


# The Best EU Public Affairs Consultancies & Law Firms Guide 2024/25



**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 several hundred thousand euros for UNICEF in different ways including through sponsored events and research. UNICEF works in 190 countries and territories to save children's lives, to defend their rights, and to help them fulfil their potential, from early childhood through adolescence. We have also supported other children's charities, for instance in Nepal after the earthquake. Sometimes a small gift makes a big difference to lives. For instance, we were proud to donate a keyboard to an NGO in Rwanda that gives the gift of music to victims of the genocide. Thanks to BestinBrussels.eu we have donated over 80,000 euros to UNICEF, and an additional 20,000 euros to Brussels charities for the homeless, due to the dire situation of many people in the capital. BestinBrussels are official sponsors of DoucheFLUX thanks to the contributions made by BestinBrussels participants. DoucheFLUX provides essential services in its fully operational day centre, temporary accommodation for women and couples, and a wide range of activities which give self-confidence and dignity to homeless people. Thank you to everyone who made this contribution possible.

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# 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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BestinBrussels seeks to promote best practice, the best firms and the best professionals in the Brussels public affairs community. Welcome to our 2024/25 Guide which is bigger and better than ever. Perhaps that is why more people are reading it than ever before – including you!

This is the sixth annual edition of BestinBrussels which was first published online as a Website and Annual Guide in 2019. The launch of our latest edition on 20 June 2024 for the second time at a live event at the Microsoft Centre was a proud moment. Awards were presented for “Best Corporate EU Public Affairs Team” and “Best EU Trade Association”. Later in this report you will find out who are this year’s winners, runners-up and shortlisted teams.

Our annual survey reached a broad range of 500 Brussels public affairs professionals, spanning members of the European Centre for Public Affairs (ECPA), the Society of European Affairs Practitioners (SEAP), the European Public Affairs Consultancies’ Association (EPACA), and our Top 240 BestinBrussels Consultants. The survey looked at five topical issues spanning AI to engaging with

political extremists. The results are presented below graphically with our own reflections. We wish to thank the leadership and membership of ECPA, SEAP and EPACA for their continued support of BestinBrussels.

We also have guest articles on AI, digital public affairs, the art of listening and skills, as well as an update on lobbying and transparency.

Thanks to the support of BestinBrussels’ sponsors, this year we will have donated 100,000 euros to charity since we started in 2019. We have now donated over 80,000 euros to UNICEF, and over 20,000 euros to Brussels charities for the homeless. Thank you to everyone who made this possible.

Best wishes from Brussels!

**Mark Dober, Natalia Kurop and  
the Dober Partners team**



# EU Public Affairs 2024/25



**“Far-right parties are becoming increasingly dominant in national settings across many EU capitals. Whether in election results, such as the success of Geert Wilders’ Freedom Party (PVV) in the Dutch general election, or in their ability to set the agenda from the opposition – such as the National Rally’s support for France’s regressive immigration bill – the far right played an important role in shaping European politics”.**



**European Council on  
Foreign Relations, 2024**

## 2024 – 25: A year of change

More than 50 countries around the world with a combined population of over 4 billion people will hold elections in 2024, in what is the biggest election year in history.

Overall European voters shifted right in the June elections. The centre-right EPP won the largest number of seats in the European Parliament and increased its number of seats. Far-right parties had their best-ever European parliament election with major gains in France, Germany and Italy, and collectively won almost a quarter of the chamber’s seats. In Germany, the anti-immigration AfD won a bigger share of the vote than Chancellor Olaf Scholz’s Social Democrats, which recorded their worst-ever showing. In France, Macron’s party was beaten so badly by the far-right National Rally that he called snap legislative elections. As well as a disastrous result in France, the liberal Renew group lost heavily in Germany and Spain. Support for the Greens plunged, leaving the EU’s ambitious environmental

goals in doubt. In the new European Parliament one of the key challenges for public affairs practitioners is whether or not to engage with far right and far left Members of the European Parliament. We examine this issue in our survey below.

The EU Public Affairs profession experienced massive growth in recent years despite the backdrop of inflation, covid and the war in Ukraine. Most public affairs consultancies grew substantially, as their clients clamoured for advice and assistance in dealing with the “Polycrisis” at EU level. Yet 2024 witnessed somewhat of a Brussels slowdown which is hardly surprising given the steep growth trajectory of the early 2020s, combined with a legislative deceleration due to the changeover in the EU institutions.

## Brussels bubble less frothy in 2024.

In 2022 we reported that Brussels bubble was booming, in 2023 we said that it was still bubbling but in 2024 although the fizz may have been taken out of Brussels bubble, the market was still frothy:

1. **Clients are (generally) investing more in EU public affairs than ever before.** While a small group of companies particularly in the tech sector did cut back their Brussels headcount, other companies are opening offices in Brussels for the first time, and even new trade associations are being created thanks to new technologies and demand. For instance, Dober Partners just helped recruit the Director General of Ammonia Europe a new association to represent this dynamic energy source.
2. **Investors are buying shares in Brussels consultancies.** For example, the Brussels-based private equity firm M80 acquired a significant stake in Acumen Public Affairs, and the investment fund Bridgepoint Development Capital is taking a large stake in Forward Global.
3. **Global mergers, acquisitions and partnerships were felt in Brussels.** For example, BCW and Hill & Knowlton are merging globally, with the combined new agency Burson launching officially on July 1. Meanwhile, the Messina Group (TMG) and Global Counsel (GC), strategic advisory and policy firms, have announced a global partnership.
4. **Leading Mid-to-Large Consultancies are still thriving.** Although growth has generally been more sluggish than recent years among the larger firms, the Top 15 Brussels Public Affairs Consultancies still employ over 1,000 staff.
5. **Boutiques and niche firms are still flourishing.** Although some small firms felt the pinch, most specialist and boutique firms continue to do well in 2024.
6. **Change at the top.** Not only was there significant change in the EU institutions but also at the top of some Brussels consultancies and law firms. Notably, Brussels veterans Tom Parker and Julia Harrison left SEC Newgate and FTI respectively, while Sebastian Vos joined FGS Global from Covington.
7. **Interest in digital services and AI expanded.** While the pace of digital legislation has slowed, interest in new digital services particularly powered by AI are growing – for instance Lanzcape is launching from the founder of EU Issue Tracker, and the DeHavilland Group acquired the policy tracking platform One Policy Place (OPP).
8. **EU Public Affairs Salaries are still booming.** Inflation, wage indexation and the competition for EU affairs expertise continues unabated, and salaries for top talent keep rising.
9. **Business as usual.** 2024 was another busy year for the large chunk of Brussels regulatory, technical and comitology work which carries on regardless of who is in charge, from antitrust and trade cases to REACH, chemical and comitology reviews.
10. **Geopolitics.** 2024 is witness to tectonic shifts in the powerplay between East and West, and the global South. War on Europe's borders and global tensions have given new impetus to the decisions made in Brussels, and work for trusted EU advisers.

**“For the year ahead, uncertainty is the only certainty. The fate of the world rests on the risks of escalating conflicts and the outcome of electoral contests—more than half the world’s population will hold elections in 2024. War and shifting alliances will continue to reshape geopolitical order. Extreme weather events will challenge businesses and governments and draw attention to how far we are from emissions targets. Advanced technologies offer a glimmer of hope and competitive advantage, but also carry significant—some say existential—risk.”**

**The  
Economist**

**The Economist  
Top Trends for 2024**

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# BestinBrussels 2024 Survey

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Our annual survey reached a broad range of 500 Brussels public affairs professionals, spanning members of the European Centre for Public Affairs (ECPA), the Society of European Affairs Practitioners (SEAP), the European Public Affairs Consultancies' Association (EPACA), and our Top 240 BestinBrussels Consultants. The survey looked at five key issues; a possible Trump presidency; engaging with political extremists; AI in Public Affairs; the Green Deal backlash; and Public Affairs Skills. The results are presented below graphically with our own reflections, and insights from the experts.

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## Impact of another Trump Presidency in Brussels

Like most Europeans and reasonable people, we are dumbfounded that Donald Trump could occupy the White House again – it was crazy enough the first time!

However, despite being a convicted criminal he is still eligible to run for President. Amazingly Trump’s guilty verdict over the Stormy Daniels hush money case led to an increase in campaign donations and vocal support from Republican voters. Current polls, at the time of publication, put Trump ahead of Biden in key swing states which indicate that he would win if the elections were held today. .

There are some apocalyptic scenarios for what a Trump win might mean – as an FT op-ed speculated: “A second Trump term would be likely to spell the end of the west as an organising idea on the world stage.” Trump himself only recently called into question American adherence to NATO’s Article 5 mutual defence provision, which requires allies to rally in support if one of its members is attacked, declaring he would “encourage” Russia to attack NATO members that were not spending enough on defence!

Trump’s “America First” approach to foreign policy places emphasis on the pursuit of US national interests as the ultimate goal regardless of international norms and political traditions. One of the first frictions between Trump and Brussels appeared as early as 2016, when he then hailed the results of the Brexit referendum as a “great victory” saying that the British voters had exercised their “sacred right” to regain their independence and reassert control over their country, borders and economy. Indeed Britain did gain full control of its economy, only for clowns like Boris Johnson and Liz Truss to ruin it. If anything, Brexit and Trump helped many EU citizens understand the benefits of standing together.

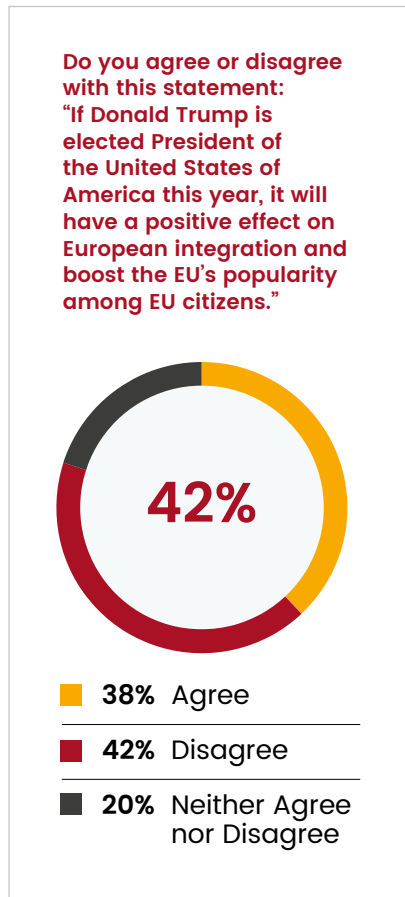
Trump’s call to “Make America Great Again” in 2024 reflects his Eurosceptic attitude, which is at odds with the traditional US foreign policy strategy with regard to Europe, as pursued by Biden and previous American presidents who have encouraged the EU integration and enlargement process based on the conviction that a peaceful, stable and prosperous Europe is of vital importance for promoting US interests and security.

Trump’s repeated criticism of low defence spending from European NATO allies prompted the EU to vow to be “more assertive” on the

world stage. As Trump’s pulled back on climate change, Europe took the opening to step in and take leadership. Trump forced a strategic rethink on European integration, as we realized that the US might not always be a stable partner, while he also encouraged like-minded nationalists and populists across Europe.

According to our survey, Brussels is pretty evenly split on the impact of another Trump presidency, with around 20% undecided. 42% of our experts believe Trump would be a bad for Brussels while 38% of our experts believe another Trump presidency would have a positive effect on EU integration.

form of peace deal for Ukraine, and would no doubt be emboldened by a Trump win to block moves that would deepen the European project.



With a swing to the far right in the European elections, if elected Trump would have a larger group of sympathisers in Brussels than before. The most obvious risk to that unity is Orbán, who will have an agenda-setting role during the second half of 2024 under the Hungarian presidency of the EU. Orbán is pushing for a

**“The former reality TV star’s return to power would not only be the biggest test in transatlantic relations in postwar history; it could pose an existential risk to European unity as the tensions over how to work with the world’s most powerful country pull the continent apart on issues ranging from trade policy to the fight against climate change to the defence of European territory.”**

**POLITICO**

How a second Trump presidency could tear Europe apart  
POLITICO, 2024

**“The difference between 2024 and 2016, when Trump last won the presidency, is that this time he has a plan. From Europe’s perspective, it would look like Fortress America. It is unclear what Europe can do to hedge against Trump 2.0. A tiny minority of European leaders, notably Hungary’s Viktor Orbán, would welcome his return. So would Russia’s Vladimir Putin.”**

**FINANCIAL TIMES**

Edward Luce  
The Financial Times, 2024.





## Statements by Donald Trump, US Presidential Nominee

"You go to Brussels, I was in Brussels a long time ago, twenty years ago, so beautiful, and everything was so beautiful. It's like living in a hell hole right now."

"You need to understand that if Europe is under attack, we will never come to help you and to support you."

"The European Union was formed in order to take advantage of the United States. I know that. They know I know that, but other presidents had no idea."

"I think we have a lot of foes. I think the European Union is a foe, what they do to us in trade."

"NATO is dead, and we will leave, we will quit NATO."

"I want Europe to pay. I want nothing bad to happen to Europe, I love Europe, I love the people of Europe, I have a great relationship with Europe. But they've taken advantage of us, both on NATO and on Ukraine."

"The concept of global warming was created by and for the Chinese in order to make U.S. manufacturing non-competitive."

"To be blunt, people would vote for me. They just would. Why? Maybe because I'm so good looking."

"Kim Jong-Un speaks and his people sit up at attention. I want my people to do the same."

"This year's EU and US elections will be a test for the Western alliance after several disruptive years, during which a more competitive DC clashed with a more geopolitical Brussels. This has magnified tensions on trade, climate subsidies, online platform regulation and China. But differences in approach to global affairs does not rule out constructive dialogue. Stakeholders must navigate this new reality as a strong and reliable partner in both camps, sharing expertise and values that help shape a more harmonious international environment."



**Carmen Bell**  
Senior Partner at Portland

"Stay ahead of the curve. As we navigate the 2024 elections and beyond, successful strategies must ensure that businesses thrive amidst geopolitical shifts, policy changes, and technological advancements. Innovate sustainably and secure your company's strategic independence in an ever-evolving European landscape. Businesses need to plan for the regulatory and policy developments coming in the next year, which will affect international relationships, trade, economic policies, strategic autonomy, supply chain disruptions, security, technological compliance, and transparency. Reducing global dependencies and de-risking operations are crucial."



**Elizabeth Krahulecz**  
Head of Brussels Office,  
Vulcan Consulting

## Engaging with Political Extremists

Political extremism can be found on both ends of the political spectrum, including far-right and far-left movements. As polls predicted, far-right forces made major gains in the European elections mainly at the expense of liberals, greens and the left. In France, the National Rally won nearly a third of the votes, consolidating itself as the leading ultra nationalist group in the next Parliament.

Italian Prime Minister Giorgia Meloni's Brothers of Italy similarly climbed, with more than a quarter of voters backing the group. If the far right were to form a single group it would be the second largest force in Parliament, behind the traditionally dominant EPP. Some European far-right parties advocate for nationalism, anti-immigrant policies and even Putin, while far-left extremists support anti-capitalism, anti-globalization, and revolutionary socialism.

Historically mainstream political parties joined forces to keep the hard-right far from power. Today, this strategy is falling apart, as populist and nationalist parties grow in strength across the EU where 5 countries have hard-right parties in government – Italy, Finland, Slovakia, Hungary and the Czech Republic. Meanwhile the nationalist Swedish Democrats are the second-largest force in parliament, the anti-Islamic firebrand Geert Wilders is negotiating how to govern the Netherlands with the PVV, and Marine Le Pen's National Rally is polling ahead of President Emmanuel Macron's Renaissance party.

In the last European Parliament, the fractious far-right ID group included Italy's Lega, France's Rassemblement National (RN), the Netherlands' Party for Freedom (PVV) and Austria's Freedom Party (FPÖ). The ID group often plays the role of disruptor with very little constructive engagement. Moreover, the foreign policy of ID members tends to be much less mainstream, very often with overt pro-Russian sympathies.

Germany's Alternative für Deutschland (AfD) proved too extreme even for the ID group's leadership which voted to expel the AfD, two weeks before the European elections. The split started after an investigation revealed that AfD politicians took part in a clandestine meeting of

right-wing extremists in which so-called "remigration" plans to deport foreigners and "unassimilated" citizens were discussed.

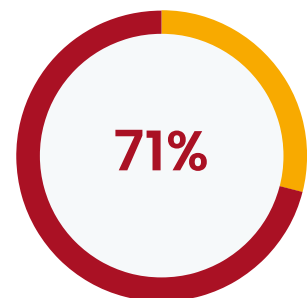
On the other end of the political spectrum is the Left group, made up of parties including Communist Parties in France and Portugal, Die Linke from Germany and the Spanish Anticapitalistas. La France Insoumise, a French left-wing populist political party founded by Jean-Luc Mélenchon envisages a "Plan B" of unilateral exit from European treaties if their demands are not met and withdrawing from the North Atlantic Treaty Organization (NATO).

In this political reality, the question arises whether you should engage with extremists who possess an uncompromising belief in their ideology, often rejecting any form of moderation or negotiation. They may see their perspective as the only legitimate one. Extremists typically reject compromise and may be unwilling to engage in any pragmatic negotiation. This can make any efforts to influence policy through them unproductive. For example, the openly Marxist Spanish Anticapitalistas would be unlikely to support an openly pro-business agenda. Some lobbyists might say where is the harm in gaining some far left or far right support in a situation where a handful of votes could mean acceptance or rejection of their position? However, engaging with political extremists presents several risks:

### Reputational Risks:

Many extremists believe in conspiracy theories, which justify their extreme positions and actions. Associating with extremists could damage a lobbyist's reputation and credibility which would be viewed negatively by mainstream politicians, clients, and the public. Engaging with an AfD MEP might lead to loss of support from entire mainstream European political

In the next European Parliament will you advise your organisation (or your clients or members) to schedule meetings with Members of the European Parliament from the FAR LEFT i.e. i.e. La France Insoumise, Germany's Die Linke etc and other far left members of the Left group in the European Parliament.



29% No

71% Yes





groups with more votes. Furthermore, with the new rules on transparency entering into force, meetings with political extremists will be increasingly a matter of public record.

**Ethical Risks:**

Working with extremists who reject democratic values and the rule of law raises significant ethical questions. Extremist ideologies often include elements of racism, xenophobia, religious intolerance, or other forms of exclusionary beliefs. They may target specific groups as scapegoats for broader societal problems. Engaging with extremists can inadvertently legitimize their views and embolden them further.

**Legal Risks:**

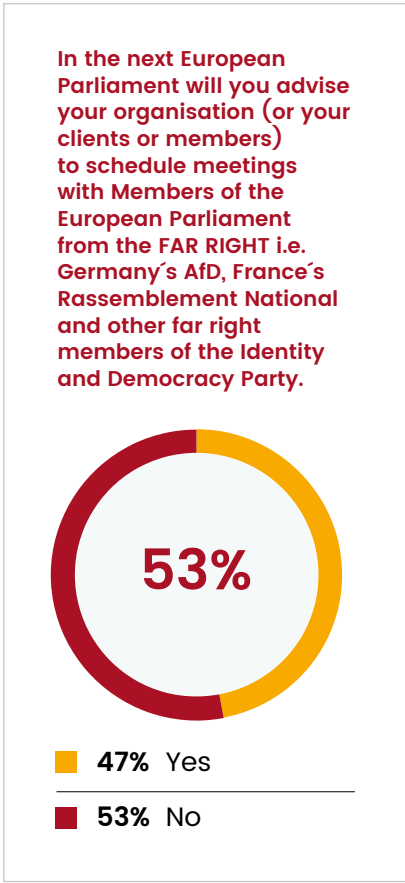
Associating with extremist groups might pose legal risks, especially if these groups engage in or support illegal activities. For instance, if far-right parties engage in hate speech or incite violence, any perceived support or collaboration with them could expose lobbyists to legal repercussions.

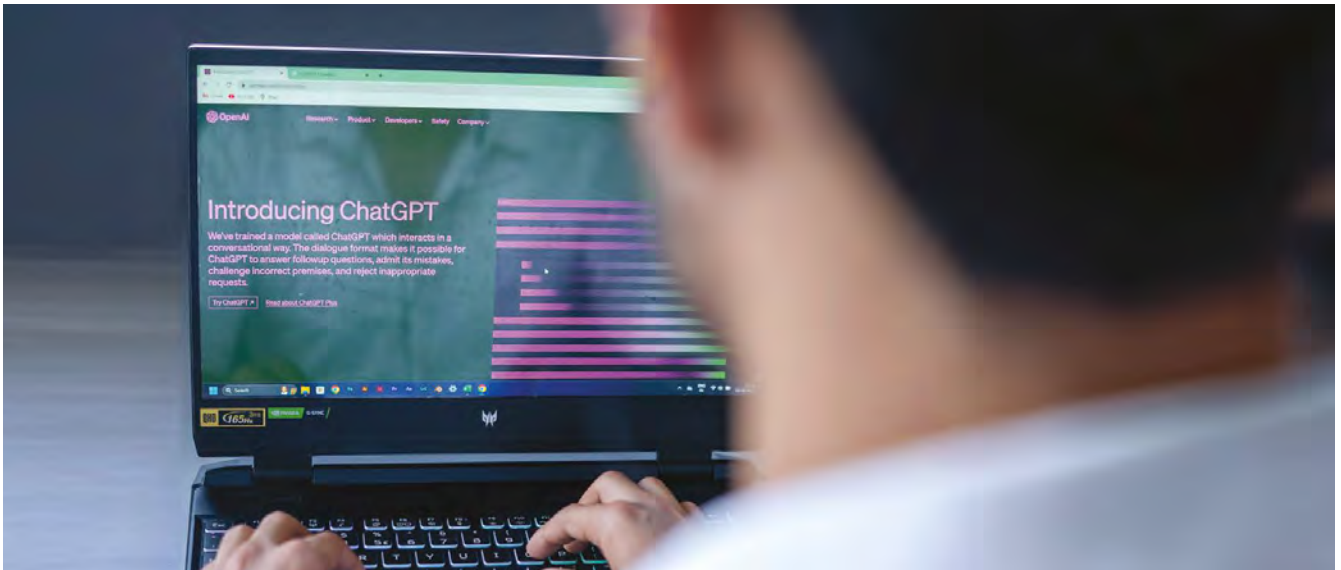
Given the new realpolitik and political mood in Europe in 2024, the question on whether or not to engage with political extremists on both ends of the spectrum is a real one. We were also interested to know if there is a difference between engaging with far left and right parties, so we put two different questions on this subject to our public affairs experts representing consultancies, trade associations and companies.

The first conclusion is that a narrow majority (53%) of EU public affairs professionals would not engage with far-right politicians. Secondly, a clear majority of over 70% have no problem in engaging with far-left politicians.

The almost 50/50 split on the merits of engaging with the far right is somewhat surprising given the positions of some of the parties but also reflects the realpolitik of 2024. A key factor here is which specific country, politician and party is being considered, for instance - however ridiculous we might find them - dealing with Italy's Lega party which is in a coalition government is in a very different position compared to certain other fringe parties.

History also plays a key factor here against engaging with the far right. For instance, in Germany, several laws and legal mechanisms exist to marginalize far-right politicians and extremist activities. These laws aim to protect democratic values, prevent hate speech, and curb activities that threaten the constitutional order. The final straw, for the expulsion of the AfD from the ID Group was a controversial interview Krah gave to Italian La Repubblica, where he stated that not each member of the Nazi Schutzstaffel (SS) during the Third Reich was "automatically a criminal". Hence, in Germany it would generally be considered much more reasonable to engage with the left wing Die Linke than far right parties.

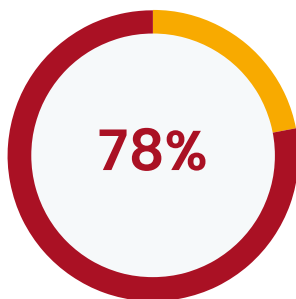




## AI in Public Affairs

Last year's survey showed only a minority (i.e. 39% of those surveyed) were consciously using AI for their public affairs work in 2023. Oh, what a difference a year makes with this number more than doubling. Almost 80% of Brussels public affairs practitioners now employ AI intentionally in their work in 2024! The trend is clear, and we might not need to ask this question again in 2025.

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



22% No  
78% Yes

At BestinBrussels we believe that public affairs and law firms that effectively leverage AI technologies will be able to offer services at lower cost, higher efficiency, and with higher odds of favourable regulatory and policy outcomes. In the longer term, firms that fail to capitalize on the power of AI will be unable to remain cost-competitive, losing clients and undermining their ability to attract and retain talent. Inhouse public affairs practitioners who integrate AI effectively will outperform competitors through public affairs; as well as better avoid potential costs and political risks and leverage public affairs opportunities. Clearly most EU public affairs practitioners have understood they need to get on the AI bus before it leaves the station. Even in our recruitment business, we are integrating AI in ways almost unimaginable only a few years ago.

**“AI is as much of a step change as the internet was back in the days. We have integrated it in our daily work and it is already bringing huge additional capacity to our public affairs teams. It provides for much faster and much more efficient policy data management, allows us to automatize certain analysis, is a fantastic tool for campaign planning and content creation. All PA professionals will need to be able to master these new tools by 2025 if they want to stay at the top of their game. AI will not replace us but will greatly enhance our work”.**



**Philippe Blanchard**  
President Continental Europe, Teneo

The AI revolution will be bigger and more disruptive than the internet – the question is by when? Given the speed of progress, we envisage a very different backdrop for public affairs in only a few years' time. As we reflect on almost every aspect of public affairs activity, it seems credible that AI will substitute if not replace most of the work done by people today. As James Stevens of Rud Pedersen told us: "Properly harnessed AI has the potential to move the public affairs as a profession to the next level, allowing a greater proportion of time to be spent on thinking about the 'so what' while providing insights on politics, process and policy that are ordinarily beyond us."

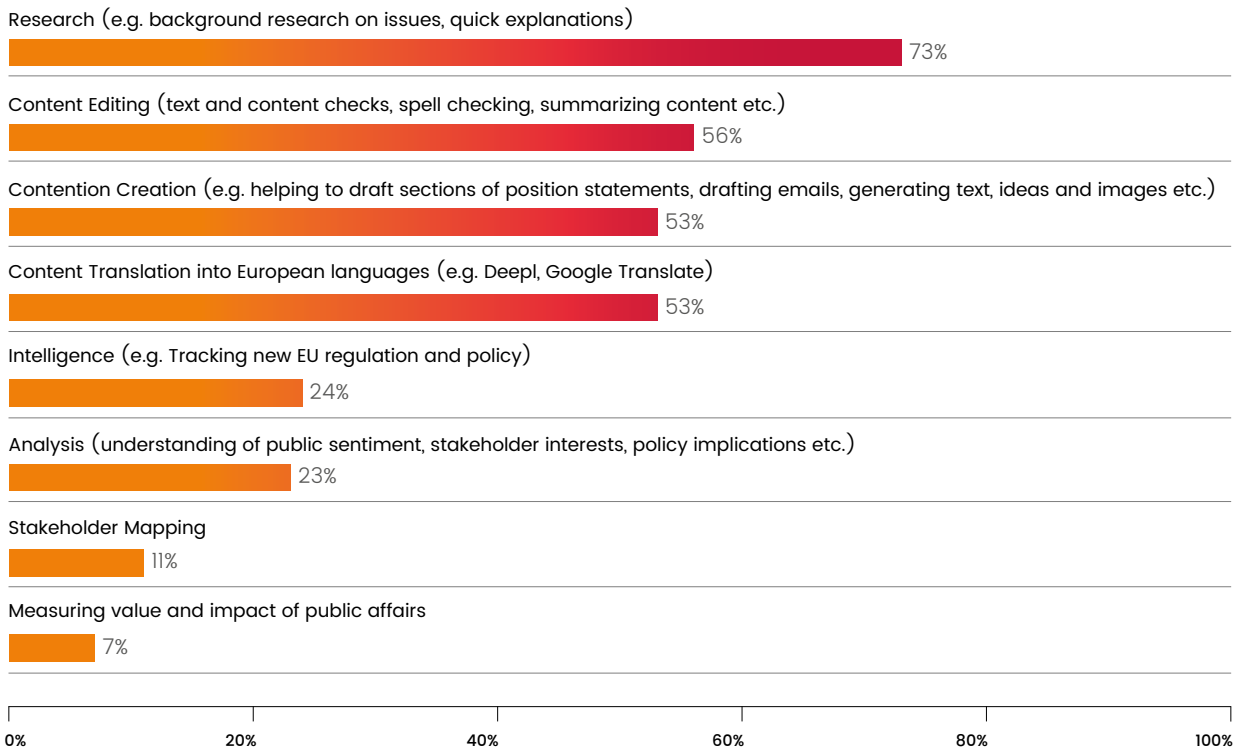
In 2024 not only are many more people using AI in public affairs, but they are harnessing its power for many different tasks as our survey shows. We asked those who are using AI, how they are using it in their public affairs work - See the graph below.



**"I am using more and more AI in routine tasks, such as monitoring and reporting. I see a need for AI tools in predictive analytics, to forecast potential outcomes of lobbying strategies. This will free up time for us to focus on strategic advice. Human consultants, with their experience and contextual understanding of the process, are still needed at least for the foreseeable future, before AI takes over that too (thanks ChatGPT for the heads up...)"**

**Kajsa Stenström**  
Managing Partner at Stenström Consulting

**Do you consciously use AI tools like ChatGPT in your public affairs work to do the following:**



The number 1 use of AI today in public affairs is for **research** which is hardly surprising when the technology can help you save countless hours. AI significantly enhances research by rapidly processing large datasets, identifying patterns, and generating insights that might otherwise be overlooked. Unlike conventional approaches, AI can continuously learn and adapt so its research power will only increase.

The second principal use of AI is all around **content creation, editing and translation**. AI can be used to very quickly produce initial drafts, citing key facts and legal references, advancing arguments, and rebutting (as well as anticipating) arguments advanced by opposing sides. Human input will still be needed to produce the final draft, but the process is already faster with AI. Certain language tools using AI, particularly DeepL, are now so good that they barely need human oversight already.

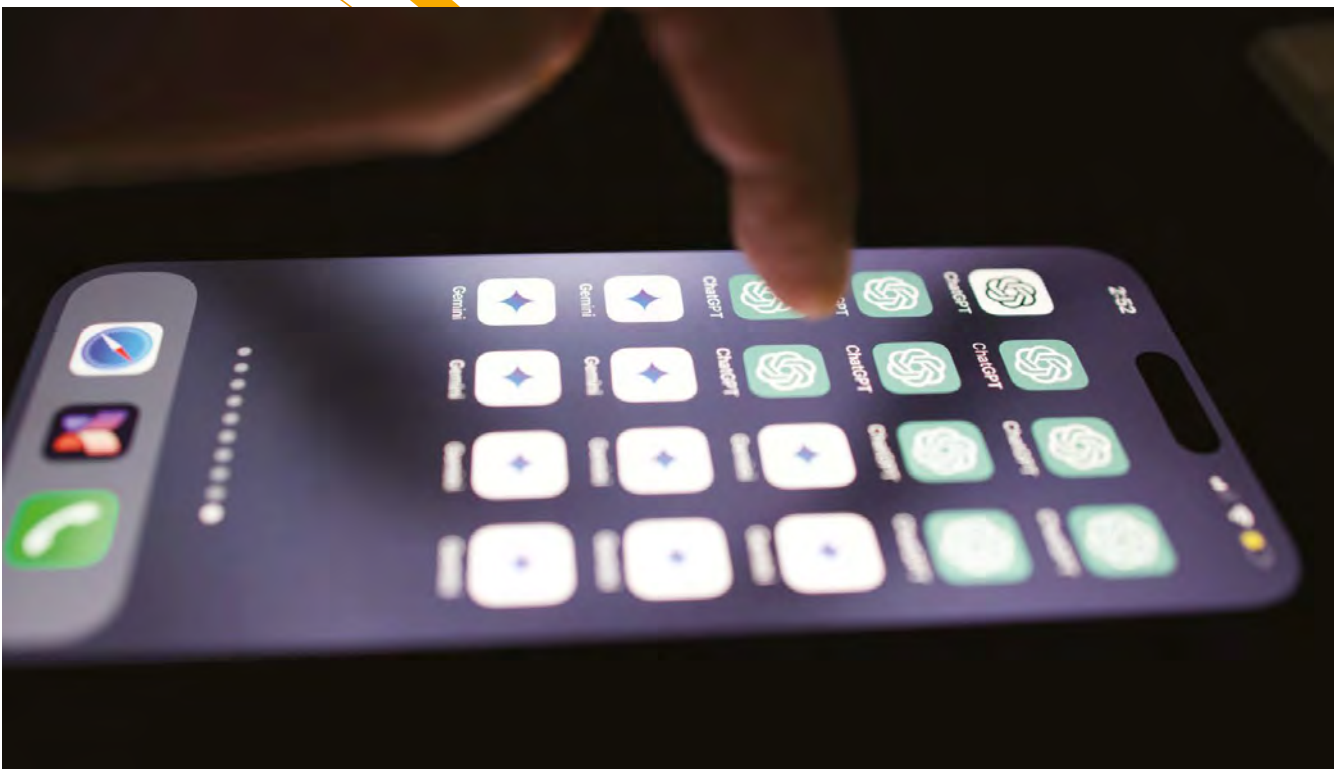
Using AI for **intelligence and analysis** is the third use of AI in EU public affairs today. But watch this space, as all the digital leaders highlighted on BestinBrussels are integrating AI into their systems, notably DeHavilland, DODS, FiscalNote, Policy Insider AI and Quorum. AI enables data analysis across all kinds of different data inputs. Due to its lack of human bias and ability to analyse massive volumes of data at breakneck speed, AI can provide insights that the human eye would miss. Integrating AI tools to analyse data can also make the task of data visualization easy in charts and pictures. Indeed, **stakeholder mapping** is a visual process and as such it has already been digitized for some time although at present surprisingly few people are deploying AI in this way.

If accurate data exists to support cost reduction and revenue creation, then AI could be extremely useful to **measure accurately the value of public affairs**. This area of public affairs activity is still relatively underserved by AI but senior management understands ROI which means they want the data, and more so in a world dominated by machine intelligence.

**“AI is revolutionising public affairs, ushering in an exciting new era. At BCW, we firmly believe in the power of AI to complement, not replace, human creativity and together enhance client service. We leverage technology to power the solutions we offer clients, and our human insights and expertise ensures AI tools deliver value and solve problems. Our award-winning tool, Decipher Index, exemplifies this, using AI to predict emerging global themes. We combine this with strategic counsel, helping clients identify and avail themselves of opportunities, whilst also anticipating and navigating risks.”**



**Andrew Cecil**  
CEO at BCW Brussels



## Green deal backlash

As POLITICO reported earlier this year, “Europe’s hopes for a greener future are being doused in pesticides, thrown in the furnace, hunted down, hit by cars and crushed by herds of cows...European Commission President Ursula von der Leyen is also trying to run away from the green parts of her legacy. In fact, those pushing for faster action to protect the climate and nature are being left high and dry almost everywhere, fighting to recapture momentum.”

The Green Deal requires significant investment, and there are widespread concerns about the financial burden on governments, businesses, and taxpayers. Critics argue that the costs will outweigh the benefits, especially in the short term. Some political groups, particularly on the right, criticize the Green Deal for its overreach and regulatory burden. They argue that it will stifle economic growth and competitiveness. In rural areas, there is deep concern about how policies such as changes in agricultural practices and land use might affect farmers’ incomes. So we asked our public affairs experts what they think about the backlash to the Green Deal.

“Delving into individual policy areas, a right-wing surge would influence the future of the EU’s climate efforts launched with the Fit for 55 policy package, which aims to reduce carbon emissions by 55 per cent by 2030 (relative to 1990 levels). Some measures in the policy package have already provoked protests by groups that are adversely affected by it, especially farmers. The package has also sparked broader concern among many European citizens who worry that climate action will be costly for them – for example in terms of higher energy prices or of costly renovations to make their homes more energy efficient. ECR and ID parties have latched onto this sentiment and, while not necessarily opposed to climate adaptation efforts per se, have attacked the EU’s measures as too onerous and bad for employment and growth.”



**Luigi Scazzieri**  
Centre for European Reform,  
April 2024

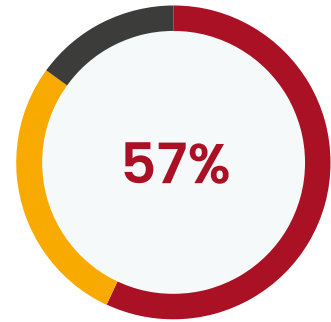
“As von der Leyen is now running as the official lead candidate of the EPP and her German subsidiary, the CDU, she will have to rely on the support of her party and adapt to the increasingly conservative party line. She already had to drop many of her pet projects to be more in line with the CDU, with the flagship Green Deal project being the most prominent collateral damage. When the CDU is campaigning to cut red tape and lessen the burden of the Green Deal on businesses and farmers, they are indirectly also campaigning against the legacy of their own Commission president – and there is no doubt that they know it.”

**Euractiv**  
May 2024

A clear majority (57%) believe the Green Deal and recent EU climate regulations are triggering an unintended backlash that undermines European manufacturing and ultimately Europe's very own climate agenda. However, 28% disagree and 15% are agnostic on the subject.

Indeed, environmentalists lost badly in the European elections which POLITICO reported as a "Black eye for Europe's Greens". After five years during which the EU made the Green Deal its signature issue, voters turned against ecologically minded parties and voted their representatives out of the Parliament. Their heaviest losses were in the biggest member states and where they were in government, notably Germany, where they have been part of a coalition government proposing unpopular legislation such as a gas boiler ban. Despite small advances in countries like the Netherlands and Denmark, the Green group will lose more than a dozen MEPs, dropping in size from the fourth to the sixth largest party in the EP.

**Do you agree or disagree with the following statement: "The Green Deal and recent EU climate regulations are triggering an unintended backlash that undermines European manufacturing and ultimately Europe's very own climate agenda."**



- **57%** Agree
- **28%** Disagree
- **15%** Neither Agree nor Disagree



**"The question is not whether there will be a change in the political focus of the incoming Commission and Parliament, that much is already clear. It is more whether we will move from performative policy in support of green deal goals to equally performative policy in support of the industries needed to get us there."**

**James Stevens**  
Managing Partner at Rud Pedersen Public Affairs



**"The Green Deal may be dead, but the EU's sustainability agenda is not, and the next five years will be busy. Firstly, implementing the big-ticket laws passed recently requires reams of delegated and implementing acts, many with critical implications. Secondly, the new economic security and strategic autonomy imperatives demand the prioritization of renewables, resource efficiency and the circular economy. The new ingredient will be a good dollop of industrial policy, without which the Green Deal hypothesis that greening the economy boosts competitiveness does not hold."**

**Rocco Renaldi**  
Chair, Europe, Edelman Global Advisory



## Public Affairs Skills

It is said that the 3 P's of Public Affairs skills concern Policy, Politics, and Process. In 2024 EU Public Affairs can feel like playing 3-dimensional chess requiring knowledge of the EU institutions and complex legislative processes such as comitology, but also skills on everything from AI to negotiation. We asked the founders of AdvocacyAcademy to list 9 critical skills areas for public affairs practitioners in 2024, and then surveyed 500 professionals on which of these skills they wish to develop most.

Interestingly as the chart below shows, AI is the hot skill in public affairs. Indeed, AI is most effective when it is used to complement human skills, and the people who learn how to leverage this collaboration well will get the most out of AI tools. The AI revolution requires developing new skills, including knowing how to choose the right AI tool for a particular task, knowing how to construct the right queries and evaluate the relevance, quality, and accuracy of the responses (and then update the queries as needed), and being able to synthesize the overall results into a cohesive, actionable, and well-documented picture. PA professionals will also need to be attentive to ensuring that any use of AI tools is done with proper

attention to protecting confidentiality and avoid mistakes caused by "AI hallucinations". Firms need to institute training so that their staff can adapt to this new environment.

Beyond AI, the top skills in rank order are negotiation, data analytics, KPIs, public speaking, crisis management, business literacy, project management, intelligence gathering and stakeholder mapping.

We asked if respondents wanted to develop anything else in the year ahead, and some want to study ESG reporting and Comitology while others want to learn more about Geopolitics and Effective Policy Communications to support public affairs.



**Please tick the top skills below which you would like to develop as a public affairs professional:**



Utilizing Artificial Intelligence and Automation Tools - Incorporating tools like ChatGPT for strategic data analysis, automation of repetitive tasks, and stakeholder engagement.



Negotiating - Employing advanced negotiating techniques to secure favorable outcomes in policy discussions and stakeholder negotiations.



Data Analytics and Key Performance Indicators (KPIs) Management - Using data and analytics to measure the impact and effectiveness of campaigns and to manage KPIs.



Public Speaking and Presenting - Delivering clear and impactful messages in various forums, including digital platforms.



Crisis Management - Developing strategies to quickly address and mitigate crises as they arise.



Business and Profit & Loss (P&L) Literacy - Understanding how your client/organisation works.



Advanced Project Management - Skills in leading campaign and projects including timeline and resource management.



Intelligence Gathering - Monitoring and analyzing policy to inform strategies.



Stakeholder Mapping and Management - Identifying key stakeholders and effectively managing these relationships.





**“We’re always looking for ways GenAI can help us be more thoughtful, creative and productive. As the technology gets better, the types of things we’ll be able to use GenAI for will continue to evolve – beyond the popular chatbots as a time-saving research, drafting or creative idea partner and into a broader suite of tools to support our work like slide decks, note transcription, art creation or price negotiation. Embracing a culture of experimentation and continual learning is key.”**

**Jill Craig**

Senior Partner, Penta Group



**“Key skills for PA professionals include strong policy communication abilities to convey complex information effectively to various stakeholder; an in-depth understanding of EU legislative processes and policies; authentic networking and relationship-building to establish and maintain influential connections; strategic thinking and analytical skills to assess policy impacts, planning and executing effective advocacy campaigns to ensure success in this dynamic environment. And while we are at it, why not throw in a couple of languages and a curiosity for AI, and how AI adds value?!”**

**Ferial Saouli**

CEO at SEC Newgate EU



# BestinBrussels 2024 Best Practice Awards

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This year we surveyed a very broad range of 500 Brussels public affairs professionals, spanning members of the European Centre for Public Affairs (ECPA), the Society of European Affairs Practitioners (SEAP), the European Public Affairs Consultancies' Association (EPACA), and our Top 240 BestinBrussels Consultants.

In our 2024 survey, we included two simple questions; to name one trade association and one company who exemplify best-practice and best-in-class EU lobbying in Brussels. In previous years, the BestinBrussels winners with the most votes were Microsoft and AmCham EU in 2021, Spotify and EFPIA in 2022, Mozilla and CEFIC in 2023 along with close runners-up who received multiple votes as well as honourable mentions.

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

Success is the sum of small efforts repeated day in and day out. Just because you're successful one year doesn't mean you will be next year. Those who truly want to be successful will be the ones who put the time and effort into always maintaining their success. Our 2024 winners have clearly not rested on their laurels, and both been voted BestinBrussels top association and corporate team for a second time in our history!

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## Best Business EU Trade Association 2024

**Winner: European Chemical Industry Council – Cefic.**

Cefic is a not-for-profit trade association devoted to promoting a thriving European Chemical Industry. The CEFIC team will be delighted because they have won the BestinBrussels award two years in a row, especially given their stated objective: "Cefic strives to be the best respected and most trusted business association in Europe". On reflecting why so many people voted for Cefic again this year, one achievement really stands out: the Antwerp declaration for an industrial deal – a companion (or, some say, a competitor) to the Green Deal. As POLITICO recently reported "The Antwerp Declaration was, by Brussels standards, the smash hit of the season..... The swelling initiative was started by the European Chemical Industry Council (Cefic). Although not everyone loves the chemical industry, its trade association Cefic, has steadily built its reputation in Brussels through becoming more transparent, constructive and open in their communication, retaining some great people and advisors all under strong leadership from Marco Mensink, Director General. Cefic is by far the largest trade association in Brussels with a total budget of over €41 million, 160 staff and around 70 Cefic Sector Groups, dealing with specific substances and products. Cefic is supported by BestinBrussels firms BCW, Covington & Burling, EPPA, Fleishman Hillard, Harwood Levitt Consulting, Kreab, SEC NEWGATE EU, and ZN.



**Shortlisted Nominees:**

AmCham EU, DIGITALEUROPE, EFPIA and Wind Europe.

**Honourable mentions:**

ACEA, ACI Europe, AFME, Airlines 4 Europe, Animalhealth Europe, BSA | The Software Alliance, CCIA, Cellular Agriculture Europe, CEPI, COCIR, Cosmetics Europe, CropLife Europe, Dot Europe, EHPA, EPACA, EUCOPE, European Recycling Industries' Confederation, EuroCommerce, Eurogas, EuropaBio, European Aluminium, European Banking Federation, European Federation of Tank and Storage Companies, EUROOPEN, EUSalt, FEDIAF, FoodDrinkEurope, Hotrec, Hydrogen Europe, Insurance Europe, IOGP, MedTech Europe, Payments Europe, UITP, UNESDA, and Vaccines Europe.

## Best Corporate EU Public Affairs Team 2024

**Winner: Microsoft**

Microsoft's stated mission is to empower every person and every organization to achieve more. They believe technology can and should be a force for good. Microsoft has a significant team of 16 staff involved with EU public affairs led by Nanna-Louise Linde, Vice President European Government Affairs. Microsoft invests a great deal of time and resources in 46 Brussels focused associations, federations, think tanks and other networks. Microsoft also generously donates its Meeting Centre for Brussels events for free to external organisations including BestinBrussels. They spend over €7 million on EU public affairs which is more than Google and Amazon have declared but still less than Meta Platforms. Microsoft is supported by BestinBrussels top firms APCO, BCW, Covington & Burling, Flint Global, Hanbury and Rud Pedersen. This investment seems to have paid off. Microsoft seems to have navigated Brussels more successfully than others in the tech sector in recent years, which is perhaps why public affairs practitioners believe Microsoft is an outstanding example of best practice. As POLITICO put it not so long ago: "Over the past decade, Microsoft has pulled off a remarkable transformation of its public image in Europe – from bad boy to the most Brussels-friendly of tech giants."



**Shortlisted Nominees:**

Airbus, Amazon, Bayer and Google.

**Honourable mentions:**

Airbnb, ALDI, Apple, ASML, Astra Zeneca, BASF, Boeing, BP, Coca-Cola, Decathlon, Deliveroo, Deutsche Borse, Deutsche Telekom, DHL Group, Dow, Ecolab, Equinor, Exxon, Ferrero, General Motors, Goodyear, Iberdrola, imec, Inditex, Johnson & Johnson, Lego, Lenzing, Logitech, L'Oreal, LVMH, Mastercard, McDonalds, Meta, Mozilla, Neste, Netflix, Norsk Hydro, Novartis, Novo Nordisk, NXP, Qualcomm, Sage Group, Sanofi, Schneider Electric, Schwarz Group, Siemens, Stora Enso, Suzano, Syngenta, Takeda, TELEFONICA, TikTok, Trane Technologies, Unilever, Volvo, Yara International and Zoom.

# Evolving to an EU bubble without X marking the spot?

The current state of flux for X could mark the beginning of radical changes in the digital domain, as Brussels has woken up to the fact that “its” social platform is no longer offering stability, and influencers fragment across different platforms. We all know that a strong story and clear message can deliver amazing results, but if you cannot get it to your audiences because they have moved to a new digital space, it means very little. Brussels’ often slow-paced approach needs to speed up and urgently discover that political success during the 2024 election period will require more than just one digital channel – it’s time for more strategic #Hyperthinking!

So where should you go? Well, social media has always been much more than just X and digital communications offer more opportunities than just social media.

Yes, it’s easy to throw all your efforts into a single channel and hope everyone sees it, but this is no longer a realistic approach. This is also true when influencers want to target a small group in Brussels, such as certain policy makers (the niche within the niche so to speak). If half of your target audiences are on X, some on Threads and others on LinkedIn, then it’s key to ensure you have a good channel mix to reach these (seems logical right?), or simply risk not being heard.

And while you are adapting your strategy to target more diverse media, don’t forget that agility is and will always be part of the game. At ZN we regularly review the current state of the digital space because it’s always moving! We actively evaluate, test and adapt our strategies to meet change. It’s a key requirement to ensure our clients stay on top of evolution as we continue to drive their success. And this includes actively working with AI to support the enhancement of our ideas, don’t be afraid of it, embrace it and ask it pertinent questions to discover its potential.

Diversification also means looking beyond social media and exploring other digital channels that will have an impact. These are very diverse but can include email marketing campaigns, blogging, SEO, SEM,

newsletters, digital advertising, traditional media and so forth. It’s high time to make the EU bubble aware that they can no longer keep all their eggs in one basket, but they should embrace a more strategic channel mix.

And having a more diversified channel mix also comes with additional advantages you might have not taken into consideration. It is also a great way to combat disinformation, a key challenge for many today. False information is rarely spread across a single channel, and having a presence across more than one enables EU bubble stakeholders to also quickly pick up on these and respond accordingly. The more you diversify, the more you can understand how information flows, and enable a timely and appropriate response.

In short, digital communications have never been as important to get messages across and making use of a single channel will simply no longer cut it. The time has come to urgently get #OneStepAhead and prepare for different possibilities and a willingness to adapt strategies as the landscape continues to evolve.

“Diversification of media channels is a challenge we are all facing to enable us get our message out,” adds David Keating, 2023 year’s #EUinfluencer rank leader. “Five years ago, I would have said that an hour on Twitter is worth the time, but today we are all spreading that time across four or five platforms to enable us to reach our audiences. As the

digital space continues to fragment, we all need to be aware that our audience is doing the same, and to remain relevant, we must follow.”

But where to go? At ZN we have been mapping out effective digital channel mixology for 26 years and, as we evolve with innovation, we are continuing to support our clients’ success in this space.

## Be engaging and follow your audiences

- Embrace agility: Gone are the days of a “set it and forget it” approach. Social media is a living beast, and successful communication requires constant adaptation. Regularly review and adjust your channel mix based on audience behavior and platform trends.
- Content is king (and queen): Creating high-quality, engaging content that resonates with your target audience remains paramount across all platforms. Make it count!
- Be channel-neutral: Don’t gamble on a single platform. Follow your audience and prioritize channels where relevant conversations are happening.

## Get the basics right

A great website and a blog: As our CEO Philipp Weiss would argue, make the “Web is Hub” approach to online communication the heart of your message:

- Focus on using your website to tell your story in a comprehensive way, targeting specific audiences like policymakers and experts.

- Craft clear messages and amplify them on relevant platforms, avoiding “shouting” everywhere.
- Effective communication relies on strong strategy, compelling messaging, and continuous adaptation, not just fancy tools or putting your eggs in one basket.

Emails and newsletters are key: They allow you to organize your message, communicate on a regular basis and own your audience database (to prepare for a next platform upheaval).

By embracing these principles, you can ensure your message reaches the right people and elevates your digital presence.

### Make effective use of multiple channels

The X Factor: While X remains a dominant force, boasting the most official EU accounts so far, its future is not without question. Despite ongoing clashes with European regulators over content moderation and disinformation, Musk’s platform remains dominant in EU news and policy discussions. This dominance is likely due to its established user base. But the question remains: is sheer user volume enough? A potential user exodus raises doubts about its long-term viability in the Bubble.

### Meta’s new Threa...t:

The new kid on the EU block signals a growing (and fresher) interest in alternatives, aiming to primarily challenge X. In one of our latest analysis about the social media storm Threads has brought since its arrival, we have looked at how some EU officials are starting to experiment it, even though most are still active on X. Meaning? MEPs and key EU actors in general are eager to explore new ways to connect with a wider public, but they are not abandoning the old for the new altogether, and skepticism reigns still. Is Threads really going to represent a threat to X? The answer in short is: not yet.

### The multiverse beyond X:

This fragmented digital landscape presents both hurdles and opportunities to connect with diverse audiences. Looking at our recent research, we can find a diversified ecosystem:

#### 1. Established Powerhouses:

- Facebook: Meta’s platform dominates the scene and serves as the bedrock for broad communication. Its sheer user base allows the EU to reach a vast audience, disseminating

information across demographics and interests. However, concerns about echo chambers and algorithmic filtering necessitate a multi-pronged approach.

- YouTube: A master of visual storytelling, the platform offers a powerful tool for engagement, although often underrated by Brussels. Compelling video content can grab attention, spark discussions, and foster a sense of community, but creating high-quality content requires significant investment in resources and expertise.

#### 2. Untapped Potential:

- Instagram: While popular with younger demographics, Zuckerberg’s visual platform remains an underutilized platform for the EU. Early successes with specific topics like climate, youth, and travel suggest a significant untapped audience. Embracing engaging visuals and leveraging influencer marketing could unlock Instagram’s potential for the EU.
- LinkedIn: LinkedIn’s business-driven focus is attracting users seeking an alternative to X for corporate communication. However, its closed network structure limits outreach to the broader public and key stakeholders like journalists and policymakers. Strategic use of paid advertising or partnerships with relevant organizations could help the EU bubble expand its reach on the professional platform.

#### 3. Emerging Frontiers:

- Flickr, Pinterest, Bluesky & Mastodon: They represent a more niche alternative to the established giants. This limits their broad appeal but could be valuable for targeted communication on specific issues.

### Advertise

You still need advertising, but you need to spread your budget across different channels from the relevant social channels to Google ads, media outlets and more.

So, what’s the conclusion? The digital world is in a state of flux as platform providers scramble to gain a piece of an increasingly fragmented space and users in the EU bubble start to look for new homes for their content. Those who are prepared to embrace change, built on a strong diversified strategic channel mix that is target audience focused will come out as winners, but it will take time, energy and effort – as well as continued agility!

Ensuring that you stay #OneStepAhead therefore requires help and guidance from experts with the right experience and expertise. At ZN, we are excited to provide that help, building on our 26 years of experience, creativity, market knowledge and extensive implementation capabilities. Curious to find out more? Then get in touch today via [solutions@zncconsulting.com](mailto:solutions@zncconsulting.com) or reach us via our social channels!



**Philip Weiss**  
ZN CEO & Founder

# Listen Before You Speak

There is an old saying that God gave us two ears and one mouth so that we can listen twice as much as we speak. However, in the domain of policy communications and public affairs, this ratio often seems reversed. As an agency, we find that most requests for proposals focus on the push side of communications: content production, advertising, and media relations.

This is because it is easier.

Fifteen years ago, you could skim a few relevant newspapers and stay informed about current events and who was saying what. Today, discussions unfold across various channels and platforms, making it challenging for busy public affairs professionals to stay updated.

As a result, you might encounter any of the following undesirable scenarios:

1. A policymaker, journalist, or stakeholder mentions your organisation or company without your knowledge.
2. Missing out on relevant social media conversations that you should be aware of or should participate in.
3. Not being aware of influential people or organisations shaping key policy discussions.
4. Having little to no understanding of what your target audiences care about and how to shape your messages when you actually do decide to speak.
5. One of the best examples of how listening directly feeds into a campaign strategy was a project for the European Photonics Industry Council. The association was looking to mobilise its community of scientists, physicists and academics around promoting photonics to policymakers and the wider public.





The goal was to raise awareness of photonics-enabled technologies, including lasers, sensors, and lighting, as key drivers of innovation and growth in various sectors.

Before developing campaign concepts, key messages, or any usual first steps of a communications strategy, we spent a month 'listening' to this audience by monitoring what they talked about.

After analysing hundreds of social media profiles, we noticed one common thread – the audience liked superheroes!

So we decided to develop a Photonics superhero.

The name Stella was chosen because in Latin it means "star" and we all know that stars shine, which is appropriate considering photonics is all about light.

Stella's "superpowers" were based on different aspects of photonics, and her adventures were promoted through a series of comics, a 1970s style flamenco rock anthem and a music video launched for World Photonics Day.

The result – the video has reached 170,000 views and Google searches by the target audiences for the word photonics went up by 300%.

Listening can go beyond just providing context for creative concepts like Stella.

There are numerous other examples, particularly with our corporate clients, where systematic listening and monitoring of online conversations help anticipate and manage potential crises before they escalate.

So how do you get started? How do you make sure that you stay in the know?

1. The first step is casting a wide net to capture all relevant conversations. This can be done with social listening and media monitoring tools, though manual work is unavoidable, especially since platforms like LinkedIn are not covered by these tools.

The goal is to be informed when a relevant keyword, issue, policy area, or story is mentioned online by relevant people, organisations, or media.

2. After that first step, you are likely to end up with a lot of data. As a next step, it needs to be analysed and presented appropriately, depending on who will be reading it (colleagues, senior management, members, etc.). These 'digests'

can take the form of a PowerPoint presentation, a printer-friendly PDF, or simple emails.

3. Once systematic monitoring is in place, the collected data and analyses can be used for critical strategic documents, such as:
  - a. Creative concepts and messaging: Assessing what content, discussions, events, and conversations drive the most interaction and user engagement, as in the example with Stella.
  - b. Mapping: Understanding who the key influencers are and how they are shaping conversations on your topics of interest, whether directly (like policymakers) or indirectly (like a person from an MEP's constituency whose content the MEP engages with). Some tools provide visual illustrations of these relationships which can be very useful to identify conversation clusters and various relationships between them.
  - c. Sentiment analysis: Knowing not only when someone speaks about a specific topic but also how they feel about it can make a difference between choosing to talk to someone or not, which feeds into a broader public affairs strategy.
  - d. Channels: Determining the most effective channels to reach specific people based on which platform they are most present on.

All these steps ensure that when it is finally time to speak, you know whom you are talking to, where to reach them, and what they are interested in.

Without this, you may be speaking – but nobody will be listening.



**Filip Lugovic**  
Founder, The Right Street

# Public Affairs, AI and Data Science - A Golden Opportunity

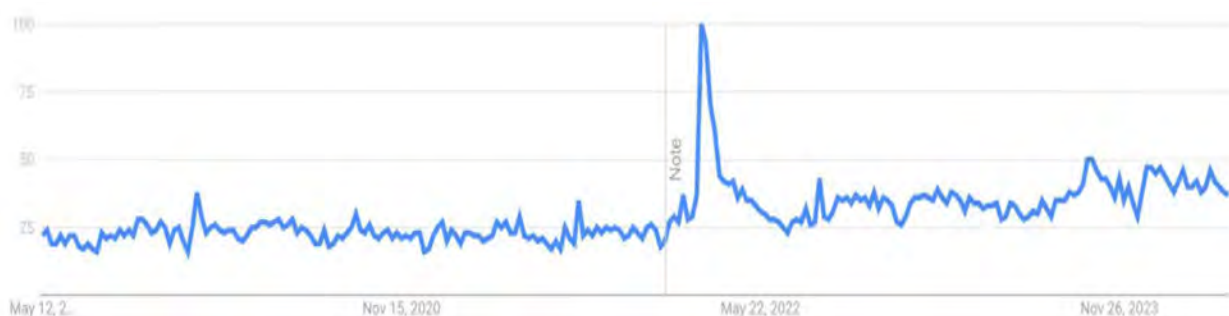
In the rapidly evolving business landscape, public affairs professionals are presented with a transformative opportunity to elevate their role from being perceived as a cost center to becoming a trusted strategic partner for the business. While most public affairs professionals are now familiar with ChatGPT and Generative AI (LLMs), only leveraging these tools for content creation alone will not provide a significant competitive edge and is missing the larger point. To truly excel, public affairs professionals must harness the power of these technologies in combination with open-source, internal, and alternative data to conduct robust statistical analysis and modeling. By doing so, they can deliver invaluable insights and strategic guidance to navigate the increasingly complex realm of policy, geopolitics, trade, and business. Those who embrace this approach will find their roles gaining considerable impact and value within their organizations.

The significance of public affairs in shaping business strategy cannot be overstated. In an interconnected world, policy decisions, geopolitical events, and trade dynamics can have far-reaching consequences for a company's bottom line. Google search trends, an excellent open-source dataset, reveal that searches for geopolitics have experienced a two-fold increase over the past five years, underscoring the growing importance of this domain. A large reason is that geopolitics and

regulation have become CEOs' most important focus areas. A KPMG survey of over 1,300 CEOs found that geopolitics and political uncertainty are now ranked as the greatest risk to business growth despite not being considered a top-five risk in 2022. According to PWC's annual CEO survey, nearly 40% of global CEOs believe their organization will no longer be economically viable in 10 years unless it significantly transforms. One of the key areas of concern is regulation and political polarization.

Public affairs professionals have traditionally relied heavily on intuition, communication skills, and anecdotal evidence when engaging with the C-suite. Although these soft skills and expertise remain crucial, they are no longer sufficient in today's data-driven business environment. Other departments, such as finance, strategy, product marketing, and operations, have long utilized data to bolster their arguments and inform decision-making processes. However, due to the nascent nature

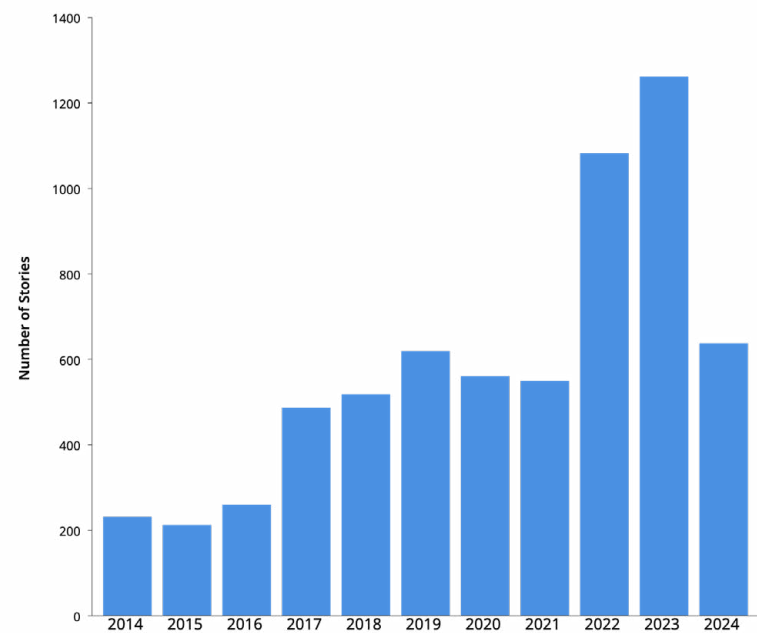
**Worldwide Google Search Interest in Geopolitics has Doubled over the Last Five Years (from 25 to ~50).**



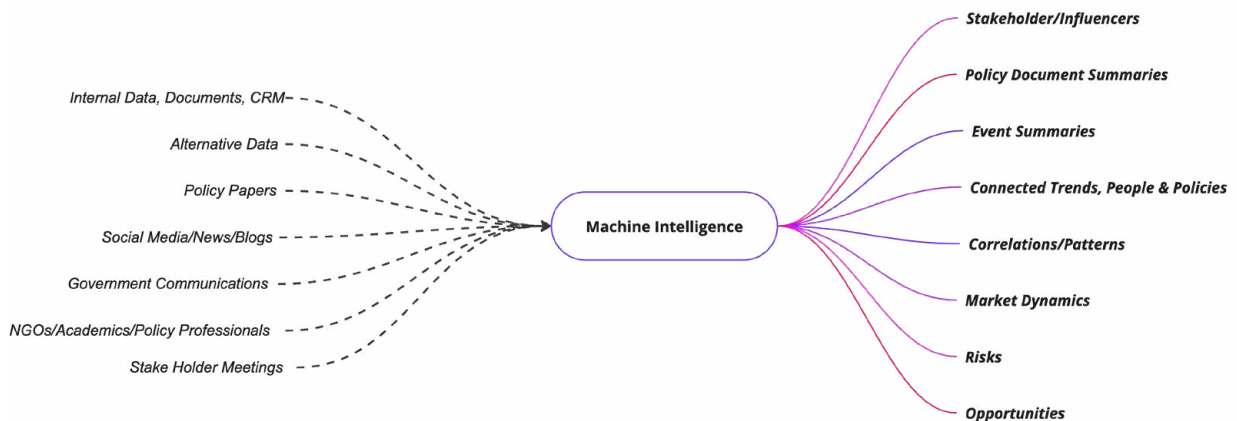
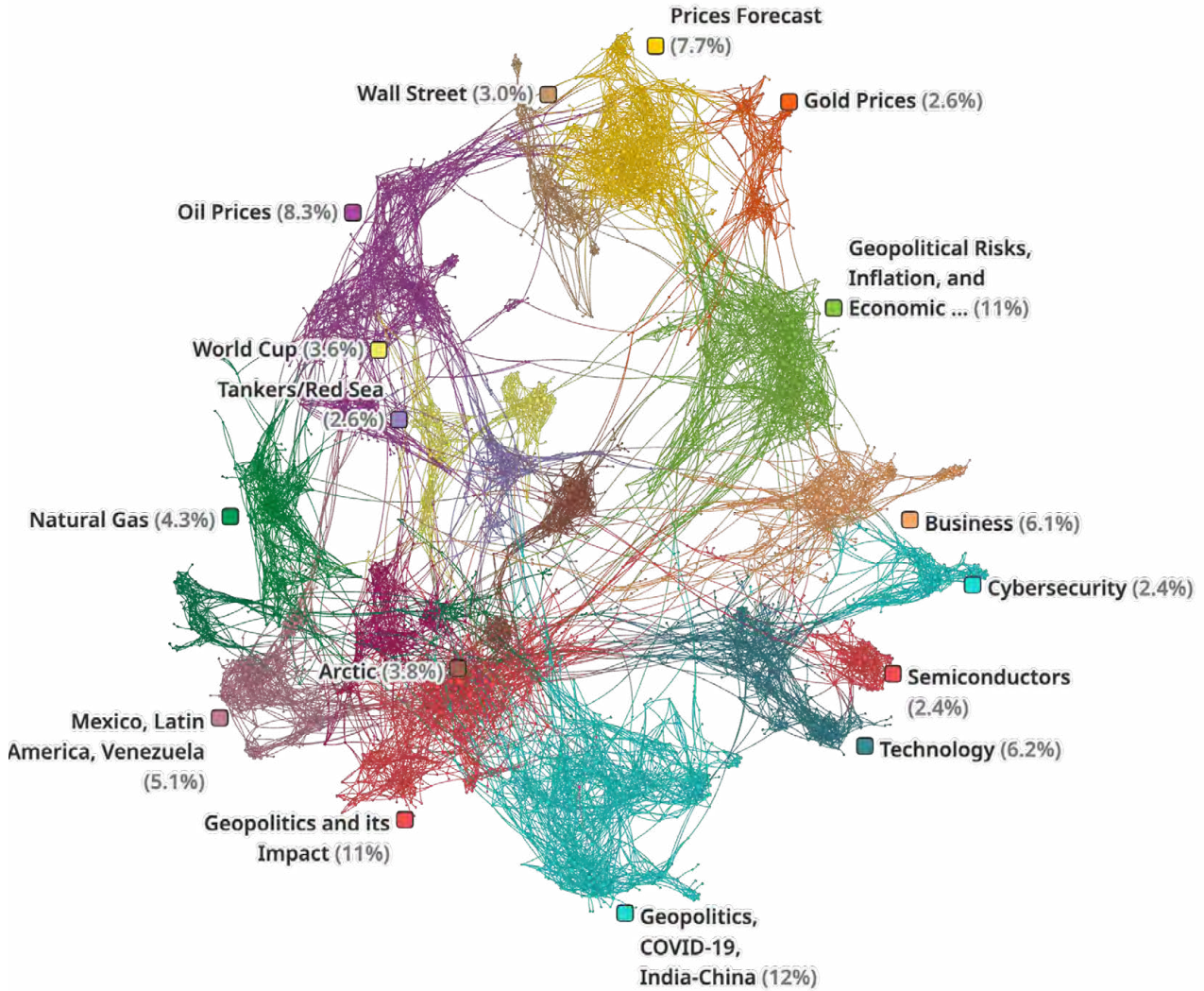
of political policy regulations, sourcing data and AI to model or measure the impact of various scenarios has proven challenging since many of those leading these teams have no technical knowledge. Even more challenging is that technical teams have little understanding of political strategy, complex policies, cascade effects, and how to use AI and data to model geopolitical events. For example, it is much harder and more abstract than forecasting profits or customer preference.

Interestingly, none of these reports that highlight the CEO's concern about political and geopolitical events mention AI and data as solutions vs traditional strategic planning frameworks. There is no question that the geopolitical and regulatory environment is becoming more complex, uncertain, and fast-moving. In this environment, it is much harder to predict outcomes or assess what key areas of focus should be, especially when using only anecdotal evidence and experience. Across organizations, these uncertainties and risks are amplified and harder to assess strategically because of algorithmic capture, i.e., personalized news and social media feeds, GPT Chats, and search results, which can cause firms to be both oblivious to risk and isolated from other issues that may affect their firm and opportunities, as well as what political movements and trends to engage with or avoid. Policy strategies can no longer be viewed in isolation or decided by a few meetings with NGOs or stakeholders. Organizations must consider all the issues, viewpoints, and variables—which could be just as easily three or hundreds. If not, a company will fail to distinguish between being overly reactive, business focuses, and public backlash. Developing strategies focused on "clean information" needs should be every organization's agenda, but this is especially difficult, given the diversity of viewpoints on political and policy strategies. The reality is that humans have a finite processing ability, and it is impossible for one person, let alone hundreds, to consistently analyze and contextualize the thousands of signals and millions of data points that are now present and available in the modern information environment.

**English News Mentions of Geopolitics Dramatically Increased over the Last Few Years.**



Same news data from the prior chart but leverages AI to create a network analysis that extracts and connects key thematics from over one million news articles that mention geopolitics over the last ten years. This would take a human more than a decade of 24/7 reading to analyze. Say nothing about error, bias, and reporting.





The only way to effectively process the vast amount of information and data available today is by leveraging AI and data analytics. Organizations that fail to do so will be constrained by their own biases, isolating their leadership from critical risks and opportunities that lie outside of their limited perspective – a phenomenon known as groupthink, which often leads to the downfall of companies and organizations. Public affairs professionals who can bridge this gap by effectively analyzing and interpreting complex factors and translating them into hard numbers and evidence-based insights will be in the driver's seat. By providing strategic recommendations that align with the company's overall objectives and forecasting political risk with a level of mathematical precision that goes beyond expertise and experience alone, these professionals and teams will prove invaluable to their organizations.

To seize this transformative opportunity, public affairs professionals must prioritize the development of their data literacy and analytical skills. Collecting, interpreting, and communicating data effectively is crucial to gaining credibility and buy-in from the C-suite. Achieving this may require forging strategic collaborations with data analysts, investing in cutting-edge data visualization tools, and maintaining a constant pulse on emerging trends and best practices in data analysis. Moreover, public affairs professionals should strive to seamlessly integrate data into their storytelling and communication strategies when engaging with

institutions. By presenting compelling narratives underpinned by robust data, they can more effectively influence decision-makers and key stakeholders. This approach will be instrumental in bridging the gap between the qualitative nature of public affairs and the quantitative expectations of the business world.

Among the various functions within most organizations, few are as well-positioned as public affairs teams to navigate ambiguity, tackle nascent complexity, and steer their organizations toward success. By wholeheartedly embracing AI and cutting-edge technology, public affairs professionals can usher in a golden era that will redefine their role and cement their position as indispensable strategic partners to the business. The time to act is now.



**Chandler T Wilson**  
Founder, bridge\_ci

# Public Affairs Skills

Guest Article by Alan Hardacre and Paul Shotton,  
Co-Founders of Advocacy Academy.

## Elevating Your Public Affairs: Skills, Knowledge and Competitive Advantage.

In the world of Public Affairs, the demands on practitioners are ever-evolving and increasing. As technology provides more tools, policy continues to evolve, and politics brings us into contact with new stakeholders and situations, Public Affairs professionals need to evolve as well. Public Affairs learning and development is not just a 'nice to have'; it offers real competitive advantage and can give you immediate and direct benefits for your ongoing work.

Over the last few decades, Public Affairs has emerged as a distinct profession, characterized not just by the skills of lobbying and advocacy, but by a comprehensive set of competencies that are both broad and deeply specialized. While Public Affairs has certainly professionalized, there is still much more needed and especially given how the profession is characterized by constant change. Many people start out in Public Affairs with little prior knowledge of the actual job itself let alone the skills and knowledge required to succeed. Of course, people learn and develop skills and knowledge on the job and evolve them over time, but we need to aspire to more than this. We already have a good understanding of the competencies and knowledge needed to build successful Public Affairs, and many organizations already work with this to equip their people, teams, and organizations for success. In short, you can either leave it to individuals to learn on the job, or you can structure professional development to constantly improve your Public Affairs work.

Take, for example, competency in new technologies. For Public Affairs professionals, this is rapidly becoming indispensable. We need more than just basic literacy in Office 365 and ChatGPT. We need to acquire a strategic understanding of how digital tools can be used to enhance our Public Affairs work, by both improving and speeding up our preparations and then helping us manage and track what we do.

Information and communication technology have already transformed the landscape of Public Affairs, and we need to constantly adapt and embrace the latest technologies to make sure we are making the most of more sophisticated analysis and new forms of engagement. You simply can't leave this to on-the-job experience – and those who don't are already reaping the benefits.

The core of effective Public Affairs practice lies in strategic and analytical capabilities. Public Affairs professionals need to not only gather and analyze data but also understand and foresee implications, anticipate policy shifts, and craft strategies that navigate complex political environments effectively. This analytical capacity supports more informed decision-making and strategic planning, crucial for achieving desired outcomes in a dynamic policy arena. Each one of these areas can be improved.

To acquire the full set of knowledge and skills to stay relevant and effective, Public Affairs professionals and organizations need to engage in lifelong learning—constantly updating their skills and expanding their knowledge base. This includes formal online and offline education and training, but also informal learning pathways such as mentorship, networking, and professional experiences. A commitment to continuous professional development ensures that practitioners not only acquire the core skills they need to practice and keep pace

with changes but also contribute to the evolution and elevation of Public Affairs as a profession.

The field of Public Affairs stands at a crossroads between traditional human interactions and strategies and the rapidly evolving technology and AI space. As Public Affairs professionals, the onus is on us to develop a professional identity that is both competent and effective. By fostering a commitment to continuous learning, we not only enhance our own careers but also contribute to the reputation and effectiveness of Public Affairs globally.



**Paul Shotton**  
Co-Founder of  
Advocacy Academy



**Alan Hardacre**  
Co-Founder of  
Advocacy Academy

# BestinBrussels Update on Lobbying and Transparency 2024

Qatargate is still an ongoing political scandal, involving allegations that European Parliament officials, lobbyists and their families have been influenced by the governments of Qatar, Morocco and Mauritania, engaging in corruption, money laundering, and organized crime. Still, nobody is behind bars and although in the short term Qatargate seems to have had little direct commercial impact on the Brussels public affairs sector, the story reinforces a certain view among the public that lobbying is all about corruption and secret meetings in Brussels. Unfortunately, Qatargate has damaged the reputation of the EU and the European project.

Moreover, Qatargate has led to a number of decisions in connection with the way the Parliament implements the EU Transparency Register including new "Rules on access to the European Parliament" to clarify access rights of lobbyists; additional rules on the participation of interest representatives at all events held at the Parliament; and a general requirement for MEPs and their parliamentary assistants to publish scheduled meetings relating to parliamentary business with lobbyists falling within the scope of the transparency register.

## **New EU Interinstitutional Body for Ethical Standards**

After a long debate, the lobbying rules in the EU institutions will now finally be monitored and enforced by an independent body. On 25 April 2024, the European Parliament approved the creation of a new EU body to strengthen integrity, transparency, and accountability in European decision-making. The agreement was reached between Parliament, the Council, the Commission, the Court of Justice, the European Central Bank, the European Court of Auditors, the European Economic and Social Committee, and the European Committee of the Regions. It provides for the joint creation of a new Body for Ethical Standards.

This Body will develop, update, and interpret common minimum

standards for ethical conduct, and publish reports on how these standards have been reflected in each signatory's internal rules. The institutions participating in the Body will be represented by one senior member and the position of Chair of the Body will rotate every year between the institutions. Five independent experts will support its work and be available for consultation by the participating institutions and bodies about standardised written declarations, including declarations of interest.

The April Strasbourg plenary backed the inter-institutional ethics body deal, with a vote of 301 in favour and 216 against. The EPP remained opposed until the end. Transparency International EU called the body the "bare minimum" for a "weak tool."

## **EU Court of Auditors Report on the Transparency Register**

On the same day as the EP vote on the new Ethics Body, the EU Court of Auditors released a critical report on the EU Transparency Register. Importantly the EU Court states that "lobbying is an essential democratic tool allowing organisations and individuals to provide input into policy and decision-making".

The Court recommends improving the user-friendliness and relevance of the public website. At BestinBrussels we could not agree

more – the Register has become less transparent and less user-friendly in recent years. For instance, it is no longer possible to see which organisations have a Brussels office!

The Court also recommends improving data quality checks and addressing certain gaps. For instance, there is a risk that NGOs funded by third parties can avoid disclosing information about their funding sources by declaring that they represent only their own interests or the collective interests of their members. This is because registrants' choice of interest representation category is based on self-declaration. Notably the Court found that around a third of those who declared themselves "NGOs, platforms, networks and similar" (1,207 out of 3,529) made such declarations that they represented their own interests or the collective interests of their members, and therefore did not disclose financial support and funding received. This is a serious deficiency, in the context of Qatargate where an NGO seemingly hid a criminal organisation and used it as a vehicle for corruption and money laundering, instead of its stated mission to promoting justice and human rights.

Let's hope the EU creates a better tool to improve transparency, avoid unnecessary scandals and support the important daily work of professional EU lobbyists.

# Foreword from SEAP

## Is Public Affairs Changing for Good?

This year is Changeover Year and as the name indicates it is a year (and a time) for change. Such change will come from the inevitable fresh faces arriving in Brussels, a new European Commission College and an advanced political ambition for the next five years.

This change happens following a period of reflection on what has happened, what has been accomplished and what is still to be done. Now, if you were in Brussels over the previous 2019-2024 mandate, there is a lot to reflect about – not least because of the amount of legislation which was adopted, the modified lobbying landscape caused by Covid and the well-covered Qatargate and reverberations which were felt throughout the Bubble.

For SEAP, the organisation which represents EU Public Affairs professionals active in the Brussels bubble, Qatargate was the tip of the iceberg. Corruption, conflicts of interest and undue influence from former politicians were at play. It questioned the integrity of the (legal) lobbying industry and demonstrated that transparency, integrity and openness of democratic processes are crucial.

We, at SEAP, have long advocated for increased transparency (and a mandatory register), improved consultative processes, strong conditionality principle as well as enhanced ethical standards and disclosure obligations by public affairs professionals. We therefore welcomed the late initiative by the European Parliament to close exposed loopholes.

While these changes were ongoing, we also saw a number of interest groups push for exclusion from the democratic process. If there is a strong conditionality principle in force and a clear culture of transparency, why should anyone be excluded?

The decision-making process should remain inclusive, fair, human-centred, impartial and accessible to

all individuals and groups affected by policymaking. It is a key element of a vibrant democratic society and in line with the Better Regulation principles, which ensure transparent and evidence-based EU legislation based on the views of those likely to be affected. We must not forget that lobbying responds to a need for politicians to meet, discuss and learn from their constituents.

With the Changeover Year upon us, now is the time for a change in the culture of transparency and integrity from both politicians and lobbyists alike. Stop the calls for exclusion, the confusion between legitimate lobbying with covert interference from the few and make a concerted effort to reconnect with the public. Elected representatives should trust the democratic process they are part of and should adopt further measures to make sure consultation with stakeholders (in all forms) can continue to take place without undue scrutiny and questioning.

Trust is not a one-way street and thus SEAP has committed to revising its Code of Conduct originally adopted in 1997 to ensure that we have a clear procedure for non-compliance, accountability and a current reflection of lobbying practices across the globe.

Our belief is that we cannot be expected to call for a change in the culture, without also adapting ourselves. In the spirit of the European Union, cooperation and mutual recognition is essential.

### About SEAP

The Society of European Affairs Professionals (SEAP) serves as the professional body representing public affairs professionals from across a broad spectrum of actors, from trade associations, in-house corporates, NGO's and consultancies. SEAP already counts with more than 25 years of history upholding strong standards of transparency and ethical behaviour for the industry, taking a leading role in promoting self-regulation initiatives (such as our Code of Conduct) and participating in public debates to ensure industry voices are heard in the development of regulations that might affect their activities.



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



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

[www.seap.be](http://www.seap.be)



SEAP encourages the highest standards of professionalism for European affairs activity.



**Join SEAP today**

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# Foreword from EPACA



## The current climate in EU public affairs

In a year of mandate closure, there has been a shift across the EU public affairs sector, with legislation coming to a close, ongoing discussions on top priorities and people for the next mandate. For EPACA, the focus has remained on ensuring that transparency and ethics initiatives take into account the intricacies of lobbying and interest representation in Brussels.

This is a particularly interesting period for the association and for the public affairs sector as a whole, with initiatives such as the Proposal on the Defence of Democracy Package, further developments on the Transparency Register, a new Regulation on Transparency and Targeting of Political Advertising, changes to the Whoiswho Directory, and the new European Parliament's EU Independent Ethics Body. EPACA has been involved in discussions on all these issues, advocating for equal treatment of all types of interest representatives, equal

access to information and dialogue, the congruent disclosure of information, and full harmonisation across member states.

Events in recent years have damaged citizen's trust in policy-making and have impacted the reputation of legitimate interest representation. EPACA has long been a promoter of ethical and transparent lobbying in Brussels, and remains concerned that certain measures could have the unintended consequence of making access to policy-makers less democratic, or could lead to

disparity between different data disclosure mechanisms. Similarly, the risk of creating additional reporting obligations for public affairs consultancies while all relevant information is already available in the Transparency Register remains a concern. In light of this, EPACA will continue to play its role as strong advocate for an integrity framework that is more mandatory, effective, and efficient – thus creating a level playing field for legitimate interest representation.

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

Whilst adapting to changing realities, EPACA maintains its focus on promoting ethical standards in the EU public affairs space. Being an EPACA member is synonymous with the highest quality of ethical conduct, which is upheld by initiatives such as EPACA's Code of Conduct, a self-regulatory instrument recognised by the European Commission and the European Parliament. As well as advocating for ethical lobbying standards, increased transparency, and the public affairs profession as a whole, EPACA has been at the forefront of promoting the professional standards for the Brussels public affairs sector. This commitment and effort culminated in the EPACA Charter, which adds to the Code of Conduct by combining ethics, professionalism, and corporate governance.

Since EPACA was founded, we have been working to alter the reputation of the public affairs profession, challenging the unfavourable stereotypes of lobbying through interviews, media appearances, opinion pieces, negotiations with EU officials, and appearances at events. We emphasise how our activities as public affairs professionals contribute to a healthy democratic and transparent legislative process, acting as a link between the world of business, civil society, and European policy-makers.

The transparency debate has been central to EPACA's work, and it has always been our fundamental guiding principle. All members of EPACA are committed to the highest standards of integrity and believe that those same standards should apply to all lobbyists who aim to influence EU decision-making processes – such as NGOs, PA firms, companies, and trade associations. For several years, EPACA has cooperated with the

Transparency Register Secretariat to share views and insights from our members on the development of a Mandatory Transparency Register, and we will continue to do so.

EPACA actively works to give its members the opportunity and tools to integrate the values of transparency, ethics, and integrity into every aspect of their professional lives. Through our Code of Conduct and online tools, we aim to bring written principles into practical acts and ensure the youngest generation builds an ethical approach to public affairs. Each year, our workstreams focus on particular areas of relevance, from Diversity, Equity, and Inclusion, to GDPR compliant stakeholder mappings, to the impact of emerging technologies such as Artificial Intelligence on public affairs. Through our events and workshops, we also ensure our members are informed on the latest trends and debates, on a global level as well European – confronting our ideas with diverse ways of thinking and approaching public affairs.

#### **Why join EPACA?**

Transparency and ethics in the public arena continue to be under scrutiny. Public affairs consultancies must ensure that we and our employees abide by and are protected by accepted policies, codes, and regulations. EPACA is the only professional body at EU level representing the interests of public affairs consultancies and members are an active and vital part of the association's activities. By becoming a member of EPACA, consultancies can contribute to the promotion of the public affairs profession, network with peers, exchange ideas, and stay abreast of what matters to public affairs professionals in Brussels.

#### **About EPACA**

EPACA (the European Public Affairs Consultancies Association) is the representative trade association for professional public affairs consultancies active in the EU marketplace. Public affairs consultancies play a crucial and active role in the democratic process, acting as a link between the world of business, civil society, and European policy-makers. At EPACA, we aim to lead by example, upholding the highest ethical and professional standards in our work, promoting more transparent decision-making, and acting as the go-to spokesperson for anyone who wants to know more about public affairs activities.



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

[www.epaca.org](http://www.epaca.org)

# The Best in Brussels Consultancies 2024/25

## Leading Mid-to-Large Consultancies

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## Leading Boutiques, Specialists and Start-ups

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<b>139</b> Harwood Levitt Consulting	<b>177</b> Vulcan Consulting

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

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

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

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

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

There are 12 other consultancies to be commended in Brussels who we hope to feature in future editions of BestinBrussels including; Aliénor, Aula Europe, Cattaneo Zanetto, Eamonn Bates Europe Public Affairs, EPPA, EUK Consulting, Europtimum Conseil, Euros/Agency, FLINT, Global Counsel, Hanbury Strategy, and Shearwater Global.

**Together with our featured firms these are the Top 85 EU Public Affairs Consultancies highlighted by BestinBrussels.eu**

## Methodology

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

Well, for the last five years the authors underwent a process of reaching out to agencies, vetting them online and externally, meeting with their leadership, as well as talking to clients and staff. As BestinBrussels.eu wishes to promote best practice and transparency, early on we decided to exclude any Brussels consultancy which has not signed up to the EU Transparency Register. Amazingly in 2024 there are public affairs consultancies who have still not registered. Any potential or actual client should ask themselves serious questions about doing business with such a firm, including fundamentally about how can they adequately represent their interests if they are refused access by high-level EU officials like Commissioner cabinet members?

In 2024, there are 520 public affairs consultancies on the EU Transparency Register, as well as around 130 self-employed public affairs consultants. Although there are many good individual consultants, our mission is to examine the best firms.

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

Since 2018 we have studied the top public affairs consultancies and reached out to the top firms measured by staff numbers, declared revenue and other metrics. At BestinBrussels we believe that EU public affairs firms need to be truly present in Brussels to be the best guides for their clients. They cannot just have a postal address and fly in for meetings. For instance, we discovered some London and Paris based firms claim a Brussels office without any permanent staff here. Although many great EU public affairs advisers are based outside Brussels,

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

We also excluded a number of firms due to feedback from clients, former clients and staff from more than one credible source. Some firms did not respond to repeated communication via email, their website, LinkedIn messages to their principals and other means which does not bode well for client contact.

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

#### 1. Client retention

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

#### 2. Staff retention

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

#### 3. Robust leadership

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

#### 4. Industry recognition

Public affairs consultancy is a very competitive business so when firms and individuals are recognized by their peers it says a great deal about them. Although not all are equal,

awards can also say something about how agencies are regarded by their clients and peers.

#### 5. Best-in-class practices

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

#### 6. 'Buzz' backed up by substance

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

**For further information about our methodology, and examples of firms that fit perfectly these criteria, please visit our website at [www.bestinbrussels.eu/methodology](http://www.bestinbrussels.eu/methodology)**



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**Brussels Office Since**

📅 2010

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**Number of Public  
Affairs Consultants**

👥 70

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**Key Specialisms**

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

## About Acumen Public Affairs

### Firm Description

We are an independent consultancy set up in 2010 to combine the very best of big agency experience with hands-on senior support. Our founding partners Elaine Cruikshanks and Giles Keane, joined by Max von Olenhusen and Nikos Manaras, have an unrivalled track record in public affairs and strategic communications working for corporations, governments, trade associations, NGOs and international institutions.

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

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

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

### Ownership Structure

Partnership.

### International Structure

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

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

### Key Strengths

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

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

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

### Key Clients

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



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Delivering impact.

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 @AcumenPA

# 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
- 📍 Food and Drink
- 📍 EU Funding
- 📍 Energy

## About ADS Insight

### Firm Description

#### Who we are:

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

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

#### Services:

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

### Ownership Structure

SPRL, private company.

### International Structure

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

### Key Strengths

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

### Key Clients

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

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

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

#### Testimonials from clients:

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

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

"Beyond professional – creative, passionate and enthusiastic"

"Symbiotic relationship"

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

"Long-term loyalty"

"Thorough knowledge, expertly applied"





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

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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](http://www.ads-insight.com) to learn more about us.



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#### Brussels Office Since

📅 1995

#### Number of Public Affairs Consultants

👤 65

#### Key Specialisms

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

## About APCO

### Firm Description

APCO is a global advisory and advocacy communication consultancy founded in 1984 to help leading public and private sector organisations to build the reputations, brands, relationships and solutions they need to succeed. .

As strategic advisors, creators and communicators, we are best known for our ability to bring diverse people, ideas and stakeholders together; inspire confidence in others, especially those who can't afford to fail; and for the strength of character and entrepreneurialism of our people, who work beyond traditional boundaries and briefs. APCO has been at the forefront of strategic counsel and stakeholder engagement in Brussels since 1995. We act as trusted advisors and partners to businesses, governments, associations, law firms and non-profits from around the world, combining a variety of integrated and innovative public affairs services. Our diverse and multicultural team keeps our clients informed ahead of time and works seamlessly with colleagues in European capitals and beyond.

### Ownership Structure

What began 40 years ago, with one woman's vision and bold action, has grown into an independent, majority women-owned firm of more than 1200 employees working in 80 markets around the world.

### International Structure

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

### Key Strengths

In addition to EU and Member State public and regulatory affairs, our international expertise and integrated global approach enables APCO to provide a full range of services across industry sectors and markets, including competition and antitrust, mergers and acquisitions, crisis communication,

opinion research and data analysis, digital content and campaigning, corporate responsibility, and stakeholder management.

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

### Key Clients

Accenture, Align Technology, Alliance for Regenerative Medicines (ARM), American Express, Apple, AstraZeneca, Blockchain for Europe, Booking.com, Bristol-Myers Squibb, Costa Crociere, DP World, DTCC, Enterprise Rent-A-Car, Eutelsat, Microsoft, Oral Health Platform, Liberty Global, Patagonia, Premier League, Servier, UCB, VELUX.

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

Our clients work with APCO to benefit from our industry-leading experts who have: the pulse of the dynamically changing global environment that defines the marketplace; the first-hand experience of having faced significant issues or opportunities; the ability to harness the power of data, insights and technology; and the passion to deliver unparalleled results.

The expertise of our corporate leadership, the experience and resources of APCO's International Advisory Council and APCO's over 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.



# building un/common ground<sup>SM</sup>

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](#).



# ARCTURUSGROUP

## Office Address

Rue de Trèves 55-57, 1040 Brussels

## Email Address

brussels@arcturus-group.com

## Telephone Number

+32 2 289 6720

## Client Contact

Agnès Dubois Conlineau

## Website Address

www.arcturus-group.com

## Brussels Office Since

📅 2001

## Number of Public Affairs Consultants

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

## Key Specialisms

- 🎯 Aerospace & Defence
- 🎯 Agriculture & Agribusiness
- 🎯 Digital Services & Technology Hardware
- 🎯 Energy
- 🎯 Competition & Antitrust
- 🎯 Industrial Goods & Engineering

## About Arcturus Group

### Firm Description

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

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

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

### Ownership Structure

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

### International Structure

Brussels, Paris, Berlin, Marseille.

### Key Strengths

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

### Key Clients

ACO (Automobile Club de l'Ouest), Afruibana, CNIV (Comité National des Interprofessions des Vins à AOC et IG), CNOEC (Conseil national de l'ordre des experts-comptables), Equal, Hermès, Melitta, Mobivia Groupe, Utiq, Vin et Société.

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

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



# ARCTURUS GROUP

GUIDES YOU DOWN  
THE RIGHT INSTITUTIONAL PATH

Master your institutional strategy.  
[www.arcturus-group.com](http://www.arcturus-group.com)

ARCTURUSGROUP

# BRUNSWICK

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## Email Address

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## Telephone Number

+32 (0) 2 235 65 10

## Client Contact

Nick Blow

## Website Address

brunswickgroup.com

## Brussels Office Since

📅 2000

## Number of Public Affairs Consultants

👥 27

## Key Specialisms

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

## About Brunswick Group

### Firm Description

Since 1987, Brunswick has been helping clients navigate the interconnected financial, political and social worlds to build trusted relationships with all their stakeholders. A global partnership, with 27 offices in 18 countries, we act as one firm, without financial or geographic barriers to support clients facing complex, international challenges.

In Brussels, we specialise in public affairs and campaign management on business-critical issues. We have an unrivalled knowledge of EU public affairs and assist clients in engaging with the political, media and regulatory environment locally and across all EU Member States.

We combine deep technical knowledge and expertise in gathering critical insights with strong strategic advisory and engagement skills, to help our clients anticipate and react to the changing policy and political landscape.

### Ownership Structure

Partnership.

### International Structure

Founded in 1987, Brunswick's global partnership has grown organically over the past 35 years into 27 offices in 18 countries across the Americas, Asia, Europe and IMEA.

Brunswick's capabilities are continually expanded with additional senior advisory roles and partners in all our offices and areas of operation, allowing us to connect across companies, sectors, and industries.

### Key Strengths

#### Our strengths include:

- Public and regulatory affairs
- Media relations
- Competition, Antitrust, and Foreign Investment
- Corporate communication and reputation management
- Geopolitical
- Financial situations
- Investor engagement
- Digital strategies and content creation
- Insights – polling and data analytics

### Key Clients

- Amway
- AWI
- Daikin
- Française des jeux
- Horizon Therapeutics
- ICE
- Illumina
- Merck
- The Walt Disney Company



B



# Critical Issues. Critical Stakeholders.

Even the best leaders sometimes need help navigating today's world. Brunswick helps clients build trusted stakeholder relationships in the interconnected financial, political and social spheres.

[www.brunswickgroup.com](http://www.brunswickgroup.com) | +32 2 235 6510  
Rue de la Science 4, 1000 Brussels.

BRUNSWICK

# Burson

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## Telephone Number

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## Client Contact

Andrew Cecil,  
Chief Executive Officer

## Website Address

burson-global.com

## Brussels Office Since

📅 1965

## Number of Public Affairs Consultants

👤 100+

## Key Specialisms

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

## About Burson

### Firm Description

Organizations need a partner that understands the complexity and dynamic nature of today's problems.

Burson is a new type of partner for today's clients. We are the global communications leader built to create value for clients through reputation. With highly specialized teams, industry-leading technologies and breakthrough creative, we help brands and businesses redefine reputation as a competitive advantage so they can lead today and into the future.

We proudly solve problems for the world's biggest businesses and brands, and have a history of award winning work. A powerful differentiator across the Burson Group is the considerable number of former chief communications officers and senior client advisers among our ranks who have hands-on experience managing the issues and opportunities our clients face every day.

Located in the heart of Europe, the Burson Brussels office has a track record of delivering successful public affairs and integrated communication campaigns for local, European, and international clients.

With a focus on best-in-class strategic counsel, AI first technology solutions, and purposeful creativity, Burson Brussels delivers impactful solutions to help clients navigate the complex political, policy and communications landscape at EU and pan European level. Burson's flagship initiatives (formerly as BCW) EU Media Poll and EU Influence Index, have become go to references for the public affairs and media community in Brussels.

### Ownership Structure

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

B



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dentonsglobaladvisors.com

#### Telephone Number

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#### Client Contact

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

#### Website Address

dentonsglobaladvisors.com

#### Brussels Office Since

📅 1983

#### Number of Public Affairs Consultants

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

#### Key Specialisms

- ⊗ Chemicals
- ⊗ Digital Services & Technology Hardware
- ⊗ Energy
- ⊗ Food and Drink
- ⊗ Healthcare
- ⊗ Transport
- ⊗ Association Management

## About DGA

### Firm Description

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

### Ownership Structure

Partnership.

### International Structure

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

<https://dgroup.com>

### Key Strengths

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

We have a strong team of senior advisors who enable our clients to see the bigger picture: the team includes Dominique Ristori and Claus Sorensen, former Commission Director Generals; Linda Corugedo Steneberg, former Commission Director (DG Connect), former Chief Sustainability Officer of Stora Enso, Catherine Stewart, founder of Cabinet Stewart and Noel Morrin, former Chief Sustainability Officer of Stora Enso.

### Key Clients

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

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

"We see Dentons Global Advisors as a natural extension of our team. Year after year, our partnership gets stronger, deeply rooted in trust and built upon strategic insights and excellent delivery. Interel is a sounding board and a sparring partner." Wouter Vermeulen, Senior Director Sustainability & Public Policy, Europe, the Coca-Cola Company

"The Dentons Global Advisors team has not only provided us with high quality strategic advice but has also been highly effective in managing all aspects of the coalition and delivering concrete results." Kevin Prey, IP Counsel, SAP

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

# 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](http://www.dgagroup.com)

dga

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**Client Contact**

Rocco Renaldi, Chair, EGA Europe

**Website Address**

edelmanglobaladvisory.com

**Brussels Office Since**

📅 1996

**Number of Public Affairs Consultants**👥 50+ in Brussels  
6,400+ globally**Key Specialisms**

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

## About Edelman Global Advisory (EGA)

**Firm Description**

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

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

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

**Ownership Structure**

EGA operates under Daniel J. Edelman Holdings, a family-owned company. We do not answer to investors but solely to our clients. We use our profits to strengthen our business, improve the lives of our employees, advance our sector, and serve as a responsible citizen of the world. Our commitment to the principles of our founder, Dan Edelman, are expressed in our core values—excellence, curiosity, and courage—that we strive to work and live by every day.

**International Structure**

With over 65 offices worldwide, our global network delivers the right local expertise in public affairs, business advisory, and strategic communications activities.

**Key Strengths**

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

**Key Clients**

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

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

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

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



# Expanding possibilities.

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



**Local expertise. Global network.**

[edelmanglobaladvisory.com](https://edelmanglobaladvisory.com)



[edelman-global-advisory](https://www.linkedin.com/company/edelman-global-advisory)



[Edelman\\_EGA](https://twitter.com/Edelman_EGA)



**Edelman**  
Global Advisory



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#### Client Contact

Dr Hubertus Droste,  
Tatjana Saranca

#### Website Address

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#### Brussels Office Since

📅 1990

#### Number of Public Affairs Consultants

👥 At EU level 23 consultants supported by co-operation partners and partner agencies from all over the EU support the interest representation of EUTOP's clients.

#### Key Specialisms

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

## About EUTOP

### Firm Description

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

### Ownership Structure

SRL

### International Structure

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

### Key Strengths

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

Since our foundation in 1990, EUTOP has nurtured diverse contacts with legislative and executive decision-makers at the EU level as well as in all EU member states. In this way, EUTOP effectively and efficiently 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.



Over 150 employees and structural advisors

Structural co-operation partners in selected EU member states

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

# The EUTOP Team

Highly qualified and motivated in Brussels and across Europe



[www.eutop.eu](http://www.eutop.eu)



**Prof Dr Klemens Joos**  
Founder, Shareholder and Chairman of the Advisory Board



**Stefan Mappus**  
Managing Director



**Christian Schaufler**  
Managing Director

## DIRECTORS



**Tim A. Bremmer**



**Dr Hubertus Droste**



**Lorenz Heimerl**

## SENIOR CONSULTANTS



**Federico Brovelli**



**Maximiliano Foncillas**



**Julia Klohs**



**Tatjana Saranca**



**Benedict van Hülsen**



**Daniel Kewitz**



**Marie Peffenköver**



**Matthias Schenk**



**Karen Sticht**



**Michael Schaaff**



**Alina Thieme**



**Patrick Wicke**



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#### Client Contact

Laura Batchelor

#### Website Address

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#### Brussels Office Since

📅 Spring 2000

#### Number of Public Affairs Consultants

👥 60 in Brussels

#### Key Specialisms

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

## About FIPRA

### Firm Description

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

### Ownership Structure

Independent – owned by management.

### International Structure

The FIPRA Network is a collection of specialised agencies operating globally, each with in-depth knowledge and expertise in specific policy areas where we are known for making an impact. Network members are strategically positioned in over 50 countries across every continent, enabling our clients to tap into their local insights, relationships and market knowledge.

### Key Strengths

As experts in political and regulatory processes, we advise leading businesses and organisations on how to navigate complex policy landscapes and address regulatory challenges. We aim to deliver sustainable policy change at the intersection of public and private interests. We support our clients with an evidence-based approach to policymaking.

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

At the heart of our collective approach to public affairs and government relations lies a determination to seek the common ground between our clients' objectives and the wider public interest. Since our founding in 2000, FIPRA has advised a wide range of clients in a host of sectors, including healthcare & life sciences, energy & environment, chemicals, food, industrials & mining, competition & anti-trust, digital, transport, travel & logistics and international trade.

### Key Clients

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

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

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

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

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

Co-creating solutions – Our teams work across policy areas and issues, co-creating solutions with clients that build and preserve value, seize opportunities and solve problems in an ever changing world.

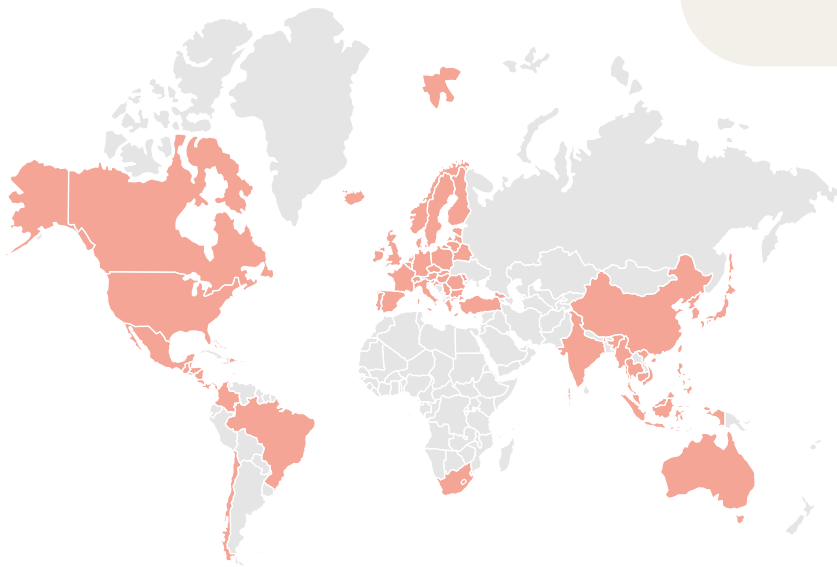




# Professional Public Affairs in more than 50 countries

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.



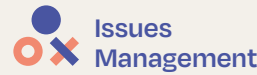
## Our services



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



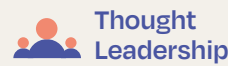
**Coalition and Consensus Building**  
We bring the knowledge, skills and insights to engage and mobilise the stakeholders that matter, creating coalitions for impact.



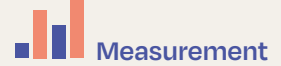
**Issues Management**  
We help navigate your path forward with data and future-focused counsel that can spot issues before they become crises.



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



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



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

## Our global footprint

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

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

## What We Stand For



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



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



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



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



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

Find out more at [fipra.com](http://fipra.com)

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#### Brussels Office Since

📅 2013

#### Number of Public Affairs Consultants

👥 25

#### Key Specialisms

- 📍 Media Relations
- 📍 Sustainability & Environment
- 📍 Trade
- 📍 Competition & Antitrust
- 📍 Healthcare
- 📍 Industrial Goods & Engineering
- 📍 Digital Services & Technology Hardware

## About FGS Global

### Firm Description

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

We help boards, C-suites and other senior leaders at public and private companies, leading institutions and non-profits harness the power of communications to capture strategic opportunity and overcome critical business and reputational challenges. Built on strong local foundations forged through decades of experience, we are local experts with global reach. We are committed to obtaining the best outcomes for our clients through stakeholder engagement, strategic communications and advocacy. From Washington, DC to Brussels to capitals around the world, FGS Global provides counsel that draws on our ability to shape the policy and regulatory debates across leading markets.

Whether it's about crafting a thought leadership platform, looking to advance a company purpose or about mission-critical situations such as M&A transactions, IPOs, a crisis or transformation and change, FGS Global develops the necessary strategies. Through strategic communications, we help companies maximize their value and move decisively ahead. We develop communication campaigns that engage, empower and energize employees, stakeholders, policymakers and the public. Whether you want to strengthen your reputation, increase your valuation or advance your policy position, we help to navigate the political and policy landscape.

### Ownership Structure

Incorporated and majority owned

### International Structure

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

### Key Strengths

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

### Key Clients

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

# Our insights. *Your impact.*

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

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

[fgsglobal.com](http://fgsglobal.com)





# FLEISHMANHILLARD

## Office Address

Rue Belliard 40, 1000 Brussels

## Telephone Number

+32(0)2 230-0545

## Website Address

fleishmanhillard.eu

## Brussels Office Since

📅 1991

## Number of Public Affairs Consultants

👤 120+

## Key Specialisms

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

## Key Clients

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

## About FleishmanHillard

### Firm Description

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

### Ownership Structure

FleishmanHillard is a wholly owned subsidiary of Omnicom Group Inc.

### International Structure

We are one of 78+ FleishmanHillard offices in 30 countries across the world. Our global public affairs practice connects key political capitals in Europe, Asia, and the Americas, offering deep expertise across the public affairs spectrum. This includes intelligence and policy analysis, government relations, reputation and crisis management, digital, social, and creative strategy, third-party mobilisation, and grassroots network development.

### Key Strengths

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

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

Save this page



stop looking



# YOUR SEARCH STOPS HERE.

The BIG picture



**We are:**  
**Data and research driven.**

**Operating across the entire**   
**public & government affairs spectrum.**

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

The detail **Part of a global network of 78 offices.**

 **Tired of all the noise and must-do policy trends?**

**Struggling to know what to pay attention to?**

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



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

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

# Forward

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## Website Address

forwardglobal.com

## Brussels Office Since

 2007

## Number of Public Affairs Consultants

 30

## Key Specialisms

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

## About Forward

### Firm Description

Forward Global is an international risk-management group with about €100 million in sales and 400 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.

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

### Ownership Structure

Partnership

### International Structure

Offices in Brussels, London, Paris (HQ), Washington DC, Abidjan and Montreal.

### Key Strengths

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

### 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."

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



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#### Website Address

fticonsulting.com

#### Brussels Office Since

📅 2003

#### Number of Public Affairs Consultants

👤 130+ consultants in Brussels.  
Our global team of 8,000+  
employees is present in  
97 cities in 31 countries.

#### Key Specialisms

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

## About FTI Consulting

### Firm Description

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

From our office located in the heart of Brussels, FTI Consulting helps clients navigate the complex European Union and its Single Market. Our award-winning team of experts is drawn from politics and government, law firms, financial institutions, journalism, multinationals and NGOs provide an integrated approach, combining our policy and communication expertise, advising multinational companies and organisations on how to engage with politicians, NGOs and the media in Brussels, across Europe and beyond.

### Brussels Office

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

### Ownership Structure

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

### International Structure

FTI Consulting has more than 8,000+ employees located in 31 offices across 28 different countries around the globe. This direct representation is supplemented by a comprehensive network of rigorously selected affiliates with cooperation agreements with more than 120 tried and trusted teams.

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

### Key Strengths

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

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

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

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

### Key Clients

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



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



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

[www.fticonsulting.com](http://www.fticonsulting.com)



**EXPERTS WITH IMPACT™**

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# GRAYLING

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## Client Contact

Jessica Brobald, Managing  
Director, Grayling Brussels

## Website Address

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grayling.com/elections-hub

## Brussels Office Since

📅 1989

## Number of Public Affairs Consultants

👥 Grayling Brussels employs 20 consultants who collectively come from 12 different European countries, speak 11 languages, a key asset in the Brussels multicultural environment but also a key asset to reach into Europe's members states.

## Key Specialisms

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

## Key Clients

European Federation of Allergy Airways Patients' Association, European Ventilation Industry Association (EVIA), Daiichi Sankyo, Global Business Trade Association (GBTA), Proman, SC Johnson, Kraft-Heinz, Natural Mineral Waters Europe, European Committee of Manufacturers of Domestic Heating and Cooking Appliances (CEFACD), European Spirits Companies Liaison Group, doTerra, OLX Group, Tate & Lyle, Nissan, Getlink (Eurotunnel), Hilton.

## About Grayling

### Firm Description

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

Distinctively, our approach at Grayling is data-driven and strategic, leveraging AI-enhanced analytics and deep insights into EU policies to deliver bespoke solutions that go beyond simple campaigns to strategic actions. With the largest network of owned public affairs agencies across Europe, Grayling offers unmatched reach and expertise, ensuring that 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:** A multidisciplinary and cosmopolitan team of consultants, that are specialised in our target sectors, and often have worked in-house or in politics, providing the policy but also the service expertise that are ready to work as an extension of your team.

**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 procedures,

policies, and institutions. 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, organizations must capitalize on every opportunity to be heard. At Grayling, our specialized team guides you in identifying and occupying the strategic gaps where your voice can have the greatest impact. We leverage a diverse array of channels, from direct engagements with decision-makers to dynamic social media campaigns, and from coalition building to targeted media relations. This comprehensive approach ensures that your messages not only reach but resonate deeply with your intended audiences.

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

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

Getlink's group activities straddle the post Brexit border between the UK, France and the EU. As such we need analysis, advice and representation in all three. Grayling gives us a detailed and coordinated, vision of what is happening, with insightful specialist analysis and the support to address our concerns at the highest level.

John Keefe, Chief Corporate and Public Affairs Officer at Getlink Group



# 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](http://www.grayling.eu)



[TheEUlobby](#)



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#### Brussels Office Since

📅 February 2018

#### Number of Public Affairs Consultants

👥 36 advisors

#### Key Specialisms

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

#### Key Clients

AB Enzymes, AccYouRate, AEBE, Alibaba, Better Juice, Cámara Nacional de Acuicultura, Exosens, Crown Energy, JDE Peet's, Indorama, McCain Foods, McDonald's, NEQSOL Holding, OMCeOMI, Optics11, Orsted, Oracle, Rheem, Transavia, Upfield, World Iodine Association.

## About Hague Corporate Affairs

#### Firm Description

Hague Corporate Affairs (Hague) is a public affairs and strategic communication agency founded in 2015 and headquartered in The Hague. Our other offices are located in Amsterdam, Brussels and Paris. Hague breathes and lives with an international team of seasoned advisors and former Dutch policymakers and corporate executives.

We integrate strategic advice, public affairs and corporate communications. We like a real challenge: We help our clients anticipate developments from the regulatory framework and from society. Hague has a solid track-record of successful advocacy and lobbying campaigns in the fields of bio-based and circular economy, sustainable energy, precision farming, life-science and health, and sustainable food. Unlike many agencies, we seek to be measured and evaluated on the basis of our clients' output and success.

Hague has a strong reputation and network with European institutions and is equipped to translate risks stemming from legislative developments into opportunities for its clients.

Also, Hague supports clients in getting the support they need for Research & Innovation (R&I). We advise them on EU funding opportunities and shape calls for proposal in line with their R&I priorities. Hague also participates in EU funded projects to anticipate R&I needs to address global challenges and making policy recommendations for new products. At present, Hague leads the public affairs and communication work packages of two EU funded projects.

#### Ownership Structure

Partnership

#### International Structure

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

#### Key Strengths

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

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

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

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

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

Siska Pottie, Secretary General, European Alliance of Plant Based Food



# HAGUE

CORPORATE AFFAIRS

**BUILDING IMPACT,  
EFFECTING CHANGE**



The Hague

Amsterdam

Brussels

Paris

# hanover

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## Client Contact

Claudia La Donna,  
Managing Director

## Website Address

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## Brussels Office Since

📅 2010

## Number of Public Affairs Consultants

👥 30

## Key Specialisms

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

## Key Clients

See our EU Transparency Register under Key Clients.

## About Hanover

### Firm Description

Founded in 1998, the Hanover Group celebrated its 25th year in 2023 as over 200-strong strategic consultancy with offices in London, Brussels, Dublin and the Middle East. The company's mission is to improve the reputation, recognition, relationships and results of every business, institution, individual and organisation we advise. We design and deliver strategies that unlock insight, shape narratives, harness influencers, activate campaigns, navigate regulations and access markets. Our strategic approach is underpinned by data-led research and robust measurement practices to ensure that we create outstanding returns for our clients. We pride ourselves on hiring the best people and investing heavily in innovation to enable them to deliver outstanding client work. Hanover's entrepreneurial, collaborative and excellence-driven culture is underpinned by six core values: "know your stuff", "Be trail-blazing", "Tell it like it is", "Give your all", "Remember how good you are" and "Show respect".

### Ownership Structure

Hanover Group is part of AVENIR GLOBAL.

### International Structure

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

### Key Strengths

Hanover Brussels is a leading communications and public affairs consultancy located in the heart of the EU quarter. Our team works closely with businesses, trade associations, NGOs and public sector bodies to bridge the gap between their business objectives and the policy environment they operate in. We provide tailored integrated services across the spectrum of public affairs, corporate communications, and media relations to clients in healthcare, financial services, media, technology, transport, environment, FMCG, energy and international trade. Our ability to deliver distinctive political intelligence and analysis enables us to develop bespoke EU and international advocacy, reputation and relationship building campaigns that make a difference. In healthcare we have a specialism in supporting companies to strengthen their market access strategies through shaping the external policy and regulatory environment. The team is led by Claudia La Donna. In 2020, Hanover was named a PROVOKE EMEA Agency of the Decade.

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

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

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

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

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

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

*Applying uncommon sense in an uncertain world.*

# Hill & Knowlton

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## Client Contact

Karel Van Eetvelt, CEO  
H&K Belgium

## Website Address

hillandknowlton.com/  
office/brussels

## Brussels Office Since

📅 1967

## Number of Public Affairs Consultants

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

## Key Specialisms

- 🕒 Agriculture & Agribusiness
- 🕒 Digital Services & Technology Hardware
- 🕒 Industrial Goods & Engineering
- 🕒 Energy
- 🕒 Competition & Antitrust
- 🕒 Sustainability & Environment

## About Hill & Knowlton

### Firm Description

At Hill & Knowlton, we deliver sustainable value by helping brands and businesses innovate for growth, mitigate risk and build reputation through counsel and creativity.

Our Brussels office has been helping clients engage with European institutions and navigate the policy, stakeholder and media landscape for more than five decades. Our team of multi-national, multi-cultural and multi-lingual consultants applies intellectual rigour and integrity to everything we do.

We constructively challenge the status quo to co-create bold, impactful solutions for our clients and to ensure their goals are met.

From July 1st 2024, Hill & Knowlton will merge with BCW to form Burson, a global powerhouse delivering modern communications leadership at scale to clients across the world.

### Ownership Structure

Part of WPP.

### International Structure

Connected as one, our global network is truly unique. With no 'mother ship', clients can access the globe through our extensive network of more than 80 offices from any Hill & Knowlton location worldwide. We strive to put the right people in the right place at the right time, wherever needed.

### Key Strengths

Our approach is insight-driven and focuses on outcomes. Tapping into the experience and expertise of our people, our strategic advice is informed by data analytics, behavioural science and deep public affairs know-how. We are well-versed in navigating the policy process and able to distil complex policy issues so that they can be communicated to key audiences. That's how we craft meaningful campaigns that have an impact, and help our clients to move with, and shape, public opinion.



We turn problems into *solutions*



We live in an age of *disruption* – an era of change at unmatched scale and speed. A time when leaders, brands and businesses are in a race to *ignite* innovation and growth. Today's business challenges require extraordinary *communication*. And tomorrow's opportunities will require extraordinary *transformation*.

Hill & Knowlton is the global strategic communications leader for transformation, helping clients *communicate to lead*.

**Hill & Knowlton**

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#### Client Contact

Maria Teresa Scardigli,  
Managing Director | Nele  
Devolder, Vice- President

#### Website Address

kellencompany.com/europe

#### Brussels Office Since

📅 European Office Since: 1989

#### Number of Public Affairs Consultants

👥 45

#### Key Specialisms

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

## About Kellen

### Firm Description

Kellen professionals are educated in a variety of relevant disciplines and well versed in understanding the challenges and opportunities of associations and coalitions. Our Brussels staff of over 40 includes professionals from over 15 nationalities and with a wide range of expertise and experience. Together they serve over 35 associations of European or global membership.

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

### Ownership Structure

NV/SA.

### International Structure

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

### Key Strengths

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

### Key Clients

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

- AMFEP: Association of Manufacturers and Formulators of Enzyme Products
- INATBA: International Association for Trusted Blockchain Applications

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

"The Brussels based Kellen team provided full support to get IAMA off the ground and become the global authoritative voice for independent aircraft modifiers. Their experience in global transport and aviation clients and strategic advice during the formation helped us tremendously. In my position as IAMA Managing Director in 2019 – Dec 2021, I particularly appreciated the deep association management knowledge, and ongoing assignments including administration, legal, finance, as well as advocacy outreach to members and stakeholders".  
Nicole Noack – former Managing Director IAMA, Lead of New Product Development / R&D, DANCE co, Berlin

"For the last 15 years, Kellen has been decisive in structuring the European Rental Association and facilitating its development, which has been greatly valued by its members. It allowed ERA to gain a European position in terms of communication and public affairs involvement by consistently bringing in the right expert". Michel Petitjean – Secretary General, ERA

"The ISC Secretariat has built strong relationship with several Codex country delegations and was instrumental in implementing the advocacy campaign as to ensure the final approval by CODEX. Kellen has the strategic intelligence, the insight and the competencies to work closely together with member companies to assess the best way forward and execute a successful advocacy plan."  
Sidd Purkayastha – Vice President, Head of Global Scientific & Regulatory Affairs at PureCircle/Ingredion, International Stevia Council President

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

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

[www.kellencompany/europe](http://www.kellencompany/europe)



# KEKST CNC

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## Client Contact

Theodoros Birmpoutsoukis

## Website Address

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## Brussels Office Since

📅 2019

## Number of Public Affairs Consultants

👥 13

## Key Specialisms

- ⊗ Digital Services & Technology Hardware
- ⊗ Energy
- ⊗ Telecoms
- ⊗ Competition & Antitrust
- ⊗ Sustainability & Environment

## About Kekst CNC

### Firm Description

Kekst CNC is a global strategic communications firm with deep local roots in the world's key corporate and financial centers. We harness ideas and expertise from the world's most creative and experienced professionals to seamlessly support our clients. Every day we help clients communicate through complex transitions, manage strategic opportunities and crises, and enhance reputations through proactive and responsive navigate.

### Ownership Structure

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

### International Structure

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

### Key Strengths

We are a global firm with deep local roots in the world's key corporate and financial centers, drawing on ideas from some of our industry's most creative and experienced professionals to provide a global perspective for today's interconnected world. We succeed when our clients succeed. We are proud to become a seamless part of our clients' teams, supporting them through critical periods of disruption, transformation and growth. Kekst CNC's integrated teams of experts support our clients with innovative solutions to complex problems. We combine an unparalleled breadth of experience with informed and databased judgment and a commitment to exceptional execution:

- 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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[www.kekstcnc.com](http://www.kekstcnc.com)  
+32 (0) 2 898 0100  
[brussels@kestcnc.com](mailto:brussels@kestcnc.com)

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Kekst CNC is part of Publicis Groupe

# KREAB

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2-4, 1040 Brussels

## Email Address

karl.isaksson@kreab.com

## Telephone Number

+32 2 737 6900

## Client Contact

Karl Isaksson, Executive Vice  
President, Managing Partner

## Website Address

kreab.com/brussels

## Brussels Office Since

📅 1992

## Number of Public Affairs Consultants

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

## Key Specialisms

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

## Key Clients

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

## About Kreab

### Firm Description

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

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

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

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

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

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

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

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

### Ownership Structure

Fully owned by our Founder and Executive Chairman.

### International Structure

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

### Key Strengths

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



# KREAB

## Explaining complicated matters in a simple way

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

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

**Karl Isaksson**

Executive Vice-President  
Managing Partner Brussels

**KREAB BRUSSELS**

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#### Office Address

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#### Telephone Number

+32 (0) 2 320 25 24

#### Email Address

brussels@logos-pa.com

#### Client Contact

Frederic Soudain,  
Managing Director

#### Website Address

logos-pa.com

#### Brussels Office Since

📅 1998

#### Number of Public Affairs Consultants

👤 55 consultants and senior advisors.

#### Key Specialisms

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

## About logos - Business Bridge Europe

### Firm Description

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

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

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

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

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

### Ownership Structure

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

### International Structure

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

### Key Strengths

Together, logos, BBE and mci group Belgium offer a comprehensive suite of engagement solutions for corporations, associations, and

institutions – from advocacy to association management, strategic and digital communications, as well as event management. We have strong credentials in all strategic domains of today and tomorrow including aerospace, defense, cybersecurity, environment, energy, mobility, tech, and telecommunications, with a team of over 130 Brussels-based talents.

### Key Clients

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

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

Clients trust us to engage with policymakers and opinion leaders, steer alliances, and activate bridge 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



# logos

earn trust.  
make change.

Business  
Bridge  
Europe

## an integrated advocacy consultancy

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

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



### advocacy & intelligence

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



### association management

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



### communication

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



### industry & policy dialogues

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

# NOVE

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1000 Brussels

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## Client Contact

Paolo Nicoletti

## Email Address

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## Website Address

www.nove.eu

## Brussels Office Since

📅 2017

## Number of Public Affairs Consultants

👥 28

## Key Specialisms

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

## About Nove

### Firm Description

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

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

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

### Ownership Structure

Partnership.

### International Structure

We have built relationships with a series of like-minded, recognised, independent public affairs and communications agencies in key geographies, from the biggest European markets to the countries holding the rotating Presidencies of the Council of the EU. These partnerships provide us with agile presence and operationality in important capitals.

### Key Strengths

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

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

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

### Key Clients

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

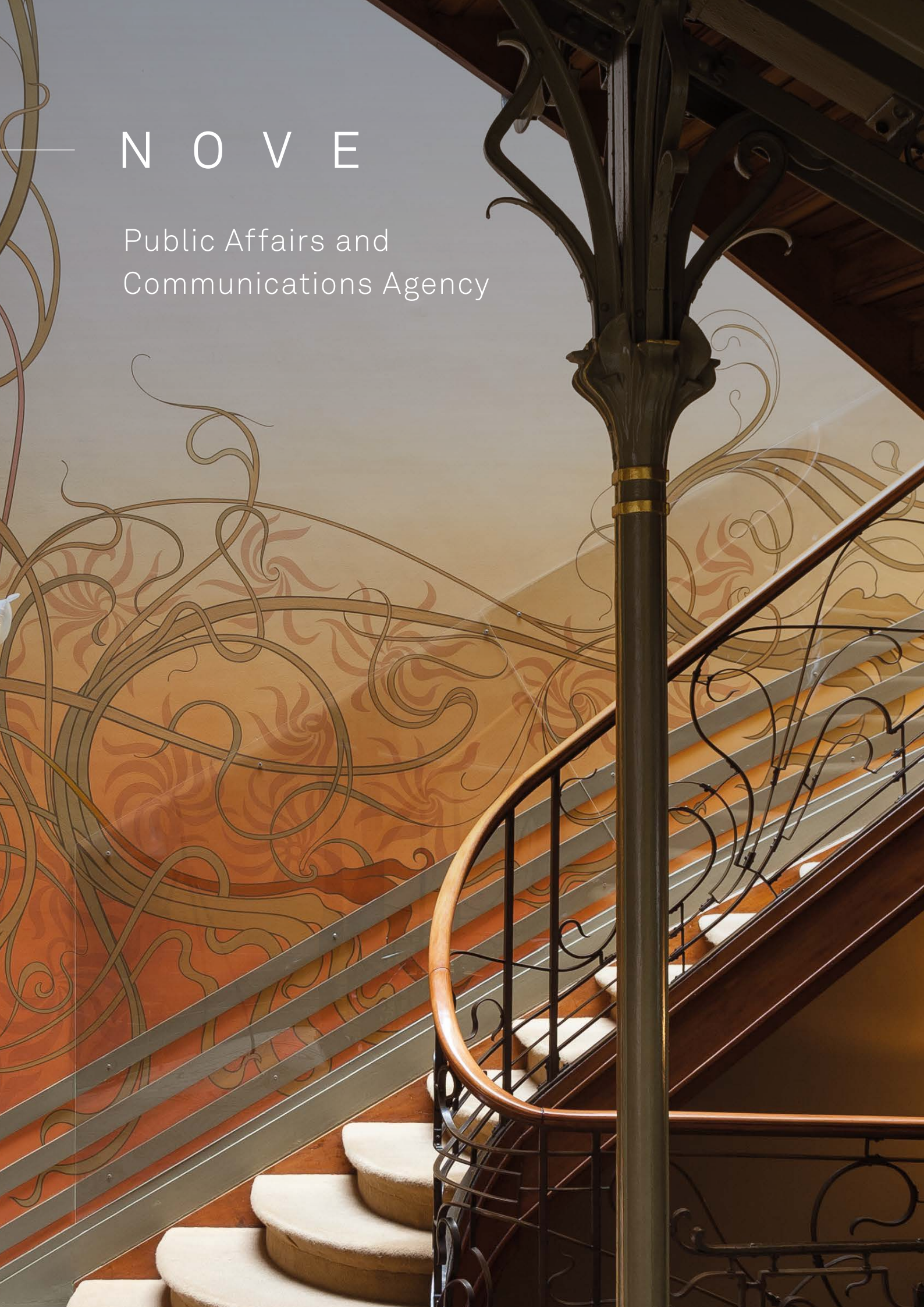
### Testimonials and why clients like to work with us

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

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

# NOVE

Public Affairs and  
Communications Agency



# Penta FORMERLY HUME BROPHY

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Brussels.sea@pentagroup.co

## Telephone Number

+32 (0)2 234 6860

## Client Contact

Jill Craig

## Website Address

Pentagroup.co

## Brussels Office Since

📅 2005

## Number of Public Affairs Consultants

👥 30 in Brussels

## Key Specialisms

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

## About Penta (formerly Hume Brophy)

### Firm Description

At Penta, we have 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.

Our work begins and ends in data. 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. We anticipate trends and help you see what's coming down the path or round the corner. Stakeholder tensions mean trouble: we guide you to a full view of audiences. We tell you things you don't know about yourself, break down silos, uncovering secrets about constituencies.

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

### Ownership Structure

Penta was established in September 2022 following the merger of market-leading firms Ballast Research, Hamilton Place Strategies, Flag Media Analytics, alva, Gotham Research Group, and Decode M. With Hume Brophy joining the group in January 2023, Penta now comprises over 350 professionals globally.

### International Structure

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

### Key Strengths

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

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

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

### Key Clients

Airlines for America, AMG Lithium, Clean Air Fund, Commodity Markets Council Europe (CMCE), Dimeta, EirGrid, European Travel Retail Confederation (ETRC), Kraken, Supernal

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

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

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

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

# Penta

## The world's first comprehensive stakeholder solutions firm.

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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

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# Political Intelligence

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## Telephone Number

+32 (0) 2 789 66 22

## Client Contact

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

## Website Address

political-intelligence.com

## Brussels Office Since

📅 1997

## Number of Public Affairs Consultants

👤 34

## Key Specialisms

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

## About Political Intelligence

### Firm Description

PI Brussels has built up over 25 years of lobbying experience. But don't just take our word for it – the proof is in the longevity of our client relationships, where we become both trusted advisors and an integral part of their own team. All of our activities are targeted towards our clients' business objectives and we abide by strict ethical standards which guarantee the transparent, professional representation of our clients' interests.

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

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

### Ownership Structure

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

### International Structure

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

### Key Strengths

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

### Key Clients

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

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

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



Impact  
Integrity  
Insights



Political  
Intelligence

EU Transparency Register ID - 34863197284-43

# Portland

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## Client Contact

Carmen Bell

## Website Address

portland-communications.com

## Brussels Office Since

📅 2000

## Number of Public Affairs Consultants

👥 20

## Key Specialisms

- 📌 Digital Services & Technology Hardware
- 📌 Healthcare
- 📌 Media Relations
- 📌 Sustainability & Environment

## About Portland

### Firm Description

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

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

### Ownership Structure

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

### International Structure

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

### Key Strengths

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

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

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

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





At Portland  
we get **to the point.**

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

Portland

# Publyon



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## Telephone Number

+32 (0) 499651313

## Client Contact

Margreet Lommerts

## Website Address

publyon.com

## Brussels Office Since

📅 2012

## Number of Public Affairs Consultants

👥 22

## Key Specialisms

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

## About Publyon

### Firm Description

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

Publyon is committed to advancing knowledge and innovation in the fast-paced realm of EU politics. With a strong commitment to making a difference, Publyon pushes boundaries and goes beyond the ordinary. Its tailor-made strategies and dedicated impact scans are designed to help organisations become future-proof and thrive to face today's challenges. The firm has been nominated for the prestigious Trends Gazellen Award 2023, a recognition of its hard work and outstanding performance.

### International Structure

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

### Key Strengths

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

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

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

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

### Key Clients

European Network Airlines' Association, City of Amsterdam, BramblesMetropolitan Region of Amsterdam, Europeans for Fair Competition, Google Belgium, Nederlandse Spoorwegen, OG Clean Fuels, Port of Rotterdam, Reusable Packaging Europe, Reckitt.

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

Our clients value the high-quality services with focused approach. Thanks to our extensive network in Brussels, Publyon provides clients with behind-the-scenes political intelligence: we support companies anticipating EU developments, ensuring they can maintain their licence to operate. By doing so, our clients can focus on their businesses, without any surprises arising from EU regulations. Publyon has a solid track record in assisting companies developing and enforcing their public affairs departments with the involvement of the management board and the operational units.



# Publyon

## **We are Publyon**

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

Discover our story at  
[publyon.com](https://publyon.com)

Formerly know as Dr2 Consultants



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#### Client Contact

Lutz Dommel

#### Website Address

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#### Brussels Office Since

📅 2002

#### Number of Public Affairs Consultants

👥 50

#### Key Specialisms

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

## About RPP Group

### Firm Description

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

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

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

### Ownership Structure

Privately owned with headquarters in Brussels

### International Structure

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

### Key Strengths

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

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

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

### Key Clients

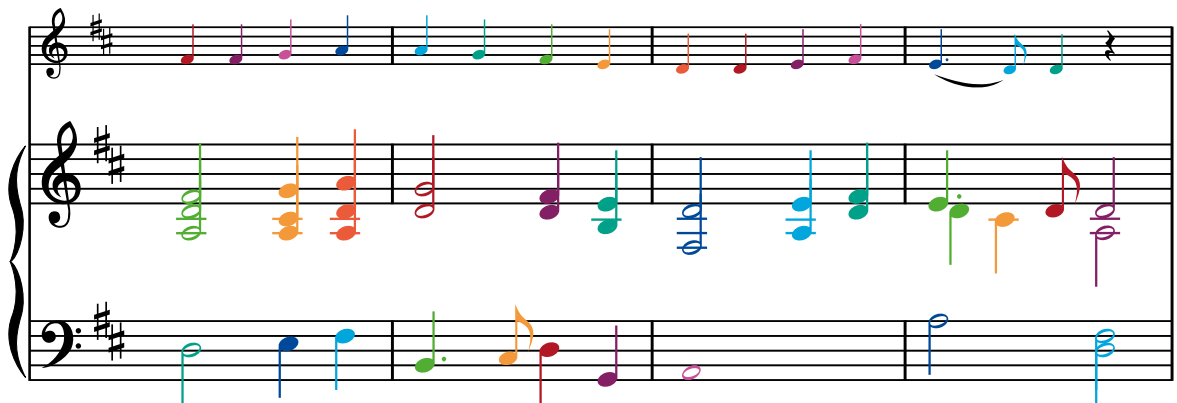
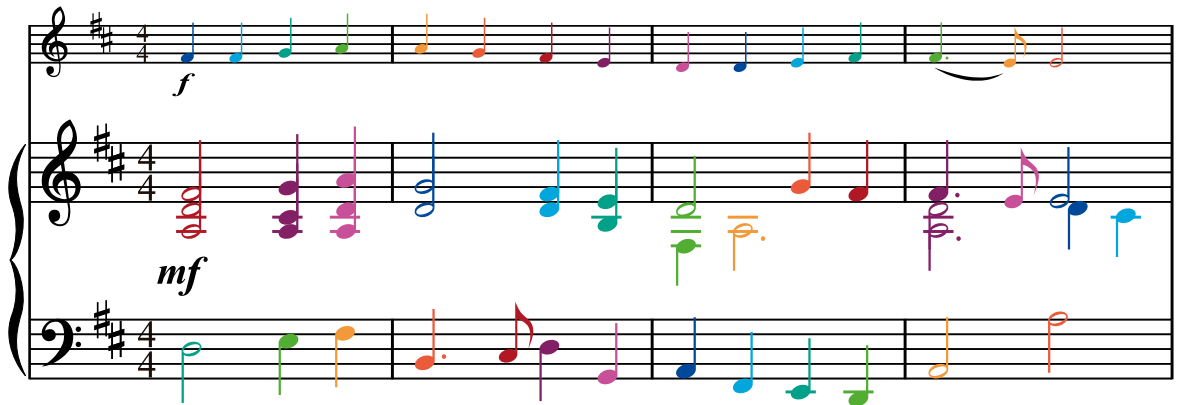
Abbvie, Alpha-1 Global, , Astellas, Amgen, Armstrong, Avicenna Alliance, Apellis, Bayer, Blood Transfusion Alliance, Cepheid, DFL Deutsche Fußball Liga eV, EAMBES, Edwards Lifescience, Ending discrimination against cancer survivors, Holomedicine Alliance, Let's Talk Prostate Cancer, Macopharma, MSD Animal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

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

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

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

# Are you in tune with European politics?



We **R.**

**RPP** IMPACT ADVOCACY

[www.rpp-group.com](http://www.rpp-group.com)

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Managing Directors: Lutz Dommel, Romuald Petrucci · Numéro d'entreprise 0477 819 426  
Bank ING · IBAN: BE59310165437226 · BIC/SWIFT: BBRUBEBB

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## Brussels Office Since

📅 2017

## Number of Public Affairs Consultants

👥 75

## Key Specialisms

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

## About Rud Pedersen

### Firm Description

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

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

### Ownership Structure

Partnership.

### International Structure

Rud Pedersen Public Affairs Brussels is part of the Rud Pedersen Group, one of the fastest growing public affairs and strategic communications companies, and probably the largest public affairs specialist consultancy in Europe. It has over 550 consultants operating in Brussels, Berlin, Copenhagen, Helsinki, Kyiv, London, Madrid, Oslo, Paris, Prague, Riga, Rome, Sofia, Stockholm, Tallinn, Vilnius, and Warsaw. We are active in other European capitals, working with dedicated public affairs partners..

### Key Strengths

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

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

younger staff members every day.

Independent and partner-owned: we are owned by our partners, so we invest our profits in people rather than payments to holding companies. As a result, we have higher ratios of staff to revenue than most consultancies, which means our consultants are less stretched, and we believe, able to perform to a higher level.

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

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

Recognised leadership in public affairs: in 2023 we were named public affairs consultancy of the year (PProvoked Media) and two of our senior leaders are recipients of the European Public Affairs Consultant of the Year award.

### Key Clients

AkzoNobel, Bayer, Corteva, Diageo, Lego, Microsoft, Novonesis.

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

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



## Rud Pedersen Public Affairs, a European agency with Nordic roots.

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

**Rud Pedersen  
Public Affairs**

: RUD PEDERSEN GROUP

**James Stevens,**

Managing Partner Brussels

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#### Brussels Office Since

📅 1989

#### Number of Public Affairs Consultants

👥 28

#### Key Specialisms

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

#### Key Clients

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

## About Schuman Associates

#### Firm Description

Established in Brussels in 1989, Schuman Associates is an EU business advisory firm focused on EU funding, communication and public affairs. Well known for our hands-on approach, we coach clients to formulate and implement business development strategies to capitalise on publicly funded leads. We provide key intelligence on upcoming policy and funding initiatives and support a broad range of clients, from governments and large global firms to SMEs and NGOs. We are experienced in developing and managing strategies, projects and associations around a wide range of policy areas.

#### Ownership Structure

Schuman Associates is independently owned.

#### International Structure

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

#### Key Strengths

Schuman Associates supports clients to:

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

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

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

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

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

Signify, VP Global Public and Government Affairs

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

Philips, Vice President Government and Public Affairs






# SCHUMAN ASSOCIATES

Impact Policy • Unlock Funds • Win Business

*Your European partners in a global market  
since 1989*

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

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



EU & Public Sector Funding



Bid & Project Management




Public Affairs & Strategic  
Communication



Strategic Projects Advisory



Green Transition



Healthcare & Pharma



Digital Transformation



Education & Skills

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**Brussels Office Since**

📅 2001

**Number of Public Affairs Consultants**

👥 35

**Key Specialisms**

- ⊗ Chemicals
- ⊗ Digital Services & Technology Hardware
- ⊗ Energy
- ⊗ Governments
- ⊗ Sustainability & Environment
- ⊗ Trade
- ⊗ Transport

## About SEC Newgate EU

**Firm Description**

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

**Ownership Structure**

100% SEC Newgate SPA.

**International Structure**

We are part of the global SEC Newgate group, which uses strategic communications, advocacy and research to drive positive change. SEC Newgate has a team of over 1300 people, operating across five continents from more than 60 offices, in 29 countries including Beijing, Berlin, Brussels, Canberra, Dubai, Hong Kong, London, Madrid, Milan, New York, Paris, Rabat, Rome, Singapore, Sydney, Warsaw and Washington DC.

**Key Clients**

BSA – The Software Alliance, Ecolab, Energizer, Expedia, HP, HPE, IAPP, Lavazza

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

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

"I have had the pleasure of working with the SEC Newgate EU for close to 6 years. The team has been successful in helping to raise the IAPP's brand awareness and thought leadership within the 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 | International Association of Privacy Professionals

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

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

The background is a dark blue gradient with several 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 faint white geometric outlines, including a diamond shape in the upper right and a circle on the left side.

Shaping change,  
*with you.*

# SustainablePublicAffairs

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## Client Contact

Willem Vriesendorp

## Website Address

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## Brussels Office Since

 2020

## Number of Public Affairs Consultants

 25

## Key Specialisms

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

## About #Sustainable

### Firm Description

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

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

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

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

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

Check our #SustainableCharter on the website for more information.

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

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

Our impact in these first 4 years has been acknowledged several times, most recently when Corporate Vision awarded us as the Best Global Sustainability-Focused Public Affairs Agency 2023 in their Global Business Awards.

### Ownership Structure

SPRL with Willem Vriesendorp as only shareholder.

### Key Strengths

#SustainablePublicAffairs' unique approach is based on three values:

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

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

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

### Key Clients

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

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

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

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



# SustainablePublicAffairs

POLICY-DRIVEN GROWTH FOR SUSTAINABLE BUSINESS CASES

**Rawaa Ammar, PhD**  
**Chief Sustainability & Impact Officer**  
**RESORTECS**

"I am consistently impressed by #SustainablePublicAffairs' steadfast commitment to championing positive change within the EU policy sphere. Their dedication to comprehending and maneuvering through intricate policy landscapes, alongside their credibility and diligent work ethic, positions them as invaluable allies in the pursuit of a fairer and more sustainable world. Their shared values closely resonate with ours, and I am confident in their capability to advance impactful initiatives from the heart of Europe, ultimately influencing the global landscape."

**Thorfinn Stainforth**  
**Senior Policy Analyst**  
**ENVIRONMENTAL DEFENSE FUND**

"Environmental Defense Fund Europe is looking to find, highlight and support the work of frontrunning businesses in Europe in order to inspire policy makers and other businesses around the world. Sustainable Public Affairs has been instrumental in helping to identify, understand and engage with the most relevant businesses in Europe across different sectors. The Sustainable Public Affairs team brought their extensive network and policy understanding to the task in order to maximise the opportunity to build bridges across like-minded organisations."

**Asbjørn Haugstrup**  
**Chief Communication & Public Affairs Officer**  
**INNARGI**

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

**Philipp Hauser**  
**Business Development Director**  
**SOLER**

"The goal of EU policy is to pursue equity and welfare for our societies while aligning with the objectives of climate neutrality, competitiveness, and strategic autonomy. The SOLER group contributes by developing climate-smart forestry and carbon management solutions that benefit local communities and their forests. Working with #SPA as an equal and mission-driven partner in the discussion and development of equitable policies, places legitimacy and efficiency at the centre of a constructive debate and facilitates the development of economically effective and balanced solutions."

## WINNER CORPORATE VISION GLOBAL BUSINESS AWARDS 2023

Best sustainability-focused public affairs agency in the world



POSITIVITY • INTEGRITY • AUTONOMY

[www.sustainablepublicaffairs.com](http://www.sustainablepublicaffairs.com)



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#### Brussels Office Since

📅 2013

#### Number of Public Affairs Consultants

👤 30 people in Brussels

#### Key Specialisms

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

## About Teneo

### Firm Description

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

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

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

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

### Ownership Structure

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

### International Structure

Teneo's team is comprised of nearly 1600 professionals, located in 43 offices, in key markets around the world.

### Key Clients

See our EU Transparency Register entry.

### Key Strengths

Senior-Led Advisory:

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

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



The Global CEO Advisory Firm

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

[teneo.com](https://teneo.com)



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#### Brussels Office Since

📅 1989

#### Number of Public Affairs Consultants

👥 23 Consultants

#### Key Specialisms

- 📍 Sustainability & Environment
- 📍 Healthcare
- 📍 Digital Services & Technology
- 📍 Food and Drink
- 📍 Association Management
- 📍 Energy

## About Weber Shandwick

### Firm Description

Weber Shandwick is a world leading communications and public affairs agency that delivers next-generation solutions to brands, businesses and organisations in major markets around the world. Data-led, with earned ideas at the core, the agency deploys leading and emerging technologies to inform policy strategy and external engagement programmes, develop critical insights and heighten impact across sectors and specialty areas. We partner with clients to help them navigate the complex policy environment, engage with policy stakeholders and create sustainable partnerships around a common cause. We do so through strategic counsel, thought leadership and integrated campaigning to achieve policy goals. Our omnichannel activation through digital, social and traditional media communications enables us to mobilise support from different target audiences.

### Ownership Structure

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

### International Structure

With offices in 126 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

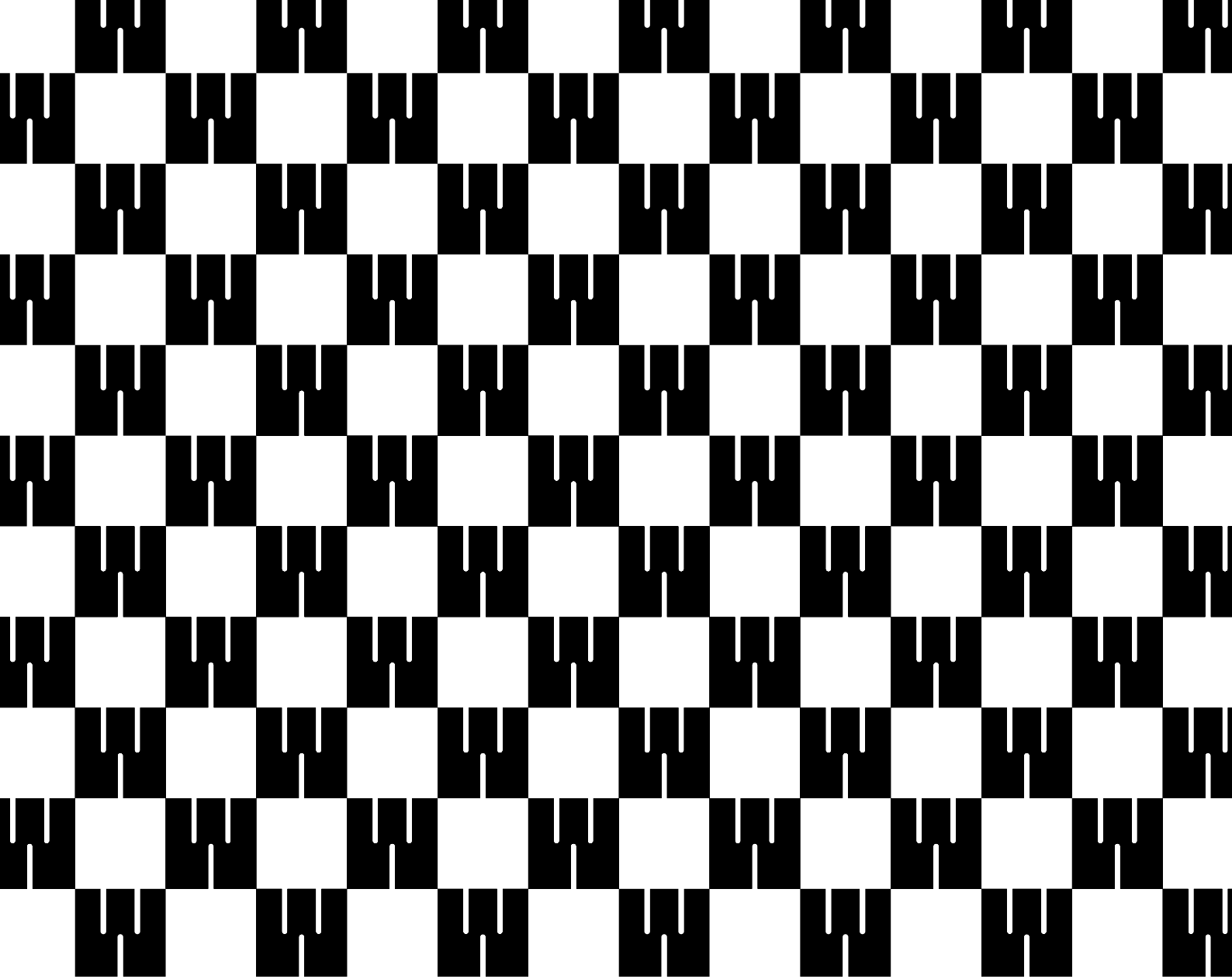
Spanish Blind Organisation (ONCE), Ericsson, Dell Technologies, Japan External Trade Organisation, Federation of European Scleroderma Associations (FESCA), ePURE, European of Glass Packaging Federation (FEVE), Logitech, Card Payment Sweden, Novartis, Sanofi, and Shionogi

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

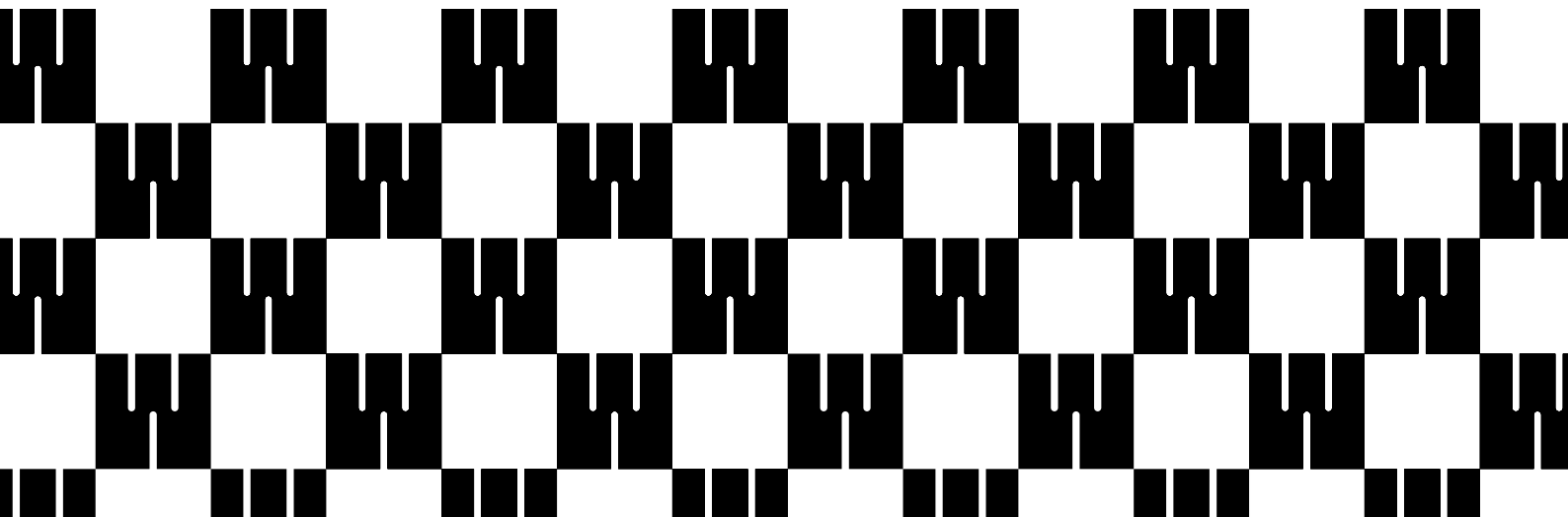
"Weber Shandwick has quickly become key partner for FESCA. The Weber Shandwick team has an extensive network, in-depth knowledge of the issues critical to our patient community and a strong understanding of policymaking in Brussels."

Sue Farrington – President of FESCA, the Federation of European Scleroderma Associations





Weber  
Shandwick



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Reimund Simon, Managing Partner

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**Brussels Office Since**

📅 2019

**Number of Public Affairs Consultants**

👥 More than 50 across Brussels and Berlin.

**Key Specialisms**

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

## About 365 Sherpas Brussels SRL

### Firm Description

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

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

### Ownership Structure

Incorporated and majority owned.

### International Structure

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

### Key Strengths

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

### Key Clients

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

# Brussels and Berlin at a crossroads?

We shape decisions to achieve progress  
in a world of uncertainty.

[www.365sherpas.com](http://www.365sherpas.com)



CORPORATE AFFAIRS  
& POLICY ADVICE

BRUSSELS — BERLIN

# Afore Consulting

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## Brussels Office Since

📅 2012

## Number of Public Affairs Consultants

👤 19

## Key Specialisms

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

## About Afore Consulting

### Firm Description

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

### Ownership Structure

Private Partnership

### International Structure

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

### Key Strengths

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

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

### Key Clients

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

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

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

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

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

Skilful Positioning in Financial Services  
[www.aforeconsulting.eu](http://www.aforeconsulting.eu)





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#### Brussels Office Since

📅 2022

#### Number of Public Affairs Consultants

👥 7

#### Key Specialisms

- 📍 Digital Services & Technology Hardware
- 📍 Telecoms
- 📍 Transport

## About AK Public Affairs

### Firm Description

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

### Ownership Structure

Partnership.

### Key Strengths

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

### Key Clients

Akamai, Atlassian, Bolt, Salesforce, Workday, ISC2 – International Information System Security Certification Consortium, ICANN – The Internet Corporation for Assigned Names and Numbers, SIA – Secure Identity Alliance.



**HELPING  
ORGANISATIONS  
SHAPE  
EU TECH POLICY**

**AK PUBLIC AFFAIRS BV**

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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

Networking. Technical know-how.





**ALONSO &**  
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**ALONSO &**  
ASSOCIATES

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PHONE

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#### Client Contact

Angel Rebollo

#### Website Address

arpa-eu.com

#### Brussels Office Since

📅 2019

#### Number of Public Affairs Consultants

👥 7

#### Key Specialisms

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

## About ARPA

### Firm Description

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

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

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

### Ownership Structure

Independent: privately owned by Angel Rebollo.

### International Structure

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

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

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

### Key Strengths

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

Communication, reputation and public relations management towards EU institution

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

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

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

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

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



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

# Athenora Consulting

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## Client Contact

Natacha Clarac

## Website Address

athenora.com

## Brussels Office Since

 2003

## Number of Public Affairs Consultants

 6

## Key Specialisms

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

## About Athenora Consulting

### Firm Description

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

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

### Ownership Structure

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

### International Structure

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

### Key Strengths

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

### Key Clients

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

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

Confrontation of ideas – strategic advice – human qualities – trust-based long-lasting client relationship.

# VOTRE CABINET DE CONSEIL EN AFFAIRES PUBLIQUES EUROPÉENNES

ÉVEILLER À L'EUROPE POUR AGIR !





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COMMUNICATION FACES  
NEW CHALLENGES

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#### Client Contact

Ramón González Bernal

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#### Brussels Office Since

📅 2014

#### Number of Public Affairs Consultants

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

#### Key Specialisms

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

## About ATREVIA

### Firm Description

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

With over 400 professionals, made up of 30 nationalities and multidisciplinary profiles, we provide comprehensive solutions in more than 20 areas of expertise.

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

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

### Ownership Structure

Limited Liability Company.

### International Structure

We are member of PROI Worldwide and EPACA

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

### Key Strengths

- Extensive network of diplomats and EU-officials.
- Leaders and communication experts.
- Whole range of communication services: digital, public relations, advertising, reputation, public and regulatory affairs, events, etc
- We also provide surveillance and analytics services: market and social research, Big Data, cyber intelligence, advanced social listening, etc.
- Covering EU, Spain, Portugal, and Latin America.
- Other sectoral focus: Latin America and Social Pillar.

### Key Clients

ONCE, Inditex.

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

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

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

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



# ATREVIA™

AGENCY CONSULTANCY TECHNOLOGY

BECAUSE TODAY  
COMMUNICATION FACES  
NEW CHALLENGES

## ATREVIA

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

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

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Spain | Portugal | Argentina | Bolivia | Brazil | Chile | Colombia | Ecuador | Guatemala  
Mexico | Paraguay | Peru | Dominican Republic | Brussels | Puerto Rico



**BERNSTEIN**  
GROUP

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Timm Bopp, Managing Director  
Florian Lottmann, Partner

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#### Brussels Office Since

📅 2006

#### Number of Public Affairs Consultants

👥 5 Brussels-based with  
25 in Berlin and Frankfurt

#### Key Specialisms

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

## About Bernstein Group

### Firm Description

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

### Ownership Structure

Partnership.

### International Structure

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

### Key Strengths

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

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

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

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

### Key Clients

References available upon request.



A high-angle photograph of a rugged mountain range. The foreground shows steep, rocky slopes covered in patches of green and yellow vegetation. A winding road with several stone bridges crosses the mountain. In the distance, a large, multi-story building is visible on a plateau. The sky is overcast and grey.

# Brussels Berlin

# Expect Impact

# BOLDT

— A B P I COMPANY —

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## Telephone Number

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## Client Contact

Jeremy Galbraith,  
Managing Partner

## Website Address

boldtpartners.com

## Brussels Office Since

📅 2018

## Number of Public Affairs Consultants

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

## Key Specialisms

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

## About BOLDT

### Firm Description

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

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

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

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

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

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

Key team members in Brussels:

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

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

### Ownership Structure

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

### International Structure

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

### Key Strengths

#### Senior-Led Consultancy Firm

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

### Key Clients

Google, McDonald's, Croplife Europe, MSD, Aramco Overseas Company BV, Syngenta, Formula 1, Norge Mineraler AS, Waterise, Infront Sports & Media AG, Humane Society International.

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

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

# Want to break through?

We are political campaigners with strong networks

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

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

We are totally focused on helping our clients WIN



# BOLDT

STRATEGY ► COMMUNICATIONS ► TRANSFORMATION

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**Client Contact**

Luigi Petito

**Website Address**

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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.

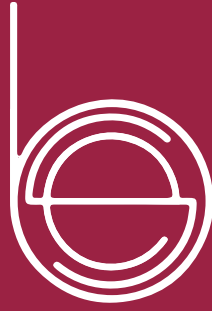
**Key Clients**

European 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**

"For the past few years, the World Green Infrastructure Network (WGIN) has collaborated with Business Solutions Europa. Luigi Petito deserves recognition for his efforts to bring attention to our profession and the importance of green infrastructure within European policy circles. He and his team have acquired a deep understanding of how green roofs and green façades can address the challenges of the built environment and translated this knowledge into shaping environmental directives. This is not only a significant win for us but also for the urban environment. We look forward to continuing our successful partnership for years to come".

Prof. Manfred Koheler, President, World Green Infrastructure Network



business solutions europa

Supporting our Clients,  
Cherishing People & Planet.

Your Growth, Our Commitment.

Public affairs | Communication & Engagement | European Funding

[www.bs-europa.eu](http://www.bs-europa.eu)

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**Client Contact**

Henrique Burnay, Co-founder and Senior Partner

**Website Address**

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**Brussels Office Since**

📅 2009

**Number of Public Affairs Consultants**

👥 6

**Key Specialisms**

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

## About Eupportunity

**Firm Description**

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

**Ownership Structure**

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

**International Structure**

The partnerships built throughout these 15 years are some of our most valuable assets that we nurture on a daily basis. We would highlight the ones with the Portuguese Catholic University, Nextlaw, Portugal Network and the on-going participation in international EU funded projects: ALBATTs, TRIREME and WE GENERATE. Furthermore, we are founding members of The Brussels Group, a network of independent public affairs consultancies with a strong expertise at both European and national levels.

**Key Strengths**

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

**Key Clients**

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

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

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

"No one better to guide you in Brussels." Victor Lino Mendonça, Mylan

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

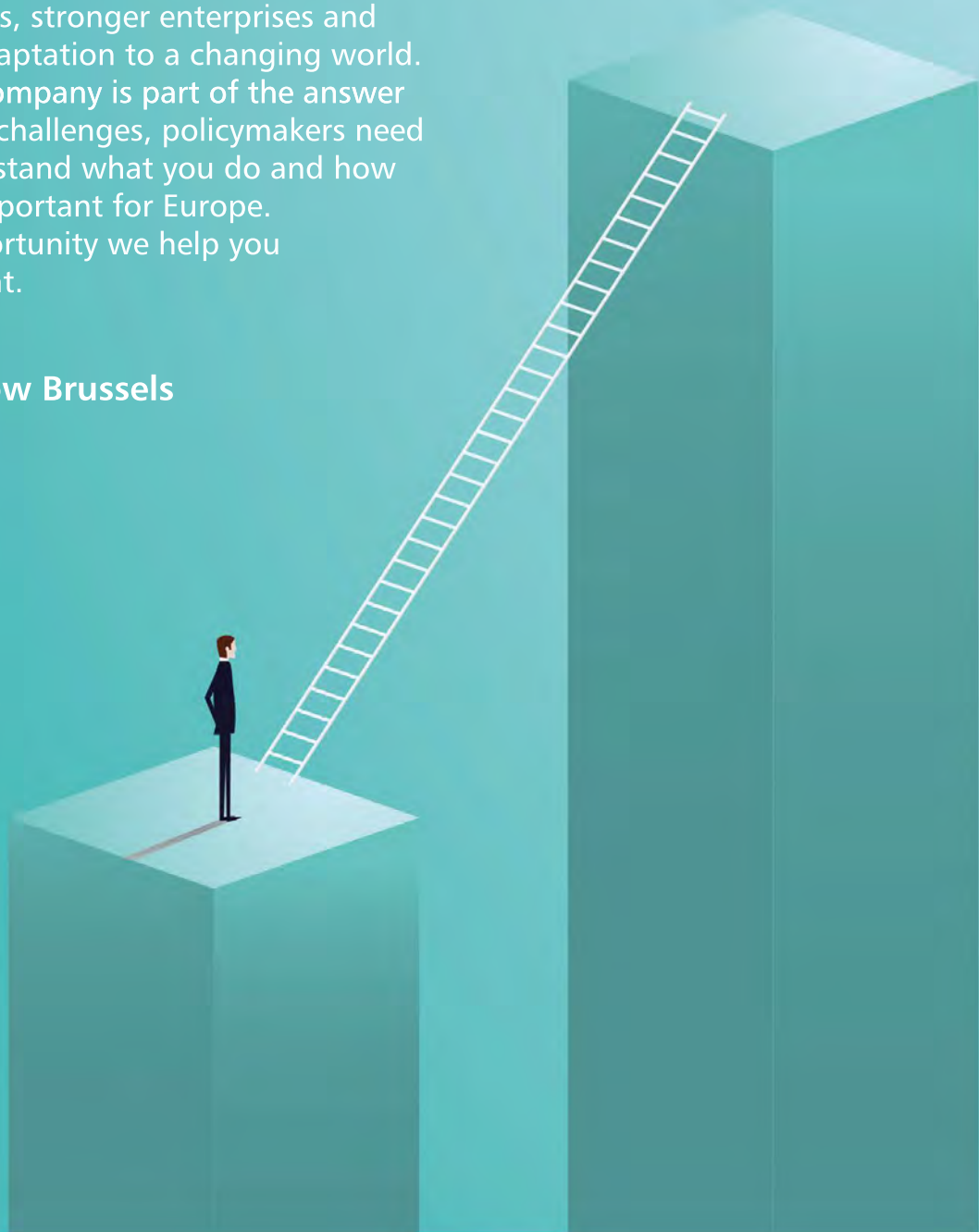
Maria Manuel Branco, Director, Portuguese Trade & Investment Agency | Brussels & Luxembourg

# We Help You Shape the Future!



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

## We Know Brussels



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1050 Bruxelles  
BELGIQUE

[www.eupportunity.eu](http://www.eupportunity.eu)

**eupportunity**  
european affairs consulting

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info@euralia.eu

**Telephone Number**

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**Website Address**

euralia.eu/en

**Brussels Office Since**

📅 1993

**Number of Public Affairs Consultants**

👥 13 consultants based in Brussels and Paris.

**Key Specialisms**

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

## About Euralia

### Firm Description

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

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

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

### Ownership Structure

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

### International Structure

- Brussels
- Paris

### Key Strengths

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

### Key Clients

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

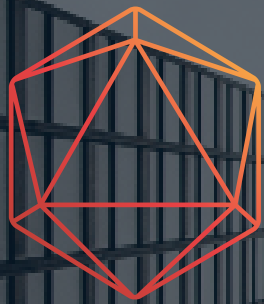
### Testimonials and why clients like to work with us

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

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



**“ THE BRIDGE  
BETWEEN PARIS  
& BRUSSELS**



# EURALIA

**Experts in European and  
French public affairs**

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**BRUXELLES**

**RUE MONTOYER, 25**

**1000 BRUXELLES**

**PARIS**

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DE CHATEAUDUN**

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# EUROPA INSIGHTS

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## Telephone Number

+32 2 502 65 80

## Website Address

europa-insights.com

## Brussels Office Since

📅 2001

## Number of Public Affairs Consultants

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

## Key Specialisms

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

## About Europa Insights

### Firm Description

Providing independent legal and strategic policy advice and fostering third-party and coalition engagement.

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

Our expertise across industries and regulatory affairs includes data economy, cyber security, analytics, public health, sustainability, patents and licensing, wireless standards and international trade.

Our team includes in-house domain, public affairs and policy specialists and external senior advisors who bring insight, focus and experience to bear on behalf of our clients.

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

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

- Climate Neutral Data Centre Pact (<http://climatenutraldatacentre.net>)
- CISPE – Cloud Infrastructure Service Providers in Europe ([cispe.cloud](http://cispe.cloud))

### Ownership Structure

Independent: privately owned

### International Structure

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

### Key Strengths

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

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

### Key Clients

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

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

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

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

# Redefining policy engagement in Europe.

EUROPA INSIGHTS

With expertise in:



Intellectual Property, Technology, Innovation Policies



Public Health, Investment in Social Infrastructure



Sustainability, Green Cloud



Internet of Things, Open Standards



GDPR, Cyber Security



Fair Competition



International Trade



Data Economy, Cloud Computing



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#### Website Address

europe-analytica.com

#### Brussels Office Since

📅 1999

#### Number of Public Affairs Consultants

👥 8

#### Key Specialisms

- 🕒 Digital Services & Technology Hardware
- 📺 Media
- 🤝 Association Management

## About Europe Analytica

### Firm Description

Europe Analytica is a Brussels-based public affairs consultancy specialising in media and communication, with a strong focus on cultural and creative industries, media, data and privacy, copyright, innovation and digital services. Our company has been expanding and also embedding new areas of expertise very much focused on SMEs, as well as environmental and healthcare issues.

Our Directors have over 30 years of experience and, together with a young and dynamic multicultural team, we work across many sectors to provide clients with bespoke solutions which are at the same time flexible while always maintaining high ethical values.

We have an extensive influential network in Brussels which is ready to help clients make the best out of the challenges and opportunities that legal and operational transformations can bring to your sector at the European, national and local level.

Europe Analytica won two awards at the Public Affairs Awards Europe 2018: In-house Team of the Year and Lobbying the European Parliament.

### Ownership Structure

Chairman, Angela Mills Wade

### International Structure

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

### Key Strengths

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

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

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

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

### Key Clients

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

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

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

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

"We are now more engaged than ever before and our voice is now heard in many different policy debates." Jérôme Dechesne-President, The European Coordination of Independent Producers (CEPI)

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

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

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

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

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

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



Advise | Manage | Deliver

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**@EuropeAnalytica**



BUILDING COMPROMISES • FOSTERING BREAKTHROUGHS

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#### Client Contact

Pavel Glukhov, Partner  
Pascal Michaux, Partner

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#### Brussels Office Since

📅 2020

#### Number of Public Affairs Consultants

👥 26

#### Key Specialisms

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

## About EU Focus Group

### Firm Description

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

### Ownership Structure

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

### International Structure

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

### Key Strengths

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

### Key Clients

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

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

"EU Focus Group has experienced professionals with strong relationships that opened the critical channels providing us the opportunity to present the science that supports our products to decision makers in Brussels and Member States. They are the best professional network we are aware of in Brussels."

Tali Ehrlich, EMEA Regulatory Affairs & Product Leader, Gowan Company

"In constant dialogue.

Always looking for solutions!"

Sylvia Plak, Registration and Regulatory Affairs Director, Sumitomo



EU FOCUS<sup>®</sup>

GROUP

BUILDING COMPROMISES  
FOSTERING BREAKTHROUGHS

[www.eufocusgroup.com](http://www.eufocusgroup.com)

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**Client Contact**

Andrea Parola

**Website Address**

Eustrategy.eu

**Brussels Office Since**

📅 2009

**Number of Public Affairs Consultants**

👥 12

**Key Specialisms**

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

## About EU Strategy

**Firm Description**

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

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

**Ownership Structure**

Independent firm owned by Andrea Parola.

**Key Strengths**

We have a deep understanding of the working practices of EU Institutions. Bear-ing comparison to our larger competitors, our small team is what makes us stand out from the crowd: the key is versatility and expeditious exchange of information, not headcount.

The objective is tailor-made 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, Bayer, Spotify, ESET, Snapchat, MMfE, Trainline.

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

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

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

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

Wassim Chourbaji,  
Qualcomm, Senior VP.





# YOUR INTERESTS ARE OUR INTERESTS



Public Affairs



Strategic  
Consultancy



Association  
Management

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**Brussels Office Since**

📅 2018

**Number of Public  
Affairs Consultants**

👥 18

**Key Specialisms**

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

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

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

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

## About Fourtold

**Firm Description**

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

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

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

**Ownership Structure**

Private

**International Structure**

Brussels, London, plus network of partners.

**Key Strengths**

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

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

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

of a purpose driven and highly innovative, entrepreneurial team.

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

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

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

# THINKING BEYOND THE BUBBLE.

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

Per Diem.  
CAP.  
EC.

  
FOURTOLD  
WWW.FOURTOLD.EU

Schuman

Barlyment / Consilium



  
FOURTOLD

Find out more at [www.fourtold.eu](http://www.fourtold.eu)  
or contact [hello@fourtold.eu](mailto:hello@fourtold.eu)

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

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

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

# H/ADVISORS

## Cicero

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Helena Walsh

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### Brussels Office Since

📅 2008

### Number of Public Affairs Consultants

👤 8

### Key Specialisms

- 📌 Banking, Insurance and Financial Services
- 📌 Digital Services & Technology Hardware
- 📌 Governments
- 📌 Association Management
- 📌 Competition & Antitrust
- 📌 Sustainability & Environment

## About H/Advisors Cicero

### Firm Description

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

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

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

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

### Ownership Structure

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

### International Structure

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

### Key Strengths

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

### Key Clients

- Abrdn
- European Hotel Forum
- European Public Real Estate Association
- Euronext
- LEG Immobilien
- Index Ventures
- MarketAxess
- Onfido
- Plus500
- Oversight Board
- RevCap

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

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

Matt Peake, Global Director of Public Policy – Onfido

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

Ofir Chudin, Chief Executive Officer – Plus500CY

# Delivering meaningful change

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

Get in touch: [helena.walsh@h-advisors.global](mailto:helena.walsh@h-advisors.global)

1

## ISSUES

**Strategic Advisory:**  
translate complex issues  
into clear counsel

2

## INSIGHT

**Research & Analysis:**  
support insight-led  
decision making

3

## INFLUENCE

**Creative Campaigns:**  
inspire market actors to  
support business objectives



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**Brussels Office Since**

📅 2009

**Number of Public Affairs Consultants**

👤 18

**Key Specialisms**

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

## About Harwood Levitt Consulting

**Firm Description**

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

Our work leans towards big-picture strategy, guiding organisations through the fundamental changes in public policies over the past 15 years. Organisations typically engage on a technical policy level, finding it increasingly hard to manage the links between political change and their business. By engaging in strategy discussions around key issues of our time, HLC helps navigate these challenges. For example, if influencing public opinion is cheaper through Facebook advertising than direct lobbying, is that clever advocacy or unethical? If companies invest in CSR and 'purpose', what happens when it clashes with business growth? What happens when defending an industry's license to operate upsets mainstream opinion?

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

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

A team of nearly 20, we are based in Brussels but much of our work is outside the EU beltway, working with Global and Regional HQs and increasingly with affiliates in Latin America, Middle-East Africa and Asia-Pacific. Most frequently, we work with the heads of Regional or Global Public Affairs functions who report directly into the business (in pharmaceuticals, environment, consumer goods and technology, among others). We also have extensive experience of the NGO sector, having worked with heads of European and Global CSOs.

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

Come to us if you want:

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

**Ownership Structure**

Privately owned by two founding partners.

**International Structure**

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

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

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

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



# Incisive Health

## Inizio Evoke

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### Client Contact

Aurélie Marchand

### Website Address

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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

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

We change policy and transform lives. We know how to change minds and mobilise advocates. We deliver the results that matter for our clients, and ultimately, for the patients they serve.

Let's get to work.



Health more human™

[incisivehealth.com](https://www.incisivehealth.com)

# INLINE

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## Brussels Office Since

2018

## Number of Public Affairs Consultants

6

## Key Specialisms

- ⊗ Banking, Insurance and Financial Services
- ⊗ Digital Services & Technology Hardware
- ⊗ Energy
- ⊗ Transport
- ⊗ Association Management
- ⊗ Sustainability & Environment

## About Inline Policy

### Firm Description

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

### Ownership Structure

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

### International Structure

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

### Key Strengths

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

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

What sets us apart:

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

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

### Key Clients

Wing (Alphabet), Rover, Skyscanner, Stability AI.

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

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

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



Brussels • London • Washington DC



# — I N L I N E —

THE SPECIALISTS IN POLITICS AND  
REGULATION FOR THE TECH SECTOR



# Instinctif

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## Telephone Number

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## Client Contact

Hana Bartakova, Account Director

## Website Address

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## Brussels Office Since

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

## Number of Public Affairs Consultants

👤 4 Full Time Employees

## Key Specialisms

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

## About Instinctif Partners

### Firm Description

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

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

### Ownership Structure

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

### International Structure

Instinctif Partners employs more than 320 full time employees across Europe, Africa & the Middle East, acting for clients across the globe, from large quoted multi-national corporations and business associations to small- and medium-sized businesses just starting out on their journey.

### Key Strengths

We have a diverse team of experts in public affairs and public relations to help clients navigate the EU labyrinth, as well as their own advocacy and sustainability journeys. Our polyglot team has worked in EU institutions, NGOs, media and multinational companies.

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

### Thought Leadership

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

### Key Clients

ESNO, Stryker, Health First Europe, European Alliance for Access to Safe Medicines, Nomad Foods, Koura Global and Accord Healthcare.

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

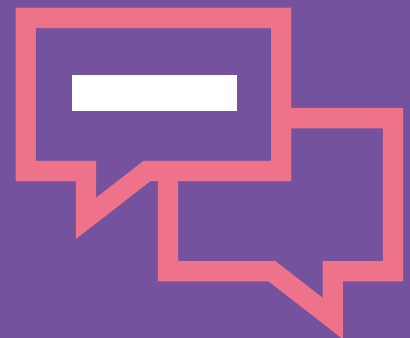
Our recent client satisfaction survey showed 95% were "net promoters", with more than one third of clients saying they were "extremely satisfied" with our work. Key factors for this vote of confidence were our "can do" attitude, the personal commitment and involvement of senior team members, our knowledge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

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

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

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

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



**Get in touch**

+32 2 626 9500 | @IP\_Brussels | brussels@instinctif.com



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**Brussels Office Since**
 2012
**Number of Public Affairs Consultants**
 5
**Key Specialisms**

-  Agriculture & Agribusiness
-  Banking, Insurance and Financial Services
-  Digital Services & Technology Hardware
-  Energy
-  Association Management
-  Sustainability & Environment

## About Lighthouse Europe

**Firm Description**

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

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

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

**Ownership Structure**

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

**International Structure**

We are founding members of The Brussels Group, a network of independent public affairs companies with a strong expertise at both European and national levels.

**Key Strengths**

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

We anticipate future developments and create synergies between intersecting policies.

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

**Key Clients**

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

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

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

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

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



**LE** 10  
YEARS

# LIGHTHOUSE EUROPE —

Your voice in the EU

23, rue de la Loi  
1040 Bruxelles

[www.lighthouseeurope.com](http://www.lighthouseeurope.com)



# LP BRUSSELS

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## Website Address

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## Brussels Office Since

📅 2009

## Number of Public Affairs Consultants

👥 5

## Key Specialisms

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

## About LP Brussels

### Firm Description

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

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

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

### Ownership Structure

Independent

### International Structure

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

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

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

### Key Strengths

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

### Key Clients

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

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

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

Ross McKenzie, Group Director of Corporate Affairs, Drax Group

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

Nikolaus Futter, CEO Compass Verlag and Chairman of PSI Alliance

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

Darren Caplan, Chief Executive, Railway Industries Association



# LP | BRUSSELS

*Your team  
in Brussels*

- Public Affairs
- Public Relations
- Reputation & Risk



# LYKKE ADVICE

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## Client Contact

Mette Lykke Nielsen

## Website Address

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## Brussels Office Since

📅 2016

## Number of Public Affairs Consultants

👥 3 full time public affairs advisors + one intern

## Key Specialisms

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

## About Lykke Advice

### Firm Description

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

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

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

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

### Ownership Structure

Independent

### International Structure

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

### Key Strengths

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

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

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

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

### Key Clients

International Fur Federation, Shape Robotics, Nordic Transport and Logistics, Smart Energy Network, Agenda Vestlandet.

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

"I am very impressed with Lykke Advice. They provide high quality advice and deliver on what they promise. Always at the end of a phone 24 hours a day. Outstanding service with great knowledge." Mark Oaten, CEO International Fur Federation

Agenda Vestlandet is a non-profit foundation working on the green transition on the west coast of Norway. Lykke Advice was crucial in making our conference "Vestlandskonferansen 2022" a great success. Lykke Advice helped us with EU politics insight, connecting with MEPs and organized a live studio from the plenary session of the European Parliament in Strasbourg. With live interviews with MEPs. We strongly recommend Lykke Advice to new customers. Frode Nergaard Fjelstad, Management Director Agenda Vestlandet

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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# miltton

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## Brussels Office Since

📅 2015

## Number of Public Affairs Consultants

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

## Key Specialisms

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

## About Miltton

### Firm Description

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

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

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

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

### Ownership Structure

A private company, majority owner Miltton Group Oy.

### International Structure

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

### Key Strengths

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

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

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

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

### Key Clients

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

**miltton**

# Ask for a change.

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

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

**We empower changemakers. Be one.**

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**Brussels Office Since**

2017

**Number of Public Affairs Consultants**

15 on the Europe team, 100 globally

**Key Specialisms**

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

## About McLarty Associates

### Firm Description

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

Led by 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, IKEA, Meridiam, ADM.



# McLARTY ASSOCIATES

## Diplomatic Solutions

Since 1998

**300+**  
CLIENTS

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COUNTRIES

**25**  
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COMPANIES

**30+**  
FILM & TV  
PROJECTS



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# MUST

## & PARTNERS

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### Client Contact

Luciano Stella

### Website Address

mustandpartners.com

### Brussels Office Since

📅 2014

### Number of Public Affairs Consultants

👤 10

### Key Specialisms

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

## About MUST & Partners

### Firm Description

MUST & Partners is a public affairs boutique based in Brussels. We bridge the international business community with the EU Institutions, Brussels-based opinion leaders, trade associations, political entities and social partners. Headquartered at the heart of the European district, MUST works with a number of partners and external advisors. Coming from both the public and private sectors, we rely on a strong background in the field of political communication and EU affairs.

MUST & Partners currently offers its services to several companies and European associations in the fields of transport, financial services, food health policy, gas, water & utilities.

### Ownership Structure

Independent: privately owned by Luciano Stella & Matteo Mussini.

### International Structure

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

### Key Strengths

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

### Key Clients

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

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

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





**THE EU PUBLIC AFFAIRS EXPERTS**

# MUST

& PARTNERS

Lobbying strategy

Legislative and policy analysis

Regulatory due diligence

[mustandpartners.com](https://mustandpartners.com)

# NEMEC ■ CHVATAL

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## Brussels Office Since

📅 2019

## Number of Public Affairs Consultants

👥 12

## Key Specialisms

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

## About Nemec+Chvatal

### Firm Description

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

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

### Ownership Structure

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

### International Structure

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

### Key Strengths

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

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

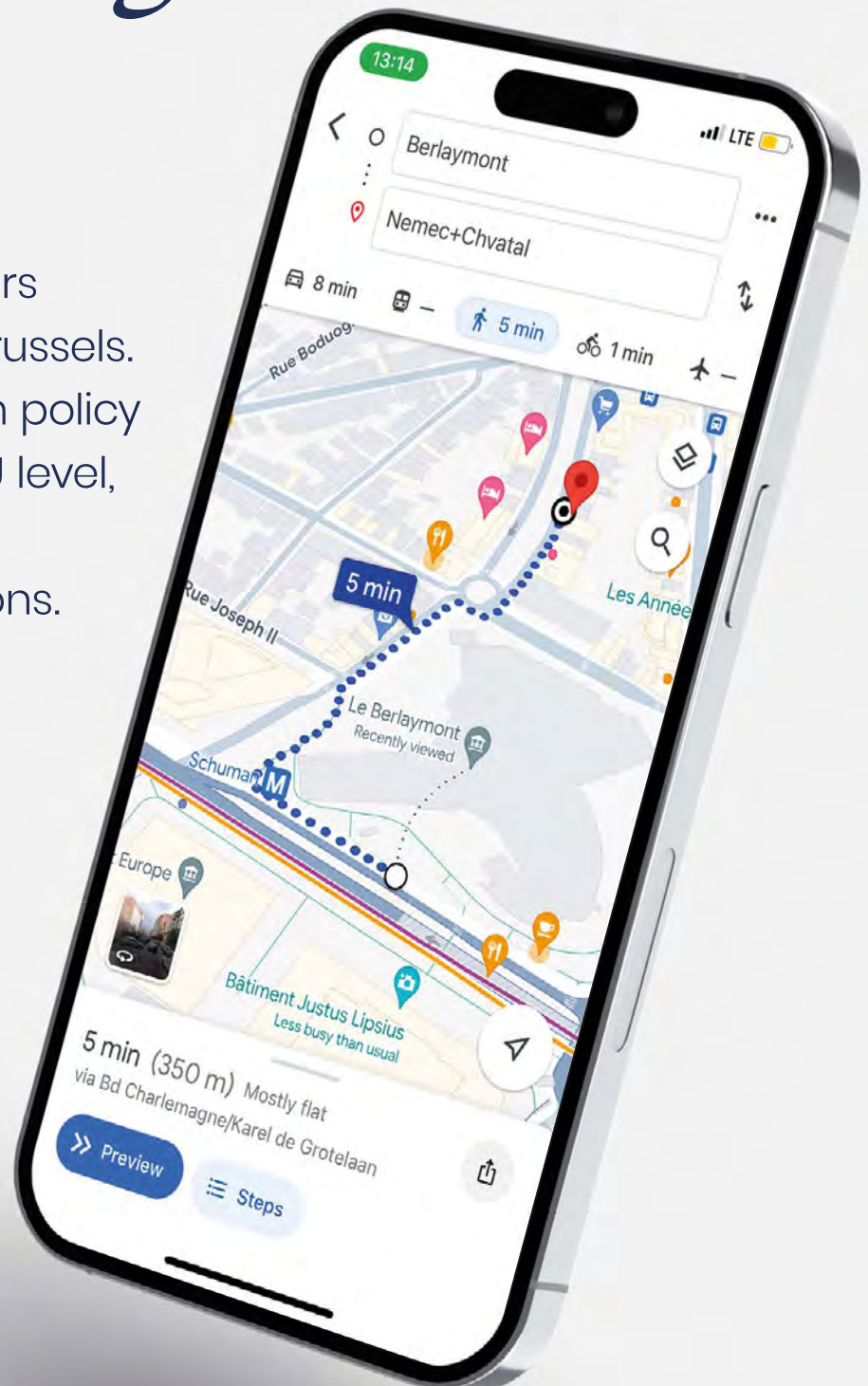
Our offices draw on a wide network of senior advisors in advancing interests of your business and delivering results. These include former politicians, regulators and business leaders who are always ready to act on behalf of our clients.

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

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

# Your interests, at a walking distance.

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





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#### Brussels Office Since

📅 2019

#### Number of Public Affairs Consultants

👥 7

#### Key Specialisms

- 📍 Retail
- 📍 Sport
- 📍 Textile
- 📍 Association Management
- 📍 Sustainability & Environment

#### Key Clients

H&M Group, Protect Our Winter Europe, Sympatex, Textile Exchange.

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

"Since 2021, Ohana Public Affairs has been supporting Protect Our Winters (POW) Europe through 1% For the Planet since the very beginning of its existence. Ohana's expert support has contributed to POW Europe's advocacy campaigns, guided the strategic development of our organizational priorities and helped map out the EU policy landscape alongside the development of advocacy strategies." Dan Yates, European Partnerships Manager, Protect Our Winters Europe

## 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.

Companies want to understand how the so-called "EU bubble" works, and the market was missing someone able to translate sustainability-related policies and decision-making procedures into simple terms. That's where Ohana came in: we make EU policies and processes easy to understand and readily actionable within organisations.

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. As a company, we are committed to driving positive change through public affairs and to the belief that it is possible to work alongside organisations 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.

#### 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 on the ground with companies and EU decision-makers. Our goal is to shift the boundaries and make a real, positive impact on policy.
2. CHANGE THROUGH AWARENESS-RAISING: We believe that the world would be a better place if everyone was truly aware of the stakes involved in environmental and climate issues.
3. CHANGE THROUGH COLLABORATION: We're stronger together. We're certain that by pooling our skills, knowledge and sensitivities, we'll be able to forge a more sustainable society.

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/>



INCREASE YOUR COMPANY'S INFLUENCE BY STRATEGICALLY ENGAGING WITH SOCIAL AND ENVIRONMENTAL ISSUES IN THE EU FOR LASTING IMPACT

## OHANA PUBLIC AFFAIRS CONSULTANCY



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

Our team has grown since 2019 but our mission and our approach have remained unchanged. Ohana's mission is to make EU policies and processes easy to understand and readily actionable within organisations. In a collaborative spirit, we develop tailored strategies based on the needs of each client and work in close proximity with their teams to make it happen.

With a dedicated team of passionate and diverse public affairs professionals, we provide the following services:

**PUBLIC AFFAIRS STRATEGY:** Completely tailored to each individual client's needs.

**MONITORING LEGISLATION:** We go beyond simply 'monitoring' the legislation. We offer bespoke analysis and recommendations so that our clients can take actionable steps.

**POLITICAL ENGAGEMENT STRATEGIES:** Tailor-made for each organisation, following five key steps:

- 1 Training and awareness-raising
- 2 Vision and goal setting
- 3 Taking stock
- 4 Stakeholder mapping
- 5 SWOT analysis

**PROPOSING ENGAGEMENT TOOLS:** We suggest engagement tools rooted in reality, backed by figures and supported by specific examples.

**REPRESENTATION AT POLICY DEBATES:** Our consultants will be available to represent your organisation at any political debate or event.

**SUPPORT IN IMPLEMENTING LAWS:** Ongoing guidance from our dedicated team of consultants.

**WEBINAR-BASED SERVICES:** Live webinar sessions specifically designed to cover the most relevant topics for your organisation.

**GET IN TOUCH TO FIND OUT MORE**

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corporate advisors

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#### Brussels Office Since

📅 2010

#### Number of Public Affairs Consultants

👥 10

#### Key Specialisms

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

## About Pantarhei Corporate Advisors

### Firm Description

In a rapidly changing and increasingly complex environment, we find future-proof answers to your communication challenges – no matter where you are in Europe. We combine the specialist expertise of a strategic Public Affairs and communications agency with the analytical, process-based approaches of a management consultancy.

### Ownership Structure

Owned and Managed by Partners.

### International Structure

H/Advisors.

### Key Strengths

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

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, Greiner, Association of Construction Products, InFamily Food, Austrian Post, Amiblu.



**PANTARHEI**  
corporate advisors

# Do you have 5 seconds?\*

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

## Communicate like a Politician

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

## Mobilize like an NGO

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

## Make a Difference

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



Digital Public Affairs by Pantarhei Advisors  
[www.digitalpublicaffairs.solutions](http://www.digitalpublicaffairs.solutions)

# RASMUSSEN GLOBAL

ESTABLISHED 2014

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## Brussels Office Since

📅 2017

## Number of Public Affairs Consultants

👥 30

## Key Specialisms

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

## About Rasmussen Global

### Firm Description

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

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

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

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

### Ownership Structure

Privately owned.

### International Structure

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

### Key Strengths

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

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

As a leader combining experience from the top decision-making level in Denmark, the EU and NATO, with high-profile across the Atlantic, Mr. Rasmussen and his team are in a unique position to advise clients on transatlantic issues, international affairs, and public policy management.

### Key Clients

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

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

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

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





RASMUSSEN GLOBAL  
ESTABLISHED 2014

**POLITICAL CONSULTANCY  
& CAMPAIGNS**

**POLITICAL  
INTELLIGENCE**

**INTERNATIONAL  
BUSINESS ADVISORY**

# Connect. Shape. Influence.

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

Copenhagen   Brussels   Washington DC   Berlin   Paris   London

+32 2 899 9142  
[www.rasmussenglobal.com](http://www.rasmussenglobal.com)



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#### Telephone Number

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#### Website Address

www.redflag.global

#### Brussels Office Since

📅 2015

#### Key Specialisms

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

## About Red Flag

### Firm Description

Red Flag is a global strategic communications, public affairs and campaigns agency with a strong track record of delivering impactful campaigns. Red Flag was founded on the idea that politics, regulation and global movements are becoming more difficult for companies and interest groups to understand and navigate. Traditional strategies – built on evidence and access – struggle in fast-moving environments that reward novelty and noise. Unlocking policy problems demands much wider campaigning approaches that attach political risk and reward to decisions – by driving media attention, citizen engagement and online debate. We are a multi-award-winning campaigns and issues management agency with a strong record of representing trade associations, companies and organisations in Europe and globally.

### Ownership Structure

Independent, management owned.

### International Structure

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

### Key Strengths

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

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

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

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

### Key Clients

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

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

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

Karl Ryan, Corporate Communications Manager, Google

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

Ulrich Adam, Director General of spiritsEUROPE

# RED FLAG

THE MULTI-AWARD-WINNING AGENCY

# WE SOLVE PROBLEMS

[thisisredflag.com](http://thisisredflag.com)

**RED FLAG**

**WINNER**  
Crisis  
Management



**WINNER**  
Reputation  
Management

Brussels | Dublin | London | Washington DC | Cape Town

# Stenström Consulting

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## Telephone Number

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## Client Contact

Kajsa Stenström

## Website Address

stenstromconsulting.com

## Brussels Office Since

📅 2007

## Number of Public Affairs Consultants

👤 5

## Key Specialisms

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

## About Stenström Consulting

### Firm Description

Stenström Consulting is a Brussels-based EU public affairs consultancy. We offer advice on EU policy and regulatory developments and provide services to clients from different countries and different industry sectors. Many of Stenström's clients are regular and long-standing. Although we are a small consultancy, we count several multinational companies as our clients and we often report to the highest level within those firms. The company was founded by Kajsa Stenström, who has more than 25 years of experience in providing strategic EU advice. Prior to launching Stenström Kajsa set up and managed a unique public affairs department within an international law firm. This means that Stenström is very close to the legal community in Brussels.

### Ownership Structure

Belgian Management firm, majority owned by Kajsa Stenström.

### International Structure

Stenström Consulting is a growing company with a number of strategic partnerships both locally and in key countries, including Switzerland, the UK, and Norway. The firm has an innovative take on expansion and regularly collaborates with likeminded independents, law firms and business intelligence agencies.

### Key Strengths

Our accomplishments over the years can be explained by the commitment to excellence in service delivery. We are precise and conscientious in our work yet have the ability to see the bigger picture and to understand the real impact of EU policy on our clients' daily business. We are discreet yet efficient; we know that "Brussels is all about compromise" and that a pushy attitude does not necessarily take you far. We also know to make a low-key presence in the core dialogue – which is that between the client and the decision maker. Finally, we pride ourselves in being able to think laterally – we enjoy working across sectors and finding synergies and unexpected collaborations.

### Key Clients

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

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

"We are a longstanding client of Stenström's – they have provided us with first-class advice over many years, delivered in an intelligent, professional and enthusiastic way, all at the same time." Juliette Roche, Head of European and Healthcare Public Affairs, Boots

"Working with Stenström Consulting has truly supported us in building strong relationships with relevant stakeholders in Brussels over the years. Stenström Consulting has been a key factor in developing our position as undisputed market leader in our sector in the Brussels context, and have done so with a lot of passion, deep knowledge and a genuine interest in furthering our cause." Karin Franck, PR and Media Relations Director, Intrum

# Stenström Consulting

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**Juliette Roche**

Head of European and Healthcare Public Affairs, Boots

Working with Stenström Consulting has truly supported us in building strong relationships with relevant stakeholders in Brussels over the years. Stenström Consulting has been a key factor in developing our position as undisputed market leader in our sector in the Brussels context, and have done so with a lot of passion, deep knowledge and a genuine interest in furthering our cause.

**Karin Franck**

PR and Media Relations Media Director, Intrum

[stenstromconsulting.com](http://stenstromconsulting.com)



## Time & Place CONSULTING

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### Telephone Number

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### Client Contact

Glenn Cezanne

### Website Address

timeandplaceconsulting.com

### Brussels Office Since

📅 2016

### Number of Public Affairs Consultants

👤 5 in Brussels

### Key Specialisms

- 📍 Transport
- 📍 Association Management
- 📍 EU Funding

### Key Clients

- CharIN e.V.
- CharIN Academy
- Potest
- Public Opportunities Essentials (POE)
- E-City

## About Time & Place Consulting

### Firm Description

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

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

### Ownership Structure

Privately owned by Glenn Cezanne.

### International Structure

With headquarters in Brussels, Time&Place has international presence and local access with its satellite and partner offices in Vienna, Berlin, Dublin, Bordeaux, Galway, Bucharest, Ploiesti, Kolkata, São Paulo and Rio de Janeiro. Further offices in Asia and South America are soon to come!

### Key Strengths

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

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

At the heart of our approach are trust and long-term vision. We believe in solid relations both with our clients and the decision-makers we approach for your needs. Our client codex is a tribute to this. In the same spirit, we believe in making sure that you get the services you seek. We

don't pretend we can. We don't waste your and our resources on activities we cannot provide. Instead, we are always happy to see how we could help find someone else for you.

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

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

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

Alexander Mohr, Executive Director, EFFA. European Flavour Association

"Time&Place has all it takes to have the most effective communications impact in Brussels. They have proven it time and place again!"

Enrico Turrin, Deputy Director, Federation of European Publishers

"I always look forward to an opportunity of working with Time&Place Consulting".

Wouter Lox, Secretary General, European Fruit Juice Association

"Cutting through complexity and navigating ambiguity effectively, Time&Place Consulting is able to get to the core of issues and present a clear path towards positive outcomes".

Pieter Allers, Former President, Linkage Western Europe



**Time & Place**  
**CONSULTING**

**With international presence  
and local access, a holistic approach  
to impacting decision-making.**

**Right TIME. Right PLACE.  
Your IMPACT.**

[www.timeandplaceconsulting.com](http://www.timeandplaceconsulting.com)

# tri( )igent®

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## Client Contact

Timea Strihova,  
Senior Director, Head of Brussels

## Website Address

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## Brussels Office Since

📅 2021

## Number of Public Affairs Consultants

👥 8

## Key Specialisms

- 🕒 Digital Services & Technology Hardware
- 🕒 Public Affairs
- 🕒 Competition & Antitrust
- 🕒 Media Relations
- 🕒 Sustainability & Environment
- 🕒 Trade

## About Trilligent

### Firm Description

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

At Trilligent, we help disruptive clients bring big ideas to life. Through our comprehensive suite of services, including strategic advisory, public affairs, communications, research, and issue advocacy services, we empower organizations to navigate complex social and regulatory landscapes with finesse. Our expertise extends across various industries, including AI, Blockchain, Greentech, and the Metaverse, ensuring our clients excel in challenging policy and business landscapes, and demonstrating that success is not bound by company size.

### Ownership Structure

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

### International Structure

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

### Key Strengths

Strategic advisory; Public affairs and regulatory counsel; Advocacy; Stakeholder engagement; Geopolitical risk advisory; Crisis management; Tech Policy; Intellectual Property (IP) and Standard Essential Patents (SEPs); Competition; Geopolitics.

### Key Clients

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

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

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



tri( )igent



**THINK BIG.  
ACT ACCORDINGLY.**

Your pathfinders in the digital frontier





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#### Telephone Number

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#### Client Contact

Riccardo Pozzi

#### Website Address

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#### Brussels Office Since

📅 2019

#### Number of Public Affairs Consultants

👤 10 in Brussels / 70 across the Group

#### Key Specialisms

- ⊗ Public Utilities
- ⊗ 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 work in a synergistic and integrated way to achieve our clients' goals. A team of over 70 professionals with relevant experience in politics and communication located between Brussels, Rome and Milan are able to provide clients with a wide range of services in their respective field of expertise.

Strategically combining different professional skills and competences, UTOPIA represents a real added value for its clients, aimed at reaching the objectives identified.

### Key Clients

Doctolib, Enel, Expedia, Ferrovie dello Stato, INWIT, ITA Airways, Meta, Philip Morris International, Regal Rexnord, Toscana Life Sciences, TRANE Technologies, Valore D.

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

"Professional expertise and dynamism: UTOPIA provides clients with the perfect mix for building strong and trustful collaborations with all its clients".

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

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

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

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



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

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

**WE MONITOR** LEGISLATIVE AND POLITICAL SCENARIOS

**WE ADVOCATE** YOUR INTERESTS AT INSTITUTIONAL LEVEL

**WE IDENTIFY** THE BEST REGULATORY SOLUTIONS

**WE ENGAGE** WITH KEY STAKEHOLDERS

**WE COMMUNICATE** THROUGH TRADITIONAL AND DIGITAL MEDIA



BRUSSELS



ROME



MILAN



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#### Brussels Office Since

📅 2018

#### Number of Public Affairs Consultants

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

#### Key Specialisms

- ⊕ Aerospace & Defence
- ⊕ Digital Services & Technology
- ⊕ Healthcare
- ⊕ Industrial Goods & Engineering
- ⊕ Transport
- ⊕ EU Funding
- ⊕ Sustainability & Environment
- ⊕ Trade
- ⊕ Strategic Communication

#### Key Clients

Amazon, Apple, Analog Devices, Eli Lilly and Company, Intel, Irish Pharmaceutical Healthcare Association, Revcap, Bank of America, US Cranberry Marketing Committee, British Toy and Hobby Association, Forest Industries Ireland, J&J, Toppa Photomask.

## About Vulcan Consulting

#### Firm Description

Vulcan Consulting: Leading Strategic Insights in EU Regulatory and Public Affairs

Vulcan Consulting is a dynamic, award-winning consultancy. We specialise in EU regulatory and public affairs. Vulcan offers unparalleled expertise to a wide range of clients, including burgeoning businesses, multinational corporations, trade associations, government agencies and international organisations. Known for our innovative, agile and results-oriented approach, we consistently tackle and overcome the most complex regulatory and public policy challenges. Mastering the art and science of public affairs requires meticulous planning and precise execution. Vulcan understands that different stakeholders – from politicians and regulators to the general public – have different levels of engagement. This calls for bespoke messaging to ensure that clients' objectives neatly dovetail with the public interest. This strategic alignment is crucial for navigating the complexities of regulation. Our core mission is deeply rooted in a profound understanding of our clients' goals and the cultural dynamics that shape their environments. This depth of insight enables us to provide practical, actionable advice that not only anticipates challenges but also captures strategic opportunities. We engage in detailed scenario planning and strategic objective setting to maximise opportunities and mitigate risks effectively. Vulcan's team is comprised of top-tier experts, including former ministers, diplomats, economists, communications specialists, advanced manufacturing experts, and state aid specialists: the entire team is dedicated to excellence. Our commitment to thought leadership and partnership is evident as we become trusted advisors to a diverse clientele. We maintain a strategic, goal-focused approach in all engagements, ensuring our solutions not only meet but exceed client expectations.

#### Ownership Structure

Vulcan is a private Limited Liability Company

#### International Structure

Vulcan has offices in Brussels and Dublin. Vulcan is also a member of the Fipra International Network, which means we are positioned to draw on the knowledge and insights of our strategic partners in every 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.

**[vulcanconsulting.eu](http://vulcanconsulting.eu)**

**e** [info@vulcanconsulting.eu](mailto:info@vulcanconsulting.eu)

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 **vulcan**consulting

# The Best in Brussels Public Affairs Consultants 2024/25

BestinBrussels. seeks to promote best practice, the best firms, and the best professionals. Our overall mission is to help connect the best Brussels public affairs advisers with clients.

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

Firstly, we looked with fresh eyes at the leading consultancies as determined by staff numbers and other criteria. It is logical to nominate the leaders of the leading EU Public Affairs Consultancies where you would expect to find the Top EU Public Affairs Consultants. So, with few exceptions that is what we did. We have not yet focussed on the up-and-coming stars with less years of experience. Nor did we focus on the small sole-trader sector. Rather, the Directory focuses on the current top senior tier of consultants who are typically driving their client's agendas, and in key leadership positions in their respective firms.

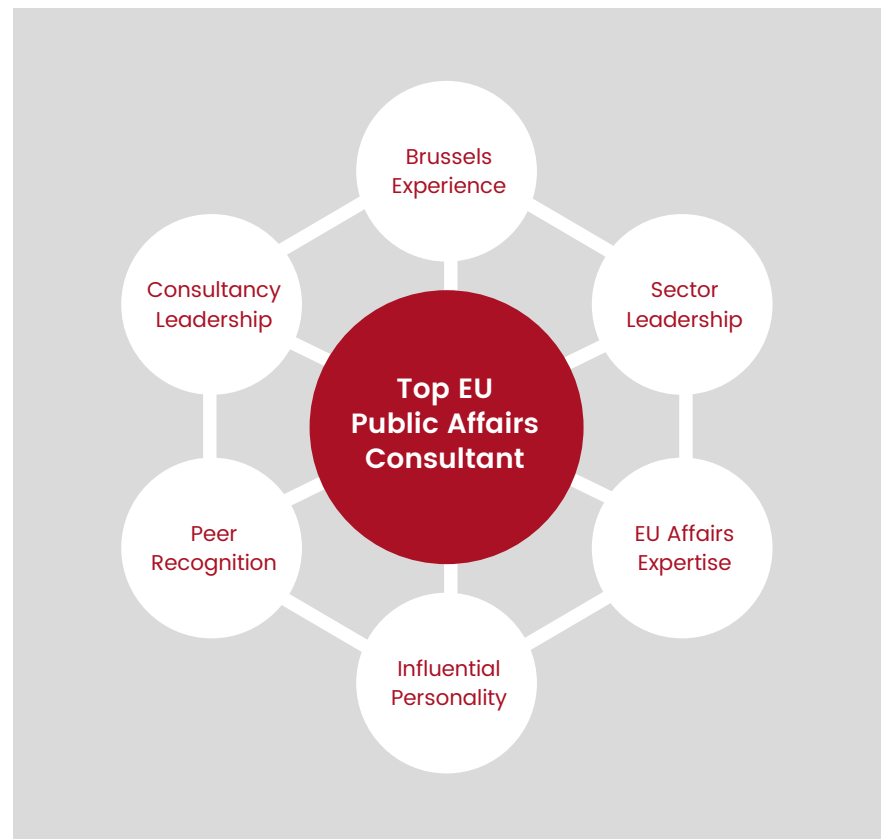
Then, we started drawing up a Top 100 Directory but found that Brussels consultancies have expanded so much that we had to create a Top 240 Directory given the breadth of talent in Brussels!

Nomination for the Directory of the Top EU Public Affairs Consultants follows a careful analysis of the leading firms and individuals recommended to us by clients, colleagues, peers, bosses and even a few politicians. However, not everyone who is nominated is honoured in our Directory, as our criteria is based on six key criteria laid out more extensively on our website and summarized below.

The Top Consultants Directory on the BestinBrussels website leads to a detailed profile of the consultant and useful professional information on their experience, education, specialisms and languages; together with interesting personal insights into their proudest achievements, interests outside work and their favourite Brussels anecdotes.

There was some movement at the top this year as Brussels veterans Tom Parker, Julia Harrison and Christian Hierholzer left SEC Newgate, FTI and Hanover respectively. Other top consultants switched firms including Aleksandra Lugovic joining SEC Newgate, while others went inhouse like Julie Valente to Microsoft after more than 20 years at Burson.

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](http://www.bestinbrussels.eu/best-in-brussels/what-makes-the-best-consultant)

The Top 2024/25 BestinBrussels Consultants are honoured below in alphabetical order:

**Aaron Mcloughlin**

Senior Advisor,  
FleishmanHillard

**Adriana Nosewicz**

Director (Food) at Kellen

**Agathe van de Plassche**

Managing Partner at  
Political Intelligence

**Agnes Brandt**

Director, Brunswick Group

**Agnès Dubois Colineau**

CEO, ARCTURUS GROUP

**Aida Bakri**

Managing Director,  
ADS Insight

**Alain Berger**

Executive Strategy Director,  
Hill+Knowlton Strategies

**Alan Hardacre**

Co-Founder, Advocacy  
Strategy

**Alberta Laschena**

Partner, Kreab

**Alen Hristov**

Associate Partner (Head  
of Technology Practice),  
H/Advisors Cicero

**Aleksandra Lugovic**

Director of Public Affairs,  
SEC Newgate EU

**Aleš Šinkovec**

Director at Teneo

**Alise Askinezere**

Director, Brunswick Group

**Amia Betelu**

President of EGA Brussels

**Andrea Collart**

Managing Partner,  
Forward Global

**Andrea D'Incecco**

Managing Partner,  
Political Intelligence

**Andrea Parola**

Managing Director,  
EU Strategy

**Andreas Constantinides**

Managing Partner at  
AK Public Affairs

**Andreea Kaye**

Director, LP Brussels

**Andrew Cecil**

CEO, BCW

**Andrew Johnson**

Partner, Boldt

**Angel Rebollo**

CEO, ARPA – EU Affairs

**Angela Mills Wade**

Director (and owner)  
Europe Analytica

**Anna Davreux**

Senior Vice President &  
Partner, FleishmanHillard

**Anna Lekston**

Partner, Kreab

**Anne MacGregor**

Managing Director – Head of  
Competition FTI Consulting

**Antoine Mialhe**

Senior Managing Director,  
FTI Consulting

**Ariane de Bellefroid**

Senior Vice President,  
Edelman Global Advisory

**Attilio Caligiani**

Partner at Hague  
Corporate Affairs

**Aurélie Marchand**

Managing Director,  
Evoke Incisive Health

**Ayrton Thevissen**

Partner at FGS Global

**Beatriz Soares Carneiro**

Head of Public Affairs  
Eupportunity

**Benita Lipps**

Partner, Association  
Management, Dentons  
Global Advisors

**Benoit Roussel**

Partner, Flint Global

**Bertrand Huet**

SVP & Partner,  
FleishmanHillard

**Biancastella de Angelis**

Partner at FGS Global

**Brandon Mitchener**

Director, Terre Mieli  
Cieli Advisors

**Camilla Randazzo**

VP Healthcare, Weber  
Shandwick

**Carmen Bell**

Senior Partner at Portland

**Carmine Nino**

Head of EU Public  
Affairs at UTOPIA

**Caroline Vogt**

Managing Director, FTI

**Carsten Hess**

Partner, Forward Global

**Charles Feld**

Director of the Energy,  
Environment and Transport  
practice at Grayling

**Chiara Gaudenzi-  
Morandi**

Director at BCW  
Brussels | Head of  
Sustainability Practice

**Chris Mehigan**

Partner at Penta Group

**Christoph Mielke**

Deputy Managing Director,  
APCO Worldwide

**Claudia La Donna**

Head of Office,  
Brussels Hanover

**Coline Lavorel**

Vice President, Circular  
Economy, Sustainability FH

**Damir Filipovic**

CEO & Owner Creative  
Intelligence Consulting

**Danai Tsapikidou**

Partner at Schuman  
Associates

**Daniela Negri**

Executive Vice President  
Health, Weber Shandwick

**David Bates**

Vice Chair, Europe,  
Edelman Global Advisory

**David Earnshaw**

President, Portland  
Communications Brussels

**David Garcia**

Director, EU Digital & Tech  
Policy, FGS Global

**David Reed**

Senior Partner, Kreab

**David Turier**

General Manager & Senior  
Partner, FleishmanHillard

**Deborah Nash**

CEO Brussels at Teneo

**Donald Ricketts**

Managing Director, Financial  
Services, FleishmanHillard

**Eammon Lawler**

Managing Director, Penta

**Elaine Cruikshanks**

Partner, Acumen  
Public Affairs

**Elizabeth Krahulec**

Head of Brussels Office,  
Vulcan Consulting

**Ellen Hof**

COO at  
#SustainablePublicAffairs

**Emiliano Alonso**

Partner Director, Alonso  
& Asociados

**Emily Pompelia**

Director, Brunswick Group

**Emma Cracknell**

Senior Vice President,  
Head of Healthcare at  
FleishmanHillard

**Emmanouil Patavos**

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**Erik Jonnaert**

Chairman, FIPRA Public Affairs

**Eva Bille**

Account Director at Hill+Knowlton Strategies

**Fabrice Pothier**

Chief Strategy Officer at Rasmussen Global

**Feriel Saouli**

CEO, SEC Newgate

**Florian Lottmann**

Partner Bernstein Group

**Francesca Micheletti**

Director, FGS Global

**Francesca Scassellati**

Sforzolini Partner, Brunswick Group

**Francis Boeynaems**

Partner, NOVE

**Francisco Mingorance**

Partner & founder, Europa Insights

**Frederic Soudain**

Managing Director, logos

**George Candon**

Strategy Director, Hill+Knowlton

**Gerard McNamara**

Founder & CEO Schuman Associates

**Gerardo Proano**

Managing Director, FTI

**Gilbert Rukschcio**

Managing Partner, Pantarhei corporate advisors

**Giles Keane**

Partner, Acumen Public Affairs

**Gilles Teisseyre**

Président & founder Arcturus Group SA

**Glenn Cezanne**

Founder & Managing Director Time & Place Consulting

**Giorgio Corbetta**

EU Affairs Director, Kellen

**Graeme Taylor**

Director of Food and Agriculture, Rud Pedersen

**Grégoire Poisson**

Head of Dentons Global Advisors, Brussels & Public Affairs EMEA

**Greta Gietz**

Director, Hill & Knowlton

**Guyllaine Vandooren**

Senior Partner, FleishmanHillard

**Hana Bartakova**

Account Director, Instinctif Partners

**Hannalena Ivarsson**

Senior Partner, Kreab

**Hans Hack**

Senior Managing Director and Head of Brussels Office at FTI Consulting

**Harry Nedelcu**

Director of Policy and Business Development at Rasmussen Global

**Helena Walsh**

Executive Director, H/Advisors Cicero

**Henrique Burnay**

Owner and Senior partner Eupportunity

**Hilary Hudson**

Account Director, Fipra International

**Isabelle De Vinck**

Managing partner, Political Intelligence

**Jacques Lafitte**

Founder and co-owner, Forward Global

**James Stevens**

Managing Partner Rud Pedersen

**Jan Ahlskog**

Special Advisor, FIPRA

**Jan Dröge**

Partner and Head of Operations at Schuman Associates

**Jan Hromadko**

Managing Director, Teneo

**Jasper Nagtegaal**

Managing Partner, Publyon

**Javier Garrido**

Senior Consultant, SEC Newgate EU

**Jekaterina Kalandadze**

Managing Director, Teneo

**Jérémie Gallon**

Managing Director, McLarty Associates

**Jeremy Galbraith**

Managing Partner, BOLDT

**Jessica Brobald**

Managing Director, Grayling

**Jill Craig**

Senior Partner at Penta Group

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Founding Partner, Business Bridge Europe

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Partner at BOLDT

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Chair European Public Affairs, Brunswick Group

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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

**Marie Gorkem**

Partner Kreab

**Marie Van Raemdonck**

Partner NOVE

**Mario Filipponi**

Partner BOLDT

**Mark Watts**

Director LP Brussels

**Maria Wetterstrand**

Managing Director, Milton Europe

**Mathilde Bonvillain-Serrault**

Partner EURALIA

**Mathilde Fiquet**

Head of Office at Europe Analytica

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Managing Partner at Political Intelligence

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**Melanie Faithfull Kent**

CEO Brussels & SVP Continental Europe Hill & Knowlton

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Director at Brunswick Group



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- Mikaela Nordenfelt**  
Associate Director at ADS Insight
- Mónica Vicente Cristina**  
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- Natacha Clarac**  
Directrice générale, Associée, Athenora consulting
- Nele Devolder**  
Vice President Kellen
- Nick Blow**  
Partner, Brunswick Group
- Nicholas Whyte**  
Senior Director Global Solutions APCO Worldwide
- Nickolas Reinhardt**  
Director Afore Consulting
- Nicola Scocchi**  
Partner and Head of Brussels Office, Fourtold
- Nikos Manaras**  
Partner Acumen Public Affairs
- Olalla Trénor Michelena**  
Partner, EU Sustainability issues, DGA
- Oliver Drewes**  
Senior Executive Director PA, Weber Shandwick
- Oliver Kaye**  
Director LP Brussels
- Ognjenka Manojlovic**  
Vice President, Edelman Global Advisory
- Pascale Moreau**  
Founder, Ohana Public Affairs
- Pablo López-Alvarez**  
Senior Managing Director FTI Consulting
- Paolo Nicoletti**  
Senior Partner NOVE
- Pascal Michaux**  
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Director, Gibbels Public Affairs
- Pauline Massart**  
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Partner, FIPRA International
- Pieter de Gooijer**  
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- Philippe Blanchard**  
President Continental Europe at Teneo
- Philippe Radinger**  
Managing Director at FGS Global
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Senior Vice President & Partner FleishmanHillard
- Robert Langmuir**  
Vice President, EU Tech Policy
- Roberta Lusardi**  
Director - Brunswick Group
- Robert Madelin**  
Senior Strategist, FIPRA
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Director, Red Flag
- Ruth Estrada Dorronsoro**  
Partner Schuman Associates
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- Sebastian Vos**  
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Managing Director, Penta
- Shomik Panda**  
Chief Executive Officer at Inline Policy
- Simon Greaves**  
Executive Director, Harwood Levitt Consulting
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Partner, Harwood Levitt Consulting
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- Steffen Thejll-Møller**  
Partner at Rud Pedersen
- Stéphane Desselas**  
President, Athenora Consulting
- Stéphanie Pochon**  
Partner, Forward Global
- Teresa Calvano**  
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- Theodoros Birmpoutsoukis**  
Managing Director at Kekst CNC
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- Thomas Tindemans**  
Chairman, Hill+Knowlton Strategies
- Thomas Vermeeren**  
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- Tim Allan**  
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- Timea Strihova**  
Senior Director, Trilligent
- Timo Schubert**  
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- Tina Ajdič**  
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- Tom Parker**  
Founder, Parker & Associates
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- Tuomas Tierala**  
Partner KREAB
- Umberto Gambini**  
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- Valeria Fagone**  
Senior Director FTI Consulting
- Valeria Salucci**  
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- Victoria Main**  
Chief Business Development Officer
- Viktória Vajnai**  
Partner and senior consultant at Publyon
- Vojtech Nemeč**  
Partner at Nemeč+Chvatal
- Willem Vriesendorp**  
Founder #SustainablePublicAffairs

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 2024/25



## Law Firms

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Measured by numbers of full time lobbyists and persons involved, the top law firms with public policy capabilities in Brussels are (in alphabetical order): Bird&Bird, Covington, DLA Piper, Freshfields Bruckhaus Deringer, Norton Rose Fullbright and Squire Patton Boggs.

## 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 85 lawyers here) lack any dedicated lobbyists. As discussed elsewhere, a number of law firms are not on the transparency register despite having lobbying capabilities, including prominent firms Sidley Austin and White & Case.

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

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

"Equally, knowing how to protect clients in light of stringent conduct rules (e.g. GDPR) and an increasingly complex digital operating environment, is a very important hiring factor for many of our clients. We help avoid reputational and other risks stemming from engagement with policy stakeholders, which can destroy in days what takes years to build up in terms of external reputation and goodwill," continued Maschek. "Lastly, clients appreciate that they can work with the same trusted partner on policy, regulatory and legal questions – which in light of the ever-increasing number of new laws and regulations at EU level (e.g. ESG agenda) is becoming an increasingly important factor when deciding with whom to work with."

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

"DLA Piper takes a cross-disciplinary approach as the path to success is almost always a combination of policy and legal strategy. This means we carefully coordinate efforts in different forums. Our lawyers and policy professionals benefit tremendously from our global platform: we often work across borders and practice groups in very diverse teams, ensuring the most efficient and effective results for our clients." Richard Sterneberg, Partner, Head of Global Government Relations, DLA Piper.

Freshfields offers clients strategic and integrated policy advice. They cover a broad range of business sectors, including financial services, sustainability, digital, energy, environment, tax, competition and consumer.

"Our Regulatory and Public Affairs teams based in key jurisdictions work hand in hand with legal experts across our global network providing clients with unrivalled access to policy and sector-specific industry knowledge, supporting them in anticipating and managing their regulatory risk and environment. We see ourselves as their trusted advisers who can bring into focus the interplay between law, politics and business to address critical commercial challenges. Complex cross-border work is what we excel at – bringing together expertise and knowhow across multiple teams in one coherent and seamless offering." Natalie Pettinger Kearney, Head of

EU Regulatory & Public Affairs at Freshfields Bruckhaus Deringer.

Covington helps clients worldwide achieve critical business objectives by combining legal, political, and policy expertise to provide strategic advice and advocacy. Covington highlights the connections and experience of its senior staff.

Described as 'well connected with both the regulators and thought-leaders,' by Chambers and Partners, Covington's USP is the sheer number of former senior diplomats in our midst, on both sides of the Atlantic, as well as in Asia and Africa. What clients value most is the combination of law and policy that they are able to offer. Having a team that can analyse a regulatory issue from a legal as well as a policy perspective and then draft and propose amendments in a compelling way is seen as a real benefit.

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

"Having both deep expertise in the law and regulation, as well as practitioners understanding of policy and decision-making processes enables us to provide comprehensive support to clients that work commercially and legally. That is a rare combination which we believe adds real value to our clients." Anna Carrier, Senior Government and Regulatory Affairs Advisor, Norton Rose Fulbright LLP

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

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



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



**Atli Stannard**  
Special Counsel,  
Covington & Burling



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



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



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



**Francine Cunningham**  
Regulatory & Public Affairs Director at Bird & Bird

# Bird & Bird

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Francine Cunningham

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## Brussels Office Since

📅 1999

## Number of Public Affairs Consultants

👥 4

## Key Specialisms

- ⊗ Chemicals
- ⊗ Digital Services & Technology Hardware
- ⊗ Healthcare
- ⊗ Media
- ⊗ Sport
- ⊗ Competition & Antitrust
- ⊗ Sustainability & Environment
- ⊗ Trade

## About Bird & Bird

### Firm Description

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

### Ownership Structure

LLP

### International Structure

With more than 1,400 lawyers and legal practitioners across a worldwide network of 32 offices, Bird & Bird delivers expertise across a full range of legal services as well as offering public affairs advice in Brussels and The Hague.

### Key Strengths

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

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

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

Chambers, Europe-wide 2023.

"Bird & Bird's Public Affairs team advises a range of tech, media and trade clients. They are fast and flexible and have an excellent working pan-European network. As a multinational company with a footprint across Europe, we often need advice in several European jurisdictions. Bird & Bird's one-stop-shop mechanism works really well and quickly. They also have a pragmatic approach."

Legal 500, EMEA 2024

Bird & Bird

# Get on the *inside track*

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

*'They are fast and flexible and have an excellent working pan-European network. As a multinational company with a footprint across Europe, we often need advice in several European jurisdictions. Bird & Bird's one-stop-shop mechanism works really well and quickly.'*

**Legal 500, EMEA 2024**

**One firm.  
Your firm.**



[twobirds.com](https://twobirds.com)

# COVINGTON

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## Telephone Number

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## Client Contact

Atli Stannard

## Website Address

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## Brussels Office Since

📅 1990

## Number of Public Affairs Consultants

👥 Covington's European Public Policy team includes 4 full-time public policy lawyers and 13 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
- ⊗ Energy
- ⊗ ESG
- ⊗ Food and Drink
- ⊗ Healthcare
- ⊗ Personal & Household Goods
- ⊗ Trade

## Testimonials and why clients like to work with us

As a Band 1 firm ranked in Chambers, we receive praise both from market commentators and clients:

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

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

"Their availability has been exceptional and their ability to work with other parties both on and off the record has been amazing."

## About Covington

### Firm Description

Building a successful global business involves navigating the intersection of law and public policy for every country and every region in which you operate. Covington helps clients worldwide achieve critical business objectives by combining legal, political, and policy expertise to provide strategic advice and advocacy.

In an increasingly regulated world, Covington has an exceptional ability to help clients navigate their most complex business problems, deals and disputes. Our focus lies in highly-regulated sectors – technology, life sciences, energy, environment, competition and trade policy.

Our distinctively collaborative culture allows us to be truly one team globally, drawing on the diverse experience of lawyers and advisors across the firm, sharing insight and expertise seamlessly. What sets us apart is our ability to combine deep knowledge of policy and policymakers, and one of the world's leading regulatory practices, and the tremendous strength in our litigation, investigations, and corporate practices. This enables us to create novel solutions to our clients' toughest problems, successfully try their toughest cases and deliver commercially practical advice of the highest quality.

### Ownership Structure

Limited Liability Partnership.

### Key Clients

Advanced Bionics, Altana, Cisco, Johnson & Johnson, Microsoft, MHP, Monster Energy Company, and SCM.

### International Structure

With over 1,300 professionals in 14 offices worldwide, Covington has policy capability and experience in over 100 countries – working through our own team of experts, excellent contacts in the European External Action Service and the U.S. State Department, and established partnerships with a variety of highly respected law and public policy firms that can help with on-the-ground execution.

### Key Strengths

Covington's European Public Policy team draws on a range of former policymakers, including politicians, lawyers, public affairs practitioners, diplomats and economists. The team offers clients unparalleled insight into the workings of EU political processes and institutions.

Our senior advisors include Cecilia Malmström, former European Commissioner for Trade; Andris Piebalgs, former European Commissioner for Energy; Elżbieta Bieńkowska, former European Commissioner for the Internal Market, Industry, Entrepreneurship and SMEs; Carl Bildt, former Prime Minister and Foreign Minister of Sweden; Erika Mann, a former leading Member of the European Parliament; Sir Michael Leigh, former European Commission Director General for Enlargement; Ambassadors Péter Balás and Karel Kovanda, former European Commission Deputy Directors General for Trade and External Relations, respectively; Ambassador Jean De Ruyt, former Permanent Representative of Belgium to the European Union; Sabine Lautenschläger, former Vice-Chair of the Single Supervisory Mechanism at the European Central Bank (ECB); and, in the UK, Thomas Reilly, a former British Ambassador and Head of Government Relations at Royal Dutch Shell, now Covington's Head of UK Public Policy; and Lord Francis Maude, former Europe and Trade Minister for the UK.



# 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.

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“We experienced outstanding service and technical knowledge.  
They are politically savvy and have deep political networks.”

Client feedback, *Chambers* legal directory

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## COVINGTON

BEIJING BOSTON BRUSSELS DUBAI FRANKFURT JOHANNESBURG LONDON  
LOS ANGELES NEW YORK PALO ALTO SAN FRANCISCO SEOUL SHANGHAI WASHINGTON

[www.cov.com](http://www.cov.com)

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#### Brussels Office Since

📅 2002

#### Number of Public Affairs Consultants

👥 8 + extra support lawyers

#### Key Specialisms

- 📌 Trade
- 📌 Telecoms
- 📌 Healthcare
- 📌 Sustainability & Environment
- 📌 Governments
- 📌 Digital Services & Technology Hardware

## About DLA Piper

### Firm Description

DLA Piper is a global law firm with lawyers located in more than 40 countries throughout the Americas, Europe, the Middle East, Africa and Asia Pacific, positioning us to help clients with their legal needs around the world.

Regulatory, Trade and Government Affairs is a key part of our global offering with a multi-country team operating seamlessly across the world. We deliver consistent Government Affairs services across our practices and sectors in all policy matters we undertake.

Our clients range from multinational, Global 1000, and Fortune 500 enterprises to emerging companies developing industry-leading technologies. They include more than half of the Fortune 250 and nearly half of the FTSE 350 or their subsidiaries. We also advise governments and public sector bodies.

### Ownership Structure

Limited Liability Partnership.

### International Structure

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

In some countries we have developed privileged relationships and ongoing collaborations with leading local firms that are an integral part of our firm. This allows us to provide our clients with a service and legal assistance that meets our requirements and quality standards in each of these countries.

### Key Strengths

The Regulatory, Trade and Government Affairs team of DLA Piper has a unique blend of legal and policy expertise that helps companies to operate in a complex and fast-paced European and global regulatory environment.

With a portfolio of full legal and lobbying services, we combine practice area knowledge with modern industry insights and an expansive geographic footprint in a way that no other firm can. We have teams based in Brussels and London and work closely with wider colleagues across the international network in the US and Asia. The team stands out for its exceptional expertise and track record in navigating complex regulatory landscapes, facilitating international trade, and advocating for clients' interests at all levels of government. We provide clients with a wide variety of services, ranging from advocacy and strategic communication in early stages of the legislative process, to full regulatory and compliance advice once the new rules become applicable.

Our professionals have a wide expertise in various sectors including ESG & sustainability legislation, trade and European sanctions, consumer goods, artificial intelligence and digital services, pharmaceuticals & life science.

### Key Clients

Anthropic, Currax, Equinix, GVS, Unilever, Coca Cola.

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

"Richard has a rare ability to understand our business needs as well as the policy influencing our company – that's why we use him."

"DLA Piper have been much more than a law firm to us. They are trusted advisors that cut through the clutter and see what is needed."





## Your partner in successful policy

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

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

Together we can make business better.

[dlapiper.com](https://dlapiper.com)



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Leader**  
FINANCIAL TIMES 2021





# Freshfields Bruckhaus Deringer

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## Brussels Office Since

1989

## Number of Public Affairs Consultants

11

## Key Specialisms

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

## Key Clients

- PayPal
- Airbnb
- Experian
- UN Principles for Responsible Investment
- American Council of Life Insurers
- Association of Bermuda Insurers & Reinsurers
- QVC
- National Retail Federation
- Kroll Bond Rating Agency
- Accenture

## About Freshfields Bruckhaus Deringer

### Firm Description

Freshfields Bruckhaus Deringer LLP is a leading international law firm, combining a strong European offering with a first-class global network.

Our Regulatory and Public Affairs teams, based in Brussels, Berlin and London work with lawyers across our global network. They advise clients on strategic policy issues arising from EU and national legislative developments and in the framework of competition and trade proceedings, with a focus on sensitive legal transactions.

On a daily basis, we help clients:

- Build an effective profile towards decision-makers in Brussels, Berlin, London and beyond;
- Identify the risks and opportunities of policy developments and gain insights into the decisionmakers and political drivers behind them;
- Influence the policy debate and the substance of upcoming rules;
- Navigate and provide advice on understanding and influencing secondary legislation (Level 2) where there is a strong need for combined legal and public affairs expertise;
- Advise on how to comply with the latest requirements of the recently modified EU Transparency Register;
- Devise engagement strategies in the context of competition and trade proceedings, in alignment with the legal strategies;
- Understand relevant policy developments that could impact business decisions regarding potential investments or acquisitions; and
- Analyse the intention behind legislative provisions, particularly in the context of legal advice or litigation.

### Ownership Structure

Limited Liability Partnership

### International Structure

Over 4,000 legal professionals, working in more than 150 countries, speaking 70 different languages.

### Key Strengths

**Expertise:** The firm's legal offering, combined with our long-standing experience of providing strategic policy advice, enables us to represent clients' interests at an EU and national level with a deeper level of understanding, grounded in a holistic awareness of client's businesses imperatives and how they intersect with public policy.

**'One firm' mindset:** Complex cross-border work is what we excel at. We understand what it takes to work across different political, legal and business environments and bring a local understanding to global issues.

**Consistency and diversity:** The integration of our Brussels, Berlin and London teams within the firm's network ensures consistency of advice and service. Our diverse backgrounds and nationalities allow us to seamlessly switch between law, politics and business and maintain a range of connections with EU and national officials, for the benefit of clients.

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

Clients say:

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

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



# In exceptional times, one exceptional team

We offer seamless legal and public affairs advice to support clients in navigating and influencing public policy.

CHAMBERS EUROPE 2024

**33**

practice area rankings

**Band 1**

CHAMBERS EUROPE 2024

**40**

individual rankings

**Band 1**

FINANCIAL TIMES

**Most Digital**

law firm in Europe

**(Joint)**

GLOBAL COMPETITION REVIEW

**Top of GCR's Global Elite**

**15th time** in the  
top global position



Freshfields Bruckhaus Deringer

# NORTON ROSE FULBRIGHT

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## Email Address

Anna.carrier@nortonrosefulbright.com

## Telephone Number

+32 2 237 61 46

## Client Contact

Anna Carrier

## Website Address

nortonrosefulbright.com

## Brussels Office Since

📅 1990

## Number of Public Affairs Consultants

👥 5

## Key Specialisms

- 📍 Banking, Insurance and
- 📍 Financial Services
- 📍 Digital Services &
- 📍 Energy
- 📍 Competition & Antitrust
- 📍 Sustainability & Environment

## About Norton Rose Fulbright

### Firm Description

Norton Rose Fulbright's Government Relations and Public Policy practice comprises lawyers and government affairs professionals working across our global network. We work with in-house lawyers and government relations teams to help them to navigate the complex and sensitive interaction between law and politics, policy and regulation. We serve clients in the banking, commodities, digital asset, financial services and technology sectors as well as public authorities and self-regulatory organisations. Offering clients an unmatched mix of policy, process and sectoral expertise, we work with our clients through the entire legislative process from initial objectives to new law, from implementing measures to application. We support our clients across jurisdictions, helping them coordinate and promote appropriate and consistent legislation wherever they do business. Having both deep expertise in the law and regulation and an insider's understanding of politics and policymaking enables us to synthesise solutions that work commercially, legally and politically. That is a rare combination which we believe adds real value to our clients.

### Ownership Structure

Limited liability partnership.

### International Structure

Drawing on the experience of lawyers, lobbyists and consultants who have held senior positions with government agencies and departments worldwide, we offer our clients a significant understanding of the underlying policies which shape the regulators' approach and of the sensitivities of dealing with global, regional and national policy makers and regulators. This allows us to provide comprehensive assistance to our clients as they navigate the evolving and increasingly complex global regulatory and compliance environment.

### Key Strengths

Examples of how we support our client's business include:

- Providing bespoke insight and intelligence support
- Supporting advocacy and strategic engagement
- Helping with responses to consultations, formulating positions on proposed legislation and regulation
- Training senior managers before committee appearance or other regulatory hearings
- Advising on political and regulatory matters in the course of transaction support
- Supporting clients through regulatory investigations and inquiries

### Key Clients

Bank for International Settlements, Citadel Securities, Ruffer, Banco Finantia, Shopify, ByBit.

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

Our clients prize our strengths and our responsiveness, seek our tailored and reasoned advice and rely upon our probity.

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

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

**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](http://nortonrosefulbright.com)

# SQUIRE

## PATTON BOGGS

### Office Address

Avenue Louise 523, 1050 Brussels.

### Email Address

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squirepb.com

### Telephone Number

+32 2 627 1111

### Website Address

squirepattonboggs.com








### Brussels Office Since

 1974

### Number of Public Affairs Consultants

 18

### Key Specialisms

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

### Key Clients

- deSter / Gate Group
- Olin
- Children's Tumor Foundation (CTF)
- Mars Inc.
- SoundExchange, Inc.
- Styrenics Circular Solutions (SCS)
- Suzano
- Iseki Europe
- European Manufacturers of Expanded Polystyrene (EUMEPS)
- Avery Dennison Corporation
- Smart Packaging Europe

## About Squire Patton Boggs

### Firm Description

We are a full-service global law firm and public policy powerhouse. We provide insight at the point where law, business and government meet, giving clients a voice and achieving successful outcomes. Our multidisciplinary team of more than 1,500 lawyers and more than 100 policy advisors over 40 Offices across 4 continents provides unrivalled access to expertise, experience and invaluable connections on the ground. Our Brussels team is situated at the decision-making heart of the European Union (EU), and since 1974 we have been at the forefront of advising companies on how best to access the EU market and comply with – and shape – EU law.

### Ownership Structure

Limited Liability Partnership (LLP).

### International Structure

Our global Public Policy Practice is predominantly located in the strategic locations of Brussels, Washington DC, Shanghai and London, supported by a network of over 40 Offices across 4 continents across the globe. Our International Public Policy team has become a trusted advisor to sovereign governments and multinational businesses. In Europe, we have 18 dedicated public policy advisors located across six countries.

### Key Strengths

Our leading European Public Policy Practice draws upon the strength, reputation and resources of a well-connected team of experienced EU legal and policy practitioners to advise clients on the most effective way to engage with EU institutions, policymakers at the national level and international bodies located in the region (e.g. NATO, OECD and WTO).

Our senior public policy advisory team in Europe includes former members of the EU Parliament, former ambassadors, former ministers and members of national parliaments, as well as former private sector executives.

We serve a diverse mix of private and public sector clients, from Fortune 500 corporations to emerging companies, and from non-governmental organisations and trade associations to governments. We relentlessly focus on our clients' interests and excel at managing complex, multifaceted, legal, regulatory and policy issues, or matters with a cross-border component involving the EU and any other country or region (in particular, the US).

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

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

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

"SPB has been our trusted go-to partner on various legal matters for many years. We appreciate that they have the braintrust to provide comprehensive and up-to-date guidance on legislations that have the potential to impact our operations. This helps us to make risk-based decisions when defining both short and long-term business strategies and is a critical element of remaining competitive and future proofing our business."  
Sonia Razzaque, Michelman

"Our experience has been beyond expectations. SPB Brussels is a super passionate, highly experienced, smart, flexible and strategic team. For me, it is not just the best team in Brussels; it is THE best team I have ever worked with!"

Annette Bakker, President,  
Children's Tumor Foundation

# Commercial. Committed. Connected.

- Providing insight at the point where law, business and government meet
- European team of 18 public policy advisors, supported by 600 lawyers across 16 European Countries
- Drawing on the reputation, connections and resources of a global public policy team with more than 100 advisors
- Multidisciplinary team of more than 1,500 lawyers

**Contact:**

**Wolfgang Maschek**

Partner, Brussels

T +322 627 1104

E [wolfgang.maschek@squirepb.com](mailto:wolfgang.maschek@squirepb.com)

**Local Connections. Global Influence.**

# Best Sector Specialists



## Specialist Consultancies:

APCO  
 ARCTURUS GROUP  
 ATREVIA  
 Eupportunity  
 Forward Global  
 Hague Corporate Affairs  
 logos – Business Bridge Europe  
 McLarty Associates  
 Nemeč+Chvátal  
 Rasmussen Global  
 Vulcan Consulting

## Aerospace & Defence

The European civil aerospace sector is a major pillar of the European economy, generating a turnover of approximately €160 billion and employing over 1 million workers throughout the EU and beyond.

Defence industries are major contributors to the European economy with a turnover of €100 billion/year and €1.4 million highly skilled employees. Moreover, they generate spin-off technologies which reinforce also the competitiveness of other sectors such as aviation, space and electronics.

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





#### Specialist Consultancies:

Acumen Public Affairs  
 Alonso & Associates  
 ARCTURUS GROUP  
 ARPA  
 ATREVIA  
 Edelman Global Advisory (EGA)  
 Euralia  
 EU Focus Group  
 EU Strategy  
 FleishmanHillard  
 Forward Global  
 Fourtold  
 Hague Corporate Affairs  
 Hill & Knowlton  
 Kellen  
 Lighthouse Europe  
 Lykke Advice  
 McLarty Associates  
 Penta (formerly Hume Brophy)  
 Publyon  
 Red Flag  
 Rud Pedersen  
 #SustainablePublicAffairs  
 365 Sherpas Brussels

## Agriculture & Agribusiness

2024 was the year farmers really took to the streets of Brussels. Agriculture has always been at the heart of European politics and initially, the EU budget used to fund mainly agriculture. In the EU almost 50% of the territory is covered by farmland (both arable land and permanent grassland).

Agriculture therefore plays a key role in land management and has a huge responsibility in the preservation of natural resources. Agriculture and food related industries and services provide over 44 million jobs in the EU, including regular work for 20 million people within the agricultural sector itself. EU agricultural policy covers a wide range of areas, including food quality, traceability, trade and promotion of EU farm products.

The Agribusiness sector includes agrichemicals, breeding, crop production, distribution, farm machinery, processing, and seed supply, as well as marketing and retail sales. EU regulation has had a major impact on these businesses, notably in the crop protection/ agrichemicals field in recent years.

Trade with third countries has become a major issue for the Agriculture & Agribusiness sector. Russia's unprovoked invasion of Ukraine, a country known as the 'breadbasket of Europe', has caused a global food crisis, further exacerbating existing food security challenges worldwide.

Moreover, the cost of animal feed, fertiliser and fuel has soared for farmers across Europe as Russia's invasion of its neighbour squeezes grain supplies and sends the price of energy and other inputs rocketing. Hence, agriculture and agribusiness has become a top EU policy concern, and the sector has been very active at EU level. As Laurence Tubiana, CEO of the European Climate Foundation wrote recently: "European farmers have been taking to the streets to protest untenable levels of hardship – and their anger is understandable. From increasing production costs and administrative burdens to unfair competition, low wages and the increasingly severe effects of climate change, it's a known fact that many farmers are suffering – and have been for decades. They're the first victims of a broken system that's set up to exploit both people and nature. And a fairer future for them is also a greener future for Europe."



#### Specialist Consultancies:

Afore Consulting  
 APCO  
 ARPA  
 Athena Consulting  
 Bernstein Group  
 BOLDT  
 Eupportunity  
 Euralia  
 EUTOP Group  
 FleishmanHillard  
 FTI Consulting  
 H/ Advisors Cicero  
 Inline Policy  
 Kreab  
 Lighthouse Europe  
 MUST & Partners  
 Nemec+Chvatal  
 Pantarhei Corporate Advisors  
 Penta (formerly Hume Brophy)  
 Stenström Consulting  
 #SustainablePublicAffairs  
 Teneo  
 365 Sherpas Brussels

#### Specialist Law firms:

Freshfields Bruckhaus Deringer  
 Norton Rose Fulbright LLP  
 Squire Patton Boggs

## Banking, Insurance and Financial Services

The EU maintains a robust regulatory framework aimed at ensuring financial stability, investor protection, and market integrity.

This framework is overseen by various bodies such as the European Commission, the European Banking Authority (EBA), the European Securities and Markets Authority (ESMA), and the European Insurance and Occupational Pensions Authority (EIOPA).

Current hot topics include: the Capital Markets Union (CMU) to deepen and integrate capital markets across EU member states. Digital Finance initiatives to regulate and foster the growth of digital services like cryptocurrencies, blockchain technology, digital identity, and open banking; Sustainable Finance to promote sustainable investing, disclosure requirements for ESG factors, and the integration of climate risks into financial regulation; and Consumer Protection to combat financial fraud and misconduct, and improve access to financial services, particularly for underserved communities.

Overall, EU regulation has a profound impact on the financial services industry by aiming to ensure stability, promote innovation, enhance market integrity, and adapt to the evolving digital landscape to maintain competitiveness and safeguard the interests of stakeholders in the European financial sector.

Centralisation of power by the EU over financial services during and since the crisis in 2008 led to massive growth in the Brussels banking, insurance and financial services community. Some of the largest trade associations in Brussels represent the financial services sector including the European Banking Federation, Insurance Europe and Invest Europe.

As one NGO puts it “With more than 700 entities, more than 120 million Euros annual spending and at least 1,700 lobbyists at their disposal, the Brussels financial lobby is clearly a powerful voice.” However, there are only two financial services companies in the Top 50 corporate spenders covering all sectors – Deutsche Bank and Allianz – both German interestingly.



#### Specialist Consultancies:

Acumen Public Affairs  
 BCW  
 Brunswick Group  
 DGA  
 Edelman Global Advisory (EGA)  
 EU Focus Group  
 EUTOP Group  
 FIPRA  
 FleishmanHillard  
 FTI Consulting  
 Grayling  
 Hanover  
 Instinctif Partners  
 Kellen  
 Kreab  
 Nemec+Chvatal  
 Nove  
 Pantarhei Corporate Advisors  
 Penta (formerly Hume Brophy)  
 Red Flag  
 Rud Pedersen  
 SEC Newgate EU  
 365 Sherpas Brussels

#### Specialist Law firms:

Bird & Bird  
 Squire Patton Boggs

## Chemicals

The EU's chemical policy is focused on promoting safe and sustainable chemicals, enhancing regulatory frameworks, addressing substances of concern like PFAS, and fostering industry collaboration to achieve environmental sustainability and human health protection in the European chemical sector.

It is impossible to talk about the chemical sector in Brussels without mentioning 2023 BestinBrussels award winning European Chemical Industry Council. Cefic employs over 160 staff and represents large, medium and small chemical companies across Europe, which directly provide 1.2 million jobs and account for almost 15% of world chemical production.

The largest chemical companies are also significant Brussels players in their own right with seven of them (Bayer, ExxonMobil, BASF, Dow, Shell, BP and Chemours) in the top 30 of all corporate spenders according to the EU transparency register.

**Specialist Consultancies:**

Alonso & Associates  
Eupportunity  
EU Focus Group  
Hague Corporate Affairs  
Kellen  
Pantarhei Corporate Advisors  
#SustainablePublicAffairs

## Construction & Materials

Buildings and construction are closely linked to the economy, local employment and quality of life. The construction and materials sector is very important to the EU economy. The sector provides 18 million direct jobs and contributes to about 9% of the EU's GDP. It also creates new jobs, drives economic growth, and provides solutions for social, climate and energy challenges. The goal of the European Commission is to help the sector become more competitive, resource efficient and sustainable.

Europe has many old cities with old buildings. Its building stock is also getting older and many old buildings are not built for efficient use of energy or a warmer climate. Almost 75% of the building stock is currently energy inefficient and more than 85% of today's buildings are likely to still be in use in 2050. Energy renovation of buildings is ongoing but at a very slow rate.

The EU's renovation wave will play a key role in massively upgrading existing buildings in Europe. It will help make them more energy efficient and adapted to climate change.

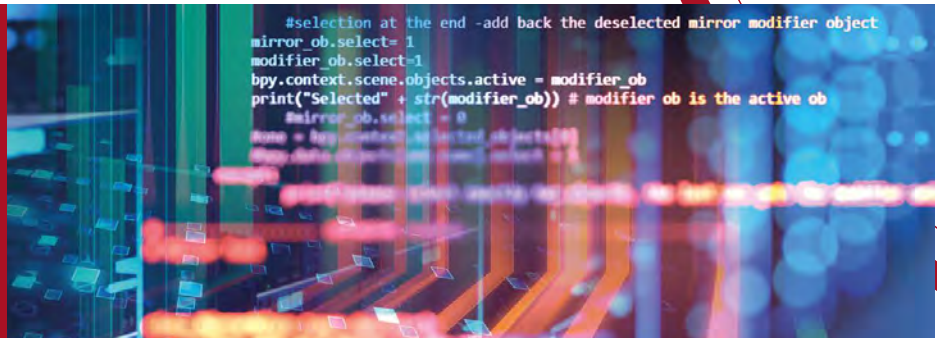
Faced with growing pressure to renovate homes and reduce energy demand for heating, the European Commission has tabled a proposal to revitalise the EU's moribund market for construction products. The overhaul of the EU's Construction Product Regulation (CPR) is the latest in series of legislative recasts aimed at bringing the EU's laws in line with its climate ambitions.

**Specialist Consultancies:**

Acumen Public Affairs  
 Afore Consulting  
 AK Public Affairs  
 APCO  
 ARCTURUS GROUP  
 Athena Consulting  
 ATREVIA  
 BCW  
 Bernstein Group  
 BOLDT  
 Brunswick Group  
 DGA  
 Edelman Global Advisory (EGA)  
 Eupportunity  
 Euralia  
 Europa Insights  
 Europe Analytica  
 EU Strategy  
 EUTOP Group  
 FIPRA  
 FGS Global  
 FleishmanHillard  
 Forward Global  
 Fourtold  
 FTI Consulting  
 Grayling  
 H/Advisors Cicero  
 Hanover  
 Harwood Levitt Consulting  
 Hill & Knowlton  
 Inline Policy  
 Instinctif Partners  
 Kekst CNC  
 Krcab  
 Lighthouse Europe  
 MUST & Partners  
 Nove  
 Political Intelligence  
 Portland  
 Publyon  
 Red Flag  
 RPP Group  
 Schuman Associates  
 SEC Newgate EU  
 Stenström Consulting  
 Teneo  
 365 Sherpas Brussels  
 Trilligent  
 UTOPIA EU  
 Vulcan Consulting  
 Weber Shandwick

**Specialist Law firms:**

Bird & Bird  
 Covington  
 DLA Piper  
 Freshfields Bruckhaus Deringer  
 Norton Rose Fulbright LLP



## Digital Services & Technology Hardware

Digital sector lobbying activity has increased substantially since the European Commission launched its flagship digital single market strategy. Since the beginning of Ursula von der Leyen's tenure as president of the European Commission, tech companies and lobbying groups have had hundreds of meetings with EU officials to discuss the DMA and the DSA. Apple, Amazon, Meta, Google and Microsoft all boosted their lobbying spending, according to the EU Transparency Register.

A key priority for the EU has been to create a digital single market where the free movement of goods, persons, services, capital and data is guaranteed – and where citizens and businesses can seamlessly and fairly access online goods and services, whatever their nationality, and wherever they live. Brussels is home to more than 15 trade associations involved directly with digital services and technology, from Digital Europe to the Business Software Alliance. Although Google and Microsoft are the two biggest corporate affairs spenders in Brussels, in the words of one tech commentator: "There are new actors who have come to Brussels, lots of them which didn't exist 20 years ago. They've gone from being economically insignificant to being economically substantial, so they want to be part of the policymaking process."

Transparency International recently stated: "For decades, Silicon Valley companies have turned traditional business models on their heads. From streaming movies to turning private cars into taxis, these companies are known for both innovation and shaking-up the markets they

operate in. A similar phenomenon is happening in Brussels where Silicon Valley companies are rapidly changing the lobbying scene. As a result, they are fast becoming the largest, most influential and most transformative players in town."

In April 2024 Tech Times reported: "the surging lobbying of major tech companies. In December, CorporateEurope Observatory (CEO) and LobbyControl reported that tech giants' Brussels lobbying has increased to €113 million a year to influence EU digital legislation. According to research, 651 corporations and groups spend over €113 million annually lobbying for EU digital legislation. This is a 16.5% increase from 2021's €97 million. The top 10 digital businesses spend €40 million on lobbying, more than a third of the total. The Digital Markets Act (DMA), Digital Services Act (DSA), and the EU's proposed AI laws have fuelled this increased lobbying.

**Specialist Consultancies:**

EU Strategy  
Lykke Advice  
Publyon  
Schuman Associates

## Education

The EU supports Member States in their efforts to provide the best education and training for their citizens.

It also promotes multilingualism in Europe, helping with the teaching and learning of languages, encouraging mobility of students, trainees, teachers and young people, and facilitating exchanges of information and experience. The Commission is advancing work to build a European Education Area by 2025, reinforce the cultural dimension of the European Union and bolster youth participation, with a new set of measures, including a new Youth Strategy and a new Agenda for Culture. Through the Erasmus+ programme, the EU also provides funding, tools and resources for individuals, organisations and policy reform.



### Specialist Consultancies:

Acumen Public Affairs  
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 Athena Consulting  
 ATREVIA  
 BCW  
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 Brunswick Group  
 Business Solutions Europa  
 DGA  
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 EU Focus Group  
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 FTI Consulting  
 Hague Corporate Affairs  
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 Kellen  
 Kekst CNC  
 Kreab  
 Lighthouse Europe  
 logos – Business Bridge Europe  
 LP Brussels  
 Lykke Advice  
 Milton  
 McLarty Associates  
 MUST & Partners  
 Nemec+Chvatal  
 Nove  
 Pantarhei Corporate Advisors  
 Penta (formerly Hume Brophy)  
 Political Intelligence  
 Publyon  
 Rasmussen Global  
 Red Flag  
 Rud Pedersen  
 Schuman Associates  
 SEC Newgate EU  
 Stenström Consulting  
 #SustainablePublicAffairs  
 Teneo  
 365 Sherpas Brussels  
 UTOPIA EU  
 Weber Shandwick

### Specialist Law firms:

Covington  
 Freshfields Bruckhaus Deringer  
 Norton Rose Fulbright LLP

## Energy

Europe's energy sector spans numerous, often competing interests spanning renewables, oil, gas and nuclear though to electricity distribution.

In the wake of the global energy market disruptions caused by Russia's invasion of Ukraine, the European Commission adopted the REPowerEU Plan in May 2022. The objective was to rapidly reduce the EU's dependence on Russian fossil fuels, by fast-forwarding the clean transition and joining forces to achieve a more resilient energy system with a true Energy Union. To date, in 2024, the EU has successfully met most of the ambitious targets set in the REPowerEU Plan and is on track to achieve the medium to longer-term objectives. Over the past 2 years, the REPowerEU Plan has helped the EU save energy, diversify its supplies, produce clean energy and combine investments and reforms.

At the last count there are over 50 trade associations focussed on energy, and six of Brussels top 20 corporate affairs spenders (Shell, ExxonMobil, Equinor, TotalEnergies, E.ON and BP) are energy companies. Moreover, every sector is an energy consumer which means EU energy policy is a vitally important horizontal policy area.



#### Specialist Consultancies:

Acumen Public Affairs  
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 BOLDT  
 DGA  
 Edelman Global Advisory (EGA)  
 Euralia  
 EU Focus Group  
 FIPRA  
 FleishmanHillard  
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 Teneo  
 Weber Shandwick

#### Specialist Law firms:

Covington

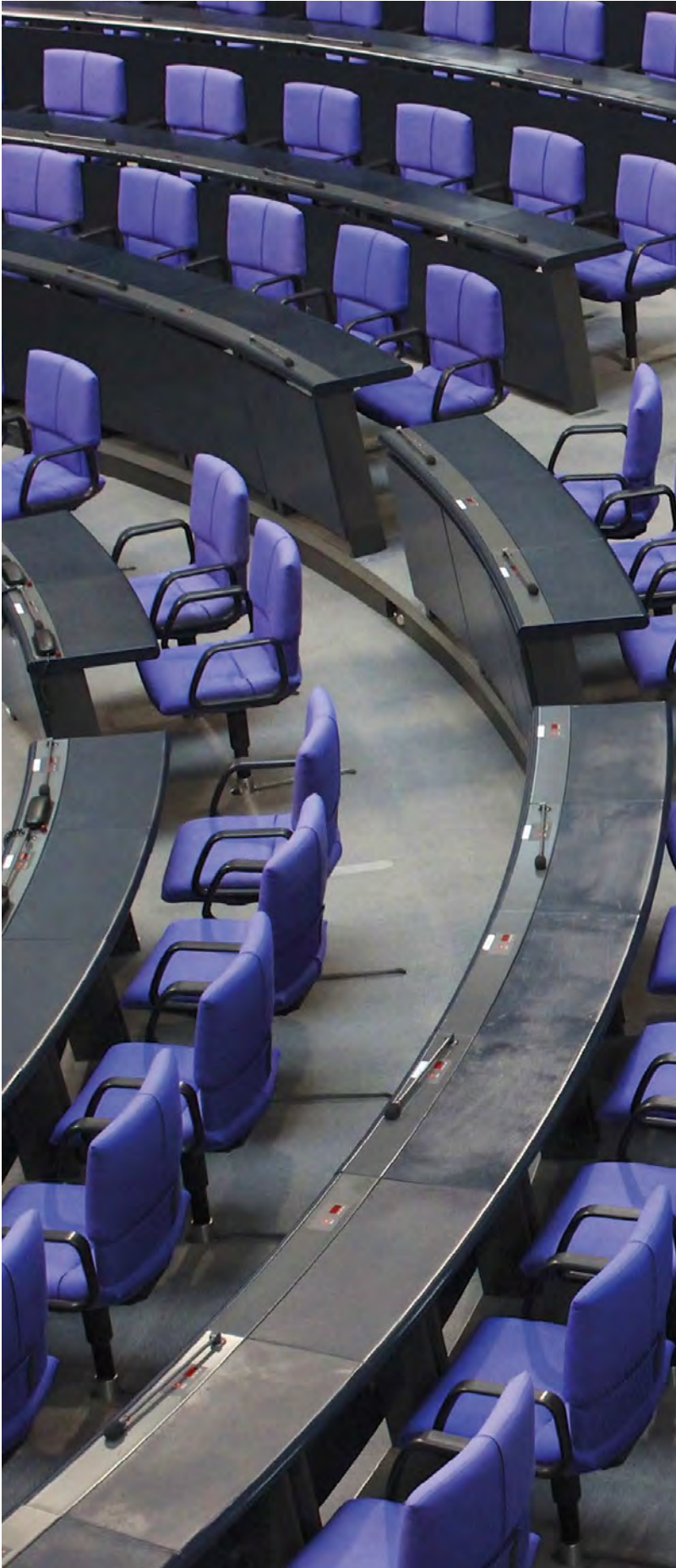
## Food and Drink

Food and drink is the largest manufacturing sector in the EU with a turnover of €1.1 trillion, employing 4.6 million people. In half of the EU's 27 Member States, the food and drink industry is the biggest manufacturing employer. FoodDrinkEurope is the dominant Brussels trade association representing the sector. Overall, the sector is comprised mainly of SMEs with relatively few big spending multinational companies – interestingly not one food and drink company is in the top 50 corporate affairs spenders in Brussels!

However, the sector is highly regulated as society and governments have become more aware of the impact of what we eat and drink.

Beyond this humanitarian crisis, the Ukraine war has unleashed massive challenges in the food supply chain with spiralling input and energy costs, and a scarcity of certain commodities needed to maintain a fully functioning supply chain. The EU's response has been swift to safeguard EU food security and reinforce the resilience of food systems.





## Governments

Arguably the biggest lobbying community in Brussels of them all are government representations.

Indeed, Brussels hosts 183 embassies, the most out of any city in the world. Brussels is unique in that it is not only the seat of the Belgian Government, but also of the European Union to which countries accredit representatives. Thus, a country can send up to two ambassadors to Brussels, one to Belgium, and one to the EU. Some embassies serve both functions, while other countries open separate embassies for both.

All of the EU Member States have employed consultants and lawyers at one time or other in Brussels. Council presidencies, particularly provide opportunities for public affairs consultancies in all their aspects. Governments are increasingly local, and many cities and regions have representation in Brussels. However, it is often the non-EU governments of Eastern Europe, Africa, Middle East and Asia that spend the most money on Brussels advisers, on a variety of issues ranging from trade to the environment.

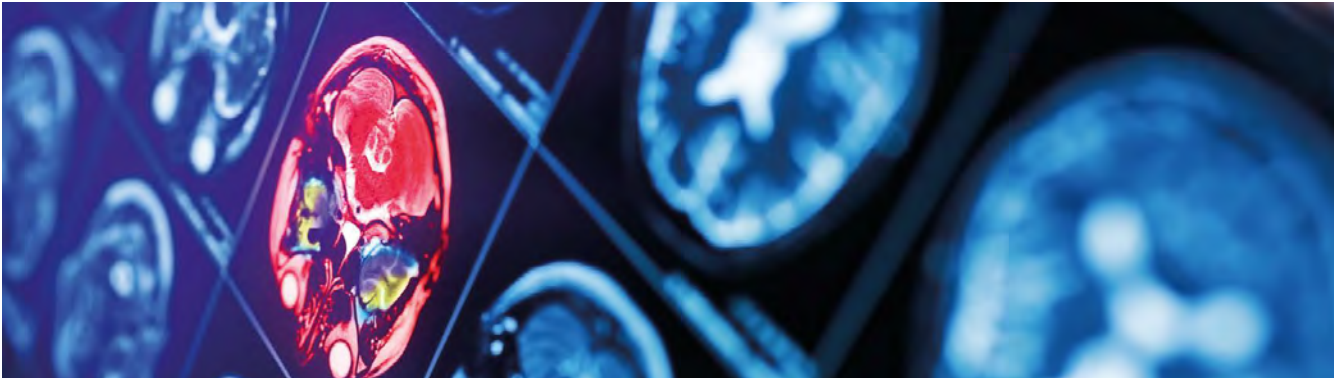
The complexity of EU decision making, including with the European Parliament, means that traditional diplomatic efforts via embassies are sometimes enough. Brussels-based consultancies are hired to help governments gain access to the EU institutions and promote their interests. Government motives differ, but include improving their image, gaining political support, securing EU funding or preferential trade treatment, and influencing EU regulations. Indeed, Brussels lobbying by the governments of Morocco and Qatar made headlines for all the wrong reasons.

### Specialist Consultancies:

Afore Consulting  
APCO  
ARPA  
Europa Insights  
H/Advisors Cicero  
Publyon  
Rasmussen Global  
Schuman Associates  
SEC Newgate EU

### Specialist Law firms:

DLA Piper



### Specialist Consultancies:

Acumen Public Affairs  
 ADS Insight  
 APCO  
 ARPA  
 Athenora Consulting  
 ATREVIA  
 BCW  
 Bernstein Group  
 BOLDT  
 Brunswick Group  
 DGA  
 Edelman Global Advisory (EGA)  
 Eupportunity  
 Europa Insights  
 EUTOP Group  
 FIPRA  
 FGS Global  
 FleishmanHillard  
 Fourtold  
 FTI Consulting  
 Grayling  
 Hague Corporate Affairs  
 Hanover  
 Harwood Levitt Consulting  
 Incisive Health  
 Instinctif Partners  
 Nemec+Chvatal  
 Nove  
 Political Intelligence  
 Portland  
 Red Flag  
 RPP Group  
 Rud Pedersen  
 Schuman Associates  
 Stenström Consulting  
 Teneo  
 365 Sherpas Brussels  
 UTOPIA EU  
 Vulcan Consulting  
 Weber Shandwick

### Specialist Law firms:

Bird & Bird  
 Covington  
 DLA Piper  
 Squire Patton Boggs

## Healthcare

The healthcare industry is one of the world's largest and fastest-growing industries. Consuming over 10 percent of gross domestic product (GDP) of most developed nations, healthcare forms an enormous part of the EU's economy.

The healthcare industry is made up of two main groups: healthcare equipment and services; and pharmaceuticals, biotechnology and related life sciences. Europe's pharmaceutical sector employs some 750,000 people and generates three to four times more employment indirectly. Medical technology is also a major contributor to the EU economy, employing over 650,000 people in high quality jobs in a market estimated at around €110 billion.

As healthcare concerns human health, it is one of the most regulated industry sectors and gives rise to one of the most vibrant Brussels public affairs communities. By far the biggest spenders on public affairs are the 40 leading pharmaceutical companies who are members of the European Federation of Pharmaceutical Industries and Associations (EFPIA). In second place are the Diagnostics and Medical Devices manufacturers represented collectively by MedTech Europe.

EU countries hold primary responsibility for organising and delivering health services and medical care. EU health policy therefore serves to complement national policies, and to ensure health protection in all EU policies. However, COVID-19 has brought the EU's health policy into sharp focus and fostered joint actions such as vaccine procurement.

Healthcare lobbyists will be kept busy as the European Health Union will focus on both urgent and long-term health priorities, from the response to the COVID-19 crisis and resilience to cross-border health threats, to Europe's Beating Cancer Plan, digital health and the Pharmaceutical Strategy for Europe. EFPIA and its member companies believe that the proposed EU pharmaceutical legislation will undermine Europe's competitiveness and slow the research, development and delivery of new treatments and vaccines in Europe.

The EU will also continue to pursue international cooperation on global health threats and challenges such as antimicrobial-resistant infections and vaccination.



## Industrial Goods & Engineering

Industrial engineering is one of the largest sectors in the EU economy in terms of number of enterprises, employment, production, and the generation of added value.

The sector is characterised by relatively small family-owned companies. The industrial engineering industry is an excellent example of an EU sector that is performing well economically. Europe is the world's largest producer and exporter of machinery with an estimated 36% share of the world market.

The COVID-19 crisis and now Ukraine crisis has strongly affected the EU economy. Its impact varies across ecosystems and companies' size. The crisis exposes the interdependence of global value chains and demonstrates the critical role of a globally integrated and well-functioning Single Market. While the impact of the crisis varies across different ecosystems and companies, the key issues highlighted by the crisis are:

- Borders restricting free movement of people, goods, and services.
- Interrupted global supply chains affecting availability of essential products.
- Disruption of demand.

To address these issues, the updated Industrial Strategy is proposing new measures to consider the lessons learned from the crisis and sustain investment. The Strategy supports the twin transition to a green and digital economy, making EU industry more competitive globally, and enhancing Europe's open strategic autonomy.

### Specialist Consultancies:

ARCTURUS GROUP  
Europa Insights  
EUTOP Group  
FGS Global  
Hill & Knowlton  
Kreab  
Pantarhei Corporate Advisors  
Vulcan Consulting


**Specialist Consultancies:**

Europe Analytica  
EU Strategy  
Teneo

**Specialist Law firms:**

Bird & Bird

## Media

The content and media sector plays a key economic, social, and cultural role in Europe. The European Commission's role is to put in place the ideal conditions and regulations to create a single market for audiovisual media services.

The EU encourages cooperation between Member States and, if necessary, supports and supplements their action in the area of artistic and literary creation, and is required to take cultural aspects into account in all EU policies.

Content industries are not only crucial to cultural diversity; they are also of paramount importance

for the economy of the European Union. For instance, the audiovisual sector alone directly employs over one million people in the EU. With the internet, media content, be it made of images, sound or written words can be distributed and accessed in a variety of ways and EU policy is evolving to reflect this new situation.



#### Specialist Consultancies:

Miltton  
 Pantarhei Corporate Advisors  
 Rasmussen Global  
 Rud Pedersen  
 #SustainablePublicAffairs

## Metals & Mining

The metal industries process non-ferrous metals such as aluminium, copper, and zinc; and ferrous materials such as steel. Both sectors are very important to the EU's economy, competitiveness, and industrial development.

The EU metallic minerals sector produces a wide range of ores yielding metals or metallic substances. The EU is an important producer of chromium, copper, lead, silver, and zinc. However, most metallic ores that supply the European metallic industry are imported. Only a few EU countries have active mines. They include Austria, Finland, Greece, Ireland, Poland, Portugal, and Sweden.

However, strategic autonomy and climate change are rapidly changing thinking on Europe's metal and mining sector. "Without a more strategic approach to developing primary and secondary raw materials capacities in Europe, there will be no green and digital

transition, no technological leadership and no resilience." Commissioner Breton recently commented.

Europe's metals needs for its 2050 climate-neutrality goal echoes multiple warnings of supply risks for several metals needed in Europe's energy transition away from fossil fuels. Shortfalls loom without new primary metals supply and better recycling in the system soon, endangering Europe's goal of a more autonomous clean energy system. Even though the potential for mining and quarrying in Europe is high, the needed permits are not granted, and many opportunities not seized.



**Specialist Consultancies:**  
BOLDT  
Kellen

## Oil, Gas & Coal Production

Upstream oil and gas production and operations identify deposits, drill wells, and recover raw materials from underground.

They are also often called exploration and production companies. Europe producing 25% of the oil and almost half of the gas it uses. While reliance on imports is likely to remain important, recent domestic exploration & production dynamics suggest high remaining potential for decades to come. Eight of the biggest offshore oil and gas fields in Europe are located in Norway and the other two belong to the UK. Coal production in Europe is in long-term decline, and imports exceed production.

The oil and gas industry has always been heavily impacted by macroeconomic factors, from geopolitical tensions and climate change to government regulations and technological advancements. In the past few years, the industry has undergone a series of unprecedented

pressures including the COVID-19 pandemic, tightened greenhouse gas regulations, the Russia-Ukraine War, and ongoing tensions in the Middle East. In 2024, several key trends are expected to impact the industry, including shifting global energy trade dynamics, rising M&A activity, a greater focus on decarbonization initiatives, and the rise of generative AI and other disruptive technologies.

Coal remains a vital, if unloved fuel. In Europe, during a time of unprecedented turmoil in the energy market, coal and lignite replaced lost supplies of Russian pipeline gas. Even as it is phased out, coal will continue to be part of the energy mix, both domestically mined coal and lignite and imported coal from the international market.



**Specialist Consultancies:**  
Harwood Levitt Consulting  
RPP Group

## Personal & Household Goods

The Household Products Industry is composed of a diverse group of companies operating across many sub-sectors such as cosmetics which are important contributors to the EU economy.

Notably, valued at almost €80 billion at retail sales price, the European cosmetics and personal care market is the largest in the world.

The leaders in this sector (Procter & Gamble, Unilever, L'Oreal, LVMH, Henkel, Haleon etc.) are well represented in Brussels as corporate affairs functions, and via their trade associations.

**Specialist Consultancies:**

Athenora Consulting  
Kreab  
MUST & Partners  
UTOPIA EU

## Public Utilities

A public utility company (usually just utility) is an organization that maintains the infrastructure for a public service.

The term utilities can also refer to the set of services provided by these organizations consumed by the public, including electricity, natural gas, water, sewage, telephone, and local transportation. Public utilities are subject to forms of public control and regulation, and range in nature from local community-based

groups to government monopolies and multinationals. EU public procurement rules must be applied in utilities involved with water, energy, transport and postal services.





#### Specialist Consultancies:

ATREVIA  
Bernstein Group  
Euralia  
EUTOP Group  
FIPRA  
McLarty Associates  
Ohana Public Affairs

#### Specialist Law firms:

Freshfields Bruckhaus Deringe

## Retail

Retail is the second largest EU service sector after financial services, generating 4.5% of the value added in the EU economy and providing 8.6% of all jobs in the EU.

EU households spend up to one-third of their budgets in retail shops. The sector is changing rapidly with the development of e-commerce and multi-channel retailing and has the potential to perform better. Fewer restrictions in retail mean higher productivity in manufacturing. A more efficient retail sector can offer consumers lower prices which creates more demand and steers producers towards more innovative goods. This is why the Commission is helping Member States and operators to overcome the current challenges by addressing an accumulation of restrictions in the retail sector.

New EU rules to reduce, reuse and recycle packaging was one of the most lobbied legislative initiatives in recent years. On reaching agreement within the European Parliament in April 2024, Rapporteur Frédérique Ries (Renew, BE) said: "For the first time in an environmental law, the EU is setting targets to reduce packaging, regardless of the material used. The new rules foster innovation and include exemptions for micro-enterprises. The ban on forever chemicals in food packaging is a great victory for the health of European consumers. We now call on all industrial sectors, EU countries and consumers to play their part in the fight against excess packaging."


**Specialist Consultancies:**

Nove  
Time&Place Consulting

**Specialist Law firms:**

Bird & Bird

## Sport

The 2024 sporting calendar is set to be dominated by three huge events taking place in Europe in the summer – Euro 2024, the Olympics and the Paralympics.

Sport has a significant and growing impact on Europe's economy and society. Recent figures show that the contribution of sport to EU GDP is significant – over two percent of EU total employment. Sport is a field in which the EU's responsibilities are relatively new, and there is now a specific budget line under the Erasmus+ programme to support projects and networks in the area of sport.

The way sport is represented, particularly via media outlets, is of great social and economic significance. In social terms, sport can impact a range of issues: from attitudes toward sports fans and professionals to complex phenomena such as nationalism, gender equality, doping, match-fixing, racism and violence.

As attending or watching sporting events generates considerable income for Member States, the relationship between sport and the media is also of great economic significance. The selling of media rights and merchandising are the main sources of revenue for professional sport in Europe.

The EU works to attain greater fairness and openness in sporting competitions and greater protection of the moral and physical integrity of sportspeople whilst taking account of the specific nature of sport. In particular, the EU is concerned with three aspects: (1) the societal role of sport; (2) its economic dimension; and (3) the political and legal framework of the sports sector.



#### Specialist Consultancies:

AK Public Affairs  
 Europa Insights  
 EU Strategy  
 EUTOP Group  
 FTI Consulting  
 Hanover  
 Kekst CNC  
 logos – Business Bridge Europe  
 Nove  
 Political Intelligence  
 Rasmussen Global  
 Schuman Associates  
 Stenström Consulting  
 UTOPIA EU

#### Specialist Law firms:

DLA Piper  
 Squire Patton Boggs

## Telecoms

ETNO has been the voice of Europe's telecommunication network operators since 1992 and with 40 members is the principal policy group for European electronic communications network operators.

The European Competitive Telecommunications Association (ECTA) is the leading pan-European telecoms association promoting market liberalisation and competition in the European communications sector. The EU telecoms sector is one where there are many national champions but few pan-European leaders.

As a side note, the author once looked at the correlation between the size of the association secretariat and the size of the industry it represents and found that there were many other factors at play. ETNO members for example employ 1 million people throughout Europe, however, the secretariat only employs 9 people which is much smaller than other

associations with industries of similar scale. Fragmentation of the European market and the presence of many national telecoms operators in Brussels probably explains this disparity. Hence, most opportunities for public affairs consultancies and law firms are with traditional telecoms operators, or newer entrants offering consumer broadband and triple-play and challenger mobile/wireless network operators and service providers.



#### Specialist Consultancies:

Acumen Public Affairs  
 ADS Insight  
 AK Public Affairs  
 Alonso & Associates  
 Athenora Consulting  
 ATREVIA  
 Bernstein Group  
 DGA  
 Edelman Global Advisory (EGA)  
 EU Strategy  
 FIPRA  
 FleishmanHillard  
 Forward Global  
 Inline Policy  
 logos – Business Bridge Europe  
 LP Brussels  
 Lykke Advice  
 Miltton  
 MUST & Partners  
 Penta (formerly Hume Brophy)  
 Political Intelligence  
 Publyon  
 Red Flag  
 RPP Group  
 SEC Newgate EU  
 Stenström Consulting  
 #SustainablePublicAffairs  
 Time&Place Consulting  
 UTOPIA EU  
 Vulcan Consulting

#### Specialist Law firms:

Squire Patton Boggs

## Transport

The mobility sector has been occupied with a range of big issues from figuring out the details of phasing out combustion engine cars to continuing battles over trucking reforms and the never-ending effort to streamline air traffic services.

All this means that the transport sector has been beefing up its representation in Brussels massively in recent years.

COVID-19 hit every branch of the transport sector, particularly airlines but they are rebounding strongly now. Indeed transport is a major contributor to the economy (4.8% – or €548bn – in gross value added overall for EU countries), and sustains over 11 million jobs in Europe. International tourism is expected to fully recover pre-pandemic levels in 2024, with estimates pointing to 2% growth above 2019 levels.

EU policy aims to help our transport systems meet the major challenges facing them including congestion, oil dependency, greenhouse gas emissions, infrastructure and competition.

There are numerous Brussels transport associations from the global International Association of Public Transport (UITP) to those representing individual sectors

from airlines to railways, and from bicycles to electric vehicles. Many of Brussels top corporate affairs spenders like Volkswagen, BMW and Daimler have a stake in the transport debate, as do many tech companies including Google.

# Best Services Specialists

## Specialist Consultancies:

Alonso & Associates  
ARPA  
Athenora Consulting  
Business Solutions Europa  
DGA  
Euralia  
Europe Analytica  
EU Strategy  
Forward Global  
Incisive Health  
Inline Policy  
Kellen  
Lighthouse Europe  
logos – Business Bridge Europe  
LP Brussels  
Lykke Advice  
Ohana Public Affairs  
Political Intelligence  
Publyon  
Schuman Associates  
Time&Place Consulting  
Weber Shandwick

## Association Management

Lobbying really matters for Brussels trade associations. Many thousands of people work in the 2,400 international associations in Brussels.

The authors have written extensively on the ingredients of the Best Associations in Brussels in reports including 'Key Success Factors for European Associations' and 'High Performance Secretariats'. Our research shows that achieving favourable EU policy outcomes is the primary expectation of the vast majority of European business association members, even ahead of promoting an industry and its reputation.

Most European associations are set up so that they lead on EU issues but are restricted to lobbying the EU institutions in Brussels, Strasbourg, and Luxembourg, rather than contacting policy-makers in Member States. Our research identifies the importance of: keeping ahead of regulation; making timely decisions; conveying clear messages; teamwork between members and secretariat; building coalitions; and targeting the right audiences. These are all areas where external advisers can provide valuable support.

Typically, the best associations have excellent people within the leadership teams of their secretariats, at the level of Secretary General, Director of Communications, and Head of Regulatory or Public Affairs. Working together they communicate effectively internally and externally and deliver favourable policy outcomes for their members. Behind every great

leadership team should be a high performance secretariat, supported in many instances by first class public affairs and legal advisers.

Association expertise exists in all of the consultancies and law firms highlighted in BestinBrussels.eu; from the boutiques to some of the largest such as FTI Consulting and FleishmanHillard.

Many groups employ external counsel for specific aspects of their public affairs activities, while some associations and coalitions are housed and staffed by consultancies and law firms as their secretariat, providing services from accounting to governance beyond the normal scope of the regular work of lobbyists.

An association management company (AMC) is a professional service company that specializes in providing management services for associations on a fee-for-service basis. AMCs, such as Kellen, SEC Newgate EU and DGA, provide the professional staff, administrative support, office space, technology, and equipment an association needs to operate efficiently. The global AMC Institute advances professionalism and high industry standards for association management companies, representing over 180 association management companies that manage over 1,800 associations.





#### Specialist Consultancies:

APCO  
 ARCTURUS GROUP  
 BCW  
 Brunswick Group  
 FIPRA  
 FGS Global  
 Forward Global  
 FTI Consulting  
 H/Advisors Cicero  
 Hill & Knowlton  
 Kekst CNC  
 Teneo  
 Trilligent

#### Specialist Law firms:

Bird & Bird  
 Covington  
 Freshfields Bruckhaus Deringer  
 Norton Rose Fulbright LLP  
 Squire Patton Boggs

## Competition & Antitrust

Most Competition & Antitrust work in Brussels is in three key areas: M&A approvals, Cartel or abuse of dominant position investigations, State aid cases for the alleged beneficiaries, for the targeted States and for the complainants.

Most euros spent in Brussels on Competition & Antitrust work are with the law firms. Hence, the legal lobbying firms have a particular advantage in providing relevant services and working alongside the relevant competition colleagues.

However, since the 1990s a number of Brussels public affairs consultancies have developed Competition & Antitrust practices which provide added-value services not typically provided by the law firms. For example, media relations is a sensitive area that requires specialist expertise and good press contacts, as a bad story can lead to a fall in stock price and even the Commission considering a case in a new light. Beyond Brussels some networked agencies can offer outreach to National Competition Authorities and relevant stakeholders around the European Union.



## EU Funding

The EU makes funding available in different forms, including grants, loans and guarantees, subsidies, prizes and public contracts.

The EU awards grants to organisations and, occasionally, individuals, to help them carry out projects that further its policies. Grants are awarded in many different fields, from research to education to humanitarian aid. The EU rarely finances projects up to 100%. Rather, grants are a form of complementary financing, and the beneficiary organisation will also put up a percentage of the funding for their project. The European Commission advertises grant opportunities through calls for proposals.

The EU also provides loans, guarantees and equity as forms of financial assistance to support its policies and programmes. For example, the EU provides loans to businesses of all types for investment in research and innovation. It also provides guarantees to help beneficiaries to obtain loans more easily or at better conditions from banks and other lenders. The EU may also financially participate in a project by owning parts of it.

Brussels is also the origin of several pan European initiatives developing ICT networks, security systems and transport corridors. Being involved from the inception phase is vital to get access to the funding, very often disbursed through complex mechanisms involving EU Agencies, Member States and EC headquarters.

Understanding how EU funding works, the main conditions and access strategy, is instrumental for being successful. Consultants can assist clients with bid management and bid writing support across the range of EU funding programmes. Probably the best-known consultancy in this field is Schuman Associates. Consultancies have targeted funding opportunities with the "NextGenerationEU" €750 billion recovery package and helped clients to win bids across programmes such as Horizon Europe, CEF, Erasmus, IPCEI and Digital Europe.

### Specialist Consultancies:

ADS Insight  
 Alonso & Associates  
 ARPA  
 Business Solutions Europa  
 Eupportunity  
 Euralia  
 Incisive Health  
 Miltton  
 Schuman Associates  
 Time&Place Consulting  
 Vulcan Consulting



## Media Relations

Brussels is one of the most important international media centres in the world. According to the European Commission there are around 800 accredited journalists and technical press people reporting from Brussels. In total they represent around 500 different print, broadcast and online media organisations from almost 80 different countries. They cover European affairs, NATO and events in Belgium, the Netherlands and other European countries. Many more journalists from all over the world visit Brussels for brief periods for EU related events or to report on the activities of the international institutions based here.

Although traditional and new media can greatly influence EU policy-makers, not every public affairs consultancy offers media relations as part of their core offering. Law firms tend to partner with outside media experts as it is outside their key competences.

Media is central to the work of many agencies from acumen and Brunswick to Teneo and Political Intelligence. Consultancies with a PR pedigree such as Edelman, FleishmanHillard, FTI and Burson offer strong media capabilities in Brussels. Indeed, a number of public affairs consultancies including Bernstein Group and EU Opportunity are led by former senior journalists.

There are also a number of specialist media relations consultancies in Brussels. For instance, niche firms such as RedThread provide media training. Red Flag has a reputation for framing stories in the right way and placing them in the right media.

### What are the most important elements in a good story pitch?

Dober Partners EU Media Relations Survey of Brussels Journalists. (N.B. Multiple elements possible hence % greater than 100)

#### GOOD STORY IDEA



#### CLEAR EXPLANATION OF COMPLICATED ISSUES



#### NEW ANGLE



#### EXCLUSIVITY



#### IMMEDIATE NEWS VALUE



#### INFORMATION THAT BALANCES OFFICIAL SOURCES



#### STRONG SUPPORTING EVIDENCE



#### NATIONAL OF LOCAL ANGLE



#### INTERVIEW OPPORTUNITY



#### AVAILABILITY OF VISUAL OR SOUND BITES



#### OTHER



Source: Dober Partners EU Media Relations Report





### Specialist Consultancies:

Acumen Public Affairs  
 ADS Insight  
 Afore Consulting  
 Alonso & Associates  
 APCO  
 BCW  
 Bernstein Group  
 Brunswick Group  
 Business Solutions Europa  
 Edelman Global Advisory (EGA)  
 Euralia  
 Europa Insights  
 EU Focus Group  
 FIPRA  
 FGS Global  
 FleishmanHillard  
 Fourtold  
 FTI Consulting  
 Grayling  
 H/Advisors Cicero  
 Hague Corporate Affairs  
 Hanover  
 Harwood Levitt Consulting  
 Hill & Knowlton  
 Inline Policy  
 Instinctif Partners  
 Kekst CNC  
 Kreab  
 Lighthouse Europe  
 logos – Business Bridge Europe  
 LP Brussels  
 Lykke Advice  
 Millton  
 McLarty Associates  
 Nove  
 Ohana Public Affairs  
 Penta (formerly Hume Brophy)  
 Political Intelligence  
 Portland  
 Publyon  
 Rasmussen Global  
 Red Flag  
 Rud Pedersen  
 SEC Newgate EU  
 #SustainablePublicAffairs  
 Teneo  
 Trilligent  
 Vulcan Consulting  
 Weber Shandwick

### Specialist Law firms:

Bird & Bird  
 Covington  
 DLA Piper  
 Freshfields Bruckhaus Deringer  
 Norton Rose Fulbright LLP  
 Squire Patton Boggs

## Sustainability & Environment

Sustainability and environmental issues cut across every industry sector but some more than others such as transport, chemicals, and energy.

The European Union is considered to have the most extensive environmental laws of any international organisation. EU environmental policy has significant effects on those of its member states and internationally. The European Green Deal was as audacious as anything ever announced by the European Commission. Already, the European Union's environmental legislation addresses issues such as acid rain, the thinning of the ozone layer, air quality, noise pollution, waste and water pollution, and sustainable energy. The Institute for European Environmental Policy estimates the body of EU environmental law amounts to well over 500 Directives, Regulations and Decisions. However, a notable shift is occurring across the European Union, where voters are turning away from Green parties amid a rising tide of right-wing populism and anti-EU sentiment. The damage to energy intensive industries by burdensome regulation is becoming ever more apparent and the pendulum with the new EU likely to take a different direction with environmental policy.

Nevertheless, the Public Affairs Council recently published research on "Trends in European Public Affairs" which clearly showed that sustainability and ESG criteria are often the key external challenge for any organization, with 97% of expressing rising public expectations

and increasing regulations in the EU. A similar percentage of respondents noted that sustainability and ESG-related considerations are important when crafting external messages and/or engaging with EU external stakeholders.

The same research showed that the biggest challenges faced by public affairs teams when it comes to managing sustainability and ESG-related issues in the EU are the "difficulty to measure and communicate impact" (63%), the "excessive, incoherent or unclear EU/global regulations" (60%), and "misconceptions from external stakeholders" (51%).

As sustainability and environmental issues concern so many clients, every firm has touched on this area to a less or greater extent. However, the following firms stand out in Brussels.

**Specialist Consultancies:**

Edelman Global Advisory (EGA)  
 FGS Global  
 Kreab  
 McLarty Associates  
 SEC Newgate EU  
 Trilligent

**Specialist Law firms:**

Bird & Bird  
 DLA Piper  
 Freshfields Bruckhaus Deringer  
 Squire Patton Boggs

## Trade

Trade is a highly politicised issue, so it is surprising that it is not a bigger area of business for consultancies and law firms than it actually is.

The EU is the world's biggest exporter of manufactured goods and services, and it is the biggest import market for over 100 countries. Thanks to the Commission's powerful competencies in EU trade law, businesses are sometimes involved in trade defence measures, primarily anti-dumping and anti-subsidy actions against imports from countries outside the EU. China is often at the centre of these disputes and this poses a challenge for multinational companies who often do not support legitimate trade complaints against China because of its market potential, and for fear of retaliation and the potential interruption of supply chains. Free Trade Agreements have also been a source of trade business for firms representing sectors, standing to gain or lose from their conclusion.

The new EU foreign subsidies regulation has now resulted in several high-profile investigations, including dawn raids in Poland and the Netherlands on the premises of a Chinese company and looking at subsidies to Chinese windpower equipment manufacturers. As the Financial Times recently reported "The defining case on the horizon is EVs. The Chinese car company BYD is already investing in Hungary, and the manufacturer Chery is planning to build EVs in Spain. The Commission ordering BYD or Chery to divest or repay any subsidies from the Chinese state, with a potentially serious impact on production, EV prices and jobs in Europe, would be a seriously inflammatory move."



# Best Intelligence Systems



## Subscription Systems

DeHavilland EU  
DIXIT  
Dods Political Intelligence  
EU Matrix  
FiscalNote EU Issue Tracker  
Policy Insider AI  
Politico Pro  
Quorum  
Ulobby

## Specialist Regulatory Intelligence

Cullen International  
MLex  
AGRA FACTS

The best public affairs operators know how to employ digital tools to complement their real-world stakeholder outreach and early-warning digital systems for policy intelligence. Here are some of the best in Brussels public affairs intelligence systems for clients:

## Subscription Systems

### DeHavilland EU

DeHavilland acquired OPP in January 2024, combining two of the EU Monitoring market leaders to provide cutting-edge technology and AI with best-in-class knowledge, expertise and analysis. Their intuitive platform puts you in control with full access to the content, policy issues and key players that you need to know. In-house political researchers and policy analysts then go further, cutting through the noise to collate relevant updates customised to your specific brief.

### DIXIT

Dixit is a premier software solution designed to elevate your EU policy monitoring and strategically refine your institutional engagements. Leveraging the expertise of seasoned lobbyists and state-of-the-art technology, Dixit offers a suite of features crafted for seamless integration into your existing workflows.

**Dods Political Intelligence**

Dods is committed to providing accurate, reliable, timely, relevant, and impartial political and policy information through a comprehensive suite of political intelligence. Dods Political Intelligence platform provides real-time policy alerts, diaries, legislative trackers, summaries of parliamentary debates, and policy information from 13,000+ sources. In addition, Dods provide tailored support from sector-specific Political Consultants with fast, accurate and impartial coverage of European Parliament debates and Committee sessions. Dods Signals provides alerts and intelligence reports on key political developments and sentiments from over 5,000 critical digital media channels and influencers across Europe.

**EU Matrix**

EU Matrix is a EU-focused research platform / think tank adapted to the digital age. It combines expert insight and digital technology to provide factual and objective information on how the EU political machinery works. They collect publicly-available information from a variety of sources, and then structure and interpret it based on their experience in order to deliver unbiased assessments for public affairs professionals. They help understanding where each political entity actually stands on hot topics when European debates take place and decisions are made.

**FiscalNote EU Issue Tracker**

FiscalNote is the premier information services company focused on global policy and market intelligence. Their EU legislative and regulatory intelligence solution, FiscalNote EU Issue Tracker, combines cutting-edge technology with human analysis from a team on-the-ground in Brussels to help their customers not only respond to, but anticipate changes in EU policy. FiscalNote also offers Global Policy Tracking and Geopolitical Analysis of trends arising from public policy worldwide. They provide geopolitical analysis and advisory services to anticipate the impact of political, economic, societal, and security risks on your organization.

**Policy Insider AI**

Policy-Insider.AI revolutionizes policy monitoring with cutting-edge AI, offering real-time, multilingual, and multinational insights. Policy Insider AI is engineered by AI experts but in development with consultants from RPP Group. Defining the features and services most needed by those with a professional interest in policy be they firms, consultants, universities or journalists. Policy Insider AI offers a means of instantly finding specific search topics in policies and policy maker activities across different regulatory systems while RPP programming ensuring that only the results most relevant for policy professionals are prioritised.

**POLITICO Pro**

POLITICO Pro is POLITICO Europe's premium policy intelligence service for professionals. Fusing the power of technology with the power of journalism, Pro combines the expertise of a 100+ international newsroom with innovative technology and data analysis, providing a one stop shop solution for policy professionals. From daily morning newsletters, real time alerts, breaking scoops, and deep analysis to legislative tracking, key word monitoring, vote mapping breakdowns and much more, Pro helps organizations keep one step ahead of the policy developments impacting their industry, clients or members.

**Quorum**

Quorum is public affairs software that helps you work smarter and move faster. How? By providing one place to map, track, change, and report on your policy landscape. Quorum supports stakeholder engagement, issues management, monitoring, and reporting – in the EU and globally.

**Ulobby**

Ulobby is a subscription-based platform developed for Public Affairs. The platform includes all functions necessary to build and maintain a professional PA-setup, including political monitoring, stakeholder management, and political intelligence.

## Specialist Regulatory Intelligence

There are a number of regulatory intelligence service providers based in Brussels that track and analyse areas of EU policy for specific sectors. Some of the best specialists include:

**Cullen International**

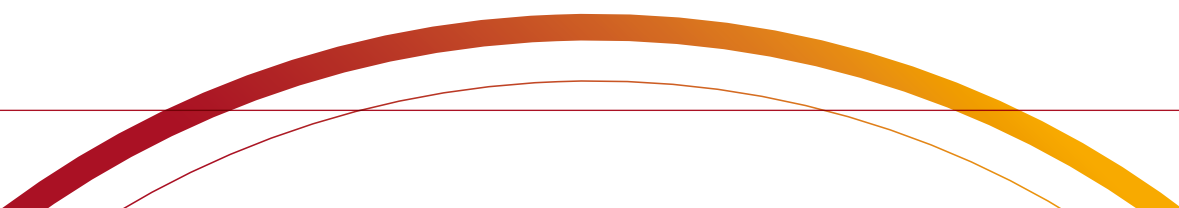
Cullen International helps organisations gain insight and clarity on the latest developments and get a global perspective on regulation and competition law, across the telecoms, media, digital economy and postal sectors. Based in Brussels for 40 years, Cullen have been providing comprehensive, neutral, unbiased, timely information that is trusted by industry and official institutions alike. They are widely recognised as the leading regulatory intelligence provider in the field.

**MLex**

MLex is an independent media organisation providing exclusive market insight, analysis and commentary on regulatory risk. MLex has a track record of uncovering regulatory risk before it breaks in other news outlets. Offering up-to-the-minute coverage of regulatory threats and opportunities from the perspectives of M&A, antitrust and trade defence, as well as data privacy and security, they also specialize in sector-specific regulation.

**AGRA FACTS**

AGRA FACTS provides high quality news on the latest developments in European agriculture, environment and trade policy. With subscribers in 35 different countries, this rapid response news service has established a reputation as perhaps the most reliable source of information on the Common Agricultural Policy (CAP).





# Dods – Insight, Intelligence, Impact

Since its establishment in 1832, Dods is committed to providing accurate, reliable, timely, relevant, and impartial political and policy information through a comprehensive suite of political intelligence services. We help our customers advance the political and policy priorities that matter most to them, their clients, members, or constituencies

## Political Monitoring: Always Stay Ahead of Policy Developments

With Dods Monitoring, you can receive instant alerts, weekly bulletins, and updates on legislative changes across the EU, UK, France, and Germany. We offer fast, accurate, and impartial coverage from over 13,000 sources

## Stakeholder Management: Effectively Target Your Audience

Dods People offers an extensive and regularly updated database of more than 16,000 key contacts, ranging from MEPs to Public Affairs professionals, including their biographical and contact details. Integrated with an efficient contact management system, it helps customers streamline their communications, filter and refine their target audiences for maximum impact

## Research: Request Customised Insights from Dods Experts

Our specialised consultants provide tailored research and unbiased advice on policy developments and trends upon request

## Social Media Monitoring: Enhance Your Political Awareness

Dods Signals monitors over 5,000 digital media channels and is language-agnostic, allowing you to stay ahead by analysing emerging trends, stakeholders' opinions, and political shifts, and by identifying early warning signals of potential reputation crises across your markets

## Let's talk.

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**POLITICAL  
INTELLIGENCE**

## Monitor the EU Policy Landscape with EU Issue Tracker

FiscalNote EU Issue Tracker's team of Brussels-based policy analysts help you not only monitor, but act on changes in EU policy. We capture the latest developments and future timelines of all EU dossiers and monitor, catalogue, and assess their implications. Clear and concise information helps you save time, so you can focus on more strategic work. Stay ahead of policy developments, legislative proposals, and regulatory changes impacting your organisation's key issues and EU operations with a comprehensive solution that includes:

### Collation:

We combine human intelligence and technology to help you identify risks and opportunities stemming from EU policy initiatives.

### Customisation:

You control what is put in front of you by selecting specific dossiers of interest, and we'll send you timely alerts on procedural developments.

### Expert Analysis:

Our dedicated team of policy analysts deliver concise, information-rich summaries, with direct lines for any support you need.

### Our Approach:

- ✓ We combine human intelligence and technology to help you navigate EU policy at an institutional level — including legislative and non-legislative files, secondary legislation, and possible future regulatory measures.
- ✓ Our policy radar identifies future regulatory risks and policy initiatives before they become formal proposals. Early monitoring enables you to mitigate exposure to new and peripheral policy concerns.
- ✓ Identify new developments coming out of the Commission, Council, Parliament, and other EU agencies. Detailed timelines lay out each dossier's procedure step-by-step, with an additional layer of human analysis to help you make sense of it all.
- ✓ Clear, concise updates are sent to you directly, keeping you informed on any developments you need to be made aware of — without cluttering your inbox. Any time you see an e-mail from EU Issue Tracker, you know it is important.
- ✓ Access to our policy analysts and account management team ensures you are continually supported and set up for success.

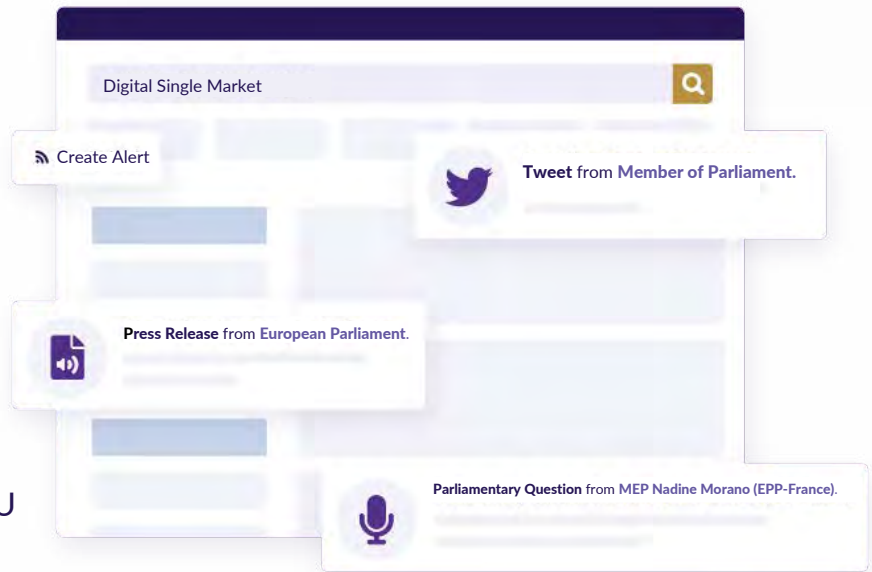
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# European Union

Monitor dialogue, engage with officials, and report out on everything happening in the EU with one streamlined system.



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Keep track of how your issues are being discussed by European officials across social media, parliamentary questions, press releases, and more. Then follow along with relevant legislation as it passes through the institutions.

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Political intelligence to shape and define your public affairs strategy

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“A truly personalised service”

**European Magazine Media Association**

“The information I receive is relevant, timely and adds value to our understanding of the political environment”

**O2**

“Collaborating was brilliant. The team was creative, thorough and designed a unique event leaning on their in-depth market understanding”

**Google**

“Documents contain a well structured and comprehensive overview of current information on all relevant legal acts and legislative proposals at EU level and the related developments within the EU institutions”

**Liechtenstein Bankers Association**

“The tailored and bespoke nature of the service on both reactive and proactive areas are what we value most”

**Human Rights Watch**

“We perceived you to be personal, and indeed you are”

**HSBC**

“We are always impressed by the team who provide timely bespoke information and are very responsive”

**Siemens**

“Hands-on client service sets them apart from similar providers we’ve worked with”

**Eurometaux**

“We get well-structured information fast - it’s a vital part of our day to day monitoring”

**Association of German Public Banks**

“An invaluable tool for tracking processes and policy”

**BCW**





# TAKE YOUR PUBLIC AFFAIRS TO NEW HEIGHTS WITH DIXIT



Get the reliable, simple and efficient solution to enhance your EU policy monitoring and shape your institutional strategies.

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we help you

gain clarity and insight  
on regulation and  
competition law  
in the communications sector



regulation made simple

# Best Trainers

## Best Trainers

The European Centre  
for Public Affairs  
The Public Affairs Council  
AdvocacyAcademy  
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 & Organizational 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 organization.

### AdvocacyAcademy

AdvocacyAcademy 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, AdvocacyAcademy 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.

### The Influence Builders Academy

The Influence Builders Academy offers a comprehensive catalogue of workshops designed to improve skills and knowledge in strategic communications, public affairs, and EU decision-making procedures. These workshops are tailored to meet the specific needs of professionals looking to enhance their expertise in engaging with EU institutions and strategic messaging. The four core areas they cover are: Communications Strategy & Persuasion; European Union Institutions and Public Affairs; Public Affairs & Strategy; Using ChatGPT for public affairs & strategic communications.

There also exist numerous private initiatives ranging from the relaunched European Training Institute (ETI) to public affairs courses from various universities.

Consultancies and Law Firms also offer bespoke sessions on any subject ranging from media training to comitology.

For instance, Cullen International provides regular training courses into communications sector regulation and competition law.

# Best Digital Agencies



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

**Public Affairs Council**

## Digital Public Affairs

The digital public affairs landscape has changed dramatically over the last decade. Policy audiences now look to a range of on and offline channels to gather information, debate issues and ultimately influence policy outcomes.

Virtual meetings, Zoom, Teams etc. have substantially replaced physical meetings, since the pandemic and they are here to stay as part of the mix of the “new normal” in terms of public affairs engagement. All Brussels firms have adapted accordingly, and a number of the larger Brussels consultancies built inhouse digital public affairs teams during the pandemic.

In addition, there are a number of specialist digital agencies offering public affairs services, including BUMP and the market leader ZN.

ZN have conceived and implemented successful communication for many demanding clients, from European associations to major corporate customers, not forgetting the largest group in the European Parliament and the award-winning #DiscoverEU campaign.

Trilligent pride themselves on working without walls and rather than leasing physical office made the metaverse a natural home for their global headquarters.

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## Multimedia Agencies

Brussels lobbyists can sometimes be a little too wordy, and might use a thousand words rather than one infographic to convey their messages. Visual communication is often the most effective way of passing information because the human mind processes things in images. It is simply easier to process a visual signal quickly than to read a paragraph full of text.

There are a number of digital design and multimedia agencies who are well versed with visual communication and EU public affairs. Morris & Chapman and The Right Street are two particularly well-regarded firms in this space.

Morris & Chapman is a Brussels based communication agency specialised in developing on and offline communication solutions for institutional and corporate clients, Fortune 500 companies and trade associations.

In Brussels and across the world, The Right Street is helping clients to navigate the digital landscape. They are a fast growing digital agency for creative communications and advocacy.

90% of the information processed by the brain is visual. Since the human brain processes information in image form, a person will be able to retain visual information for a long time. People easily forget what they hear or read easily but retain images because they are stored in long-term memory, and words and texts are stored in short term memory.

## Digital Platforms & Apps

There are numerous digital platforms, tools and apps that enable EU public affairs practitioners expand their reach, and work smarter and faster.

For instance, many European associations have undergone a digital transformation over the last year, to increase membership engagement, offer new services and harness data analytics. One of the Brussels pioneers in this space is niche agency Symantra.

Symantra's Members Platform and specialized CRM are being used by major companies, trade associations and not-for-profits. According to Symantra, associations have been able to grow membership engagement and revenues, while automating many important activities using these tools.

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#### Website Address

ZNconsulting.com

#### Brussels Office Since

📅 1998

#### Number of Public Affairs Consultants

👤 150

#### Key Specialisms

- ⊗ Chemicals
- ⊗ Digital Services & Technology Hardware
- ⊗ Food and Drink
- ⊗ Governments
- ⊗ Healthcare
- ⊗ Transport

## About ZN Consulting

### Firm Description

ZN, the leading digital agency in the EU, helps global companies, European associations, NGOs, political organisations and leading communicators to stay #OneStepAhead with ground-breaking digital campaigns. For over 25 years, we have been at the forefront of the EU digital landscape, on using digital tools for communication and shifting perception.

### Ownership Structure

We are a privately owned agency. Client satisfaction means everything to us as we have only our clients to answer to. Our profits are used to strengthen our business, enhance the lives of our employees and advance our cause: helping the world on its digital journey by taking organisations into the digital world. We have been shaping a story of digital transformation since 1998.

### International Structure

ZN is a #RemoteFirst organisation. We give our team the flexibility to #WorkFromAnywhere for a balanced life.

When we meet in person, we do not to sit in front of a screen but we do things that matter. We brainstorm, we meet with clients for strategic powwows, and we bring all team members together for ZeN sessions to create and to EAT. Always #OneStepAhead

### Key Strengths

- Digital strategy
- Digital influencer & target mappings
- Website and social media audits
- Hyperthinking
- Creative and Branding
- Visual identity
- Website development
- Social media workshops
- Content creation and shareable assets
- Videos, animations and documentaries
- Data analytics
- Social media campaigns

### Key Clients

COCA-COLA, ACEA, FEFCO, PFIZER, ETC, UPS, ACT, EUSPA, J&J, Pernod Ricard, UNESDA, WBCSD, EUROSEEDS, BMS, BEREC, UCB, SI GROUP, INTERNATIONAL SWEETENERS ASSOCIATIONS, ESHRE, UCB, ICA, EFPIA, EPRA, CroLife Europe, A.forall

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

"ZN has been invaluable in providing us with out-of-the-box creative ideas, such as the #DiscoverEU campaign.

ZN has an excellent and diverse team that is able to react and create content on a moment's notice."

Lada Jurica, Head of Communications Strategy  
EPP Group, EPP Group

"When you go to an integrated communication agency, everything goes better"

Roxana Caba, EPRA Events Manager

In every interaction that we've had, I feel that ZN really understands my needs, they're there to help, and they're efficient. They come up with a lot of innovative ideas.

Ines Rebelo – Communications Manager UNESDA



YOU DON'T HAVE  
TO BE A TECHIE  
**TO BELIEVE IN  
TECHNOLOGY...**



JEAN-CLAUDE  
JUNCKER

## Your digital voyage just needs a guide, and that's where ZN steps in

We played a pivotal role in designing **Jean-Claude Juncker's** successful digital campaign during his 2014 EU Commission Presidency bid. Our experience doesn't stop there, though. With a history **spanning 25 years**, we've consistently created **winning digital identities** for our clients.

Our legacy of digital advocacy dates back to 1998, long before the digital revolution became mainstream. As pioneers in the field, we're also at the forefront of advancements in **Artificial Intelligence**.

Riding the wave of our **extensive experience**, we're well-equipped to bridge the gap between you and your audience in this digital era.

**Set sail on your digital voyage with ZN**



DIGITAL  
INTELLIGENCE



DIGITAL  
IDENTITY



DIGITAL  
DEVELOPMENT



DIGITAL  
LEARNING



DIGITAL  
ACTIVATION



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#### Telephone Number

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#### Client Contact

Filip Lugovic, Managing Director & Co-Founder / Lorenzo Marchese, Director, Client Services Division, Partner

#### Website Address

therightstreet.digital

#### Brussels Office Since

📅 2018

#### Number of Public Affairs Consultants

👤 25

## About The Right Street

### Firm Description

The Right Street Digital is a full service communications and advocacy agency with a head office in Brussels and production offices in Mostar and Belgrade. We work together with public affairs professionals so they can communicate smarter and be heard.

### Ownership Structure

The Right Street Digital is a privately owned agency in Brussels (registered as SRL under Belgian law). Co-founded by Filip Lugovic and Richard Medic.

### Key Strengths

#### Strategies

- Insights & analysis
- Stakeholder mapping
- Campaign concepts & strategies
- Messaging
- Training & workshops

#### Social Media

- Social media strategies
- Social content & PR
- Community management
- Social listening & analytics

#### Design

- Branding & visual identities
- Brochures & reports
- Web design

#### Video & Sound

- Concepts & storyboards
- Video editing & post production
- Filming on location
- Virtual & hybrid events
- Podcasts

#### Digital Advertising

- Social media ads
- Google ads
- Integrated ad campaigns

#### Copywriting & PR

- Search Engine Optimisation
- Newsletters
- Positions, PRs, blogs

#### Websites & Tech

- Website development
- Apps & custom tech solutions
- Maintenance & hosting

### Key Clients

- European Commission
- BusinessEurope
- UNESDA
- NMWE (Natural Mineral Waters Europe)
- Science Europe
- AVERE – The Association for Electromobility
- Electrification Alliance
- EPIC – European Photonics Industry Consortium
- Viessmann Group
- Huawei
- WWF

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

'Friends and colleagues, but most importantly, trustworthy creative professionals.' Ignacio Gentiluomo, Communications Officer IMA-Europe (European Industrial Minerals Association)

'THE one-stop-shop for all my digital communication needs, with timely and tailored support that has helped us grow'. Philippe Vangeel, Secretary General, European Association for Electromobility (AVERE)

'The creative and design is top class'. Wes Himes, President, SEAP

'Great team with creative ideas!' David Lundy, Head of Communications, The Left in the European Parliament

'When I ask The Right Street to do something, I know it's in good hands'. Carlos Lee, European Photonics Industry Consortium (EPIC)

'Flexible, creative and responsive. More like a partner than a supplier'. Kristen Sukalac, Consulting Partner Prospero & Partners





**The  
Right  
Street**

**Design**

**Strategies**

**Social Media**

**Digital Advertising**

**Video & Sound**

**Copywriting & PR**

**Websites & Tech**

We won't take you  
down paths you don't  
need to travel.

**Let's find the street  
that's right for you.**

@ hello@therightstreet.digital

+ 32 2 897 8990

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## About Morris & Chapman

**Firm Description**

Morris & Chapman is a Brussels based design agency focused on developing bespoke issues-related communication solutions primarily for the public affairs community.

We work closely with our clients on creative solutions that deliver results by mixing a unique blend of advice, design, media and delivery across multiple platforms.

Our team goes beyond simply developing websites, designing publications or producing videos. Our strength and track record lie in our experience with translating complex policy messages into impactful communication tools. We deliver tailored, high-impact, content visualisation and solutions that help our clients get their message across to the right audiences.

Active in Brussels since 1999, we have an established and diverse in-house team that includes designers, developers, animators, editors and animators.

**Our services include:****BRANDING**

- Brand development
- Logo & visual ID design
- Style guides & brand books
- Brand benchmarking & positioning

**ONLINE COMMUNICATIONS**

- Website design & development
- SEO & content marketing
- Social media strategy & deployment
- Association extranets
- Online advertising
- Search Engine Optimisation
- Support & system administration
- Security & maintenance

**PHOTOGRAPHY, VIDEO AND ANIMATION**

- Corporate video production
- Social media focused content development
- Event coverage
- Video news releases
- Policy & promotional animations
- Infographic animations
- Interactive presentations
- Event, portrait & image library photography

**GRAPHIC DESIGN**

- Annual reports, brochures and policy publications



# your policy messages

delivered | seen | understood



**Morris & Chapman** is a Brussels based design agency focused on developing bespoke issues-related communication solutions primarily for the public affairs community.

[www.morris-chapman.com](http://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
- 📌 GenAI Solutions for Public Affairs & Enterprises
- 📌 Digital transformation

**Firm Description**

Symantra is a Brussels-based digital agency specialized in 360 degrees solutions for EU Associations. Symantra's innovative digital platforms are being used by many reputed Business/Trade Associations and non-profits in Brussels.

Symantra is the market leader in Digital Transformation of EU Business & Trade associations and non profits. The Members platform and CRM evolve continuously and are customizable to specific needs of each organization.

We have helped our customers provide a NextGen Digital experience to their members, taking the association to the next level in terms of member engagement.

## About Symantra

**Our Products****Member Platform/Extranet**

Symantra's Member Platform has been a game-changer for membership-based organisations. It is the #1 Member Platform for Business/Trade association and non-profits across Europe.

- 40+ modules to create, automate, and personalize your Member Experience Journey.
- Access anytime: on the Web, Email, or your branded Mobile App.
- Deep integrations with the most popular software.
- All data are stored in the EU. 100% GDPR compliant.
- Hosted on the most secure ISO27001 Infrastructure.

**CRM for Associations**

A specialized CRM that is both powerful and easy-to-use for associations of all sizes and all sectors. Our CRM has the right integrations and automations to deliver more value to members & stakeholders.

- The #1 CRM in the Brussels Bubble
- Centralize all your contacts, whether members or external stakeholders.
- Marketing Hub for Campaigns and Newsletters
- Integration with most popular software & custom automations workflows

**GenAI Solutions for Public Affairs & Enterprises**

We offer cutting-edge GenAI solutions for Knowledge Management inside Organisations, consistently delivering timely, comprehensive, and accurate insights. Symantra AI assistant is already adopted by leading knowledge-intensive enterprises in Europe.

- GenAI chatbot trained on your latest company knowledge base
- Sources/citations for each query in the generated answers
- Support for 80+ languages
- Trends Analysis/Insights on user queries and trends

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

The Member platform developed by Symantra to manage members has been a game-changer for DIGITALEUROPE. For the first time, we have been able to provide a transparent, professional, and coherent service to all of our members while freeing up a lot of time from our staff to focus on the policy work instead of administrative procedures. Since Symantra's Member platform is used for several other Trade associations, it constantly evolves and we can benefit from best practices as we scale our operations.

**CLEPA (European Association of Automotive Suppliers)**

Symantra has been the best partner to reach our goal of a better member experience. Symantra's platform has helped us with insights into our members' needs and priorities. We have definitely gained time in administrative tasks, we are managing all the digital tools with a centralized interface. The fact that we are using a platform that addresses specific issues of other associations in Brussels is a huge benefit for us.

**CEMBureau**

It was a pleasure working with Symantra, transition was very smooth and execution flawless (Member Platform, CRM, interconnected digital tools).

**European Olympic Committee**

We have used Symantra's platform for 300 organizations (Mainly National Olympic Committees and National Sports Federations) across 25 countries as part of a collaborative project. We highly recommend Symantra's platform as it is intuitive, cost-effective, and easily customizable to your needs.

# We make digital transformation of EU associations simple.

- Membership management
  - Invoice automation
  - EU projects
- 
- Member Platform
  - CRM for associations
  - Data Platform

# 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](mailto: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](mailto: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](http://www.doberpartners.com) for further information and our free reports for public affairs professionals.**



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