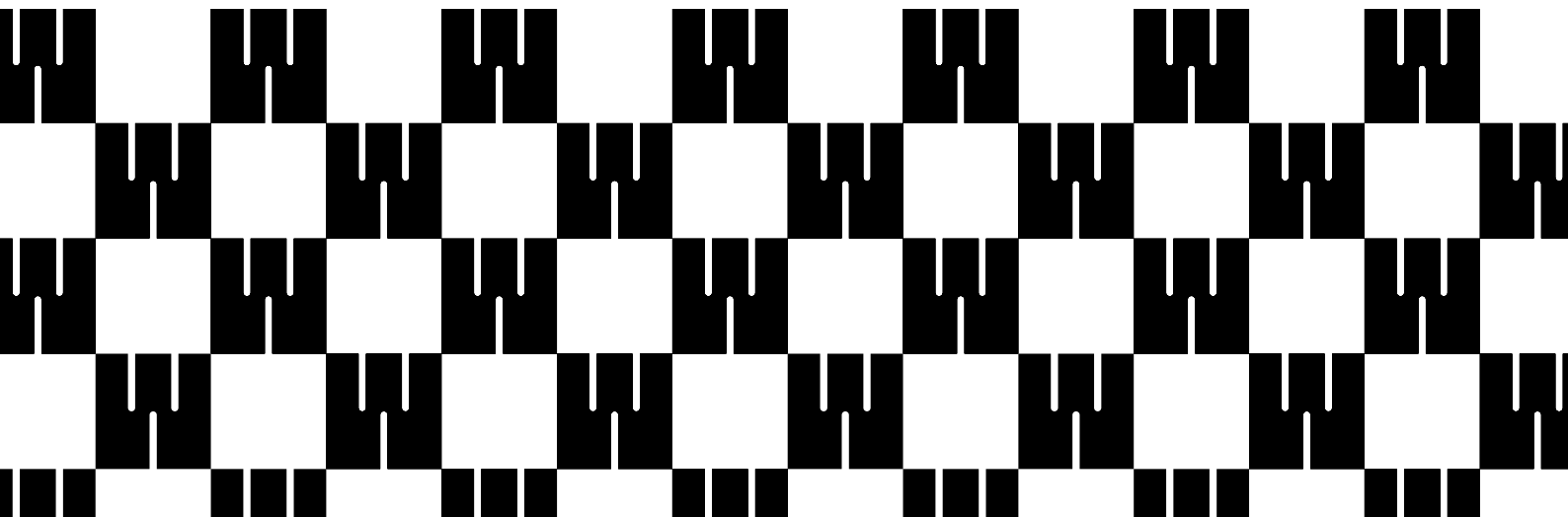
Testimonials and why clients like to work with us

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



Weber
Shandwick



ADS Insight

ADVOCACY | DIALOGUE | SUSTAINABILITY

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Brussels Office Since

📅 2001

Number of Public Affairs Consultants

👤 12

Key Specialisms

- 📍 Sustainability & Environment
- 📍 Transport
- 📍 Healthcare
- 📍 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.

We bridge the gap by providing EU strategic advisory and government relations. Beyond advocacy, we specialise in organising large-scale scientific congresses and serving as expert communication and dissemination partners for Horizon Europe projects

Services:

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

Ownership Structure

SPRL, private company.

International Structure

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

Key Strengths

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

Key Clients

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

Testimonials and why clients like to work with us

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

Testimonials from clients:

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

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

"Beyond professional – creative, passionate and enthusiastic"

"Symbiotic relationship"

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

"Long-term loyalty"

"Thorough knowledge, expertly applied"



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

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

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

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

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



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ADS Insight

ADVOCACY | DIALOGUE | SUSTAINABILITY

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Brussels Office Since

📅 2021

Number of Public Affairs Consultants

👤 6

Key Specialisms

- 🔍 Association Management
- 🔍 Public Affairs Management
- 🔍 Public Affairs Technology

About Advocacy Strategy

Firm Description

Advocacy Strategy is a specialized management consultancy dedicated exclusively to the professionalization of Public Affairs. We help corporations, trade associations and NGOs transform their PA functions into efficient, structured and measurable strategic assets. Through our proprietary PA Pro System, including audits, digital PA management, advisory, technology/AI adoption and professional training, we help PA leaders deliver the performance boards expect from all critical business functions. Our team operates globally from Brussels and Madrid, with a track record across over 40 countries.

Ownership Structure

Private.

International Structure

Brussels, The Hague, Madrid plus network of partners

Key Strengths

Advocacy Strategy occupies a unique position in the Brussels market. We are not a lobbying firm – we are a management consultancy. Our mission is to make Public Affairs Teams better – permanently. We utilize an integrated methodology which puts an end to inefficiencies, siloed data, scattered tools, reactive engagement and piecemeal reporting.

Our five interconnected service areas are:

Efficiency – A rigorous Health Check audit of PA structures, processes, capabilities and budgets against global best practices, delivering an actionable change roadmap with implementation support.

Technology – Expert guidance on digital tool selection, AI adoption, integration and migration. Eliminating PA tool overload and built to deliver measurable efficiency gains.

Management – With the PA Pilot process we design bespoke, platform-agnostic digital PA command centers that deliver oversight, one-click reporting and cross-market coordination.

Advisory – Within our Compass services we support clients with interim PA leadership and senior advisory encompassing political positioning, geopolitical risk, advocacy strategy or campaign optimization.

Training – Our Advocacy Academy delivers the most comprehensive international PA training platform, enabling scalable upskilling, shared professional standards across markets, faster onboarding and knowledge retention decoupled from individual team members.

We work with organizations building or restructuring in-house PA capacity, trade associations seeking sharper strategic direction and any organization determined to demonstrate that Public Affairs delivers real, reportable business value.

Key Clients

(2025–2026) Syngenta, Twilio, EURIMA, RockWool, Croplife International, Coca-Cola, CEVA Santé Animale, XERO, Nestle Purina, Tyres Europe.

Professionalizing Public Affairs

From Risk Management to Strategic Advantage

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Nickolas Reinhardt

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Brussels Office Since

📅 2012

Number of Public Affairs Consultants

👤 15

Key Specialisms

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

About Afore Consulting

Firm Description

Afore Consulting is a European public affairs consultancy specialized in providing services in the financial services, technology, energy markets and sustainable finance sectors. Our mission 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, Middle Eastern 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 energy policy and sustainable finance.

Testimonials and why clients like to work with us

Afore Consulting team members have achieved notable distinction as leaders in their respective fields of expertise. Our ever-growing international client base bears testimony to this.

Our consultants have in-depth knowledge of the issues and excellent working relationships with key policy-makers. We are highly competent on the technical and political aspects of European public affairs.

For globally active clients, there is the reassurance that Afore Consulting gets the job done. Afore Consulting is the go-to European public affairs consultancy in Brussels for financial services.

Skilful Positioning in Financial Services

www.aforeconsulting.eu





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Brussels Office Since

📅 2022

Number of Public Affairs Consultants

👥 14

Key Specialisms

- 🔍 Banking, Insurance and Financial Services
- 🔍 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, payments, 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.

Ownership Structure

Partnership.

International Structure

At AK, we use a combination of in-house experience working in public affairs in national markets, and partnerships with national agencies to track and influence developments across at the national level. This includes our transatlantic partnership with a leading US-based public affairs firm – Monument Advocacy.

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. Collectively, they have decades of experience supporting businesses of all sizes through legislative processes, enforcement and regulatory procedures, and merger investigations.

We focus primarily on supporting technology-enabled businesses with our staff specialising in a wide-range of policy areas including:

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

Key Clients

- Akamai
- American Express
- Atlassian
- Bolt
- CrowdStrike
- DuckDuckGo
- ICANN
- imec
- ISC2
- Japan Business Council in Europe
- NetApp
- Salesforce
- Smart Payment Association
- Unity
- Zoom
- Zscaler



HELPING ORGANISATIONS SHAPE EU TECH POLICY



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Brussels Office Since

📅 1986

Number of Public Affairs Consultants

👤 5

Key Specialisms

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

About Alonso & 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

Experience – Networking – Technical know-how.



ALONSO &
ASSOCIATES

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



ALONSO &
ASSOCIATES

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Brussels Office Since

2019

Number of Public Affairs Consultants

8

Key Specialisms

- ✓ Agriculture & Agribusiness
- ✓ Banking, Insurance and Financial Services
- ✓ Governments
- ✓ Healthcare
- ✓ Association Management
- ✓ EU Funding
- ✓ 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



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Brussels Office Since

📅 2003

Number of Public Affairs Consultants

👥 6

Key Specialisms

- ✓ Banking
- ✓ Digital Services & Technology Hardware
- ✓ 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 2 partners: Stéphane Desselas, Founder and President and Natacha Clarac, Managing 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



Ibero-American strategic consultancy for attraction, influence, transformation and anticipation
communication, marketing and public affairs

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Brussels Office Since

2014

Number of Public Affairs Consultants

8 The Brussels office consists of a team of 5 public affairs consultants specialized in EU public affairs, supported by more than 30 additional consultants across Spain and Portugal working on national and EU public affairs matters.

Key Specialisms

- ✓ Aerospace & Defence
- ✓ Agriculture & Agribusiness
- ✓ Digital Services & Technology Hardware
- ✓ Energy
- ✓ Healthcare
- ✓ Retail

About ATREVIA

Firm Description

ATREVIA is the leading Ibero-American strategic consultancy specialising in communication, marketing, and public affairs. We support companies, brands and institutions through 40 specialist services structured around four interconnected pillars: Attraction, Influence, Transformation and Anticipation.

We help organisations grow by strengthening their Attraction through marketing and sales strategies aligned with evolving consumer expectations. We build Influence through public affairs, stakeholder engagement and strategic positioning that enhance reputation and long-term value. We drive Transformation by aligning and empowering people around a shared ambition. And we foster Anticipation by activating the levers needed to secure sustainable business success, today and in the future.

With offices in 15 countries – Spain, Portugal, Brussels, Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Mexico, Panama, Paraguay, Peru, the Dominican Republic and Uruguay – and a multidisciplinary team of more than 600 professionals, ATREVIA delivers integrated solutions with a truly international perspective.

ATREVIA was also the first Spanish-founded consultancy to establish a permanent office in Brussels. With more than a decade of experience at the heart of the EU's ecosystem, we have built a strong reputation in EU Public Affairs, supported by a highly qualified team with extensive experience engaging with EU institutions and advising on regulatory matters and strategic institutional engagement.

Ownership Structure

Limited Liability Company.

International Structure

We are members of PROI Worldwide, The Crisis & Litigation Communicators Alliance (CLCA) and EPACA.

We are part of the Spanish Chamber of Commerce in Benelux and the Spanish Confederation of Business Organizations (CEOE).

Key Strengths

Deep understanding of institutional stakeholders and audiences, combined with strong expertise in policy analysis, regulatory monitoring and advocacy strategies.

Integrated multidisciplinary capabilities across public affairs, communication and marketing to address complex strategic challenges.

Strong combination of strategic thinking and creativity to deliver measurable impact and long-term value.

Innovation-driven approach leveraging technology and data to enhance client value and decision-making.

Extensive cross-border expertise and network connecting European and Latin American markets and institutions.

Broad sector expertise across industries, including retail, technology, energy, defence, agribusiness and social policy.

Key Clients

ATREVIA advises leading global, European and Latin American companies and organizations across a broad range of sectors. Further details are available in our Transparency Register entry.



ATREVIA™



Ibero-American
strategic
consultancy for
attraction,
influence,
transformation
and anticipation

communication, marketing and public affairs

**grow
by growing**

SPAIN PORTUGAL **BRUSSELS** ARGENTINA **BOLIVIA** BRASIL **CHILE** COLOMBIA
ECUADOR MEXICO **PANAMA** PARAGUAY **PERU** DOMINICAN REPUBLIC **URUGUAY**

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Brussels Office Since

📅 2006

Number of Public Affairs Consultants

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

Key Specialisms

- 📌 Digital Services & Technology Hardware
- 📌 Food and Drink
- 📌 Healthcare
- 📌 Transport
- 📌 Retail
- 📌 Sustainability & Environment
- 📌 Agriculture & Agribusiness

About Bernstein Group

Firm Description

The Bernstein Group advises on complex public policy and regulatory matters, helping clients navigate and shape political decision making at local, regional, national and European levels.

As a group of partner-managed consultancies, we combine public affairs, regulatory communications and scientific engagement into a coherent multi-level approach tailored to each mandate. We support clients in exceptional situations as well as in long-term change and transformation processes.

From our offices in Berlin, Frankfurt, Munich and Brussels, we deliver focused and effective solutions that generate measurable impact.

Ownership Structure

Partnership.

International Structure

We work with trusted partner consultancies across every EU Member State and the United Kingdom, extending our reach and ensuring national insight and influence in Brussels.

Key Strengths

We advise clients on complex public policy and communications challenges, including highly specific and sensitive matters. Our approach is defined by expertise, integrity and experience, combining strategic clarity with strong execution.

We work with national and international companies, investors, start-ups and institutions, helping them navigate policy and media environments shaped by constant change, competing interests and complex dynamics.

Working in close partnership with our clients, we bring a high level of personal commitment to every mandate and guide them through demanding policy and communications processes with advice grounded in experience, judgement and long-standing trust among stakeholders.

With a deep understanding of policy, business and media, we act as translators between these systems, ensuring that the strongest argument is clearly articulated and effectively positioned.

Key Clients

References available upon request.

A full-page background image of a mountain landscape. The scene shows a steep, rocky mountain slope with patches of green and yellow vegetation. A winding road or path is visible, snaking up the mountain. In the upper right, a small building is perched on a rocky outcrop. The sky is overcast and grey.

Brussels Berlin

Expect Impact

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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 Clean Trucking Alliance, 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

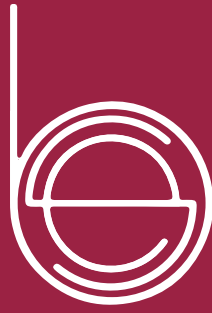
Since 2010, Business Solutions Europa has transformed our association.

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



business solutions europa

Supporting our Clients,
Cherishing People & Planet.

Your Growth, Our Commitment.

Public affairs | Communication & Engagement | European Funding

www.bs-europa.eu

CONSIDERATI

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Brussels Office Since

📅 2023

Number of Public Affairs Consultants

👥 6 in Brussels and 50
in total covering legal
and public affairs.

Key Specialisms

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

Key Clients

Considerati serves a diverse portfolio of clients, including pioneering technology firms, leading life sciences companies, industry associations, non-profits, and government bodies. Our clients trust us to navigate regulatory complexity, unlock market opportunities, and enhance their influence with policymakers and stakeholders throughout Europe. See Transparency Registry 37160717622-18 and website.

About Considerati

Firm Description

Considerati is an independent public affairs consultancy, guiding organizations through rapid technological, regulatory, and geopolitical changes. With offices in Brussels, Amsterdam, and The Hague – and a strong partner network across Europe, the US, Canada, and Latin America – we empower startups, multinationals, non-profits, and governments to unlock their business potential and ensure market access, reputation, innovation, and resilience in a shifting geopolitical landscape – these four fundamentals are essential for effective government affairs in today's complex and interconnected world. For over 18 years, we have enabled clients to implement innovation and technology responsibly, ensuring compliance and building political and societal support for progress.

At the heart of EU policy, our Brussels team helps innovative businesses and societal coalitions navigate complexity and shape outcomes. We're an agile, strategic team with an entrepreneurial mindset that delivers clarity and impact.

We are do-ers and work as an extension of your team. From disruptive scale-ups, civil society coalitions to established technology or life-sciences leaders, advice is pragmatic, actionable, and grounded in achievable solutions. That's why many clients have trusted us for over a decade.

Ownership Structure

Considerati is a privately owned, independent firm. Our autonomy ensures that our strategic advice is objective, client-focused, and free from external influence, allowing us to act solely in our clients' best interests.

International Structure

Considerati has offices in Brussels, Amsterdam and The Hague and a strong partner network across Europe, the US, Canada, and Latin America.

Key Strengths

Sectors:

- Life sciences & biosecurity
- Tech & emerging technologies
- Digital economy

Our mission is simple: to help disruptors, challengers, and leaders in Europe's innovation economy anticipate change, influence policy, and grow responsibly within the European framework. Our Brussels office brings experience in EU public affairs, helping your organization to drive the challenges of innovative fields like the Digital Economy, Emerging Technologies and Life Sciences.

Services

- Strategy & intelligence: We anticipate the EU policy landscape and design strategies that turn regulatory complexity into competitive advantage.
- Advocacy & engagement: We open doors to decision-makers and build the coalitions that move policy in your direction.
- Communication & campaigns: We craft narratives and campaigns that cut through Brussels noise and position you as a credible policy leader.
- Capacity building: We equip your teams with the skills and confidence to engage effectively in the EU policy arena.

The Considerati DNA

Agile and strategic team – Entrepreneurial mindset – Deep EU policy knowledge – Tailored and pragmatic approach – Vetted – Proud of high client retention.

Our way of working sets us apart. We think and act as an extension of our clients' teams, translating ambition into actions and challenges into opportunities. Having worked closely with both disruptive scale-ups, fast-growing companies and established technology leaders, we understand the pace, pressure, and ambition that drives Europe's innovation economy.

*BUILDING TOMORROW,
RESPONSIBLY TODAY*



CONSIDERATI



ESL EUROPEAN AFFAIRS

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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

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Brussels Office Since

📅 2009

Number of Public Affairs Consultants

👥 6

Key Specialisms

- ✓ Aerospace & Defence
- ✓ Banking, Insurance and Financial Services
- ✓ Digital Services & Technology Hardware
- ✓ Energy
- ✓ EU Funding
- ✓ Trade

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 developed through an exhaustive and internally established monitoring system of EU-related initiatives. And above all we make sure our clients' interests are well presented against 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 17 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, TRIREME, WeGenerate, ROOT, COMPLEMENTS and AEROFUSE. 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 regarding the EU-decision making process. Thus we identify the right interlocutors across a wide range of sectors and establish and maintain the dialogue throughout the process. Secondly, we help our clients to bring added value to policymakers,

to think in terms of "In what way can I be useful and contribute to the debate?", 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 knowledge from the ground, enthusiasm, and perseverance.

Key Clients

Industry, Energy, Health, Construction Sector, Foundations, Regional and Local Authorities, Digital, Environment, and Defence.

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

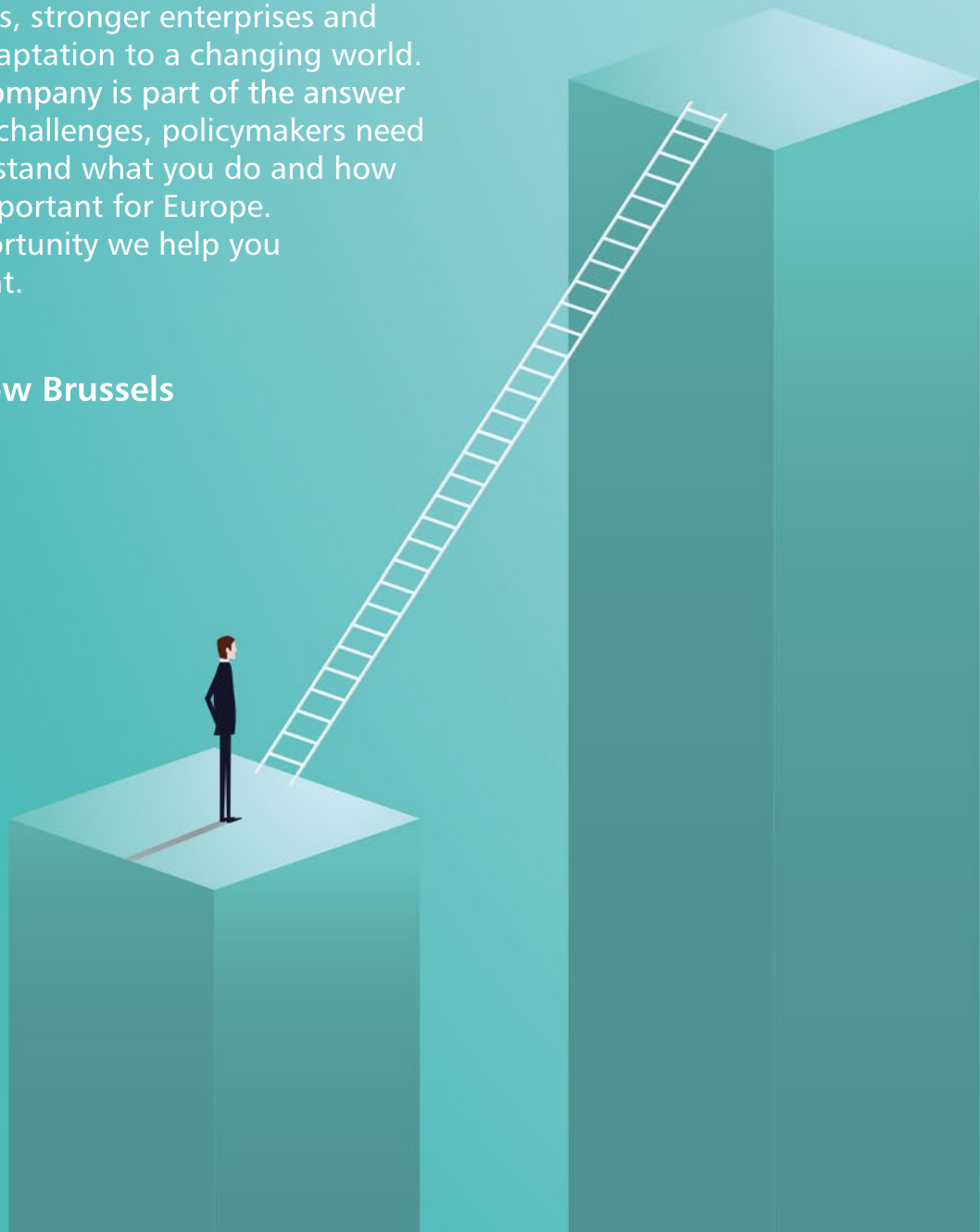
"Eupportunity is a highly professional and dedicated team, and we have worked together in setting up a very successful European initiative – The Innovation Sessions". Their knowledge and expertise on European matters, their network contacts was crucial for the organization of the events, covering a wide 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



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Brussels Office Since

1993

Number of Public Affairs Consultants

16 consultants based in Brussels and Paris.

Key Specialisms

- ⊗ Agriculture & Agribusiness
- ⊗ Banking, Insurance and Financial Services
- ⊗ Digital Services & Technology Hardware
- ⊗ Public Utilities
- ⊗ Industrial Goods and Engineering
- ⊗ Association Management
- ⊗ EU Funding
- ⊗ Sustainability & Environment

About Euralia

Firm Description

EURALIA is a leading public affairs consultancy with a presence in Brussels and Paris since 1993. Our expert team delivers integrated communication and public affairs strategies designed to strengthen our clients' influence and foster high-impact relationships with institutional decision-makers and key stakeholders.

Our core expertise:

- Strategic intelligence
- Advocacy & lobbying
- Association Management
- Capacity Building
- EU Funding & Grants
- Media Relations
- Digital Advocacy
- Event Management

Ownership Structure

EURALIA is an independent company owned by Didier SALLE, Mathilde BONVILLAIN-SERRAULT, Pierre DEGONDE and Clément SOULIE.

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

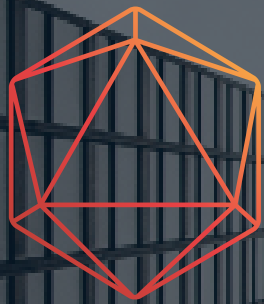
- LIMAGRAIN
- ASF – Association française des sociétés Financières
- ANVOL – Association interprofessionnelle de la volaille de chair
- BNP PARIBAS
- CNCC – COMPAGNIE NATIONALE DES COMMISSAIRES AUX COMPTES
- CNPO – Comité national pour la promotion de l'œuf
- EU Federation for the Factoring and Commercial Finance Industry
- EuroPetNet
- EUREFAS – European Refurbishment Association
- France Filière Pêche
- France Post-Marché
- Fédération Française des Banques Alimentaires
- AGEA – Fédération nationale des syndicats d'agents généraux d'assurance
- Google France
- Grand Port Maritime de Nantes Saint-Nazaire
- Hager Group
- InterChanvre
- Lefebvre Sarrut
- OEUVRE D'ORIENT
- Rainforest Alliance
- SAUR
- SOMFY

Testimonials and why clients like to work with us

"EURALIA's consultants are outstanding partners, combining strategic insight with hands on support to drive effective implementation."

"An almost 30 year partnership — that alone speaks volumes about EURALIA, don't you think?"

**“ THE BRIDGE
BETWEEN PARIS
& BRUSSELS**



EURALIA

**Experts in European and
French public affairs**

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1000 BRUXELLES

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Brussels Office Since

📅 1999

Number of Public Affairs Consultants

👤 7

Key Specialisms

- 🔍 Digital Services & Technology Hardware
- 📺 Media
- 👥 Association Management

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 longstanding expertise in media and the creative industries, digital regulation and competition policy. Since its founding in 1999, the firm has established itself at the forefront of EU policy development in the cultural, creative and media sectors.

The firm advises clients on complex EU legislative and enforcement developments, combining deep regulatory understanding with practical experience of EU decision-making processes at the highest levels. Europe Analytica works closely with European institutions, regulators and industry stakeholders, enabling clients to engage effectively, anticipate policy developments and contribute to strategic debates in rapidly evolving areas where technology, law and market power intersect.

Supported by an experienced, dynamic and multicultural team, and an extensive Brussels network, Europe Analytica delivers bespoke, flexible and results-driven support across sectors. The firm continues to expand into emerging areas including sustainability and European sovereignty, with a particular focus on supporting SMEs navigating regulatory change.

Ownership Structure

Director and Chairman,
Angela Mills Wade.

International Structure

Europe Analytica is led by its Director and Chairman, Angela Mills Wade. While firmly anchored in Brussels, the firm has an extensive network across Europe, the UK and the USA through its expertise in European association management and longstanding institutional relationships. Europe Analytica has also developed partnerships with leading universities, including VUB, Nottingham Trent, Johns Hopkins and Zuyd.

Key Strengths

The firm has developed over time a strong expertise in media

and digital regulation, including artificial intelligence, copyright, privacy, platform governance and competition policy. Europe Analytica advises clients on some of the most complex and high-impact EU legislative and enforcement files, helping to shape outcomes in rapidly evolving areas where technology, law and market power intersect.

Europe Analytica provides tailored support across the full policy cycle, including customised monitoring, policy analysis, stakeholder mapping, strategic advice, outreach and representation. Through this work, clients have become recognised and influential voices in their respective fields.

The firm is highly recognised for its expertise in European association management, combining strategic policy direction with operational delivery to strengthen the visibility, coherence and impact of industry representation at EU level.

Europe Analytica has received two Public Affairs Awards Europe distinctions: In-house Team of the Year and Lobbying the European Parliament.

Testimonials and why clients like to work with us

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

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Europe Analytica



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Brussels Office Since

📅 2020

Number of Public Affairs Consultants

👥 Small team in Brussels,
26 across the Group

Key Specialisms

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

About EU Focus Group

Firm Description

An award-winning specialist Brussels-based consultancy firm nominated as the "Best Public Affairs Company 2024" for two consecutive years in 2024 and 2025 by the reputed EU Business News. We are solely focusing on EU environmental, chemicals, agrochemicals, foreign subsidies advocacy in broad sense: from technical 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, Syensqo, BASF, Syngenta, Probelte, 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



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ULTIMATE ADVOCACY
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Brussels Office Since

📅 2009

Number of Public Affairs Consultants

👤 12

Key Specialisms

- ✓ Aerospace & Defence
- ✓ Digital Services & Technology Hardware
- ✓ Education
- ✓ 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. Bearing comparison to our larger competitors, our small team is what makes us stand out from the crowd: the key is versatility and expeditious exchange of information, not headcount.

The objective is tailormade delivery, not slow and corporate decision-making with hierarchic procedures. EU Strategy has a proven track record in delivering the most challenging tasks. Constantly working on a basis of trust and dialogue, our boutique firm gives prominent emphasis to our clients' needs. Our talents are extremely flexible, nimble, creative and work around the clock.

Key Clients

- Google
- Meta
- Qualcomm
- Move EU
- Spotify
- Netflix
- EVOD
- ESET
- Snapchat
- MMfE
- CETIN
- Open Grid Europe
- Trainline
- HomeExchange
- Audience Measurement Coalition

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.



Driving your EU engagement



Public Affairs



**Strategic
Consultancy**



**Association
Management**

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Brussels Office Since

2008

Number of Public Affairs Consultants

15

Key Specialisms

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

Key Clients

- Google
- Weiss Asset Management
- OnlyOne
- BYD
- Thyssenkrupp
- Euroleague Basketball
- Veolia

About H/Advisors

Firm Description

H/Advisors has been present in Brussels since 2008, serving as the central hub for Public Affairs. Wherever decisions are made across Europe, from EU institutions to national capitals, H/Advisors is there.

Our pan-European network combines deep local intelligence with a single, integrated strategic voice, delivering tailored counsel to organisations navigating pivotal moments across every major EU market. Behind every office is a team that knows the players, the politics, and the pressure points, not just mapping the landscape – but operating within it.

We provide public affairs, regulatory strategy, intelligence, senior advisory and strategic communications that shape public opinion, influence policy outcomes, and drive action at the intersection of business, society, and government. Our hub and spoke model ensures high-impact advocacy rooted in local insight, political nuance and targeted engagement.

We operate across the full architecture of EU influence: the Commission, Parliament, Council, national governments, industry coalitions, and global stakeholders shaping Europe's agenda.

Ownership Structure

H/Advisors is part of Havas, one of the world's largest global communications groups, with more than 23,000 people across 100 markets.

International Structure

Founded in 2001, H/Advisors employs over 1,500 multi-disciplinary experts across more than 40 offices spanning Europe, the Americas, APAC and the Middle East.

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. Our teams combine deep industry expertise with a problem-solving ethos, partnering with leaders to deliver outcomes, not just advice.

Key Strengths

- EU institutional lobbying: Shaping EU law, regulation, and policy across sectors with direct access to key decision-makers and measurable commercial impact.
- Pan-European communications campaigns: Influencing EU institutions, governments, regulators, industry coalitions, and tier-one media through targeted, audience-specific narratives.
- Reputation & image management: Strengthening and protecting organisational positioning across Brussels, Member States, and the wider public sphere – where reputation is leverage.
- EU relationship capital: Two decades of trusted relationships across the Parliament, Commission, Council, and national delegations – enabling access that goes beyond traditional lobbying.
- Breakfast with a View: H/Advisors rooftop event series that brings together political leaders, senior executives, and policy experts for focused discussions on key European issues. Each session combines a networking breakfast with an intimate, high-level conversation led by a single guest speaker and a small group of participants.

Testimonials and why clients like to work with us

"H/Advisors combines sharp political intelligence with a genuinely commercial mindset. Their team helped us navigate a highly sensitive EU regulatory debate, aligning policy engagement, stakeholder outreach and strategic communications into one coherent approach. They are trusted advisers who understand how Brussels really works." Senior Vice President, Global Technology Company.



H/ADVISORS

Public affairs advisory at the heart
of European policy making.

Strategic communications experts.
Enhancing reputation and building trust to fulfil ambitions.

h-advisors.global

Register for our rooftop event series

Breakfast with a View brings together political leaders, senior executives, and policy experts to discuss Europe's key issues. Scan the QR code to sign up.



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Brussels Office Since

2009

Number of Public Affairs Consultants

25

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. Founded in 2009, 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 fundamental changes in public policies and environmental risks we see in today's politicised environment.

Organisations typically engage on a technical policy level, finding it increasingly hard to manage the links between political change and their business. HLC works with leading companies, trade associations, foundations and Civil Society Organisations (CSOs) to define the desired outcome first and only then create the strategy, narrative and creative implementation: making sure clients are answering the right questions.

Key areas of support range from advising on advocacy strategy and message development, to building capacity and capabilities within government affairs functions through workshop moderation. In healthcare, for instance, we support market growth and launch strategies by advocating for policy change to overcome health system, HTA and payer barriers to patient access and uptake.

A team of 25 based in Brussels, we work extensively beyond the EU beltway — with Global and Regional HQs and with affiliates in Latin America, MEA, and Asia-Pacific. Our clients are typically heads of Regional or Global Public Affairs who report directly into the business. We also have deep experience with European and Global CSOs.

We can help with:

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

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

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Brussels Office Since

📅 2016

Number of Public Affairs Consultants

👤 50+ public affairs consultants across Brussels and London

Key Specialisms

- 🔍 Healthcare
- 🔍 EU Funding
- 🔍 Association Management

About 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).



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Brussels Office Since

2018

Number of Public Affairs Consultants

4

Key Specialisms

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

About Inline Policy

Firm Description

Inline offers a full suite of public affairs services to corporations, associations and civil society organisations wishing to understand and influence EU and UK regulations.

Ownership Structure

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

International Structure

Inline Policy is present in London and Brussels. It also works with like-minded partner agencies across other markets, including in Spain, Ireland, France, Germany, Portugal, Australia, Canada and in all 50 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 PR 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), Rover, Chiliz, Euromat, CoreView, Pour Demain

Testimonials and why clients like to work with us

"Inline Policy has worked for drone-delivery company Wing, part of Google's parent company, Alphabet, since 2017. Inline helps Wing with its legislative, regulatory and communications objectives across Europe. Inline has given excellent advice on navigating EU and UK policy and regulations; established strong relations with key decision-makers in Brussels, UK and across EU member states; and helped Wing establish its reputation as a US company offering its expertise and playing an important role in helping shape the regulatory framework for an emerging industry in Europe. The Inline team is proactive, well-networked, and has demonstrated an excellent knowledge of drone and aviation regulations". Alexandra Florin, Global Aviation Regulatory Lead, Wing Aviation

"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

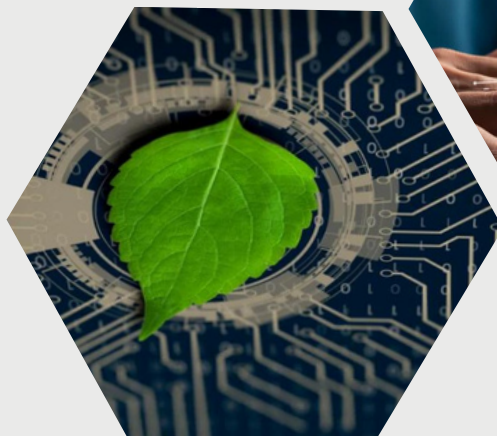


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Brussels Office Since

📅 2019

Number of Public Affairs Consultants

👤 10

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 15 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 judgement 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.

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Brussels Office Since

📅 February 2024

Number of Public Affairs Consultants

👥 6 consultants based in Brussels, 40 consultants across Europe focussed on EU Affairs, team of 70 in total

Key Specialisms

- ⊗ Aerospace & Defence
- ⊗ Banking, Insurance and Financial
- ⊗ Digital Services & Technology
- ⊗ Energy
- ⊗ Healthcare
- ⊗ Industrial Goods & Engineering

Key Clients

LLYC partners with leading global and regional companies across technology, energy, healthcare, finance, mobility, and consumer goods.

Our Brussels clients are listed in our transparency register entry under REG number 039441147902-02

About LLYC

Firm Description

European affairs are a strategic priority for LLYC. As a global consultancy in Marketing + Corporate Affairs, we help organisations anticipate change, manage reputation, and shape the debates that influence their business interests in Europe. Our work integrates public affairs, strategic communication, data intelligence and creative thinking to support clients in moments of opportunity, complexity and transformation, grounded in a deep understanding of how policy is decided in Brussels.

Our Brussels team operates at the heart of the EU, helping clients understand and influence a policy agenda shaped by industrial transition, climate ambition and geopolitical uncertainty. Through senior EU expertise, regulatory intelligence, political foresight and narrative strategy, we translate complex legislative cycles into clear, actionable plans that align policy objectives with business priorities.

Our approach is grounded in a forward-looking perspective. We help clients see around corners, identify early risks, and frame their positions with clarity and impact. As partners for what's next, we design cross-market strategies that resonate in Brussels and across key EU capitals, ensuring alignment between policy priorities, reputation objectives and business imperatives.

With a footprint across Europe, the United States and Latin America, LLYC is uniquely positioned to connect the EU agenda with global corporate strategy. For organisations operating across borders, we offer a single strategic partner capable of integrating public affairs, communication and reputation at scale, with the ambition, expertise and seniority expected from the leading firms in the Brussels ecosystem.

Ownership Structure

Publicly listed company (BME Growth). Professional partnership model.

International Structure

LLYC operates in 28 talent hubs across 13 countries:

- Argentina (Buenos Aires)
- Brazil (São Paulo and Rio de Janeiro)
- Belgium (Brussels)
- Colombia (Bogotá)
- Chile (Santiago de Chile)
- Ecuador (Quito)
- Spain (Madrid, Barcelona and Valencia)
- United States (Phoenix, Detroit, Miami, Grand Rapids, St. Louis, New York, San Diego and Washington, D.C.)
- Mexico (Mexico City)
- Panama (Panama City)
- Peru (Lima)
- Portugal (Lisbon)
- Dominican Republic (Santo Domingo)

Key Strengths

- Integrated Corporate Affairs + Marketing model connecting policy, reputation, strategic communications, and creative activation.
- Deep EU capability with policy analysis, regulatory monitoring, stakeholder engagement, and strategic counsel across multiple sectors.
- Advanced AI and data intelligence, including narrative analysis, sentiment modelling, risk anticipation, and decision-visualisation tools.
- Strong senior leadership bench across public affairs, creativity, AI, finance, reputation, and crisis management.
- Cross-market coordination for clients operating across the EU, the U.S., and Latin America.
- Sector expertise in energy, technology and AI, healthcare, financial services, mobility, industry, and consumer markets

An abstract red sculpture with smooth, flowing curves is positioned in the lower half of the frame. Overlaid on the upper half is a grid of squares in various shades of red and pink, creating a pixelated effect. The text 'Your next challenge is ours, too.' is centered within this grid in a white, sans-serif font.

Your next
challenge
is ours, too.

MARKETING + CORPORATE AFFAIRS

■ PARTNERS FOR WHAT'S NEXT

LYKKE

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Brussels Office Since

2016

Number of Public Affairs Consultants

4 full time public affairs advisors + one intern

Key Specialisms

- ⊕ Energy
- ⊕ Healthcare
- ⊕ Agriculture & Agribusiness
- ⊕ Sustainability & Environment
- ⊕ Transport

Testimonials and why clients like to work with us

"Working with Lykke Advice has been invaluable for Aggeres. Their deep understanding of the European institutions and policy processes has guided us with clarity and confidence through what can often feel like a complex European 'jungle.' Thanks to their expertise, we were able to successfully draft a comprehensive and compelling policy paper advocating for the adoption of autonomous flood barriers within the European climate resilience strategy. Their professionalism, responsiveness, and strategic insight have made them an indispensable partner for us. We wholeheartedly recommend Lykke Advice to any organisation seeking to navigate EU policymaking with precision and impact." Oliver Femont, Founder of Aggeres

About Lykke Advice

Firm Description

Lykke Advice is an independent Brussels-based lobbying agency specialising in supporting SMEs. Our aim is to provide hands-on, tailor-made advice to companies and associations seeking a highly personalised service from an agency that prioritises quality outcomes. We work only with clients we truly believe in, helping them strengthen and expand their influence in Brussels.

Operating in public affairs requires a deep understanding of complex legislative processes, institutional dynamics and a strong network within the EU bubble. Our team brings these essential elements together, helping clients build effective partnerships and alliances. We also combine public affairs with market access across EU countries, enabling clients to benefit from our network both in Brussels and at Member State level to unlock new opportunities.

We are a young and creative team with proven experience. We believe that representing clients in Brussels demands strong commitment and a high level of engagement to deliver a service that is truly fit for purpose.

Our goal is to provide valuable strategic advice alongside high-quality execution. We involve clients from the earliest stages of strategy development and maintain flexibility throughout the process—an approach we see as key to achieving successful outcomes.

In addition to direct representation, we train companies, boards and associations in public affairs, covering strategy development, storytelling, framing and negotiation.

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 understand how to operate effectively in a political environment, with a strong grasp of stakeholder dynamics and the importance of high-level, evidence-based information grounded in facts and science. We cover a wide range of topics, combining strategic oversight with close attention to critical technical detail. We also recognise the importance of linking public affairs directly to a company's business development strategy, ensuring our work contributes to tangible market growth.

We tailor our approach to each client's specific context, objectives and ambitions. We do not offer one-size-fits-all solutions. Lykke Advice is highly adaptable, developing bespoke strategies that best meet individual client needs. We primarily work with small and medium-sized enterprises, supporting them to strengthen, optimise and grow.

We operate in an open and transparent manner and are always clear about whom we represent when engaging with policymakers and other stakeholders.

We place strong value on alliance-building, actively identifying and creating partnerships that enhance our clients' position, strengthen their voice and broaden their understanding of different perspectives within the political debate.

Key Clients

Plexigrid, Aggeres, Biohit and Cardisio

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

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LYSIOS

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Brussels Office Since

2007

Number of Public Affairs Consultants

6

Key Specialisms

- ✓ Aerospace & Defence
- ✓ Agriculture & Agribusiness
- ✓ Construction & Materials
- ✓ Digital Services & Technology Hardware
- ✓ Telecoms
- ✓ EU Funding

Key Clients

Ardian, Saint-Gobain, Saverglass, Digital Asset, Fédération Française des Télécoms, Hologic, Interdigital, Open Cosmos, TDF, Tereos, Viasat, Région Pays de Loire.

About Lysios Public Affairs

Firm Description

Lysios Public Affairs advises and supports its clients in strengthening their engagement with their political, legislative, regulatory and socio-economic environment, while helping them develop their activities.

The firm provides strategic public affairs advice and designs monitoring tools and programmes to facilitate dialogue with public authorities at local, national and European level. Through its work, Lysios enables clients to convey their views to relevant decision-makers, enhance their reputation and, where appropriate, join forces with other stakeholders to promote shared interests.

Lysios Public Affairs has extensive experience working with French and European public authorities and supports clients on matters relating to policy, legislation, regulation, technology, industry and competition.

The firm was founded in Paris in 2003 and has been present in Brussels since 2007.

Ownership Structure

Lysios is an independent company owned by three partners.

International Structure

Lysios has offices in Paris and Brussels and collaborates with aligned partner agencies in several other markets, covering nearly all EU Member States, the United States and many other countries. Lysios is a member of Mosaic Network, a global network of independent public affairs firms.

Key Strengths

Lysios Public Affairs stands out as a pure-player public affairs consultancy, combining senior strategic advice with a deep understanding of public decision-making processes and stakeholder dynamics.

One of the firm's key strengths is the diversity of its team, which brings together consultants and experts

with backgrounds across public institutions, the private sector, trade associations and civil society. This mix of experience allows Lysios to approach each mandate with both political insight and practical business understanding.

Recognised as one of the leading public affairs firms in the French market, Lysios also brings a strong European and international perspective. The firm is particularly valued for its ability to help clients navigate complex environments, clarify their positioning, anticipate political and regulatory developments, and build credible engagement strategies adapted to their specific challenges.

Lysios' approach is pragmatic, tailored and results-oriented. The firm works closely with each client to define clear priorities, identify the right stakeholders and translate strategic objectives into concrete public affairs action.

Testimonials and why clients like to work with us

Lysios is valued for the quality and consistency of its client relationships, which are built on trust, discretion and responsiveness. Many mandates evolve into lasting partnerships, supported by a close understanding of each client's priorities, constraints and institutional environment.

Clients appreciate the firm's ability to combine strategic judgement with practical execution. Each assignment is approached through a tailored methodology, designed around the client's specific challenges, objectives and stakeholder ecosystem, with clear and actionable advice provided in often complex or sensitive public affairs contexts.

The strength of these relationships is reflected in client loyalty and in the growing number of long-term mandates. For Lysios, this continuity is the strongest endorsement of the trust placed in the firm's work and of its ability to provide support with credibility, commitment and impact.

LYSIOS
PUBLIC AFFAIRS

Public Affairs Consultancy

*Lysios (Λύσιος), « The one
that releases, that solves
complex situations »*

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Brussels Office Since

📅 2023

Number of Public Affairs Consultants

👤 7 in Brussels

Key Specialisms

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

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 180+ in London, Brussels, Dublin, San Francisco, New York, and Washington.

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

CoreWeave, Dropbox, Indeed, Lyft, Mozilla, Trustpilot.

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
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Brussels Office Since

2017

Number of Public Affairs Consultants

15 on the Europe team, 100 globally

Key Specialisms

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

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 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, Toyota Motor Europe, Meridiam.



McLARTY ASSOCIATES

Diplomatic Solutions

Since 1998

300+
CLIENTS

112
COUNTRIES

25
FORTUNE 100
COMPANIES

30+
FILM & TV
PROJECTS



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Brussels Office Since

📅 2014

Number of Public Affairs Consultants

👤 10

Key Specialisms

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

About MUST & Partners

Firm Description

MUST & Partners is a public affairs boutique based in Brussels. We bridge the international business community with the EU Institutions, 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

mustandpartners.com

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Brussels Office Since

📅 2019

Number of Public Affairs Consultants

👤 15

Key Specialisms

- ✓ Aerospace & Defence
- ✓ Banking, Insurance and Financial Services
- ✓ Energy
- ✓ Healthcare
- ✓ Sustainability & Environment
- ✓ Trade

About NC+

Firm Description

NC+ is an independent public affairs consultancy based in the heart of the Brussels EU district.

We help international clients align their business objectives with EU and global policy developments. We support our clients in navigating complex regulatory environments, shaping policy outcomes and unlocking opportunities at the EU, member state and international levels.

Our work is grounded in strategic insight, evidence-based advocacy and a deep understanding of the policymaking process. We build trusted relationships between our clients and decision-makers, ensuring their positions are not only heard but clearly understood and effectively reflected in policy outcomes.

At NC+, we focus on solutions others overlook, combining public affairs, strategic communications and intelligence to deliver tangible impact.

Ownership Structure

Owned by three partners – Vojtech Nemec, Viktor Chvatal and Tomas Dvorak.

International Structure

NC+ operates from Brussels and Luxembourg with strong partners outside of the EU.

This structure allows us to connect EU-level policymaking and national dynamics with the changing geopolitical reality, providing clients with solutions where they matter most. NC+ is a member of the European Public Affairs Consultancies' Association (EPACA).

Key Strengths

At NC+, we believe that effective public affairs start with a deep understanding of our clients' business models, technologies and regulatory exposure. Our approach is firmly built on robust data, evidence and insights, supported by close cooperation with experts, scientists and the academic community.

We excel at translating complex technical and regulatory issues into clear and compelling policy narratives that resonate with decision-makers. By combining strategic advisory, stakeholder engagement and high-level communications, we ensure that our clients are not only present in the policymaking process, but that their views are trusted, valued and ultimately reflected in policy outcomes.

Our teams draw on an extensive network of senior advisors, including former policymakers, regulators and business leaders, who are ready to act on behalf of our clients and allow us to operate effectively at the highest levels of EU decision-making with maximum impact.

Our newly established in-house think tank, bringing together experts from academia and public service, further strengthens NC+'s capacity to deliver top-tier geopolitical advice in an increasingly turbulent world.

Testimonials and why clients like to work with us

NC+ is a highly innovative and forward-looking consultancy that anticipates regulatory and political developments and proactively positions its clients for success. We act as long-term strategic partners, helping clients navigate complexity, mitigate risks and seize opportunities in an increasingly dynamic policy landscape.

NC+ is an international public affairs consultancy based in the heart of Brussels' EU district.

We support international clients in aligning their business goals with policy developments at the EU and global level — based on trust, transparency, and strategic insight.

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Your plus.

We find the solutions
no one thinks of.

NC



ncplus.com





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Brussels Office Since

2019

Number of Public Affairs Consultants

9

Key Specialisms

- ⊗ Agriculture & Agribusiness
- ⊗ Chemicals
- ⊗ Food and Drink
- ⊗ Personal & Household Goods
- ⊗ Retail
- ⊗ Sport
- ⊗ Association Management
- ⊗ Sustainability & Environment

Key Clients

H&M Group, VF Corp, Textile Exchange, 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

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/>



OHANA

“Ohana” in Hawaiian means connection to community. That’s at the heart of everything we do.

We work side by side with our clients to turn EU policy into clear, actionable steps and build tailored strategies that drive meaningful change.

Experts in textiles, agri-food and beyond.
Real progress, made together.

Join the Ohana way.

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Brussels Office Since

📅 2010

Number of Public Affairs Consultants

👤 9 Public Affairs Consultants based in Vienna and Brussels.

Key Specialisms

- 🔍 Aerospace & Defence
- 🔍 Agriculture & Agribusiness
- 🔍 Banking, Insurance and Financial Services
- 🔍 Energy
- 🔍 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.

We have been present in Brussels for more than 25 years — at the intersection of business and European decision-making. From Vienna, Europe's city of ideas, we have grown into a pan-European agency with offices in Munich, Graz and Brussels, combining innovative thinking with the strategic depth of a team that truly knows how the EU works.

A different angle, grounded in experience.

Ownership Structure

PANTARHEI is an independent, 100% partner-owned and partner-managed consultancy — combining entrepreneurial agility with the highest standards of professional accountability.

International Structure

Four offices. Twenty-plus countries. One network. From Vienna and Munich to the heart of the EU in Brussels, PANTARHEI operates where it matters most. As part of H/Advisors, we access top-tier partner firms across more than 20 nations — bringing genuine international reach to every mandate we take on.

Key Strengths

Deep understanding of business models and how they are affected by political intervention. Broad network and the ability to build alliances and platforms from the scratch. Vast experience in Public Affairs at both national and EU level.

Key Clients

Raiffeisen Bank International, Association of Construction Products, Casinos Austria, Austrian Post, BAHA, UNIQA.

Vienna – Brussels – Munich – Graz

A different angle on Europe



PANTARHEI
corporate advisors



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RASMUSSEN GLOBAL

ESTABLISHED 2014

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Brussels Office Since

📅 2017

Number of Public Affairs Consultants

👤 40

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 partnership.

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, ARX Robotics, the Mission of Japan to the EU, Quantum Systems, and Viasat.

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.

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Brussels Office Since

2015

Key Specialisms

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

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 at EU level and globally. 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 strategic communications and public affairs agency with a record of representing trade associations, companies and organisations in Europe and globally.

Ownership Structure

Since February 2025, Red Flag is part of Ankura Consulting Group LLC, an independent global expert services and advisory firm delivering services and end-to-end solutions to help clients at critical inflection points related to conflict, crisis, performance, risk, strategy, and transformation. Ankura has more than 2,000 professionals serving more than 3,000 clients across 55 countries.

International Structure

Red Flag runs its global operations from a network of five offices: Brussels, Dublin, London, Washington DC and Cape Town, supported by a wider Ankura network of offices in 35 countries.

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

Diageo, Google, OpenAI, Rio Tinto, SHEIN Group, viagogo, European Breakfast Cereal Association (CEEREAL), IPOPI, International Flavors & Fragrances (IFF), Kerry Group, World Spirits Alliance (WSA), British American Tobacco (BAT).

Testimonials and why clients like to work with us

"Red Flag understands 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

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Crisis
Management



WINNER
Reputation
Management

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Stenström Consulting

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Client Contact

Kajsa Stenström

Website Address

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Brussels Office Since

2007

Number of Public Affairs Consultants

5

Key Specialisms

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

About Stenström Consulting

Firm Description

Stenström Consulting is a Brussels-based EU public affairs consultancy. We offer advice on EU policy and regulatory developments and provide services to clients from different countries and different industry sectors. Many of Stenström's clients are regular and long-standing. Although we are a small consultancy, we count several multinational companies as our clients and we often report to the highest level within those firms. The company was founded by Kajsa Stenström, who has more than 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, European Life Sciences Coalition, Intrum, LSAA, Epidemic Sound, Swedish Forest Industries, HSB.

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." Kristin Andersson, Group External Communications Director, Intrum



Stenström Consulting

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Juliette Roche

Head of European and Healthcare Public Affairs, Boots

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Kristin Andersson

Group External Communications Director, Intrum

stenstromconsulting.com

tri()igent®

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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. We bridge the breadth and depth of an established global agency with the flexibility and agility of a boutique. At Trilligent, we help innovative clients bring big ideas to life, empowering organizations to navigate complex social and regulatory landscapes with finesse. Our Brussels office specialises in strategic advisory, public affairs, regulatory impact and compliance, policy comms and geopolitical risk management services.

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 innovative industries, offering deep expertise across strategic advisory, public affairs and regulatory counsel, advocacy, stakeholder engagement, geopolitical risk analysis, and crisis management.

Our expertise extends across various industries – including technology and emerging tech, global trade and industrial policy, mobility and sustainability, space and defence, EU funding and geopolitics.

We are further 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, with former public officials, diplomats, communications specialists, investors and technical experts among its ranks.

Key Clients

Our key clients range from high-growth start-ups to globally recognized technology companies and industry leaders, united by their drive for 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

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ACT ACCORDINGLY.

 @iamtrilligent

 trilligent



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Brussels Office Since

📅 2019

Number of Public Affairs Consultants

👤 15 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

CropLife Europe, Expedia, FiberCop, INWIT, Engineering, Meta, Philip Morris International, Poste Italiane, Regal Rexnord, TRANE Technologies, Telit Cinterion, Unipol.

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



BRUSSELS

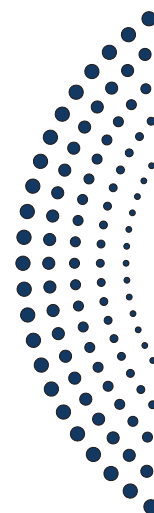


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Brussels Office Since

2017

Number of Public Affairs Consultants

8

Key Specialisms

- ⊗ Agriculture & Agribusiness
- ⊗ Digital Services & Technology Hardware
- ⊗ Energy
- ⊗ Governments
- ⊗ Telecoms
- ⊗ Sustainability & Environment
- ⊗ Industrial goods & Engineering

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, CEPESA, Ecoembes, GSCC, International Paper, International Security League, META, Netflix, Prosegur, Saica, Vall Companys, Verisure, Video Games Europe and Snapchat INC.

“Improving the
relation between
public and private
sector through
professionalized
Public Affairs”

Vinces

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Brussels Office Since

📅 2018

Number of Public Affairs Consultants

👥 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

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, Synopsis, Matheson and CropLife.

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, Toppa 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.

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 **vulcan**consulting

The Best in Brussels Public Affairs Consultants 2026/27

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 275 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.

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.

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Consultancies are traditional hunting grounds for corporate and association clients and 2026 witnessed some important hires. For instance, Coline Lavorel joined Michelin from FH and Kasia Colombani went from DGA to Sony.

In the other direction, reorganisations in corporate public affairs teams led to several prominent public affairs operators switching sides to consultancies, including Emmanuel Chantelot from Pfizer to Burson, and Helen Oberg from Novo Nordisk to FGS Global.

Similarly, consultancy reorgs and closures led to some high profile moves including David Reed from Global Counsel to FLINT and Laura Cigolot to BOLDT BPI from Portland .

Another trend is individuals and teams splintering off larger firms to start their own agencies. For instance, Leon de Graaf has set up shop as Managing Partner at Business Advisers on Climate & Competitiveness (BACC). Other high-profile consultants are expected to make similar moves in the coming months.

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 2026/27 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

Alan Hardacre

Co-Founder, Advocacy
Strategy

Alberta Laschena

Partner, Kreab

Alejandro Cercas Fernández

Head of Brussels
office, Vinges

Alessandro Torello

Director, Energy & Climate
at Rud Pedersen

Alen Hristov

Director (Tech, Media &
Telecoms), Hanbury Strategy

Aleš Šinkovec

Managing Director, Teneo

Alex Braley

Director, Rud Pedersen

Alex King

Associate Director, Fourtold

Alise Askinezere

Director, Brunswick Group

Anaïs Laporte

Associate Director, Fourtold

Anamaria Corca

Director of Public
Affairs, Considerati

Anca Toma

Senior Advisor, Weber
Shandwick

Anca-Andreea Călugăru

Head of Structural Funds,
Schuman Associates

Andrea D'Incecco

Managing Partner,
Political Intelligence

Andrea Parola

Managing Director,
EU Strategy

Andreas Constantinides

Managing Partner at
AK Public Affairs

Andreea Kaye

Managing Director
at EU Vantage

Andrew Cecil

CEO, Burson

Andrew Johnson

Partner, Boldt

Angel Alvarez Alberdi,
Senior Director and Head
of Brussels office, LLC

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

Auréli 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
Euportunity

Benita Lipps

CEO, Novya

Benoit Cormier

Managing Director, Teneo

Benoît Roussel

Partner, Flint Global

Bertrand Huet

SVP & Partner,
FleishmanHillard

Biancastella de Angelis

Partner at FGS Global

Bram Delen

Managing Director,
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

Carolina Costa

Head of Policy, Red
Flag Global

Carsten Hess

Partner, Forward Global

Carlos Villota

Managing Director, EU Affairs

Cathy Kremer

Partner at Publyon

Charline Quillérrou

Senior Director, RPP Group

Charles Patterson

Account Director, Grayling

Chiara Gaudenzi-Morandi

Director at Burson| Head
of Sustainability Practice

Chris Mehigan

Partner at Penta Group

Clara Hervas Lezcano

VP, Edelman

Claudia La Donna

CEO, Edelman Brussels

Constance Jacquin

ESL & Network,
Directrice Générale

Corina Pasol

Managing Director,
DGA Group

Cornelia Kutterer

Managing Director
at Considerati

Danai Tsapikidou

Partner at Schuman
Associates

Daniela Negri

Head of Healthcare, Burson

Darius Movaghar

Director of
Sustainability, FIPRA

David Bates

Director, Public
Affairs, Edelman

David Garcia

Director, EU Digital & Tech
Policy, FGS Global

David Reed

Global Markets &
Investments Advisory, Head
of Europe, Flint Global

David Turier

General Manager & Senior
Partner, FleishmanHillard

Deborah Nash

CEO Brussels at Teneo

Diana Angelova

VP, Edelman

Diane Watson

Director, Rud Pedersen

Dimitri Banas

Head of Technology &
Competition, Burson

Donald Ricketts

Managing Director, Financial
Services, FleishmanHillard

Eamonn Lawler

Managing Director, Penta

Elaine Cruikshanks

Partner, Acumen
Public Affairs

Elizabeth Krahulecz

Strategic Business
Development, Vulcan
Consulting

Elisabetta Coscia

Head of Brussels Office
at Lysios Public Affairs

Ellen Hof

COO at
#SustainablePublicAffairs

Elliot Tricot

Account Director, Red Flag

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

Emmanuel Chantelot

Managing Director,
Healthcare & Corporate
Advisory at Burson

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

François Bailly

Partner, DGA Group

Frederic Soudain

Chairman of the Growth
& Strategy Board

Gerard McNamara

Founding Partner,
Schuman Associates

Gerardo Proano

Managing Director, FTI

Gert Meylemans

Vice President, Kellen Europe

Giles Keane

Partner, Acumen
Public Affairs

Giorgio Corbetta

Director – Energy &
Sustainability, Kekst CNC

Giovanni Bazzoli

Senior Consultant – Tech
Policy, SEC Newgate

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

Hannah Thominet

Consultant, Grayling

Hannalena Ivarsson

Senior Partner, Kreab

Hans Hack

Senior Managing Director and Head of Brussels Office at FTI Consulting

Harry Nedelcu

Partner & Senior Director, Geopolitics – Rasmussen Global

Heike Galbraith

Senior Advisor, FIPRA

Helen Oberg

Partner, Healthcare & BioTech – FGS Global

Helena Walsh

CEO, H/Advisors

Henrique Burnay

Owner and Senior partner Eupportunity

Isabelle De Vinck

Managing partner, Political Intelligence

Jakub Rusek

Associate Director, Kellen

James Stevens

Managing Partner, Rud Pedersen

Jamie Wilkinson

Partner and Head of Operations at Schuman Associates

Jan Dröge

Managing Director, Europe Health, Edelman

Jekaterina Kalandadze

Managing Director, Teneo

Jens Van Dinter

Partner & Head Trade Practice, Kreab

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

Member of the Executive Committee logos

John Duhig

Partner at BOLDT

Jonathan Fauli

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

Julie Mandrille

VP, Edelman

Julien Bocquet

Associate Director, Defence, Space and Aviation at logos

Kajsa Stenström

Founder and Managing Director Stenström Consulting

Karl Isaksson

CEO, Kreab Worldwide

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

Kinga Wojtowicz

Director Healthcare EU | RPP 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, Head of Healthcare, BOLDT BPI

Laura Rozzo

Vice President at FleishmanHillard – Energy & Transport

Lawrie McLaren

Chairman Corporate Purpose Brussels Burson

Leon de Graaf

Managing Partner, BACC

Lina Aburous

Senior Director, Head of Critical Issues Practice Forward Global

Lodewijk Buschkens

Managing Partner, ICODA European Affairs

Lotten Kronudd

Director for Environment Policy, ADS Insight

Luciano Stella

Co-Managing Partner, 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

Margreet Lommerts

Managing Partner, Publyon

Maria Teresa Scardigli

Vice President Kellen

Maria Lledo

Executive Chairwoman, European & International Affairs

Marian Brestovansky

Associate Director, Kellen Europe

Marie Gorkem

Partner Kreab

Marie Van Raemdonck

Partner NOVE

Marie-Myrtille Marichal

Public Affairs Director, logos

Mario Filippini

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Owner LP Brussels

Martin Wilberg

Partner, Kreab

Mathias van

Malderghem Nagy Director – Technology, Media, and Telecommunications

Mathilde Bonvillain-Serrault

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Mathilde Fiquet

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Co-Managing Partner, MUST & Partners

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Partner Acumen Public Affairs

Maximo Miccinilli

SVP Energy FleishmanHillard

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Associate Director at ADS Insight

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Senior Director Global Solutions, APCO Worldwide

Nickolas Reinhardt

Director Afore Consulting

Nicola Scocchi

Partner and Head of Brussels Office, Fourtold

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Partner, Acumen Public Affairs

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Noam Elmabet

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Oliver Kaye

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Managing Partner, Lighthouse Europe

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Europe at Teneo

Philippe Radinger
Managing Director,
FGS Global

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Atrevia Brussels Director

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Managing Partner, 365
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Robert McLeod
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Government Relations

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Roxana Moldovan
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Partner, Schuman Associates

Ruud Wassen
Chief Client Officer, Burson

Sabrine Skiker
Director, Hanover
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Executive Vice President
– Global Head of
Public Affairs Kreab

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Senior Advisor, RPP Group

Sebastian Vos
Partner, FGS Global

Shomik Panda
Chief Executive Officer
at Inline Policy

Siân Hughes
Strategy Director and Head
of Sustainability, Acumen

Silvia Alunni
Director at FGS Global

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Kellen Europe

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Head of Brussels office,
Milltown Partners

Simone Ceruti
Head of Public Affairs,
SEC NEWGATE EU

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Levitt Consulting

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Partner, Harwood
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Senior Director & Head of
Chemicals, Forward Global

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practice at Grayling

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Director, Teneo

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& Policy at RPP Group

Thomas Linget
Director Advocacy &
Coalitions logos

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Senior Director, Trilligent

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Managing Director,
ADS Insight

Tina Ajdič
Director at Teneo

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Partner, Hanbury Strategy

Tom Murray
Head of Brussels office,
Euros/Agency Group

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Founder, Parker & Associates

Tom White
Partner at FGS Global

Tomas Dimitrov
Deputy Executive
Director, logos

Tresja Bolt
Senior Healthcare
Advisor, Harwood Levitt

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Managing Partner, KREAB

Umberto Gambini
Partner, Forward Global

Valentina Polyas
Director at Incisive Health

Valeria Fagone
Senior Director FTI Consulting

Vanessa Hamberger
Managing Partner & Chief
Strategy Officer, Brussels

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 2026/27



Law Firms

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223 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, Norton Rose Fulbright and Squire Patton Boggs.

Bird & Bird

COVINGTON



Freshfields Bruckhaus Deringer

NORTON ROSE FULBRIGHT

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.

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.

"Lawyers are inherently trained to identify the key issues and assess the client-specific implications of new legal or policy proposals within an increasingly complex, multi-layered EU framework. Covington brings together deep procedural and regulatory knowledge with decades of policy advocacy experience. This thoughtful, holistic, and collaborative approach is central to how we support our clients in Brussels and beyond", says Wolfgang Maschek, Head of the European Public Policy Practice at Covington.

"Covington offers a true combination of high-end regulatory and policy capability, together with a broad network of relationships across European and global markets. With more than 120 former governmental officials fully embedded across our regulatory, transactions, disputes, and

policy practices—including former EU Commissioners, former Prime Ministers, Ambassadors and industry leaders—we support our clients with a market-leading combination of legal and policy insight to help them solve their most complex regulatory and policy challenges”, Maschek added.

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.

Bird & Bird’s public affairs team acts as your early warning system for upcoming legislation, while also supporting strategic engagement with decision-makers and helping your business prepare for compliance with new regulatory requirements.

“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.” Paolo Sasdelli, Senior Regulatory and Public Affairs Advisor, Bird & Bird.

Norton Rose Fulbright underlines its practical approach to lobbying backed by technical legal skills: The close relationship between law and politics, policy and regulation is becoming increasingly significant. Law firms have traditionally advised clients on law and regulation as it is today but in an increasingly complex and challenging environment, understanding what the law may be tomorrow is vital to our clients.

“At Norton Rose Fulbright, we offer a genuinely multidisciplinary and internationally coordinated service. Our deep expertise in law and regulation across financial services, competition, technology and sustainability, as well as insiders’ understanding of policy and decision-making processes enables us to provide comprehensive support to clients that work commercially and legally. From advice on consultations, regulatory investigations and high stakes transactions, to facilitating direct engagement with EU regulators and policy-makers, we provide clients with practical, solutions-driven services.” Robert Langmuir, Head of European Government and Regulatory Affairs.



Wolfgang Maschek
Head of the European Public Policy Practice at Covington & Burling



Robert Langmuir
Head of European Government and Regulatory Affairs.



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



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

Bird & Bird

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Brussels Office Since

1999

Number of Public Affairs Consultants

3

Key Specialisms

- ⊙ Chemicals
- ⊙ Digital Services & Technology Hardware
- ⊙ Media
- ⊙ Energy
- ⊙ 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 34 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 unawareness 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 position 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.



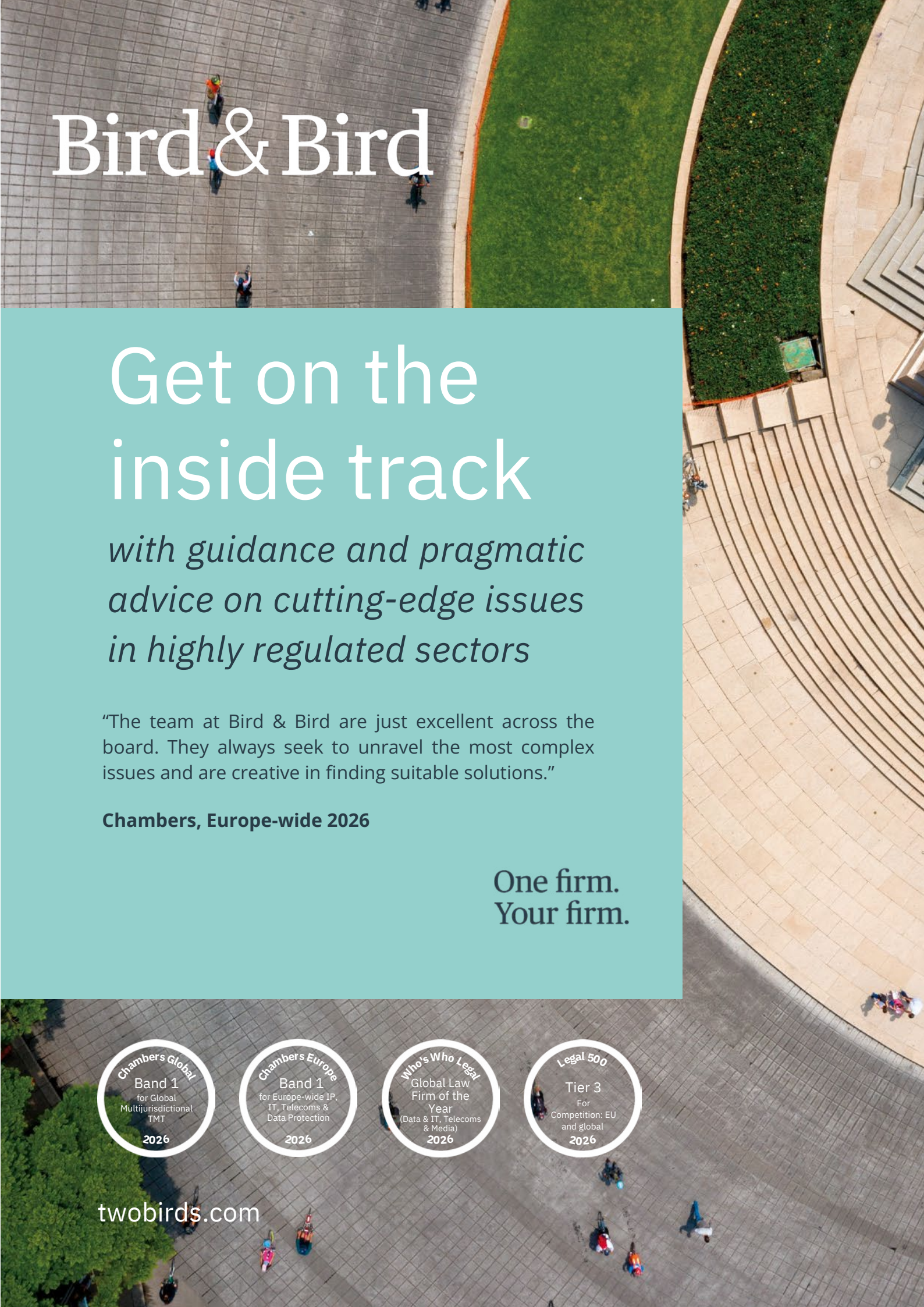
Key Clients

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.

"The team advises on the full spectrum of EU digital regulation, privacy compliance and emerging technology issues." Legal 500, EMEA 2026 – Tier 1



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 2026

**One firm.
Your firm.**



twobirds.com

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Brussels Office Since

1990

Number of Public Affairs Consultants

Covington's European Public Policy team includes 6 full-time public policy lawyers and 9 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
- ☑ Sustainability & Environment
- ☑ 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 1,400 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. The practice is led by seasoned public policy lawyers with decades of experience in handling complex EU regulatory and policy assignments across a broad range of industry sectors.

Testimonials and why clients like to work with us

As a Band 1 firm ranked in *Chambers* (13 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

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Brussels Office Since

📅 2002

**Number of Public
Affairs Consultants**

👤 8

Key Specialisms

- 🔍 Digital Services & Technology Hardware
- 📶 Telecoms
- 🏛️ Governments
- 🏥 Healthcare
- 🌱 Sustainability & Environment
- 📦 Trade

Firm Description

With a presence in over 40 countries across the Americas, Europe, the Middle East, Africa and Asia Pacific, DLA Piper is one of the world's leading global law firms. We combine local insight with an integrated international platform to support clients across jurisdictions and regulatory environments.

A core pillar of the firm's offering is its Regulatory, Trade & Government Affairs practice, with teams in Brussels, London and Washington DC, bringing together legal, regulatory and public policy expertise to help clients navigate complex and evolving legislative and geopolitical landscapes at EU and global level.

The firm advises multinational corporations, financial institutions, governments and public bodies.

About DLA Piper

We provide seamless cross-border advice to help clients manage risk, respond to regulatory change and pursue strategic opportunities.

Ownership Structure

Limited Liability Partnership.

International Structure

DLA Piper's global footprint spans more than 40 countries across the Americas, Europe, the Middle East, Africa and Asia Pacific, enabling us to support clients on complex legal and regulatory challenges across multiple jurisdictions.

Our integrated platform combines legal, regulatory and policy expertise to deliver coordinated, cross-border advice in a fast-evolving global environment.

Our Brussels Regulatory, Trade & Government Affairs practice works closely with colleagues in key hubs, including Washington DC and London, and draws on country-specific expertise across our network to support engagement at national level where required. This enables us to guide clients through geopolitical developments, evolving trade dynamics and regulatory divergence affecting cross-border operations, while ensuring consistent, high-quality service worldwide.

Key Strengths

The DLA Piper Regulatory, Trade & Government Affairs team combines deep legal expertise with policy insight to support clients navigating complex EU and global regulatory environments. We advise at the intersection of law, policy and business, helping clients understand, anticipate and shape regulatory developments.

Our practice is consistently ranked Band 1 (Chambers Regulatory: Government & Public Affairs) and operates as a fully integrated global team, with a strong EU centre of gravity and close coordination across our international network. We are particularly recognised for combining technical legal analysis with a practical understanding of legislative and regulatory processes.

Our team brings together highly regarded regulatory lawyers and experienced policy professionals, including former officials from EU institutions and national governments, enabling us to provide legally robust advice grounded in institutional insight.

We offer:

- EU regulatory and policy advice: clear, actionable guidance on complex EU and cross-border frameworks, focused on translating legal requirements into practical solutions
- Integrated legal and policy support: combining legal analysis with legislative process insight to support effective engagement
- Sector-focused expertise: strengths across ESG and sustainability, sanctions and export control, digital and technology, life sciences and consumer products
- Trade and geopolitical risk: strategic advice on trade, sanctions and foreign investment screening regimes
- Regulatory enforcement and investigations: advice on risk, enforcement exposure and response strategies in high-stakes matters
- Market access and regulatory approvals: guidance on EU market entry, product compliance and supply chain risk
- Policy insight and anticipation: early analysis of legislative developments to support forward-looking decision-making

Key Clients

Anthropic, Equinix, GVS, Unilever, Coca Cola, ArgenX, ESAB

Testimonials and why clients like to work with us

"DLA Piper have been much more than a law firm to us. They are trusted advisors that cut through the clutter and see what is needed."

Your partner in successful policy



We help our clients succeed – 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.



FRESHFIELDS

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Brussels Office Since

1989

Number of Public Affairs Consultants

6 consultants in the Brussels team

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 global leading law firm, combining a strong European offering with a first-class network.

Freshfields LLP brings a distinctive blend of legal excellence and strategic public affairs insight to the heart of EU policymaking. With a long established presence in Brussels and deep roots across Europe, the Firm supports clients in navigating the political, regulatory and legislative forces that shape today's most complex business environments.

Operating at the intersection of law, policy and strategy, Freshfields' EU Regulatory and Public Affairs team helps organisations engage confidently with EU institutions, anticipate regulatory change and influence outcomes on issues that matter most to their business.

On a daily basis, we help clients:

- Build a credible and 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 ongoing and upcoming legislation and decisions;
- 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 register and 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 and explain the rationale 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

world class legal insight and decades of strategic policy advisory experience to deliver a level of representation that goes far beyond traditional public affairs support. We understand not only the rules and the politics behind them, but also the commercial realities driving our clients' decisions. This holistic perspective—spanning business strategy, regulatory dynamics and legislative intent—enables us to advocate effectively at both EU and national level and to help clients navigate and influence policy with confidence.

'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.

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
GLOBAL 2025**

56 practice area rankings
Bank 1

**CHAMBERS
GLOBAL 2025**

49 individual rankings
Band 1

JUVE 2025

Law firm of the year

FINANCIAL TIMES 2025

Most innovative law
firm in Europe

NORTON ROSE FULBRIGHT

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Brussels Office Since

1990

Number of Public Affairs Consultants

4

Key Specialisms

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

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."

About Norton Rose Fulbright

Firm Description

Norton Rose Fulbright's Government Relations and Public Policy practice (GRPP) comprises lawyers and government affairs professionals working across our global network. We work with in-house lawyers and government relations teams to help them navigate the complex and sensitive interaction between law, politics and policy. 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. Combining deep expertise in the law and regulation and an insider's understanding of politics and policymaking enables us to offer valuable solutions that work commercially, legally and politically.

Ownership Structure

Limited liability partnership.

International Structure

Norton Rose Fulbright is a global law firm with a full business law service. Our Government Relations and Public Policy team works closely with the integrated team of legal, risk advisory and compliance specialists across our global network. Drawing on the experience of lawyers, lobbyists and consultants who have held senior positions within government agencies and departments worldwide, we offer our clients a significant understanding of the trends and political dynamics which shape global, regional and national regulatory and compliance environments.

Key Strengths

Examples of how we support our client's business include:

- Insight and Intelligence: regular reporting, real-time alerts, legislative and regulatory tracker services with key point summaries, policymaker views and bespoke consultations with our experts
- Strategic engagement: we guide clients throughout the policymaking cycle from defining objectives to devising an advocacy strategy and delivering it successfully through engagement with policy-makers
- Advocacy support: we support clients in formulating policy proposals and communicating them through position papers, responses to government consultations and other submissions to policy-makers, public interventions and press releases.
- Trainings: comprehensive training for senior managers before committee appearances or other regulatory hearings
- Transaction support: advice on political and regulatory matters in the course of transaction support such as planned mergers & acquisitions and joint ventures.
- Investigations and inquiries: combining market-leading legal expertise in investigations with knowledge of the internal workings, political sensitivities and policy dynamics of public authorities to advise clients on how to craft arguments from both a legal and policy perspective to achieve the best outcomes.

Key Clients

Bank for International Settlements (BIS), Citadel, Banco Finantia, World Gold Council

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
nortonrosefulbright.com

SQUIRE



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Brussels Office Since

1974

Number of Public Affairs Consultants

14

Key Specialisms

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

Key Clients

- deSter / Gate Group
- Children's Tumor Foundation (CTF)
- Central American Bank for European Integration (CABEI)
- Fuels Europe (Concawe)
- SoundExchange, Inc.
- Suzano
- Iseki Europe
- European Manufacturers of Expanded Polystyrene (EUMEPS)
- Evonik
- Myriota

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

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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 12 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 go-to partner on various legal matters for many years. We appreciate that they have the brain-trust 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.

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- 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

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Aerospace & Defence

One of Brussels' fastest-growing advocacy arenas in 2026.

The European Union's Aerospace & Defence sector is undergoing a transformation without precedent in the post-Cold War era. The European civil aerospace sector generates a turnover of approximately €160 billion and employs over one million workers. Defence industries contribute €100 billion per year in turnover and 1.4 million highly skilled jobs, with significant spin-off effects across aviation, space, and electronics.

The war in Ukraine has fundamentally reset Europe's strategic calculus. The ReArm Europe / Readiness 2030 Plan, mobilises up to €800 billion in defence spending through national fiscal flexibility, a €150 billion SAFE loan instrument for joint procurement, EIB financing now expanded to cover military equipment and infrastructure, and private capital mobilised through the Savings and Investments Union.

Crucially, SAFE is now operational and first payments began flowing from March 2026. Germany has gone further, amending its constitutional 'debt brake' to permanently exempt defence spending above 1% of GDP from borrowing limits – a structural shift that sets a precedent across the EU. The Defence Readiness Roadmap 2030 added specificity: nine capability coalitions to be completed by 2030 covering air and missile defence, drones, cyber and AI, military mobility, and maritime security.

The line between civil and military aerospace is blurring. Dual-use technologies – satellites, drones, cybersecurity, AI – are attracting both government procurement and private capital simultaneously. Proposals for a European Space Shield and European Air Shield envisage initial capability by end-2026, with full functionality by 2028. European drone start-ups like Helsing have reached multi-billion-dollar valuations as investors pile in. Pressure is also growing for consolidation of Europe's fragmented defence industrial base, as policymakers seek to create larger European champions – led by companies such as Airbus, Leonardo, and Rheinmetall – capable of scaling at the pace demanded by rapidly rising defence budgets. Long-standing assumptions about unconditional US security commitment to Europe have been seriously tested, making this the most active and consequential Brussels defence lobbying environment in a generation.

Brussels-based NATO HQ remains a strategic centre alongside the EU institutions. With 23 states now members of both NATO and the EU there is greater overlap between the two organisations and creates both coordination opportunities and institutional complexity for defence advocates.



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Agriculture & Agribusiness

Structural reform, trade turbulence, and a contested budget cycle.

Agriculture has always been at the heart of European politics, and 2026 is proving no exception. Almost 50% of EU territory is farmland. Agriculture and food-related industries provide over 44 million jobs, including 20 million within agriculture itself. The sector's importance to land management, food security, and rural employment means it commands a disproportionate share of political attention relative to its share of GDP.

The current CAP runs to 2027 with a budget of €386.6 billion. Negotiations for the post-2027 CAP are already live and deeply contested. The Commission's Vision for Agriculture and Food shifted the agenda significantly – from the sustainability-first Farm to Fork strategy toward competitiveness, food security, and simplification. In April 2026, EU agriculture ministers clashed over a proposed 'digressive area-based income support' mechanism that would cap payments to larger farms. The new MFF proposed by the Commission allocates €300 billion to farmer income support – a real-terms cut of around 30% compared to the current period – provoking fury from farming organisations, who described the announcement as 'Black Wednesday of European agriculture.'

The EU-Mercosur Partnership Agreement, provisionally applied since 1 May 2026 after 25 years of negotiations, is the defining trade event of the agricultural year. Council endorsed it in January 2026 by 21 to 5 – with France, Austria, Poland, Ireland, and Hungary voting against. Farmers across Europe have protested vigorously, citing concerns about beef, poultry, and sugar imports from producers not subject to equivalent EU standards. The European Parliament is pursuing a parallel challenge through the European Court of Justice on the agreement's provisional application, potentially delaying full ratification by two years.

Ukraine continues to cast a long shadow. Eastern European farmers remain frustrated by Ukrainian agricultural imports, and the temporary suspension of duties agreed by Parliament includes an emergency brake mechanism. Russia's war has accelerated the shift toward food security and strategic autonomy as primary CAP goals, at the expense of the environmental conditionalities that defined the Farm to Fork era. The pendulum has swung: the new Commission has twice simplified or weakened environmental conditions under the CAP since 2024, and the pesticide reduction regulation remains stalled.



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Banking, Insurance and Financial Services

The Savings and Investments Union era begins in earnest.

The EU maintains a robust regulatory framework for financial stability, investor protection, and market integrity, overseen by the European Commission, EBA, ESMA, and EIOPA. The centralisation of financial services regulation since the 2008 crisis drove massive growth in the Brussels banking, insurance, and financial services community. Some of the largest Brussels trade associations – European Banking Federation, Insurance Europe, Invest Europe – represent this sector.

The Savings and Investments Union (SIU) is the centrepiece of EU financial services policy in 2026. The SIU's ambition goes beyond the Capital Markets Union it supersedes: it aims to channel Europe's abundant savings more productively toward investment, reduce fragmentation in banking markets, and close the gap with the US financial system that has widened significantly. As ECB Director-General John Berrigan noted in May 2026, 'no EU member state has a domestic financial system big enough to be a relevant global economic player today.' The SIU is as much a competitiveness project as a financial reform.

Key legislative priorities progressing through 2026 include: the PSD3/PSR payments package; open finance (Financial Data Access framework); the retail investor strategy; securitisation simplification; and EuVECA venture capital fund reforms.

The digital euro project continues to divide the sector, with banks warning against deposit flight risks while the ECB frames central bank digital currency as a long-term sovereignty project. Digital assets continue to generate regulatory activity – MiCAR is now fully operational, with enhanced supervision and potential enforcement actions expected, and the Commission is under pressure on multi-issuance stablecoins in light of the US GENIUS Act.

AI in financial services is moving from horizon-scanning to compliance reality. The AI Act requires banks to establish transparent governance structures for AI system integration. DORA – the Digital Operational Resilience Act – is in full implementation, requiring enhanced supervision of in-scope firms. US tariffs and global trade tensions have raised loan loss provision expectations and created headwinds for European banks, with Moody's raising its global default rate forecast. On competition, the ECB and Commission are actively reviewing whether current EU banking rules adequately enable European banks to achieve the scale needed to compete globally – including reconsidering merger rules.


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Chemicals

Regulatory pressure, energy costs, and the Clean Industrial Deal.

The EU's chemical policy focuses on promoting safe and sustainable chemicals, addressing substances of concern, and fostering industry collaboration. Seven of Brussels' top 30 corporate affairs spenders are chemical companies – Bayer, ExxonMobil, BASF, Dow, Shell, BP, and Chemours. Cefic, the European Chemical Industry Council, employs over 160 staff and is among Brussels' most respected trade associations, representing an industry that directly employs 1.2 million people and accounts for almost 15% of world chemical production.

The competitiveness crisis in European chemicals has deepened. EU environmental regulations impose more than \$20 billion in annual compliance costs on the sector, with up to 10% of capital spending in Europe now directed at regulatory compliance alone, according to figures cited by Cefic and confirmed by individual companies including BASF, which employs 250 people solely to manage REACH paperwork. Firms including Dow and LyondellBasell have been restructuring their European footprints, closing facilities as they respond to weak demand, high input costs, and regulatory pressure.

Energy prices remain the central competitive challenge. Despite some relief since 2023, energy costs for European chemical producers remain structurally above those of US and Asian competitors. The Clean Industrial Deal, launched by President von der Leyen is the Commission's primary response – promising to cut regulatory ties and make a clear business case for European production, including through an Affordable Energy Action Plan and the new Clean Industry State Aid Framework. The Commission's Industrial Accelerator Act, presented in March 2026, introduces 'Made in EU' procurement preferences and low-carbon requirements that should benefit domestic chemical producers.

PFAS ('forever chemicals') regulation remains a major ongoing dossier, as does the broader REACH revision. The sector is navigating the simultaneous pressures of decarbonisation requirements, competitiveness concerns, and geopolitical supply chain disruption – making it one of the most intensive and technically complex Brussels lobbying environments.



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Construction & Materials

Recovery, renovation, and the regulatory overhaul.

Buildings and construction provide 18 million direct jobs and contribute approximately 9% of EU GDP. The sector creates employment, drives economic growth, and is central to solutions for climate, energy, and housing challenges. It is also one of the EU's most regulated sectors, given its role in energy consumption and carbon emissions.

After some difficult years marked by high interest rates, elevated energy costs, and labour cost pressures – forecasts now point to a positive turnaround from 2026. The European Commission's renovation wave ambition remains structurally important: almost 75% of the EU building stock is energy-inefficient, and more than 85% of today's buildings will still be in use in 2050. The Energy Performance of Buildings Directive has been revised, and the Commission is pushing for accelerated renovation rates.

The overhaul of the Construction Products Regulation (CPR) is the sector's most significant legislative dossier. The proposed reform aims to align EU construction product rules with the Green Deal's climate ambitions while reducing barriers to the single market. It is proceeding through the ordinary legislative process in 2026. The Commission's

Clean Industrial Deal and Affordable Energy Action Plan are also directly relevant – high energy costs have been a primary driver of the construction sector's difficulties, and lower energy prices would materially affect viability and activity rates.

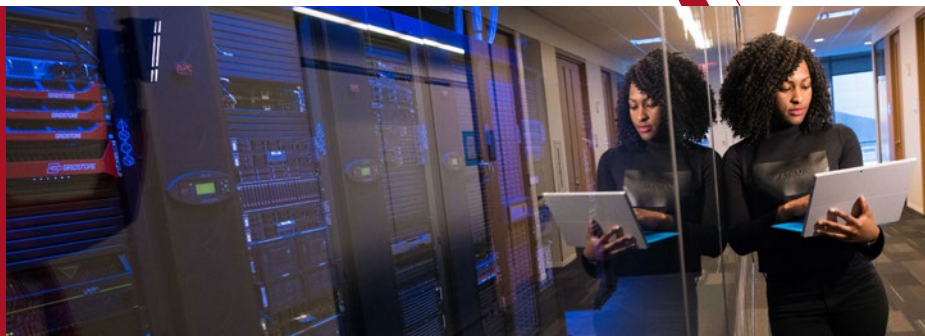
Housing affordability has become a major political issue across EU member states, with Housing Commissioner Dan Jørgensen tasked with a European Affordable Housing Plan. The Commission is under pressure to do more on modular construction, social housing finance, and permit simplification. These political dynamics create new advocacy opportunities for construction sector players, particularly around housing finance, public procurement, and skills development.

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Digital Services & Technology Hardware

AI regulation, geopolitical tension, and the battle for Europe's digital future.

Digital sector lobbying in Brussels has escalated dramatically since the Commission's Digital Single Market strategy and intensified further under von der Leyen's tenure. Apple, Amazon, Meta, Google, and Microsoft all significantly boosted their Brussels presence. Digital industry spending on EU lobbying reached a record €151 million annually in 2025 – up 56% since 2021 – with 890 full-time digital lobbyists in Brussels now exceeding the 720 MEPs. Big Tech held an average of three lobbying meetings per working day in the first half of 2025 alone. AI regulation dominated 40% of all Commission meetings with industry.

The EU AI Act is now in implementation. High-risk AI system requirements are taking effect, AI literacy obligations and transparency requirements for AI-generated content under Article 50 will be mandatory – requiring machine-readable marks so that AI-generated public interest content can be detected. The EU AI Office is developing the Code of Practice on general-purpose AI and the transparency framework. For EU regulatory affairs and advocacy professionals, understanding the AI Act's requirements has become a core compliance competency.

The AI Continent Action Plan represents a significant shift. Acknowledging Europe's lag behind the US and China – currently capturing just 6% of global AI venture capital – the Commission has adopted a more industry-friendly approach, focused on helping European AI companies grow, scale, and compete globally. The plan includes AI gigafactories, expanded compute access, and procurement incentives. DIGITALEUROPE welcomed it while stressing the need for demand-side measures.

The geopolitical dimension has become acute. Meta's Mark Zuckerberg has publicly described EU competition enforcement as 'almost a tariff' and EU digital laws as 'censorship.' US Vice-President Vance attacked EU data protection rules at the Paris AI Action Summit. The Trump administration has been actively weaponising US government pressure against EU digital regulation, including threatening trade measures over the DSA and DMA. The EU insists its digital rules are non-negotiable expressions of sovereignty. This standoff is now a central feature of the EU-US relationship – and a defining challenge for any Brussels digital sector practitioner.



Specialist Consultancies: EU Strategy

Education

Skills, AI, and the transatlantic talent competition.

The EU supports member states in education and training, promotes multilingualism, funds mobility through Erasmus+, and has increasingly emphasised digital and AI skills as strategic competitiveness priorities. The European Year of Digital Citizenship Education in 2026 is driving attention to responsible, ethical, and effective digital engagement – including AI literacy – across all education levels.

The Commission is prioritising a 'Union of Skills' with increased investment in STEM, digital skills including AI and cybersecurity, and entrepreneurship. The European Universities Initiative has expanded significantly, now encompassing a large number of transnational alliances pursuing joint programmes. Erasmus+ Sport applications rose 34% in 2026, reflecting the programme's breadth. Progress on mutual recognition of qualifications continues, facilitated by the EU Student Card and the Bologna Process.

The most significant new development is the European talent competition triggered by the Trump administration's assault on US universities. Several administrations have targeted academic freedom and diversity initiatives, prompting leading European universities – including Aix-Marseille and Free University Brussels – to establish programmes offering refuge to affected US academics. The Netherlands' Minister for Education explicitly stated that 'top scientists are worth their weight in gold,'

and several EU governments are now actively recruiting leading international scientists displaced from the US system. This is creating a potentially historic opportunity for European research excellence – and significant political interest in how EU education and research funding frameworks support it.

Horizon Europe – at €95.5 billion the world's largest multilateral research funding programme – is one of Brussels' most contested advocacy arenas. Universities, research institutes, and companies compete intensively for access, while member states negotiate allocation terms. Negotiations for the post-2027 Horizon successor are already active, with major debates over defence research inclusion, AI priority spending, and UK association arrangements. AI in education is simultaneously generating opportunity and concern: the emerging EU framework for AI literacy is creating new advocacy spaces, while questions about academic integrity, assessment, and the future role of educators are becoming live policy debates. A critical AI skills shortage – with demand for expertise dramatically outpacing European graduate supply – is reshaping the education-industry interface and driving Commission attention to STEM pipeline investment and the attractiveness of EU institutions for international talent.



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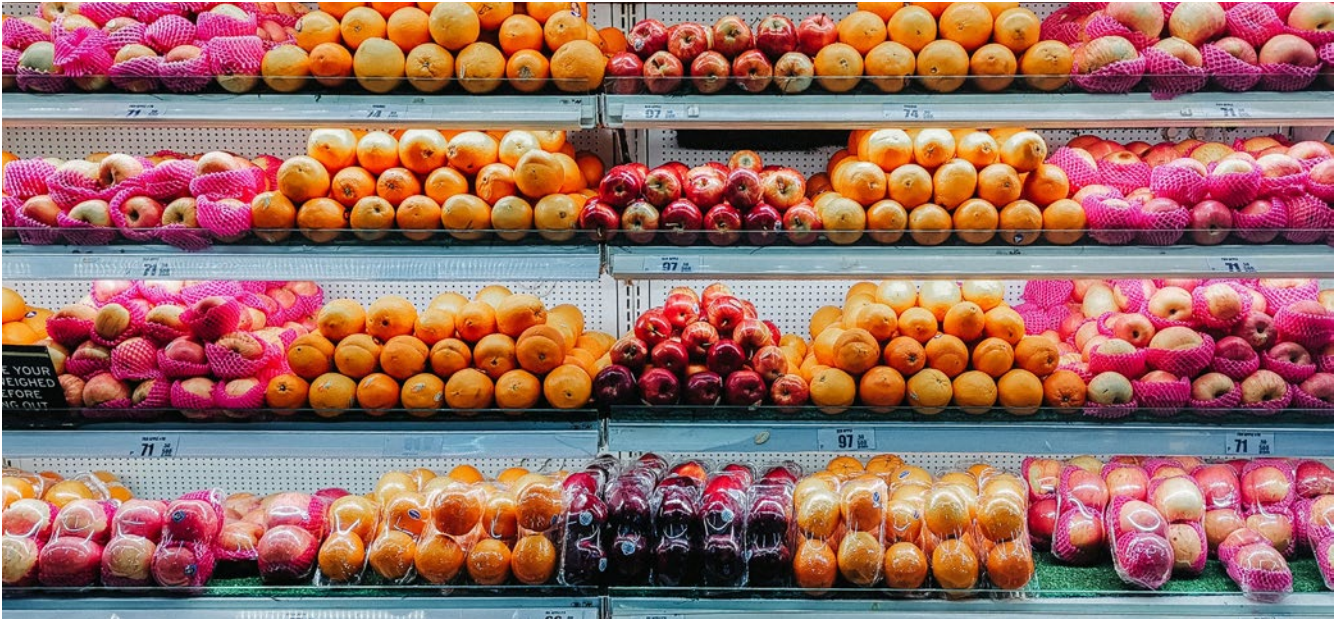
The Clean Industrial Deal, nuclear renaissance, and accelerated electrification.

Europe's energy sector spans competing interests from renewables, nuclear, oil, and gas through to electricity distribution. The geopolitical disruption triggered by Russia's invasion of Ukraine produced a fundamental reset: the REPowerEU Plan successfully reduced EU dependence on Russian fossil fuels, diversified supply toward LNG from the US, Qatar, and Norway, and dramatically accelerated renewables deployment. According to the European Commission's own Affordable Energy data, clean energy sources generated approximately 70% of EU electricity in 2025 – a record share – with wind and solar overtaking fossil fuels at around 30% versus 26%.

The key 2026 policy framework for energy is the Commission's AccelerateEU Communication, presented at the Cyprus informal summit in April 2026 and building on the Clean Industrial Deal and Affordable Energy Action Plan. It combines short-term emergency tools to reduce energy costs with structural measures to accelerate electrification and build resilience. An Electrification Action Plan is due by summer 2026. A Grids Plan aims to modernise energy infrastructure. The Commission has also committed to a Clean Energy Investment Strategy and will hold a Clean Energy Investment Summit later in 2026.

Nuclear energy has undergone the most dramatic political rehabilitation. The March 2026 Nuclear Illustrative Programme (PINIC) calculates that €241 billion of nuclear investment will be required by 2050 – including lifetime extensions, new large reactors, and small modular reactors. The Commission has created a €200 million guarantee to support private investment in SMRs. The Commission's Energy Package now explicitly identifies nuclear as a key component of decarbonisation, industrial competitiveness, and security of supply. Nuclear trade association nucleareurope welcomed the technology-neutral approach of the Clean Industrial Deal.

Solar deployment continues at record pace, though growth is decelerating. Wind is set to become the EU's leading electricity source before 2030 – the target is 35% of electricity from wind by 2030. But electrification of industry is stalling: only 31% of EU industrial energy use currently comes from electricity. With over 50 Brussels trade associations focused on energy, and six of the top 20 corporate affairs spenders being energy companies, this remains one of the most intensely lobbied sectors in Brussels.



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Food and Drink

The world's largest food market navigates trade tensions and regulatory complexity.

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, it is the biggest manufacturing employer. FoodDrinkEurope is the dominant Brussels trade association, and the sector is highly regulated. Despite its scale, no food and drink company appears in the top 50 corporate Brussels spenders – the sector is dominated by SMEs, with relatively few large multinational spenders.

The EU-Mercosur trade deal is the sector's most consequential single development in years. Under the agreement, 99,000 tonnes of Mercosur beef can enter the EU with a reduced 7.5% tariff – capped at 1.5% of total EU annual beef production. Poultry is capped at 1.3%. Emergency brake mechanisms allow the Commission to suspend or limit imports if serious injury to EU sectors is caused. Almost immediately after provisional application began, the EU voted to suspend imports of Brazilian meat products from September 2026 due to concerns about antimicrobial growth promoters banned in the EU – signalling that enforcement of standards will be active rather than symbolic.

US tariffs are a significant second-order concern. The two-way transatlantic agri-food trade is valued at €40 billion, and Europe's food and drink industry has been closely watching the EU-US trade framework negotiations and their implications for food exports including wine, spirits, chocolate, and olive oil. The Commission's Affordable Energy Action Plan is also directly relevant: energy costs affect food processing significantly, and the sector has been vocal about the competitive damage from high energy prices relative to US and Asian competitors.

Regulatory complexity continues to increase. Food labelling, additives, novel foods, food contact materials, and sustainability disclosure requirements are all generating active dossiers. The Farm to Fork strategy's sustainability ambitions – reduced pesticides, lower food waste, more plant-based consumption – remain policy objectives even as the political environment has shifted toward prioritising food security and competitiveness.



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Governments

The world's most intensive diplomatic hub navigates geopolitical complexity.

Arguably the largest lobbying community in Brussels is government representations. Brussels hosts 183 embassies – more than any other city in the world – representing both bilateral relations with Belgium and EU representation. Some countries send two ambassadors: one to Belgium and one to the EU. In a city where institutional complexity makes traditional diplomatic channels insufficient, Brussels-based consultancies are routinely engaged by both EU member state governments and non-EU countries to gain access, promote interests, secure funding, and influence regulation.

In 2026, the geopolitical context is generating unprecedented demand for government-facing Brussels advocacy. The Trump administration's pressure on EU digital regulation, defence burden-sharing, and trade policy has prompted several non-US Western governments to invest more heavily in Brussels relationships. Non-EU European governments – UK, Norway, Switzerland – are navigating post-Brexit and bilateral treaty dynamics with heightened intensity. Countries in the Western Balkans and Eastern Partnership are managing EU accession and neighbourhood policy processes. The return of geopolitical bloc politics has significantly increased demand for Brussels expertise on sanctions coordination, defence procurement diplomacy,

strategic autonomy initiatives, and the accession negotiations involving Ukraine, Moldova, and the Western Balkans – now among the most consequential dossiers in Brussels.

Council presidencies create structured advocacy opportunities for consultancies across all practice areas. In 2026, Cyprus held the Presidency in the first half and Ireland in the second – both smaller member states whose presidencies tend to prioritise consensus-building and dossiers with broad cross-EU interest. The complexity of EU decision-making, including the European Parliament's enhanced powers since Lisbon, means professional Brussels advisers are now considered standard operating practice for most governments with significant EU interests.

Government motives vary widely – from image management and political support to securing EU funding, preferential trade treatment, and regulatory influence. Scandals involving the governments of Morocco, Mauritania, and Qatar have heightened scrutiny of third-country lobbying activities, increasing reputational risks and compliance considerations for firms working in this space.



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Healthcare

The Pharma Package, the Biotech Act, and the transatlantic drug pricing battle.

Healthcare is one of the EU's most regulated and most intensely lobbied sectors. The industry consumes over 10% of GDP in most developed nations. Europe's pharmaceutical sector employs 750,000 people directly, generating three to four times more employment indirectly. Medical technology employs over 650,000 people in a market estimated at around €110 billion. EFPIA's 40 leading pharmaceutical members and MedTech Europe's device manufacturers collectively represent the sector's largest Brussels spenders.

The long-awaited Pharma Package was agreed in trilogue on 11 December 2025 and the final texts published by the Council on 6 March 2026. It represents the most significant overhaul of EU pharmaceutical legislation in over two decades. The traditional '8+2(+1)' data protection model has been replaced by a more complex '8+1(+1+1)' framework. Baseline protection is 8 years of data protection plus 1 year of market protection, with extensions available for new indications with significant clinical benefit, timely EU marketing authorisation, and comparative clinical trials. Orphan medicines receive 9 or 11 years of market exclusivity depending on whether they meet breakthrough criteria. Final formal adoption is expected in autumn 2026, with the new regime applying from approximately mid-2028.

The Biotech Act, proposed in December 2025, establishes a framework to address EU competitiveness gaps in biotechnology – including regulatory sandboxes, a 12-month SPC extension for biotech medicines, and support for scaling. A Biotech Act II is announced for Q3 2026. MDR and IVDR reform proposals, published December 2025, aim to simplify medical device regulation and importantly propose exempting AI-enabled medical devices from the AI Act's high-risk system requirements, treating them under sector-specific regulation instead.

Implementation of the European Health Data Space – the EU's framework for sharing and secondary use of health data for research, innovation, and policy – is creating major new debates around patient data governance, interoperability, and AI-enabled clinical research. It represents a significant new advocacy arena for pharmaceutical, medtech, and digital health companies simultaneously. The Trump drug pricing executive order has created a new transatlantic dimension: the administration is pressing EU governments to pay more for prescription drugs, and pharmaceutical CEOs issued a stark warning to President von der Leyen in April 2026 that unless Europe delivers rapid policy change, R&D and manufacturing investment will increasingly be directed to the US. This is now an active and politically sensitive dossier with implications for the entire life sciences sector's Brussels strategy.


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Industrial Goods & Engineering

Competitiveness under pressure, regulatory burden front and centre

Industrial engineering is one of the largest EU sectors by enterprise count, employment, production, and value added. Europe is the world's largest producer and exporter of machinery – an estimated one-third share of the world market. The sector is characterised by relatively small family-owned companies. Metal technology, mechanical engineering, electrical engineering, electronics, and ICT together employ millions across Europe.

The sector has endured two consecutive years of contraction and a further 0.5% contraction forecast for 2026. High energy costs and excessive regulatory burden are the primary diagnoses. Orgalim, the key sector association, published a 2026 report listing specific examples of incoherent or inadequately designed EU legislation and proposed a 10-point Action Plan to minimise regulatory burden. Its Director General's statement – 'simplify at full speed' – captures the mood.

The Clean Industrial Deal and the Industrial Accelerator Act (March 2026) are the policy responses with most relevance. The Accelerator Act introduces 'Made in EU' and low-carbon procurement requirements that should create demand advantages for European industrial goods producers. The Commission's promise to review the public procurement framework in 2026 to introduce sustainability, resilience, and European preference criteria is directly relevant to this sector.

Defence is transforming the sector's outlook. The ReArm Europe plan's emphasis on AI, cyber, drones, counter-drone systems, electronic warfare, and advanced manufacturing creates significant demand for European industrial goods companies – particularly those with dual-use capability. This is opening new Brussels advocacy opportunities for companies not previously engaged with defence policy institutions.


Specialist Consultancies:

Europe Analytica
Hanover
Milltown Partners
Teneo

Specialist Law firms:

Bird & Bird

Media

AI and the battle for content rights, attribution, and democratic integrity

The content and media sector plays a key economic, social, and cultural role in Europe. The audiovisual sector alone directly employs over one million people. The EU's regulatory framework – including the European Media Freedom Act, the Digital Services Act, and evolving AI regulation – has significantly expanded the policy surface for media sector advocates. Brussels is simultaneously the site of the most advanced media freedom legislation in the world and a battleground over AI's impact on journalism.

AI is the dominant crisis for the media sector. In April 2026, the European Federation of Journalists, European Magazine Media Association, European Newspaper Publishers' Association, and News Media Europe issued a joint statement urging the Commission to act to protect the sustainability of European media. Their central argument: 'When AI systems exploit online creative and cultural content to fuel their own services, they unduly profit from human work.' The statement frames AI as a dual threat: to citizens' fundamental rights, and to the economic sustainability of human-created journalism.

In May 2026, thousands of public and private news media organisations joined a European Broadcasting Union initiative calling on AI developers to ensure AI is safe, reliable, and beneficial for the news ecosystem. The underlying dispute – whether AI companies owe compensation for training on journalistic content – is moving into regulatory territory. Licensing negotiations between AI developers and publishers are increasingly becoming both commercial and regulatory battles, with the Commission under pressure to clarify the relationship between copyright law, text and data mining exceptions, and AI training practices. The EU's transparency obligations under Article 50 of the AI Act, requiring disclosure of AI-generated public interest content from August 2026, are directly relevant to the media sector's arguments about attribution and authenticity.

The Digital Services Act is generating active enforcement. The Commission has opened formal proceedings against multiple major platforms. At the same time, US pressure on EU digital regulation is threatening the political sustainability of enforcement actions – creating a complex environment for media advocates trying to strengthen rather than dilute content standards.


Specialist Consultancies:

Rasmussen Global
 Rud Pedersen Brussels
 #SustainablePublicAffairs

Metals & Mining

Strategic autonomy, the Steel Action Plan, and the critical minerals race.

The metal industries – processing non-ferrous metals including aluminium, copper, and zinc, and ferrous materials including steel – are important to EU economic competitiveness, industrial development, and the green transition. The EU is an important producer of chromium, copper, lead, silver, and zinc, but imports most metallic ores. Industrial policy and climate change are rapidly transforming the sector's policy environment.

In March 2026, the Commission launched the Steel and Metals Action Plan – one of the first sector-specific action plans under the new Commission. It recognises metals as strategic for Europe in terms of the energy transition and defence. EUROFER President Dr Henrik Adam welcomed the plan but immediately identified energy as 'the elephant in the room': 'High energy prices affect not only steel and metals production, but are dragging down entire European industrial value chains.' The action plan's success depends on the Affordable Energy Action Plan actually delivering price reductions.

Critical minerals are a defining long-term challenge. The EU has set 2030 targets under the Critical Raw Materials Act for 34 minerals – including lithium and copper – required for the green and digital transitions: 10% from EU mining, 25% from recycling, 40% processed domestically, and no more than 65% from any single country. For many critical minerals, EU reliance on China already exceeds the 65% threshold. Reducing this dependence is now a political and industrial priority, creating active dossiers around new European mining projects, recycling regulation, and bilateral supply agreements.

Trump's tariffs have created complex dynamics. US steel and aluminium tariffs have been imposed and partially suspended in the EU-US framework agreement, but the situation remains volatile. The Carbon Border Adjustment Mechanism (CBAM), now in its transitional phase, is creating compliance requirements for metals importers and competitive pressure for the sector globally. The ReArm Europe programme is creating new demand for European-made metals, particularly for defence applications.


Specialist Consultancies:

BOLDT BPI
Kellen Europe

Oil, Gas & Coal Production

Fossil fuel transition, Russian gas phase-out, and US energy geopolitics.

Upstream oil and gas production identifies deposits, drills wells, and recovers raw materials. Europe produces approximately 25% of the oil and half of the gas it uses. Most significant offshore resources are in Norway and the UK. Coal production is in long-term decline, with Poland the last significant EU producer.

The Russian gas phase-out is the sector's most consequential policy development of recent years. The EU is targeting zero Russian pipeline gas and LNG imports by 2027, having successfully diversified toward the US, Qatar, and Norway. This has increased the strategic importance of LNG infrastructure and long-term supply agreements – creating active advocacy work around terminal capacity, interconnectors, and storage regulation.

US tariffs and geopolitical disruption in the Gulf and beyond have created unexpected trade dynamics. Trump's

executive orders promoting US LNG exports to Europe have aligned US commercial interests with EU energy security goals – one of the few areas of transatlantic energy policy convergence. However, US tariffs on steel and aluminium affect the infrastructure costs for pipeline and terminal construction.

Coal remains politically sensitive. Even as mining employment falls rapidly and the EU pursues decarbonisation, coal and lignite have continued to play a balancing role during energy supply disruptions. Poland continues to defend its coal production in EU fora. The Commission's Affordable Energy Action Plan and the wider AccelerateEU agenda are premised on a managed transition that does not create supply gaps – creating ongoing negotiating leverage for coal and gas producers advocating for realistic transition timelines and bridge fuel provisions.

**Specialist Consultancies:**

Harwood Levitt Consulting
Ohana Public Affairs

Specialist Law firms:

Covington

Personal & Household Goods

The world's largest cosmetics market navigates regulation and sustainability

The Household Products Industry spans cosmetics, personal care, soaps, detergents, home appliances, and packaging. The European cosmetics and personal care market, valued at almost €80 billion at retail sales price, is the largest in the world. Leaders including Procter & Gamble, Unilever, L'Oréal, LVMH, and Henkel are well represented in Brussels through both corporate affairs teams and trade associations.

Key Brussels trade associations include: Cosmetics Europe, AISE (soaps and detergents), APPLIA (home appliances), EDANA (non-wovens), and EUROOPEN (packaging and environment). No companies are among Brussels' top corporate affairs spenders, reflecting the sector's lobbying model of association-led advocacy supplemented by targeted corporate engagement on specific dossiers.

Sustainability regulation is generating growing Brussels activity. The Ecodesign for Sustainable Products Regulation is creating product-specific requirements across appliances, textiles, and packaging. The Green Claims Directive, the Packaging and Packaging Waste Regulation, and chemicals regulation including PFAS restrictions all have direct sector relevance. The Commission's simplification drive under the Clean Industrial Deal is

creating some regulatory relief, but the overall direction of EU product regulation continues toward greater sustainability requirements.

US tariffs present sector-specific risks, particularly for beauty and personal care exports. The two-way trade in personal care products between the EU and US is substantial, and tariff escalation scenarios could materially affect pricing and supply chain decisions for the sector's largest companies. Digital Product Passport requirements under the Ecodesign Regulation will oblige manufacturers to provide detailed lifecycle and sustainability data for all products placed on the EU market, creating major compliance and data management investment across appliances and personal care categories. The Green Claims Directive, progressing through legislative process in 2026, will require substantiation of all environmental marketing claims, exposing cosmetics and household goods companies to significant enforcement risk where sustainability messaging has outpaced evidential grounding. PFAS restrictions under REACH are forcing formulation changes across personal care and cleaning products simultaneously. These overlapping regulatory developments are driving Brussels presence upward across the sector.



Specialist Consultancies:

Athenora Consulting
Euralia
Kreab
MUST & Partners

Public Utilities

Essential infrastructure at the intersection of energy, climate, and digital policy.

Public utility companies maintain infrastructure for electricity, natural gas, water, sewage, transport, and telecommunications. They are among the most regulated industries in the EU – subject to public control, EU procurement rules, and an extensive layer of sector-specific regulation. Companies in this sector are typically stable, dividend-paying businesses providing essential services regardless of economic conditions.

Energy utilities are experiencing structural transformation. The Clean Industrial Deal, Affordable Energy Action Plan, and the wider AccelerateEU agenda are all directly relevant to the electricity and gas distribution sector. The electrification agenda – aiming to make electricity the dominant energy source across industry, transport, and buildings – is reshaping the investment case for grid infrastructure. The Commission's Grids Plan aims to completely modernise EU energy infrastructure, creating significant procurement and regulatory dossiers for grid operators.

Water utilities face growing regulatory pressure around treatment standards, leakage, and PFAS contamination. Transport utilities – rail, urban transit, port authorities – are navigating decarbonisation requirements, digital investment mandates, and infrastructure funding questions including the next Connecting Europe Facility allocation.

The post-2027 MFF negotiations are critical for all utility sectors reliant on EU structural and cohesion funding.

Digital infrastructure utilities – broadband, data centre operators – are increasingly relevant Brussels actors as the EU pushes its Gigabit Society targets and the AI Continent Action Plan increases demand for compute infrastructure. The intersection of utility regulation, state aid rules, and digital infrastructure investment is generating complex advocacy work. Grid congestion is an emerging crisis: the surge in renewable energy capacity, EV charging infrastructure, and data centre power demand is creating transmission and distribution bottlenecks across multiple member states. The Commission's Grids Plan is a direct policy response, but implementation requires substantial private investment and regulatory clarity on network tariffs. Water utilities are under pressure from PFAS contamination in drinking water sources and climate adaptation requirements – both creating significant regulatory advocacy activity. Cybersecurity obligations under NIS2 are now binding for critical infrastructure operators across all utility sub-sectors, and the Energy Security Package due in 2026 will add further compliance requirements.



Specialist Consultancies:

ATREVIEW
Bernstein Group
EUTOP Group
Hanover
McLarty Associates
Ohana Public Affairs

Specialist Law firms:

Freshfields

Retail

Europe's largest employer navigates e-commerce growth, platform regulation, and trade.

Retail is the largest industrial ecosystem, accounting for 11.5% of EU value added and the largest private employer in the EU economy with nearly 30 million employees. The ecosystem comprises 5.5 million companies, with 99% being SMEs. With a gross value added of over €1.4 trillion, retail generates the highest value among all EU industrial ecosystems. Food retail will be the fastest-growing segment, with e-commerce continuing to expand strongly.

Platform regulation is the sector's most consequential policy development. The Digital Markets Act designates major platforms – Amazon Marketplace, Apple App Store, Google Shopping, Meta's platforms – as 'gatekeepers,' with obligations around interoperability, data access, and fair trading practices. Enforcement is intensifying: the Commission opened formal proceedings against multiple gatekeepers recently with ongoing cases in 2026. For traditional retailers, the DMA creates potential to reclaim competitiveness against platform giants. For platform operators, it represents significant compliance and business model risk.

The Digital Services Act creates obligations for online marketplaces around product safety, trader verification, and algorithmic transparency. Product Liability

Directive reform, effective December 2026, extends liability to online platforms and fulfilment service providers – significantly affecting e-commerce operators. Consumer protection regulation continues to evolve around greenwashing, dark patterns, and the right to repair.

US tariffs are creating uncertainty for import-dependent retail categories. The EU-Mercosur deal is relevant for food retail, with beef and other agricultural products now entering at reduced tariffs from 1 May 2026. The low-value parcel trade – dominated by Chinese platforms Temu and Shein – is one of the most actively lobbied Brussels retail battlegrounds of 2026. The Commission is reviewing the €150 customs threshold that has allowed billions of low-value Chinese packages to enter the EU effectively duty-free, with major European retailers lobbying intensively for reform. Customs authorities are simultaneously overwhelmed by parcel volumes and under pressure to enforce product safety and chemical standards on direct-to-consumer imports. Greenwashing enforcement under the Green Claims Directive, the right to repair legislation, and supply chain resilience are all generating active advocacy work across the sector.



Specialist Consultancies:

Milltown Partners
McLarty Associates
Nove
Ohana Public Affairs

Sport

Investment resilience, women's sport, and the Erasmus+ growth agenda.

Sport has a significant and growing impact on Europe's economy and society – contributing over 2% of EU total employment. The sports sector has demonstrated remarkable resilience amid global economic challenges. Investors continue to view sports as a stable asset class, with over 300 stadiums worldwide undergoing renovation or new construction in 2026, nearly half of them in Europe. Long-term contracts, loyal fan bases, and domestic supply chains insulate the sector from some of the macroeconomic pressures affecting other industries.

Women's sport is experiencing unprecedented growth. 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. The Women's Champions League is breaking viewership records consistently, and the commercial investment case for women's sport is now well-established. Major asset managers and private equity funds are evaluating women's sport portfolios as distinct asset classes, driven by sponsorship growth, broadcast rights appreciation, and fan demographic expansion.

EU engagement in sport has deepened. European Commissioner for Intergenerational Fairness, Youth, Culture, and Sport Glenn Micallef has outlined priorities including strengthening the European sports model, promoting inclusivity, combating piracy of sporting events, and enhancing sport's role in

European diplomacy. Erasmus+ Sport applications rose 34% in 2026, with approximately 335 projects expected to receive €61.6 million in funding. The EU is also addressing concerns around gambling regulation, match-fixing, doping, and the governance of sports organisations with pan-European reach.

The media rights dimension is increasingly contested in Brussels. Selling media rights is the primary revenue source for professional sport, and the rise of streaming platforms as dominant rights-holders is disrupting the traditional broadcasting model. Sports leagues and national federations are lobbying for 'listed events' protections – ensuring major events remain accessible on free-to-air television – while platforms argue for market freedom. Piracy of live sports content is costing rights-holders billions annually, and the EU's enforcement mechanisms under the DSA are being actively tested. External investment from Gulf sovereign wealth funds and US private equity in European sports clubs and leagues has become a Brussels governance question, raising issues around financial transparency, competitive integrity, and the relationship between sport and geopolitical interests. Betting integrity and the governance of sports organisations with pan-European reach remain live regulatory issues. AI-generated synthetic highlights and deepfake athlete content are creating intellectual property disputes that will require Commission attention and coordinated sector advocacy.


Specialist Consultancies:

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 EU Strategy
 EUTOP Group
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 Rasmussen Global
 Schuman Associates
 Stenström Consulting
 UTOPIA EU
 Vincens Consulting
 Weber Shandwick

Specialist Law firms:

DLA Piper
 Squire Patton Boggs

Telecoms

Connectivity, consolidation, and the digital sovereignty agenda.

The connectivity ecosystem – telecoms services, network equipment, and content and applications – is worth about €1 trillion in Europe, contributing almost 5% of GDP and surpassing agriculture, fisheries, and forestry combined. Connect Europe (formerly ETNO) has been the principal policy group for European network operators since 1992. The European Competitive Telecommunications Association (ECTA) promotes market liberalisation and competition. The EU telecoms sector is characterised by national champions and relatively few pan-European leaders – a structural fragmentation that regulators and industry alike acknowledge as a competitive weakness.

Consolidation is the defining strategic debate of 2026. The question of whether EU competition rules should permit larger telecom mergers to enable European operators to achieve the scale needed to invest in 5G, 6G, and fibre infrastructure is being actively debated. The Commission's competitiveness agenda – driven by the Draghi report – is creating political space for a more permissive approach to European telecoms mergers. Orange and Deutsche Telekom have both been active in consolidation discussions. The SIU's ambition of deeper capital market integration would, if delivered, also affect telecoms sector financing.

Spectrum policy, net neutrality, and wholesale access regulation continue to be contested. The 6G research programme is gaining momentum. AI in network management is transforming operational models. Cybersecurity obligations are intensifying under NIS2 and DORA for operators classified as essential services. The AI Act creates compliance requirements for telecoms operators deploying high-risk AI systems in network management or customer service.

The growing strategic importance of satellite connectivity – including the EU's IRIS² initiative and concerns over dependence on non-European providers such as Starlink – is adding a sovereignty dimension to telecoms policy debates that has not previously featured so prominently.



Specialist Consultancies:

ADS Insight
 AK Public Affairs
 Alonso & Associates
 Athenora Consulting
 Bernstein Group
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 EU Strategy
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 Trilligent
 UTOPIA EU
 Vulcan Consulting

Specialist Law firms:

Squire Patton Boggs

Transport & Tourism

Decarbonisation, tariff disruption, and the Tourism boom.

Transport is one of the main pillars of modern societies and economies, responsible for about a quarter of EU total greenhouse gas emissions. The sector has been occupied with major regulatory transitions: phasing out combustion engine cars from 2035 (with an ongoing 2026 review of whether this timeline holds), trucking reforms under the Mobility Package, and the never-ending effort to streamline air traffic control through Single European Sky. These pressures have driven significant growth in Brussels transport representation.

The 2035 internal combustion engine phase-out is under political pressure. Under the original agreement, a review clause allowed the Commission to assess progress by 2026. With several major automotive manufacturers reporting delays to EV transition plans, and the Volkswagen Group restructuring its European operations, there is active lobbying for extension of the deadline, introduction of e-fuels as a compliant pathway, or other flexibility provisions. The outcome of this review will define the strategic direction for the automotive and energy sectors for the decade.

US tariff policy is severely testing the automotive sector. Although the EU-US framework agreement reduced the risk of a broader trade war, automobiles remain one of the most exposed industries. The

threat of higher U.S. tariffs on EU vehicle exports, together with the continued application of elevated tariff rates relative to pre-2025 levels, has significantly affected European manufacturers, particularly German producers such as BMW, Mercedes-Benz, Volkswagen and Porsche, while also creating pressures for Swedish, Italian and French automakers. Companies including BMW, Mercedes-Benz, and Volkswagen are navigating production location decisions partly in response to tariff dynamics. EU trade defence measures against Chinese electric vehicles (EVs) are simultaneously creating counter-pressure from Beijing and strategic uncertainty for manufacturers with significant China operations.

Travel and tourism are booming. According to the World Travel & Tourism Council, in 2026 Travel & Tourism across the EU is forecast to contribute nearly €1.9 trillion to EU GDP – 10.5% of the economy – and employ almost 26 million people representing 12% of all EU jobs. International visitor spending is expected to reach €573 billion, growing over 11% year-on-year. This sustained growth is creating pressure on infrastructure, skills, and sustainability regulation, with active EU policy work on aviation emissions, maritime decarbonisation, and sustainable tourism strategies.

Best Services Specialists



Association Management

The backbone of Brussels institutional influence.

Lobbying really matters for Brussels trade associations. Many thousands of people work in the 2,400 international associations in Brussels. BestinBrussels has written extensively on the ingredients of the best associations in reports including 'Key Success Factors for European Associations' and 'High Performance Secretariats.' Our research consistently shows that achieving favourable EU policy outcomes is the primary expectation of the vast majority of European business association members – ahead of promoting industry reputation.

The best Brussels associations share common characteristics: excellent secretariat leadership at Secretary General and Director of Communications level; effective internal and external communication; timely decision-making; clear messaging; strong coalition-building; and rigorous targeting of the right audiences. Most European associations focus on EU-level lobbying rather than member state engagement. External advisers provide particular value in coalition-building, media relations, and specialist policy expertise.

AI is transforming association workflows, raising governance questions, and creating new policy dossiers simultaneously. Associations in the technology, digital, media, and healthcare sectors have found AI to be both a management tool and a defining advocacy challenge. The question of how associations use AI for monitoring, analysis, and content production – and how they govern that use transparently – is becoming a reputational and ethical issue for the sector itself.

Newcomer 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.' Association management companies (AMCs) including Kellen and SEC Newgate EU provide professional staff, administrative support, and full secretariat services to associations operating on a fee-for-service model. Association expertise exists across all the consultancies and law firms highlighted in BestinBrussels, from boutiques to major players like FTI Consulting and FleishmanHillard.



Specialist Consultancies:

AK Public Affairs
APCO
Brunswick Group
Burson
FIPRA
FGS Global
Forward Global
FTI Consulting
H/Advisors
Inline Policy
Kekst CNC
Teneo
Trilligent

Specialist Law firms:

Covington
Freshfields
Norton Rose Fulbright LLP
Squire Patton Boggs

Competition & Antitrust

Geopolitical reorientation, transatlantic fracture, and European consolidation.

Most Competition & Antitrust work in Brussels concentrates in three areas: M&A approvals, cartel or abuse of dominance investigations, and State aid cases. Law firms dominate spending in this field, with the leading competition practices including Covington, Freshfields, and DLA Piper. Since the 1990s, however, several Brussels public affairs consultancies have developed Competition & Antitrust practices providing added-value services in media relations, stakeholder outreach, and national competition authority engagement.

The global competitive context is driving the most significant shift in EU merger policy thinking for a generation. France and Germany have jointly called for EU competition rules to be reviewed to permit larger European companies to gain scale through mergers: 'We need to review the current European competition rules and practices to check whether they are still appropriate.' The Commission's competitiveness agenda – crystallised in the Draghi and Letta reports – is creating political space for a more permissive approach to European consolidation, particularly in sectors including telecoms, energy, and financial services where European players lack the scale of US and Chinese competitors.

Transatlantic enforcement cooperation has weakened significantly. As the Financial Times reported: '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.' The Trump administration has diverged sharply from EU enforcement priorities, creating a bifurcated global competition environment. European cases against US Big Tech – Apple, Google, Meta, Amazon – are proceeding in the face of direct US government pushback.

The AI sector is generating entirely new competition questions: dominance in foundation models, cloud computing dependencies, API access, and the competitive implications of hyperscale investment in European AI infrastructure. These are becoming the most complex and consequential competition dossiers Brussels has seen in a decade.



Specialist Consultancies:

Alonso & Associates
ARPA
Business Solutions Europa
CLERENS
Eupportunity
Euralia
Incisive Health
Lysios Public Affairs
RPP Group
Schuman Associates
Vulcan Consulting

EU Funding

The €800 billion defence surge, MFF negotiations, and NextGenerationEU wind-down.

The European Union provides financial support through grants, loans, guarantees, subsidies, prizes, and public contracts across a wide array of instruments. Brussels acts as the hub for pan-European initiatives covering ICT networks, security infrastructure, transport corridors, research, education, and humanitarian aid. Early engagement in project planning is essential for accessing funds distributed through complex mechanisms involving the Commission, EU agencies, and member states.

2026 is a pivotal year for EU funding architecture. The €750 billion NextGenerationEU recovery package is concluding its funding cycle, while EU Structural Funds will continue distribution until 2029. Most importantly, Multiannual Financial Framework negotiations for the post-2027 cycle are in full swing – and the political dynamics have shifted dramatically. Defence and security now command a significantly higher share of political attention than in previous MFF cycles, with the ReArm Europe plan creating €150 billion in SAFE loans alone. The post-2027 MFF proposals from the Commission suggest increased defence, digital, and research allocations alongside significant CAP reductions.

The EU's AI Continent Action Plan commits €1.3 billion under the Digital Europe Programme for AI testing environments, cybersecurity resilience, and digital academies. The European Defence Fund continues to support R&D in defence technologies. Horizon Europe remains the world's largest multilateral research funding programme. The Clean Industrial Deal mobilises over €100 billion for EU-made clean manufacturing, including a €450 million Horizon Europe call for research and innovation in clean tech.

Consultancies offer strategic guidance on accessing these opportunities. Schuman Associates is probably the best-known EU funding specialist. The complexity of navigating multiple overlapping programmes – Horizon Europe, CEF, Erasmus+, IPCEI, Digital Europe, structural funds, and the new defence instruments – makes specialist advice valuable for any organisation with significant public funding ambitions.

Media Relations

800 journalists, a contested digital environment, and AI in the newsroom

Brussels is one of the world's most important international media centres. The European Commission accredits over 800 journalists and technical press representatives, working for approximately 500 different print, broadcast, and online organisations from almost 80 countries. They cover EU affairs, NATO, Belgian politics, and European events. Media can greatly influence EU policymakers – a well-placed story can shift a Commission position, accelerate a legislative timeline, or change a vote.

Not every public affairs consultancy offers media relations as a core service. Law firms typically partner with outside media specialists. Several major agencies – acumen, Brunswick, Teneo, Political Intelligence – have media at their core. PR-heritage agencies including Edelman, FleishmanHillard, FTI, and Burson offer strong Brussels media capabilities. Specialist boutiques including

Red Flag and RedThread provide distinct services in story framing and media training respectively. A number of consultancies including EU Opportunity are led by former senior journalists.

The media environment in 2026 is more complex and contested than at any previous point. The DSA creates obligations for platforms distributing news content. AI-generated news and synthetic content – the subject of the April 2026 joint statement by major European media associations – is challenging the authenticity and trustworthiness of information environments. AI tools are simultaneously transforming how journalists research, write, and distribute – and creating new questions about attribution, copyright, and the value of original reporting.

US pressure on EU digital regulation has a direct media relations dimension. Tech platforms are

actively contesting EU enforcement narratives in the media, investing in Brussels-focused communications capacity, and engaging sympathetic voices in member state governments. Effective media relations in this environment requires understanding both the EU institutional media landscape and the broader geopolitical context in which EU-US technology disputes are being argued.

What are the most important elements in a good story pitch?

Dober Partners EU Media Relations Survey of Brussels Journalists. (N.B. Multiple elements possible hence % greater than 100)

GOOD STORY IDEA

59%

CLEAR EXPLANATION OF COMPLICATED ISSUES

57%

NEW ANGLE

49%

EXCLUSIVITY

47%

IMMEDIATE NEWS VALUE

40%

INFORMATION THAT BALANCES OFFICIAL SOURCES

38%

STRONG SUPPORTING EVIDENCE

37%

NATIONAL OR LOCAL ANGLE

23%

INTERVIEW OPPORTUNITY

22%

AVAILABILITY OF VISUAL OR SOUND BITES

21%

OTHER

7%

Source: Dober Partners EU Media Relations Report



Specialist Consultancies:

Acumen Public Affairs
 ADS Insight
 Afore Consulting
 Alonso & Associates
 APCO
 Bernstein Group
 Brunswick Group
 Burson
 Business Solutions Europa
 CLERENS
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Specialist Law firms:

Bird & Bird
 Covington
 DLA Piper
 Freshfields
 Norton Rose Fulbright LLP
 Squire Patton Boggs

Sustainability & Environment

From the Green Deal to the Clean Industrial Deal – a recalibrated agenda.

Sustainability and environmental issues cut across every industry sector, with particular intensity in transport, chemicals, energy, and agriculture. The European Union has the most extensive environmental laws of any international organisation, with the body of EU environmental law estimated at well over 500 Directives, Regulations, and Decisions. The European Green Deal was one of the most ambitious policy commitments in EU history. But 2026 finds the sustainability agenda in a period of significant recalibration.

The political context has shifted materially. Voters across several EU member states have turned away from Green parties amid rising right-wing populism and anti-EU sentiment. The damage to energy-intensive industries from burdensome regulation has become politically inescapable. President von der Leyen's February 2025 launch of the Clean Industrial Deal acknowledged explicitly: 'Too many obstacles still stand in the way of our European companies from high energy prices to excessive regulatory burden.' The shift in Commission rhetoric – from sustainability-led to competitiveness-led, with sustainability as an enabling condition rather than a standalone priority – is real and significant.

Yet the regulatory pipeline remains full. The Corporate Sustainability Reporting Directive, the Corporate Sustainability Due Diligence Directive, the CBAM, product sustainability requirements under the Ecodesign Regulation, the Methane Regulation, the Nature Restoration Law (adopted by Parliament in July 2024 after a contested vote), and packaging rules all represent live compliance and

advocacy work. The Commission's omnibus simplification initiatives are rolling back some requirements but not the overall direction of travel.

The Public Affairs Council's research on 'Trends in European Public Affairs' found that 97% of respondents identified rising public expectations and increasing EU regulation on sustainability and ESG as a key external challenge. The biggest difficulties: measuring and communicating impact (63%), excessive or unclear regulation (60%), and stakeholder misconceptions (51%). Corporate sustainability has itself become politically contested, with parts of the European business community arguing that ESG reporting obligations risk undermining competitiveness if implemented without simplification and international alignment. Every Brussels consultancy and law firm engages with sustainability across their sectoral work – it is the horizontal challenge that defines the EU regulatory environment regardless of sector.

Specialist Consultancies:

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 APCO
 Edelman
 Eupportunity
 FGS Global
 Forward Global
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Trade

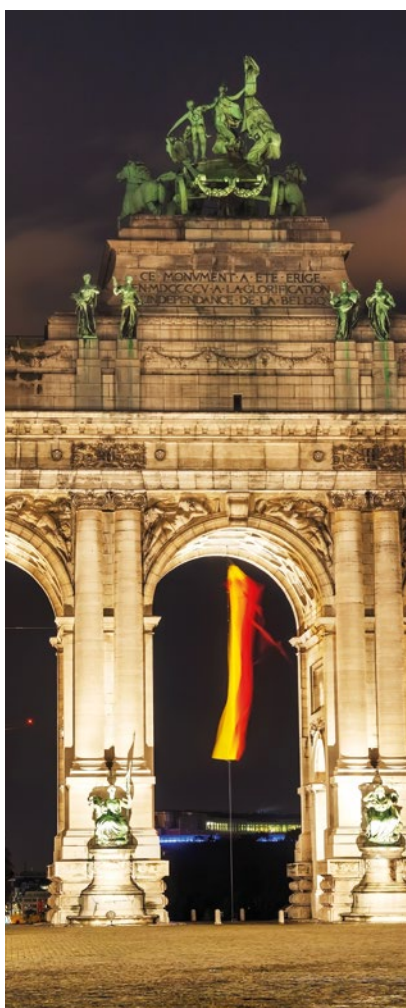
Tariffs, Mercosur, and the reshaping of global trade architecture.

The EU is the world's biggest exporter of manufactured goods and services and the largest import market for over 100 countries. The EU already has the world's largest network of trade agreements – 74 countries – and has always been the most enthusiastic champion of the rules-based multilateral trading system. That system is under sustained and serious pressure. Trade is now one of the largest and most active Brussels advocacy areas, driven directly by Trump's tariff agenda.

The EU-US trade relationship remains in a period of managed tension. Following legal challenges to tariffs imposed under presidential emergency authority, the U.S. administration introduced a temporary global tariff under Section 122 of the Trade Act as an alternative mechanism. Although the European Parliament suspended ratification of the EU-US framework agreement in February 2026 amid uncertainty over the U.S. tariff regime, it subsequently approved the agreement in June 2026. Despite the deal, significant tariffs on EU exports remain in place, leaving transatlantic trade relations stable but still strained.

EU-Mercosur has finally been concluded, with the trade pillar entering provisional application on 1 May 2026, creating a free-trade area of more than 700 million people. Five member states voted against the agreement in the Council. The European Parliament has referred the agreement to the Court of Justice of the European Union for a legal opinion, a process that could delay full ratification by up to two years. Agriculture has already emerged as one of the most politically contentious aspects of the deal, with farmers' groups and several member states continuing to raise concerns about competition, environmental standards and food-safety enforcement.

China trade dynamics remain deeply complex. The EU's 'de-risking' strategy – reducing critical dependencies without full decoupling – is producing a sustained flow of trade defence measures: tariffs on Chinese EVs, investigation of Chinese subsidies in solar, wind, and rail equipment, and the evolving Foreign Subsidies Regulation affecting Chinese company activity in EU procurement. Simultaneously, China is conducting an active diplomatic campaign to strengthen EU ties, having lifted sanctions on certain MEPs and proposing high-level meetings. Navigating EU-China trade is now one of the most sophisticated and politically sensitive Brussels advisory practices.



Best Intelligence Systems



Subscription Systems

DemoSquare
DIXIT
EU Issue Tracker
EU Matrix
Helio
Polpo – The Smart
Political Monitor
Prismos
Policy Insider AI
PolicyMate
Politico Pro
PoliVue
SAVOIRR
SPAAR
Ulobby

Specialist Regulatory Intelligence

AGRA FACTS
Cullen International
MLex

"In 2026, the question is no longer whether to use AI-powered intelligence systems. It is which ones to use, how to integrate them, and critically how to maintain the human judgement that determines what to do with what they find."

AI, early warning, stakeholder mapping, and the future of Brussels policy intelligence

The Brussels public affairs profession is experiencing a technological transformation. For decades, policy monitoring meant newsletters, spreadsheets, institutional websites, and dedicated analysts manually scanning committee minutes and attending meetings. Indeed there were entire mid-size Brussels companies like DODS founded on that model but now they have been integrated into larger tech-oriented groups like Helio. Euractiv and POLITICO are the two biggest players in Brussels for general intelligence offering excellent service and unique insights from journalists.

Today, AI-powered platforms can process thousands of legislative documents, parliamentary speeches, consultation responses, amendment tables, institutional calendars, and media outputs in seconds – identifying patterns, shifts, and emerging risks that previously required significant teams of analysts working over several days.

The investment data reflects the speed of this transition.

A European Commission report on AI adoption in the public sector found that 50% of European GovTech investment deals in 2024 were AI-focused, highlighting a growing concentration of technology investment around artificial intelligence. The European Commission's AI Continent Action Plan (April 2025) and Apply AI Strategy (October 2025) both seek to accelerate AI adoption across strategic industries and public-sector functions, signalling a clear policy commitment to embedding AI within governmental and economic decision-making processes. These initiatives provide both the regulatory backdrop and a growing institutional market for AI-powered intelligence and decision-support systems, reviewed in this chapter.

For the Brussels public affairs community in particular, three forces are converging to make AI-powered intelligence systems not a luxury but a competitive necessity.



The volume problem. The explosion of EU legislation has created an unprecedented documentation burden. The EDPS annual report for 2025 noted the largest number of legislative consultations in a single year to date. No human team can adequately monitor this volume manually while simultaneously maintaining the relationship work, strategic thinking, and coalition management that determines advocacy success.

The speed problem. EU policy increasingly moves faster than historical monitoring cycles. Amendment texts, institutional positions, rapporteur draft reports, and informal trilogue developments all require near-real-time intelligence. Organisations that receive important developments hours or days after their competitors are operating with a structural disadvantage that compounds across a legislative cycle.

The synthesis problem. Even where organisations have sufficient monitoring capacity, the challenge of synthesising large volumes of information into useful insight – and presenting that insight to leadership, clients, or management in usable form – has become a significant bottleneck. AI-powered summarisation, briefing generation,

and executive dashboard tools directly address this gap.

The market response has been rapid and innovative. Established monitoring providers have integrated generative AI capabilities, natural language querying, and automated reporting into existing platforms. A wave of new entrants like SPAAK, PoliVue, Polpo and PolicyMate built specifically for EU affairs professionals is challenging incumbents thanks to AI and outside investment. Specialist regulatory intelligence providers like Contexte and Cullen continue to deepen their sector expertise in ways that general platforms cannot replicate.

The best intelligence systems do not replace experienced public affairs professionals. They empower them – enabling teams to spend less time gathering information and more time shaping outcomes. Political judgement, institutional relationships, and strategic communication remain irreducibly human. What AI changes is the information foundation those capabilities operate on, and how efficiently organisations can turn data into decisions.

About the selection: The platforms and services reviewed in this chapter are active participants in the Brussels public affairs intelligence market. They were selected based

on market visibility, professional relevance, functional scope, and their significance to EU affairs practitioners. Inclusion does not constitute an endorsement by BestinBrussels. Platforms are described based on publicly available information and, where available, direct platform documentation. Practitioners are encouraged to conduct their own evaluation before procurement decisions. A fuller list of digital providers is provided on our website in the “Best intelligence systems” section.

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General Public Affairs Intelligence Platforms

Legislative monitoring, stakeholder analytics, and integrated workflow systems.

Helio

Political intelligence, stakeholder tracking, and institutional monitoring across multiple jurisdictions

Helio is a European political intelligence platform that combines policy expertise, legislative monitoring, and technology to help organisations navigate complex political and regulatory environments. Bringing together the capabilities of DeHavilland and Forefront, the platform provides real-time monitoring of political and policy developments across the European Union and key member states, enabling public affairs teams to track legislative activity, identify emerging issues, and stay informed about developments that may affect their organisations. The service combines analyst-led intelligence with AI-enabled tools, offering curated policy updates, legislative tracking, stakeholder intelligence, and strategic analysis. Users can access coverage of EU institutions alongside native-language monitoring of major member states, helping them understand both Brussels-level developments and the national political dynamics that influence policymaking. Additional features include stakeholder relationship management tools, detailed profiles of policymakers and influencers, and comprehensive tracking of legislative procedures, providing organisations with a broad view of the European policy landscape.

DIXIT

Dixit is a political intelligence platform designed for EU public affairs professionals. It supports organisations in monitoring, analysing and managing legislative, regulatory and political developments across the European Union by bringing together institutional information, policymaker activity and policy intelligence within a single platform. The platform combines monitoring and analysis tools with AI-assisted workflows to help users track developments across EU institutions and key stakeholders. Its features include coverage of parliamentary debates, Council video recordings, policymakers' activity on social media platforms such as LinkedIn and X, and reporting tools that facilitate the preparation of briefings, updates and internal communications. Dixit is used by a

range of public affairs consultancies, trade associations, companies and organisations operating in regulated sectors, including clients such as Burson, EDF and Cosmetics Europe.

FiscalNote / EU Issue Tracker

FiscalNote is one of the world's largest AI-driven policy and regulatory intelligence platforms, combining legislative tracking, geopolitical analysis, media intelligence, and AI-powered insights across global jurisdictions. Its EU Issue Tracker product – now central to FiscalNote's Brussels offering – provides expert-led analysis across 14+ policy areas, unlimited access to legislative and non-legislative files, detailed procedural timelines, and AI-powered transcripts of European Parliament committee meetings typically available within hours.

In January 2025, FiscalNote unveiled PolicyNote – described as a 'breakthrough policy management solution' integrating AI-generated document summaries, a chat assistant drawing only from verified sources, natural language search, stakeholder database management, and customisable project management tools. In July 2025, FiscalNote expanded PolicyNote with AI-powered legislative drafting capabilities, allowing policy professionals to generate, refine, and tailor legislative language and policy proposals – effectively positioning the platform as a co-author rather than a monitoring tool.

EU Issue Tracker is especially well suited to organisations tracking large legislative portfolios simultaneously – one client (Axp0) notes managing over 100 pieces of legislation via the platform. FiscalNote's Brussels-based team of expert analysts provides a human intelligence layer on top of the technology infrastructure, distinguishing the platform from purely automated competitors. For multinationals requiring integrated global policy intelligence alongside deep EU analysis, FiscalNote's breadth is unmatched in the market.

Prismos

Prismos describes itself as revolutionising EU policy monitoring through advanced AI, using proprietary 'AI prisms' – digital representations of organisational interests – to filter and prioritise policy developments in real time against a defined strategic footprint rather than keyword searches. Prismos' capabilities include AI-driven monitoring, real-time event detection, speech-to-text processing for institutional meetings, named entity recognition, natural language querying, and strategic policy alerts. The speech-to-text capability – enabling near-real-time transcription and analysis of institutional meetings – is a particularly significant competitive feature in a Brussels environment where parliamentary committee proceedings and Council working group discussions contain intelligence that is difficult and time-consuming to extract manually. What distinguishes Prismos conceptually is its attempt to move beyond passive monitoring toward proactive strategic intelligence – helping policy teams identify meaningful developments earlier and reduce time spent manually filtering institutional information flows.

PolicyMate

PolicyMate is a policy and government intelligence platform that helps organisations monitor, analyse and respond to legislative, regulatory and political developments across jurisdictions. The platform aggregates information from government institutions, regulators, legislatures and other public sources, transforming large volumes of policy activity into structured intelligence designed to support decision-making and strategic planning. Designed for public affairs, legal, financial services and corporate teams, PolicyMate provides monitoring across multiple geographies and languages, with information delivered through workflows that integrate with commonly used communication and collaboration tools. The platform combines automated monitoring, AI-assisted analysis and customised intelligence feeds to help users identify relevant developments, track emerging issues and follow policy activity across a wide range of government and regulatory sources.

PoliVue

PoliVue describes itself as an 'all-in-one AI platform built by EU affairs professionals, for EU affairs professionals' – a positioning that reflects its focus on domain-specific design rather than adaptation of generic monitoring tools. The platform aims to turn continuous information flows into actionable strategic insight, enabling policy teams to act faster and with greater precision. PoliVue's core proposition is intelligence acceleration: AI-powered monitoring, automated analysis, dossier tracking, stakeholder mapping, influence analysis, and reporting generation – with the explicit argument that tasks previously requiring hours of manual analysis can now be completed in minutes. Its design philosophy prioritises usability and time efficiency, reflecting its founders' professional backgrounds in EU public affairs. PoliVue represents the growing convergence between AI-assisted monitoring and strategic public affairs process management – the recognition that the value of intelligence depends on how quickly and effectively it can be acted upon, not just how comprehensively it is gathered.

Polpo

Polpo is an AI-native political intelligence platform that helps organisations navigate the increasingly complex political and regulatory landscape across the European Union, Belgium and the Netherlands. By continuously monitoring institutions, governments, parliaments, stakeholders and media sources, the platform transforms vast amounts of political information into actionable, decision-ready intelligence. Its technology combines AI-driven analysis, contextual filtering and structured monitoring to help public affairs, regulatory and corporate affairs teams identify emerging developments, anticipate policy changes and focus on the issues that matter most. Research among users shows that 91% were alerted to developments they would otherwise have missed, while 95% would recommend the platform to colleagues.

At the heart of the platform is the Polpo AI Assistant, which enables organisations to move beyond monitoring towards strategic decision intelligence. The assistant helps users identify influential policymakers and stakeholders, track legislative and political developments over time, compare amendments and policy positions, and generate source-backed briefings and engagement recommendations within seconds. Trusted by more than 300 organisations across the Benelux and European Union, including Samsung, Siemens Energy, VOKA, AGC Glass and Vrije Universiteit Brussel, Polpo has established itself as one of Europe's fastest-growing political intelligence platforms and the market leader in the Netherlands. The company maintains a 95% client retention rate, processes over 1.6 million political updates annually, holds ISO 9001 and ISO 27001 certifications, and has received multiple recognitions, including the 2026 Benelux Enterprise Award for Best AI-Driven Political Intelligence Platform.

SPAAK

SPAAK is a Brussels-focused public affairs software platform designed to support stakeholder engagement, lobbying coordination, and institutional intelligence. The system integrates relationship management, policy monitoring, and engagement planning tools, with particular strength in helping organisations structure long-term engagement strategies across complex legislative cycles.

SPAAK reflects the understanding that effective Brussels public affairs is fundamentally a relationship management challenge. Knowing which policymakers and officials to engage, when to engage them, what their positions and priorities are, and how to track engagement over time – rather than simply monitoring what is happening institutionally – is what distinguishes strategic advocacy from reactive monitoring. For organisations investing seriously in Brussels relationship capital, SPAAK provides a framework for managing advocacy as a structured long-term activity rather than a series of ad hoc interventions. It is best suited to organisations with dedicated Brussels operations and regular policymaker engagement – where structuring and tracking relationships over multiple legislative cycles creates compounding value.

Ulobby

Ulobby is a subscription-based public affairs platform designed to help organisations build and maintain a professional public affairs function through integrated political monitoring, stakeholder management and political intelligence capabilities. Leveraging machine learning and political data, the platform enables users to automate and fine-tune political monitoring to their specific policy and regulatory context, allowing them to stay informed while increasing productivity. Ulobby also provides an integrated stakeholder management solution that connects with organisations' internal systems, helping teams maintain oversight of stakeholder engagement activities and improve coordination across departments. Through its Touchpoints functionality, users gain a comprehensive view of their organisation's stakeholder landscape, enabling them to visualise the impact and return on investment of public affairs activities and demonstrate their strategic value to senior management. Founded in 2017, Ulobby operates from offices in Copenhagen and Brussels and serves clients worldwide.

Specialist Regulatory Intelligence

Deep sector expertise for the most technically and politically complex EU dossiers.

Alongside general public affairs platforms, several specialist providers focus on highly technical regulatory sectors where deep expertise, sector-specific monitoring, and analytical depth are essential. These providers serve a different need from general-purpose platforms: where the latter prioritise breadth and process integration, specialist intelligence providers prioritise depth, legal interpretation, and the kind of technical analysis that requires years of sector-specific expertise to produce reliably.

Cullen International

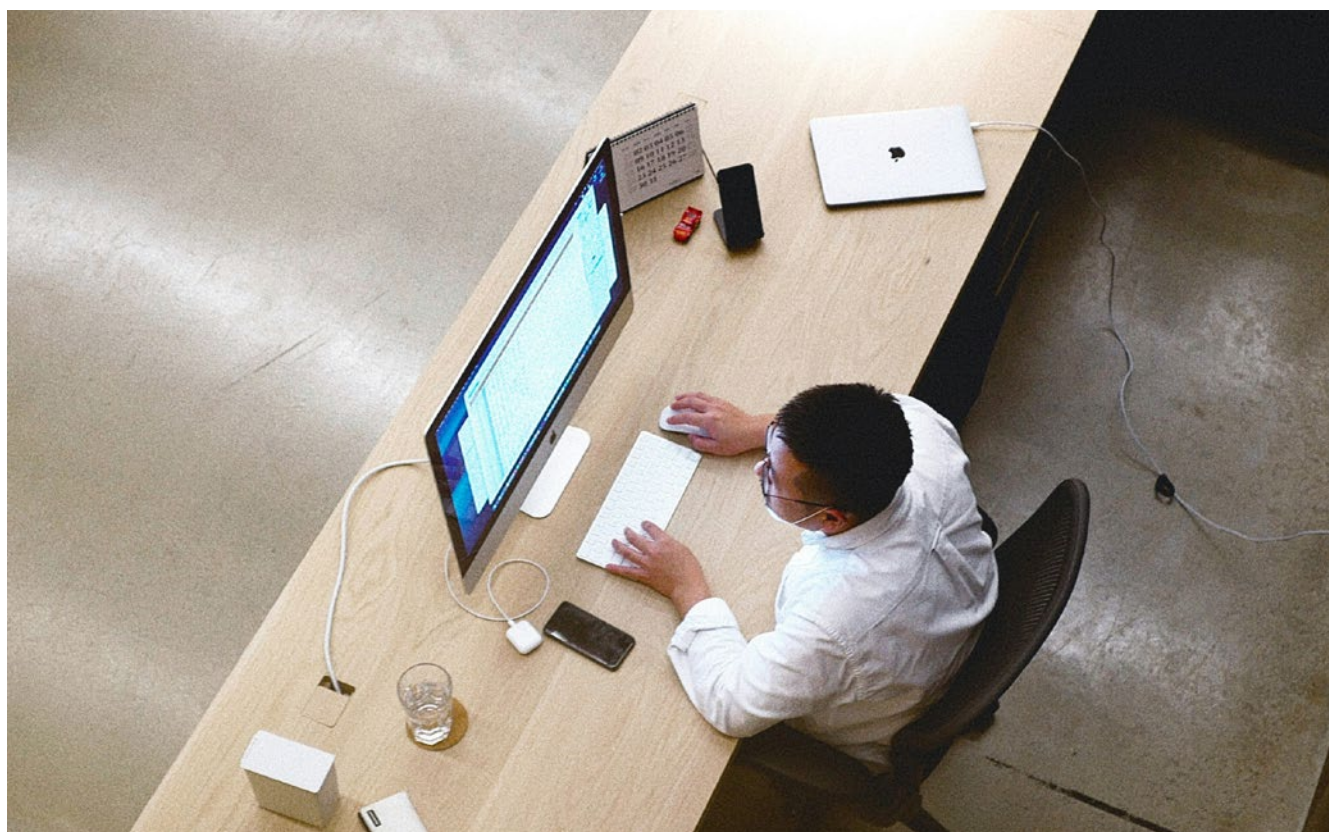
Telecoms, digital economy, media, competition law, and postal regulation

Cullen International is one of Brussels' most respected specialist regulatory intelligence providers, focused exclusively on telecoms, media, digital economy, competition law, and postal regulation. Cullen is especially respected for detailed regulatory analysis, legal interpretation, comparative international perspectives, and deep technical expertise. For highly regulated sectors such as telecoms and digital markets – where the practical regulatory implications of EU legislation require specialist understanding rather than general monitoring – Cullen is frequently considered indispensable. Its subscriber base is concentrated among telecoms operators, digital platform companies, law firms, and national regulatory authorities. In an environment where the EU's AI Act, Data Act, Digital Markets Act, and NIS2 are all generating complex compliance questions simultaneously, Cullen's ability to interpret regulatory obligations and their practical consequences has become more rather than less valuable.

Contexte

Independent media, EU subscriber focused

Contexte is a specialised European policy intelligence and media platform that helps public affairs professionals, and 14,000 readers stay informed about legislative and regulatory developments across the European Union. Founded in France and now operating in Brussels and Paris, it combines original journalism with policy monitoring and analysis. Its EU subscription service gives members access to dedicated coverage of key policy areas such as technology, energy, sustainability, health, competition, and digital regulation. Subscribers receive in-depth reporting, expert analysis, curated newsletters, and real-time alerts on legislative files, helping them track proposals from the European Commission, negotiations in the Council, and developments in the European Parliament. Beyond news and reporting, Contexte aims to help organisations understand the political dynamics behind policy decisions. Its platform increasingly incorporates monitoring tools, searchable intelligence, and AI-assisted features to help users identify emerging issues, follow stakeholders, and anticipate regulatory change across the EU policy landscape.



NOW IS NOT ENOUGH.

Tracking political risk in the news?
Searching for policy opportunities on social media?
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Helio monitors the EU Bubble, adds bespoke context, and delivers tailored intelligence so you can prepare for what's next.

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Scan for a complimentary trial



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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 action policy that matters.

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Alerting:

We combine human intelligence and technology to help you identify risks and opportunities stemming from EU policy initiatives.

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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 – including legislative and nonlegislative files, secondary legislation, EU stakeholders, and possible future regulatory measures.
- ✓ Our policy radar identifies future regulatory risks and policy initiatives before they become formal proposals. Early monitoring enables you to mitigate exposure to new and peripheral policy concerns.
- ✓ Identify new developments coming out of the Commission, Council, Parliament, and other EU agencies. Detailed timelines lay out each dossier's procedure step-by-step, with an additional layer of human analysis to help you make sense of it all.
- ✓ Clear, concise updates are sent to you directly, keeping you informed on any developments you need to be made aware of – without cluttering your inbox.
- ✓ AI-powered transcripts simplify the process of reviewing lengthy discussions by providing quick access to information with integrated video sources.

Trusted by:





Sometimes it's good to be a know-it-all

PolicyMate is the **intelligence engine** for public affairs. It gives you **total awareness** of government activity affecting your company or your clients.

No limits. No blind spots. No noise. No language barriers. Just seamless intelligence.

PolicyMate is trusted by public affairs firms, corporate teams, law firms, and investors around the world to **catch what others miss**.

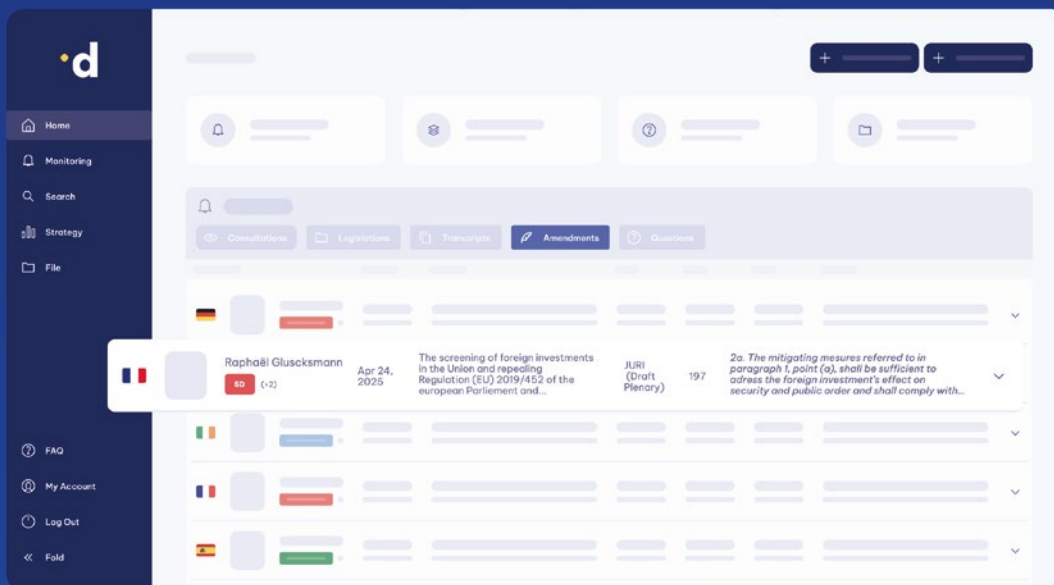
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The best of tech at the heart of your public affairs

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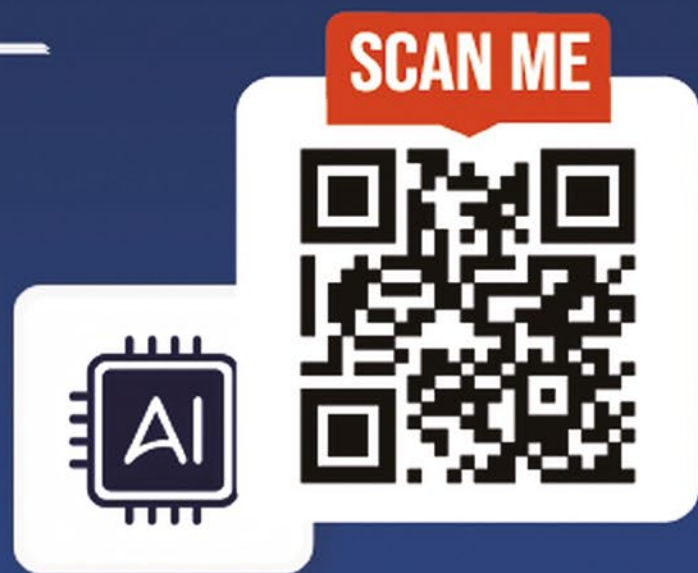
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Africa | Americas | Asia Pacific

Europe | Middle East

1986 | 2026



INTERNATIONAL



SPAAK

You Didn't Get into
Politics to Push Papers.

AI for Public Affairs

Made in EU 

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 several 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, 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.

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.

In 2026, White Rabbit joins the ranks of BestinBrussels multimedia agencies, offering a suite of creative and fresh solutions to a range of corporate, association and consultancy clients.

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.



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Brussels Office Since

📅 1998

Number of Public Affairs Consultants

👤 A network of over 150 consultants which includes an expert team of 40 people in Public Affairs.

Key Specialisms

- ⊗ Chemicals
- ⊗ Digital Services & Technology Hardware
- ⊗ Food and Drink
- ⊗ 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

ZN is the leading agency in the EU and 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. Powered by creative horsepower and deep technological expertise, we bring the most effective tools and teams to your critical objectives. For almost 3 decades, we've guided EU leaders through complexity, transforming challenges into actionable strategies and keeping them #OneStepAhead.

This year marks 10 years of #EUinfluencer. For a decade, ZN's annual ranking has tracked the voices that shape EU debate, becoming the reference point for how influence works in the Brussels bubble. It's a track record Politico recognised when it called us "Brussels' O.G. digital consultancy". The ranking is also the clearest expression of what we do every day for our clients: understand the ecosystem, move the right voices, and turn complex policy into stories that travel.

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.

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 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 so they reach and move your audience.

Ten years of #EUinfluencer is what this looks like in practice. Our annual ranking has shaped the conversation about digital influence in EU policy circles, empowering communicators across Brussels and beyond and giving ZN an unmatched view of how the Brussels bubble actually moves.

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.

ZN

#OneStepAhead



10 Years

of moving the influence
in Brussels



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Filip Lugovic, Managing Director
& Co-Founder / Lorenzo
Marchese, Strategy
Director, Partner

Website Address

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Brussels Office Since

📅 2018

Number of Public Affairs Consultants

👥 25+

Key Clients

- European Commission
- Suntory Europe
- ACEA: European Automobile Manufacturers' Association
- Indorama Ventures
- NMWE: Natural Mineral Waters Europe
- BIC: The Bio-based Industries Consortium
- ETRMA: European Tyre & Rubber Manufacturers Association
- UNESDA: Soft Drinks Europe
- Rud Pedersen Public Affairs
- EUsalt: European Salt Producers' Association

Testimonials and why clients like to work with us

"We are very grateful to your team, who have been extremely responsive, hugely creative, and patient with us. The speed and quality of work are amazing. You already had an ambassador in me, but now that I am more involved and see the result of the work, TRS also gained a fan."

Ioannis Pallas, Managing Director, ESAE: European Society of Association Executives

About The Right Street

Firm Description

Navigating the world of politics, media, and key stakeholders is a complex task.

Traditional advocacy alone is no longer enough. Organisations that remain invisible beyond the meeting room are already falling behind. At the same time, the communications landscape is evolving faster than most can keep pace with: new platforms are emerging, algorithms are shifting and AI is opening up new opportunities every day.

Cutting through has never been harder.

That is why we created The Right Street: to help organisations communicate smarter and be heard. While other agencies in Brussels tend to specialise in either policy or digital, we were built to understand both.

Over the past eight years, we have helped some of the largest trade associations and multinationals in Brussels ensure their messages go beyond closed doors and stand out in an increasingly noisy digital world.

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, András Baneth and Marko Pandza..

Key Strengths

Intelligence

Every advocacy effort starts with a question: who actually matters here, and what does it take to reach them? We map the stakeholder landscape around a policy file – who holds influence, what they are reading and saying, where they are active, and what are the white spaces in the existing conversations. It is the intelligence layer that every other decision depends on, updated as the policy environment shifts.

Messaging

Good policy arguments do not automatically become effective communications. We take a client's position and translate it into messages shaped by evidence rather than instinct, built to resonate with the audiences. We then use AI-powered virtual focus groups to test how those messages land before they go public, so that what reaches a policymaker is already refined.

Content

Arguments need form. We produce the content that carries a message into the world – video, design, copy, digital assets, and where the situation calls for it, physical formats too. A leave-behind for a meeting in the European Parliament, a short film that makes a technical position more accessible.

Advocacy Campaigns

Reach does not happen by accident in Brussels. We run targeted digital advertising campaigns that place content precisely – in front of MEPs, Commission officials, and other decision-makers – timed to the moments that matter in the legislative cycle.

Digital Infrastructure

Campaigns end. The policy environment does not. We build the websites, landing pages, apps and digital platforms that give organisations a persistent, credible presence: the infrastructure that holds everything together between campaign bursts, making sure that when a policymaker looks up an organisation, what they find is as credible as the people behind it.

**We don't take you down paths
you don't need to travel.**



BE HEARD.

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About Morris & Chapman

Firm Description

Morris & Chapman is a Brussels-based communications and design agency focused on developing creative and digital solutions for EU institutions, trade associations, international organisations and Fortune 500 companies.

Since 1999, we have helped clients communicate complex policy, corporate and technical messages through impactful campaigns, visual storytelling and audience-focused communication tools.

We combine strategic communications expertise with creative design, digital development, audio-visual production and stakeholder engagement to deliver integrated solutions across print, digital and live platforms. Our strength lies not only in producing websites, publications or videos, but in transforming complex information into clear, engaging and accessible content that ensures messages are delivered, seen and understood by the right audiences.

With a multidisciplinary in-house team of strategists, designers, developers, editors, animators and audio-visual specialists, we provide flexible, tailored support from concept development through to deployment and long-term maintenance.

Our services include:**360° communications**

- Integrated communication campaigns
- Strategic communication support
- Stakeholder engagement communications
- Content strategy and messaging development
- Campaign development across print, digital and live platforms

Events & conferences

- Event concept development
- Promotion & communications
- Management and logistics
- Audio-visual & technical services

Graphic design & branding

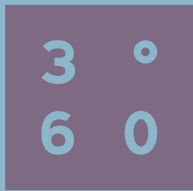
- Brand development
- Logo & visual identity design
- Style guides & brand books
- Publications, brochures, position papers and reports

Online communications

- Digital strategy
- Website design & development
- Social media strategy & deployment
- SEO, GEO & content marketing
- LinkedIn communications
- Association extranets
- Support, security & maintenance

Audiovisual production

- Corporate video production
- Social media-focused content
- Event coverage
- Policy & promotional animations
- Photography & image libraries



your policy messages

delivered | seen | understood



MORRIS &
CHAPMAN

Morris & Chapman is a Brussels-based communications and design agency focused on developing creative and digital solutions for EU institutions, trade associations, international organisations and Fortune 500 companies.

www.morris-chapman.com

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Client Contact

Anne Magnus, Director

Website Address

www.symantra.com

Brussels Office Since

📅 2009

Key Specialisms

- ⊗ Member Platform / NextGen Extranet
- ⊗ CRM for associations
- ⊗ AI 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 is the market leader in Digital Transformation of EU Business & Trade associations and non-profits. The Member Platform and CRM evolve continuously and are customizable to specific needs of each organisation.

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.

For more information, visit
www.symantra.com

About Symantra

Our Products**Member Platform/Extranet**

Symantra's Member Platform has been a game-changer for membership-based organisations. It has the reputation of being 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

AI Solutions for Public Affairs & Enterprises

We offer cutting-edge AI solutions for organisations, combining Knowledge Management and AI-driven workflows. Symantra AI is already adopted by leading knowledge-intensive enterprises in Europe.

Knowledge Management

- AI assistant trained on your latest company knowledge base
- Sources for every generated answer with support for 80+ languages
- Trends analysis and insights on user queries

AI Agents and Workflows

- AI agents to automate repetitive and decision-driven tasks
- Seamless integration with existing tools and enterprise systems
- Workflow orchestration across processes and teams

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.

Hollandbio

Symantra has advised on, developed and implemented a large part of the digital ecosystem for hollandbio, the Dutch biotech industry association, ranging from a Member Platform, B2B Matchmaking, a customised CRM, automations for events, payments and other digital integrations. This has allowed hollandbio to provide our member companies and stakeholders with seamless, transparent and professional services and communications. Symantra has been of immense value in advising and working together with us during the whole process, from data migration to training sessions, sharing of best practices, support, or the search for further developments and improvements. In addition, the whole project was carried out in a few weeks, on time and on budget.

We make digital transformation of EU associations simple.

- Members Platform / Extranet
 - B2B Match-making Platform
 - CRM & Marketing Suite
 - Data Platform
- Membership Lifecycle & Stakeholders
 - Hyper-automation
 - AI solutions
 - Tech Lead of EU digital projects

www.symantra.com



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Website Address

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Brussels Office Since

📅 2020

**Number of Public
Affairs Consultants**

👤 5

Key Clients

- APPLIA-Europe
- CAOBISCO
- EuroGeoSurvey
- FERMA
- PHILEA
- Toy Industries of Europe

About White Rabbit Brussels

Firm Description

White Rabbit Brussels is a design communications agency serving institutional bodies, European associations, and corporate organisations. We translate complex ideas into communications that work visually, emotionally, and strategically. We speak to both minds and hearts: citizens, policymakers, stakeholders caught between them.

Ownership structure

SRL (Private Limited Company)
– sole proprietor

International Network

White Rabbit Brussels operates through a hybrid agency model: a senior core team supported by a curated European network of designers, strategists, content specialists, public affairs experts and technology partners. For each assignment we build a dedicated project team calibrated to the client's objectives, timeline and institutional context, with the agility of a boutique agency and a European network that scales with the brief.

From brand and content strategy to video production, web design and campaign delivery, we create communication that is sharper, more human, more memorable.

The model is intentionally lean: every brief is led by senior practitioners with international experience across corporate, institutional and industrial sectors.

When projects require advanced capabilities in AI-enabled content production, scaled communications delivery or workflow automation, we collaborate with WhiteRabbitHole.ai, our studio dedicated to emerging technologies.

Consistent strategic direction, integrated from concept to delivery.

Key Strengths

- Institutional communications strategy rooted in deep European expertise
- Design-led visual identity and branding that commands attention
- Advocacy and public affairs storytelling with measurable impact
- Agile teams configured for tight timelines and complex deliverables
- AI-augmented content creation that scales without losing authenticity
- Strategic vision combined with meticulous project execution
- Creative problem-solving that turns complexity into clarity
- Trusted advisors for organizations navigating institutional change

Testimonials and why clients like to work with us

"A partner with genuine can-do attitude that delivers creative solutions and manages projects perfectly." Catherine Van Reeth, Director General, Toy Industries of Europe "A very effective partner that combines clear understanding of organizational goals with creative vision and efficient project management." Anita Kelly, Communications Strategy Professional "A ray of light in Brussels communications, wide range of competencies helping organizations improve their production capabilities with creative and lateral thinking." Paolo Falcioni, Director General, APPLIA-Europe "Brilliant at developing creative concepts and visual strategies for complex communications, executing with impressive attention to detail." Romek Jagodziński, ETUI "Persistent in seeking new ideas, skilled in collaborative brainstorming with strong expertise in visual art direction and strategy." Luca Cinquepalni, Executive Creative Director, HAVAS "A passionate creative team with strong focus on visual identity and photography expertise, well-organized with extensive international experience." José Fernandez, Chief Digital Officer, Dentsu



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BRANDING - CONTENT STRATEGY - VIDEO PRODUCTION - WEB DESIGN

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 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 (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.

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

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.

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.

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
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www.doberpartners.com

Dober Partners

Executive Search & Consultancy since 2010

The Communication, Public Affairs &

Association Leadership Specialists

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