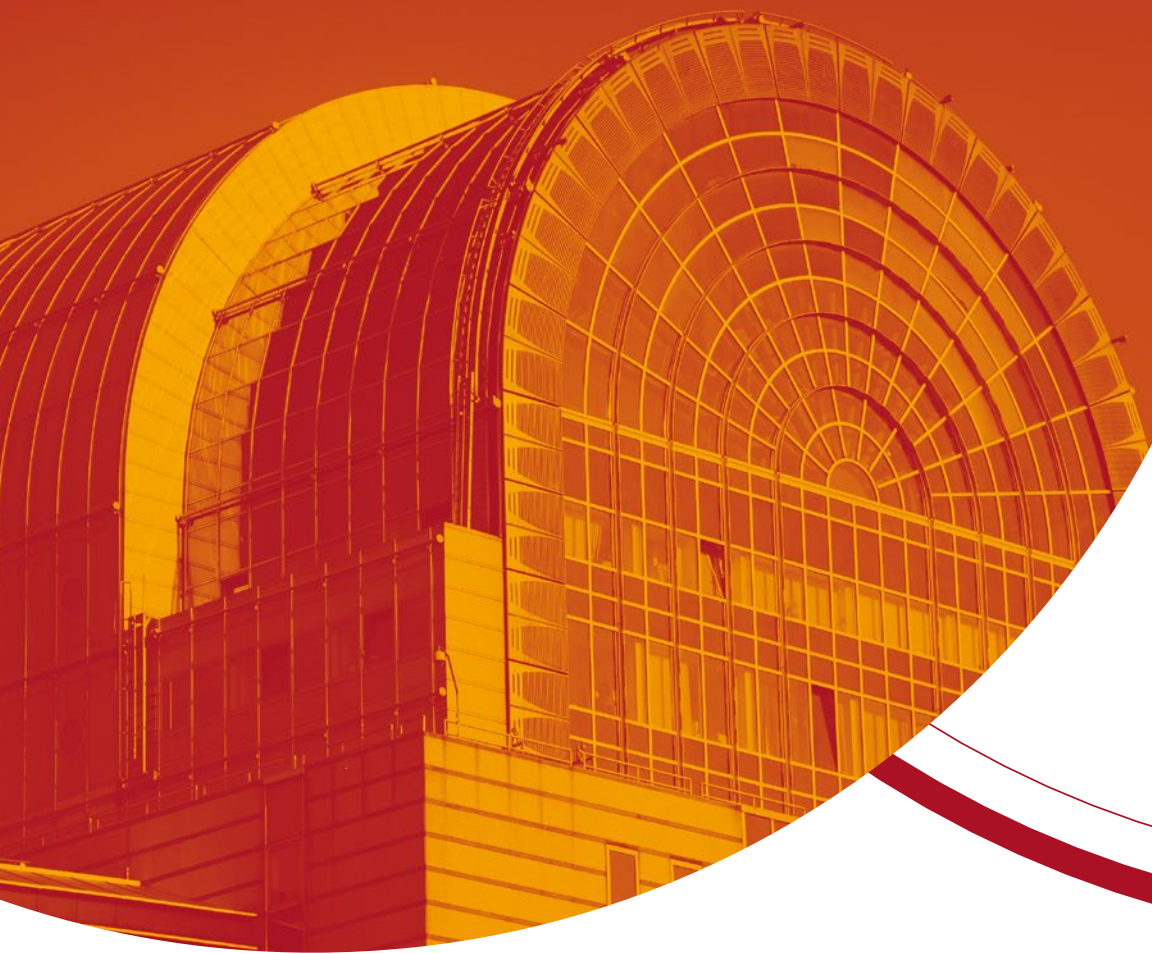


The Best EU Public Affairs Consultancies & Law Firms Guide 2022



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

UNICEF. Children are one third of our population and all of our future. The publishers of BestinBrussels.eu at Dober Partners have supported children's charities throughout their adult lives. We like to do more than just good work. We like to do good through our work with UNICEF and other NGO partners. Working with our partners over many years, we have been able to help raise over €100,000 for UNICEF. UNICEF works in 190 countries and territories to save children's lives, to defend their rights, and to help them fulfil their potential, from early childhood through adolescence. We have also supported other children's charities, for instance in Nepal after the earthquake. Sometimes a small gift makes a big difference to lives. For instance, we were proud to donate a keyboard to an NGO in Rwanda that gives the gift of music to victims of the genocide. Thanks to BestinBrussels.eu we have donated over 20,000 euros to UNICEF, and in 2021 an additional 5,000 euros was donated 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. Given the war in Ukraine, we will make an extra contribution this year for Ukrainian refugees. Thank you to everyone who made this contribution possible.

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About BestinBrussels.eu



One third of the profits of BestinBrussels.eu in 2022 will be donated to UNICEF. In addition we will make a significant contribution to Brussels charities for the homeless given the current crisis in the EU capital. The report is published by Dober Partners srl.



Welcome to the 2022 edition of BestinBrussels.eu which is even bigger and better than previous editions with almost 100 public affairs service providers showcased here – and more people reading it including you!

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

Our city emerged again from an intense lockdown, and despite the gloomy news there is cause for optimism that the EU will emerge stronger from yet another crisis.

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

and law firms reported strong growth over the last year, and the majority are optimistic about their prospects in the year ahead. Likewise, as headhunters at Dober Partners we have never been so busy. Many organisations are seeking our help to recruit communication, public affairs and leadership talent. Moreover international associations, companies and NGOs are asking us to help set-up new Brussels representative offices in 2022 including for major companies such as Moët Hennessy and General Motors. Another positive sign is that many new consultancies and law firms joined the EU Transparency Register over the last year.

About BestinBrussels.eu

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

Lobbying in Brussels is a significant industry, led by well-educated, highly-skilled, knowledgeable and mostly agreeable people. Every major commercial, not-for-profit, and governmental organisation lobbies in Brussels; academic programmes educate lobbyists; and well-established professional bodies like EPACA and SEAP represent the sector and spread best practice. The lobbying sector contributes hundreds of millions of euros to the Brussels economy, and fosters better EU policy-making for business and citizens. Hence, BestinBrussels.eu is unapologetically pro-lobbying and seeks to promote best practice, the best firms and the best professionals. Our overall mission is to help connect the best Brussels lobbyists with clients.

The European Commission believes that “lobbying is a legitimate part of the democratic system, regardless of whether it is carried out by individual citizens or companies, civil society organisations and other interest groups or firms working on behalf of third parties (public affairs professionals, think-tanks and lawyers).” Hence, lobbying deserves a better reputation and thank goodness lobbying exists in the way it does in Brussels – essentially free of corruption and where what you know, is more important than who you know. In Brussels the force of rational argument and a compelling story will generally win the day; while in Beijing you cannot do anything without Communist Party connections; and in Washington DC what really counts is how much money is raised through Political Action Committees.

Transparency International recently calculated a conservative estimate for the number of Brussels lobbyists as 25,000. Many of these lobbyists work for public affairs consultancies and law firms. Some in-house practitioners outsource half of their workload to outside firms, so the ethics, professionalism and know-how of their advisors are key to how a public affairs team – and an entire organisation – are perceived by the EU institutions and important stakeholders. Choosing the Best in Brussels is therefore a critical decision for any organisation with important reputational, regulatory and political implications.

Although great work is carried out across the sector around 100 firms really drive best practice and the market. BestinBrussels.eu examines the Brussels market and the leading consultancies and law firms, hereafter often referred to collectively as ‘firms’.

BestinBrussels.eu was first published as a report, downloadable e-book and website in 2019 and we are proud to present this new fourth edition in 2022.

Thanks to BestinBrussels.eu we have donated over 20,000 euros to UNICEF, and in 2021 an additional 5,000 euros was donated to Brussels charities for the homeless, due to the dire situation of many people in the capital. BestinBrussels are official sponsors of DoucheFlux so 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. Given the war in Ukraine, we will make an extra contribution this year for Ukrainian refugees.

The report is published by Dober Partners srl.

About the Authors



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

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

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

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

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

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

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

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

Survey of the Top BestinBrussels Consultants

2022 – an unprecedented year of growth for EU Public Affairs

Can you remember a year when the outlook didn't look uncertain? Perhaps never more so than now, as another covid surge emerges in Europe albeit with a relatively mild effect but who knows when or if another variant takes us backwards again. Moreover, beyond the suffering and humanitarian crisis from Russia's invasion of Ukraine, the entire global economy is feeling the effects of slower growth and faster inflation, and the threat of recession looms large.

Yet despite all the negative headlines, the Brussels bubble keeps expanding and strengthening. The cynics and Eurosceptics will say that is a bad thing, but it is far better that EU values and rule of law prevail against the authoritarianism and chaos that exists elsewhere around the world. In presenting, far-reaching new initiatives for 2022 ranging from the European Green Deal to a digital package, Commission President Ursula von der Leyen said "our Union is only as strong and as ambitious as it is united and resolute".

A rapidly changing world is leading to more EU Action than ever before. During the coronavirus crisis, never had businesses and associations needed to engage with European governments and the EU more than then, and now. There is also renewed EU-USA Co-operation. With the Trump era and conflicts such as Boeing-Airbus and trade conflicts behind us at least for now, the EU-US partnership is back on track in everything from acting on Ukraine to climate change. As Joe Biden said recently: "Together, the United States and the European Union are ushering in a new era of transatlantic cooperation that's going to benefit all of our people – both now and, I believe, in the years to come." Interestingly the

highest number of EU corporate public affairs offices in Brussels are from the United States. Greater co-operation as well as regulatory scrutiny in areas like tech, means American companies are hiring more public affairs staff, spending more money on consultancies and law firms and some opening offices for the first time in Brussels.

"Following the past two years, I feel there's a real focus on reconnecting; getting back together again in person with colleagues, teams, contacts and of course clients. But we're also learning to embed flexibility in how we work. It's a change to the Brussels consulting scene, but an exciting one! I think the regulatory pressure across various sectors is also leading to an increasing Brussels presence whether in-house or via consultancies. Topics such as ESG, fintech or crypto have really surfaced as crucial issues for corporates, not only at EU level, but globally. There's therefore plenty to keep us all on our toes!"

Hans Hack, Senior Managing Director, Head of Office, Brussels, FTI Consulting

"At the beginning of the pandemic we were all concerned that there would be a drop-in activity to accompany the lack social contact. But just the opposite: dealing with "government" has never been more important which means public affairs agencies are busy with a crowded EU legislative agenda!"

Elaine Cruikshanks, Partner, Acumen Public Affairs

Brussels is Booming

After some difficult few years in the capital of Europe, it is a pleasure to walk through the leafy parks and busy streets to see that Brussels is back! Not only is the city recovering from a once in a lifetime pandemic-induced shock, but the Brussels bubble is also booming as it is easy to see in 10 clear signs

- Clients are spending more on public affairs than ever before.** For example, as POLITICO recently reported, Apple, Amazon, Meta, Google and Microsoft all increased their lobbying spending, according to data from the EU Transparency Register. At the upper range, the five tech giants collectively spent almost €30 million on lobbying EU institutions in the period covered by the new data, nearly a 25 percent boost from the previous period.
- Leading Mid-to-Large Consultancies are thriving.** FTI Consulting and FleishmanHillard have grown to well over 100 staff each. Other large agencies like BCW and Hill & Knowlton continue to expand. Other mid-sized firms like Acumen and RudPedersen have become major players in a relatively short time.
- Boutiques and niche firms are flourishing.** Specialism has never been at such a premium with clients facing regulatory pressure in sectors such as financial services, healthcare, tech and sustainability. For example, #SustainablePublicAffairs now has three practices: climate, circular economy and build back better while the team grew to 13 consultants since launching in 2020.
- New Consultancies are Brussels sprouting.** In the last few years leaders at some of the traditionally bigger firms went to new firms including Shearwater, and EUFocus sprouted out of EPPA. In 2022 there is also a new tech policy consultancy in town: AK Public Affairs. Its founders are Andreas Constantinides — until recently a senior director and the European head of APCO Worldwide's technology policy practice, and Kevin Vindevogel, former director of APCO's technology practice.
- Global consultancies scaled up Brussels.** SEC Newgate with 850 professionals across five continents completed its acquisition of Cambre Associates, Kekst CNC with 12 offices around the globe and a team of 300 professionals hired Theodoros Birmpoutsoukis and invested in a new team. Ketchum and Porter Novelli integrated in Brussels to create PNK Public Affairs capability under new leadership of Jessica Brobald.
- Law firms offering public affairs are expanding.** Dentons, the largest law firm in the world by number of lawyers and offices, acquisition of Dentons Global Advisers and Interel is indicative of increasing interest in public affairs among the legal community. Meanwhile, top Brussels law firms with public policy capabilities continue to grow, including Covington, DLA Piper, Freshfields Bruckhaus Deringer, Norton Rose Fullbright and Squire Patton Boggs.
- Public affairs professionals are moving between companies, associations and consultancies like never before.** Our Directory of Top Public Affairs Consultants changed dramatically between 2021 and 2022. Some joined associations, for instance Emma Brown left as Head of the Brussels office of RedFlag to join CropLifeEurope and Stephen Jackson, Head of Public Affairs Practice at Weber Shandwick joined Hydrogen Europe. Others joined multinational companies for inhouse roles like Winston Beck who left Kreab to join Heidelberg Cement, and Tania Pentcheva left Cambre to join Xylem. There were also many coming and goings between consultancies at all levels including the most senior – for instance Francesca Scassellati Sforzolini joined Brunswick Group as Partner while Philippe Blanchard

“Robust growth in public affairs is being accelerated by the integration of digital, data and creative capabilities, combining these with deep industry and policy insights and client-centric service. BCW Brussels’ continued success has been underpinned by expanding and strengthening our talented, diverse, and inclusive team. We’re focused on building a growth mindset culture, ensuring the well-being of our people, and creating bespoke opportunity for everyone across our team.”

Andrew Cecil, CEO
at BCW Brussels

“The past years have seen multiple challenges for everyone – from the pandemic to changing political landscapes to the war in Ukraine – when the political system is challenged, so are corporates. Wanting to contribute to building a strong and economically prosperous Europe – is at the heart of what we do. At FleishmanHillard we are striving to always provide the best quality in counselling, guiding and supporting the companies who put their trust in us, while building and leveraging unique expertise and promoting a working culture, as an office, based on inclusion and respect. Nothing can be more important than the respect of each individual.”

Mette Grolleman,
General Manager |
FleishmanHillard EU

left Brunswick to become President Continental Europe at Teneo. While other consultants made some very surprising moves. For instance, proving that APCO is a great school for PA professionals, Claire Boussagol, formerly President, Europe, APCO became Chief Executive Officer at POLITICO Europe. At the same time there was an enormous inflow into consultancies, for instance from pharma companies including senior former consultants, Heike Galbraith and Tresja Bolt who joined DGA Interel and Harwood Levitt after many years of inhouse healthcare roles.

- EU Public Affairs Salaries are booming.** More generally you will have seen the effects of inflation and wage inflation with government imposed pay rises this year. This comes on top of a drop in supply of talent as many senior candidates exited Brussels while few came in while borders

were closed. Overall the laws of supply and demand have a key part to play in the relatively high salaries in European government affairs. The general rule is you earn more money if your talents are scarce, and demand for EU affairs staff has grown considerably over the few years as consultancies, associations and corporate offices have expanded in number and size. Before Covid, for instance, the Public Affairs Council released data showing that almost a third of companies increased their numbers of European lobbyists. We have also witnessed organisations from new sectors, from apps to fintech and the gig economy, setting up Brussels offices to deal with new EU regulation. Hence, there is fierce competition for EU affairs talent right now, general wage inflation and you will need to make a compelling offer that is at least 15% to 20% higher than a top candidate's current compensation.

- EU Public Affairs Job Vacancies are highest level ever.** Just look at the Jobs pages at Eurobrussels or Euractiv and see how far you have to scroll down to get to the bottom of the page. At Dober Partners, we have never experienced such a vibrant jobs market. By way of example, Amazon just recently had 10 open positions in its Brussels team ranging from a senior public policy official for digital affairs working with Amazon's cloud arm, AWS.
- The optimists are back.** Perhaps the sunshine is helping but despite some of the negative news out there, the Brussels community is optimistic about the EU's and the city's future – just see some of our survey results below!



“Recent global developments have really caused a market re-calibration in Brussels. I am seeing increasing demand from clients for a combination of legal and policy advice. Logical when you consider managing risk essential in these very unpredictable times. An example of this is the wave of due diligence legislation and economic sanctions compliance where we have been able to capitalise on our global platform to make this work for our clients. They value the fact they can come to us for more than legal advice and I think it puts our legal profession back where we want to be as trusted advisors!”

Richard Sterneberg, Head
Global Government
Affairs at DLA Piper

Survey of the Top BestinBrussels Consultants

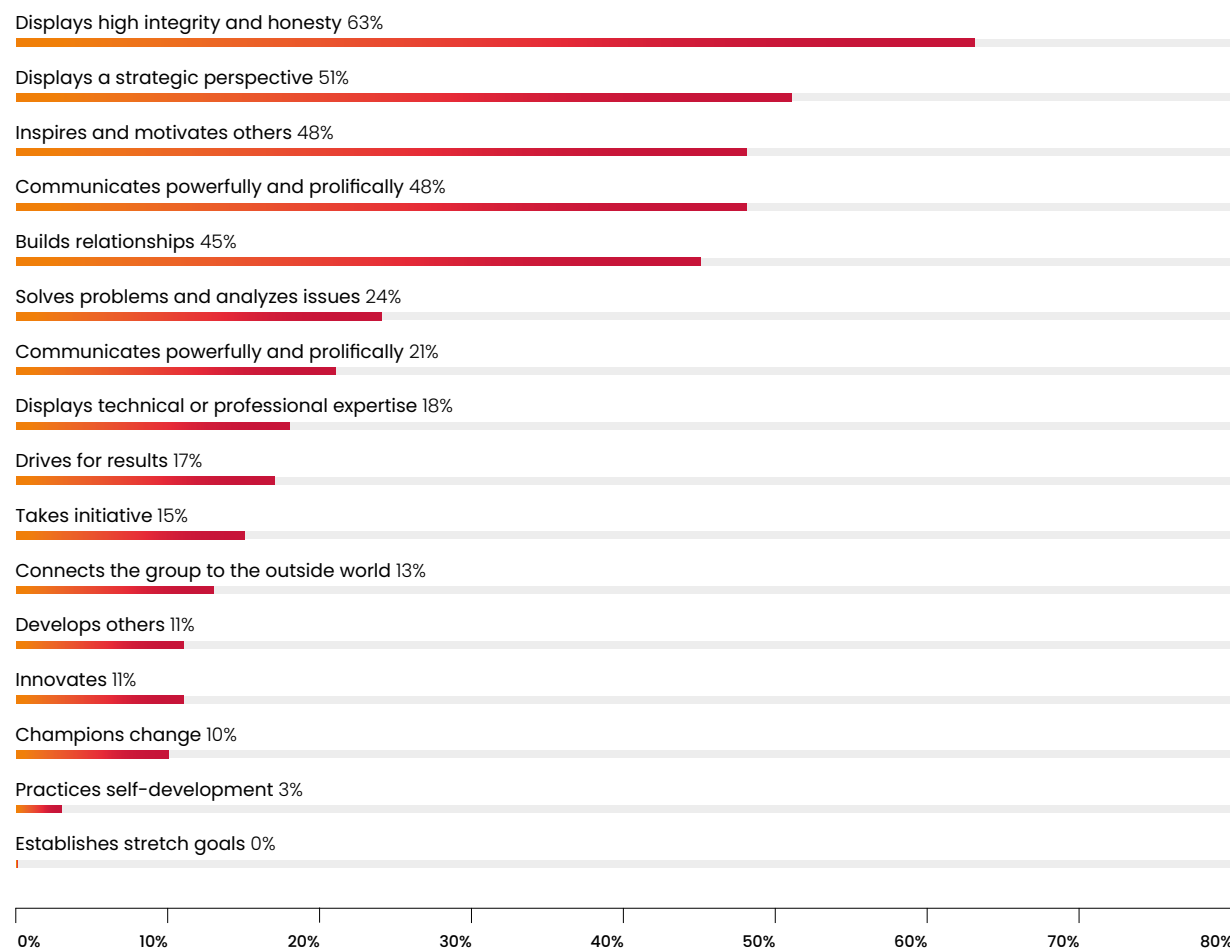
Given the tumultuous year that just passed, we were interested to ask the 220 Top BestinBrussels Consultants about the state of the market, along with their perspectives on various aspects of best practice lobbying at EU level in 2022.

This section lays out the questions we asked and the answers from this influential group who have collectively thousands of years of public affairs experience in Brussels..

One of the questions we asked about was the most important skills for a public affairs leader. Specifically, we asked respondents to choose the

four most important skills for a Public Affairs leader of any organisation from a list of leadership skills. These essential skills were first identified by Jack Zenger in the Harvard Business Review for all kinds of leaders, in a survey of over 320,000 people. Interestingly our research, highlighted below, demonstrates the importance of public affairs leaders having integrity and strategic thinking while also inspiring others, communicating powerfully and building relationships. At Dober Partners we will build these findings in our assessment of public affairs leaders for our executive search clients!

Please choose most important skills for a Public Affairs leader of any organisation



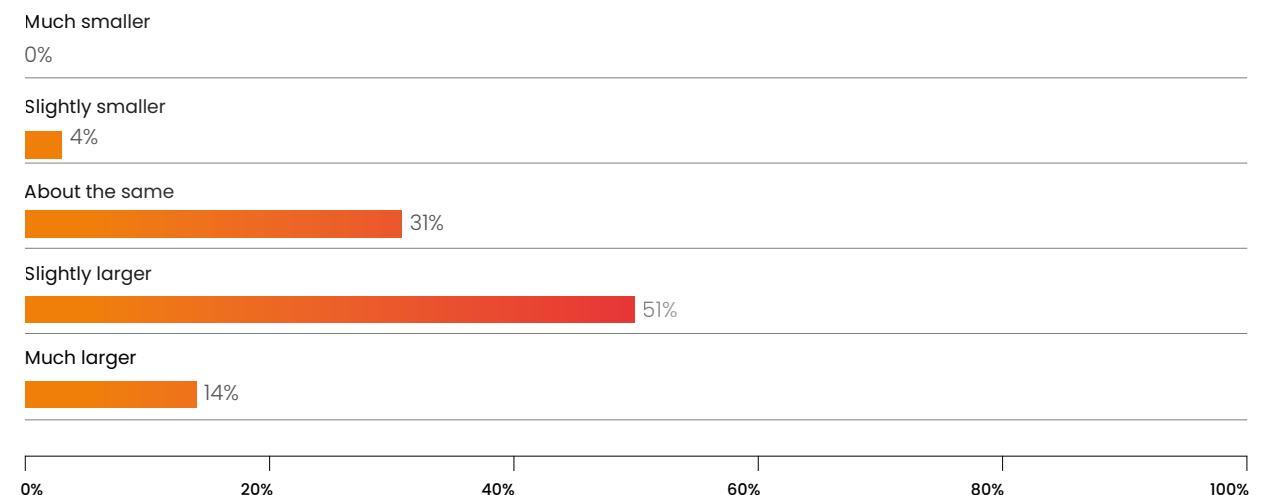
The state of the EU public affairs consultancy market in 2022

When the stock market crashed, and millions of people were infected with the mysterious new virus and laid off or furloughed, it was hard to imagine that EU public affairs consultancy would for the most part, not only survive but prosper. In fact, most public affairs consultancies have grown substantially, as their clients clamoured for advice and assistance in dealing with the crisis at EU level. For some agencies this meant new business areas, for instance helping clients understand EU funding mechanisms, and for others it was analysing new policy areas from social affairs to health.

When we asked consultants in 2021 about the state of the market, the clear majority (almost 60%) who believed the Brussels consultancy pie would grow were proven correct, while the pessimists got it wrong. Interestingly in July 2022 despite the economic and global outlook, the optimists heavily outweigh the pessimists with almost two thirds believing there will be market growth in the year ahead, with only 4% predicting a slight contraction.

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

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



Busiest sectors for EU public affairs consultancies

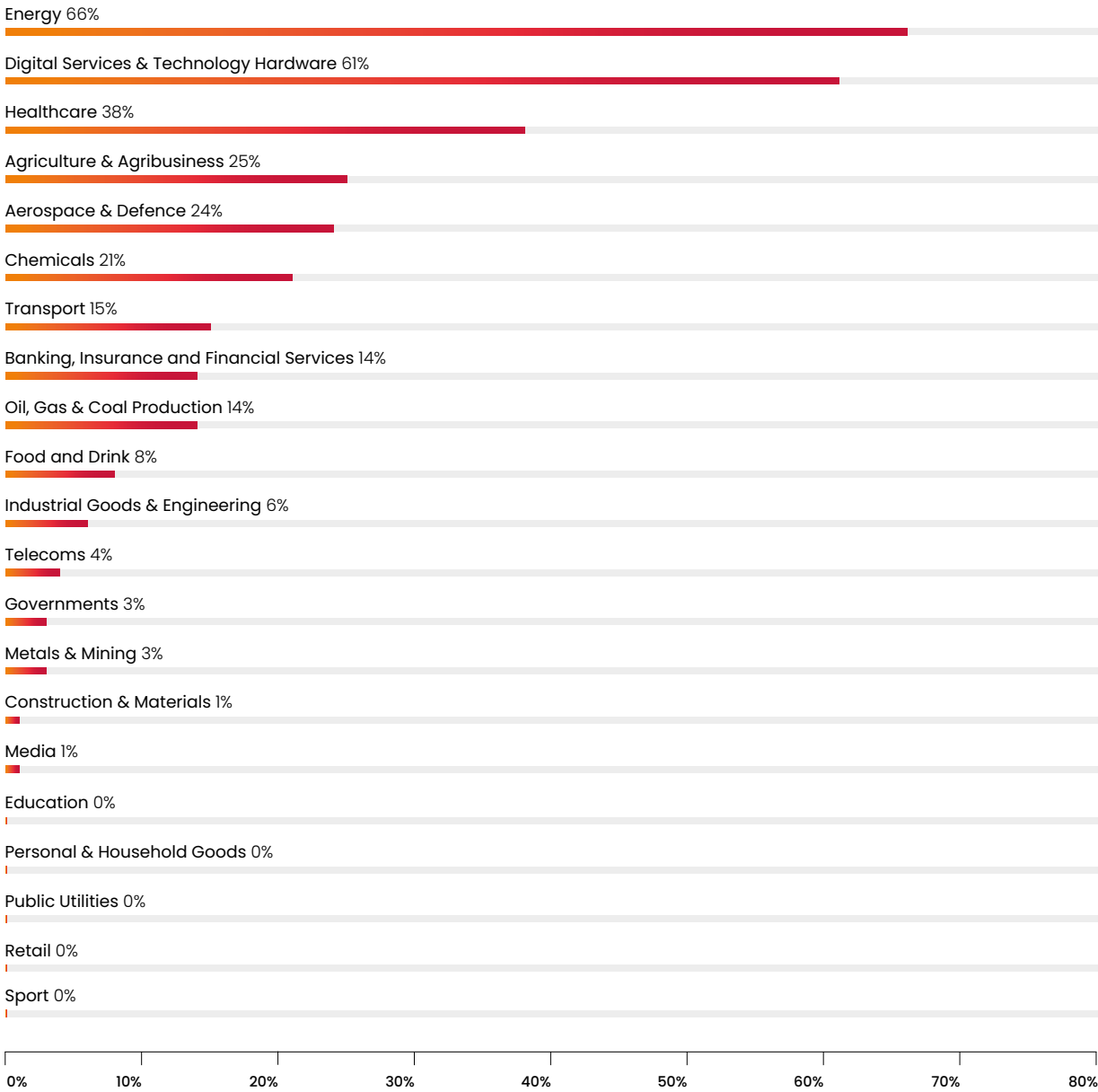
In 2021 the top sector was digital reflected in increased spend and staffing up by consultancies in their tech practices. Healthcare was in second place which included some substantial advocacy budgets around covid.

We asked our experts again - Which do you think will be the busiest 3 sectors for EU public affairs consultancies overall in the year ahead i.e. where most time and money will be spent across the consultancy market?

As the graph below shows, in 2022 and 2023, energy is expected to be the top sector for revenue growth, given the impact of events in Ukraine on everything from oil and gas to nuclear and renewables. Digital is a close second, followed by healthcare. Agriculture and agribusiness also feature higher up this year, in part due to the regulatory agenda on pesticides and the farm to fork agenda, with Ukraine again as the backdrop for political debate on food security and prices.

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

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



Challenges facing EU public affairs professionals 2022 - 23

Every year has its challenges, but it is hard to remember any period in modern history quite like the last few years defined by the pandemic, famine, inflation, digitisation and now war in Europe. So we wanted to ask our survey panel of EU experts the big question

“What do you think will be the greatest, single challenge (difficulty) for EU public affairs professionals in the year ahead?” Our experts could say anything they liked but interestingly their answers fit broadly into four categories which in order of importance are: politics; hybrid working; recruiting and retaining talent; and the economic backdrop for public affairs.

As their insights might be helpful for your own reflections about the year ahead, here are verbatim quotes from more than 70 selected extracts below.

First Challenge - EU Politics and Geopolitics

- “Managing the political and practical fallout from the cost-of-living crisis and inflation on public affairs issues such as the telecom sector’s push to increase revenues.”
- “The increasing politicisation of good technical arguments in the run up to the European Parliament elections.”
- “The war in Ukraine has completely changed the geopolitical landscape.”
- “Manage efficiently the increase/ the volume of initiatives by the European Commission.”
- “Positioning ideas for the next EU Mandate 2024-2029.”
- “The desire to put out as many proposals before May 2023 and a quick political adoption before the European Elections in May 2024.”
- “Access to EU officials - they tend to be very overworked which leaves little room for a proper exchange. The EU commission also dislikes individual meetings with companies.”
- “The change of concerns. The Geopolitical union is taking shape at a fast speed. Topics that had a bad reputation are now on top of the agenda because they are part of this new concern. Others will become more problematic. Too much dependency on China will be the next big concern. Companies too dependent on imports or exports will have troubles in the near future.”
- “Turn new political initiatives created as a result of the changing geopolitical context into concrete opportunities.”
- “Obtaining decisions based on science and evidence.”
- “Navigating the numerous legislative initiatives coming around the same time.”
- “Working out how to navigate this new political reality will be the biggest challenge for EU public affairs professionals.”
- “To ensure interest representatives build coalitions in their dealings with the EU institutions.”
- “One of the big challenges for EU public affairs professionals will be to reach an EU agreement on a comprehensive energy policy in line with climate commitments, regardless of its effect on energy supply or EU climate goals.”
- “Making Fit55 happen in light of energy issues and agricultural/ food crisis.”
- “Reconnect with the EU political system.”
- “Focus. Busy agenda ahead of elections. Lots of noise. Need to focus on the right things at the right time.”
- “Integrity.”
- “Gap between political commitment to green transition and the responsibility placed on private sector to deliver the goals in the absence of regulation/ incentive structures to support them.”
- “Directing appropriate levels of political attention and technical resources to very important but less high-profile legislative reviews.”



- “The war in Ukraine and the impact it has on companies.”
- “To constantly adapt to external events, such as the war in Ukraine, while staying focused on the EU Green Deal and digital transition agenda.”
- “Externally, maintaining prioritization of clients’ key issues in an ever-changing geo-political environment, and with EU elections approaching in less than two years.”
- “To navigate the overlapping regulatory proposals that the Commission is pushing out in every area.”
- “The ongoing war in Ukraine. It affects from digital domain, cybersecurity, migration, energy, food supplies, agriculture, and single market. I think we saw examples when discussing sanctions against Russia.”
- “Combining the professionalism of daily public affairs activities with the priorities of European politics from the war in Ukraine to sustainability for example.”
- “Reconciling supply security with climate ambitions.”
- “It will be a busy year ahead as it will be the last full year before election mode.”
- “Bring up new issues/files/ concerns that haven’t yet been flagged/addressed. Second half of the mandate so hard to bring up anything new.”
- “As the EU seeks sovereignty in many areas, listening to the wise words of non-EU companies will be necessary – but not necessarily easier.”
- “To help clients stay on track with the energy transition under conditions of stagflation, with a war in Ukraine still ongoing and disrupting the status quo.”
- “Increased politicization of EU policy.”
- “Further regulation of digitalised services. While the DMA and DSA look set to become law, many more questions remain unanswered – revisit of online safety rules, use of telecom networks by streaming services, slow implementation of the EU Copyright Directive and introduction of new cybersecurity standards. Through all this the EU is trying to understand how to balance the immense benefits of technology with its commitment to consumer protection and the agenda for promoting European innovators.”
- “Adapting industry narratives to a

- fast-evolving political context.”
- “To achieve world peace.”

Second Challenge – The Hybrid Workplace

- “A tendency for (some) EU officials to stay in the home office.”
- “Misperception that Teams is a great way to lobby. Lack of physical presence overall (from officials and PA professionals). Brussels lobbying strength comes from the dominance of informal over formal. Teams is killing it.”
- “Bridging the gap between “old school” PA and new ways of PA (Digital). Mastering new skills.”
- “People to lobby are not in the office anymore, contacts will be done much more online and networking activities will decrease in big groups. Hybrid Public Affairs Services will become common.”
- “Adapting to a progressively online work environment, with its associated challenges for the creation of a network.”
- “A challenge will be to stand out among the large number of public affairs stakeholders in the sector, which is complicated by the more recent shift towards digital communication and interactions. This makes it harder to secure quality facetime with key policy makers.”
- “The pandemic is not yet finished, and high inflation is rising costs everywhere, so it will be a real challenge to find a balance between in-persons meeting/ events/PR and remote working, again and more than ever.”
- “Getting back to normal – how to reconcile the work/life balance many enjoyed from WFH with the desire to get back to face to face meetings. Will business travel, conferences etc ever return to pre-Covid or will we realise how many resources (time, money, time out of office) can be saved by carrying on doing many things remotely.”
- “Finding the balance between and in the hybrid working world.”
- “Re-establishing good in-person contacts.”
- “To get back to having live meetings with EU-staff as before.”
- “EU engagement in a hybrid work environment.”
- “Access to people, and to information, will remain a challenge.”
- “Remote working. In consultancies, on the client side, and importantly in the EU institutions.”

- “Adapting to a progressively online work environment, with its associated challenges for the creation of a network.”

Third Challenge – Recruiting and retaining talent

- “Finding enough experienced consultants/talent.”
- “Bringing together subject-matter and EU expertise as well as navigating internal expectations. Another challenge is what many people describe as the Great Resignation. It has an impact if people with many years of experience leave.”
- “Talent management.”
- “Internally, ensuring team members that joined during the COVID-19 pandemic are equipped to deliver in-person engagements, which will become again very important from September onwards.”
- “Because now also the mindset is changed and is not still an emergency, like before. Now it’s structural.”
- “Differentiation and securing top talent.”
- “Retention and recruitment, the market is very hot.”
- “Attract and retain talent.”
- “Keeping talent.”
- “Lack of employees on different levels.”

Fourth Challenge – The competitive landscape and economic backdrop

- “Law firms entering the PA market.”
- “Pressure to deliver more for less given the inflation and upcoming financial crisis.”
- “Due to tough competition between agencies, clients not really understanding the value we bring and the ever greater need to tighten budgets/go in-house, our business is quickly becoming commoditised and therefore will attract less talent as they go in-house.”
- “For agencies, inflationary and competitive talent market, driven by growth in corporate teams over the past 12-24 months. The upside is those people then have budgets to spend with agencies!”
- “An economic recession is likely to come.”
- “Economic stagnation. Public affairs is not a core department of businesses.”

BestinBrussels 2022 Best Practice Awards

We asked our BestinBrussels Consultants a simple question; to name one organisation which exemplifies best-practice, best-in-class EU lobbying in Brussels in the corporate, trade association and NGO sectors.

The winners with the most votes are identified below, along with close runners-up who received multiple votes as well as honourable mentions.

Best Corporate EU Public Affairs Team 2022

Winner: Spotify

This year’s winner is Spotify just beating Microsoft (last year’s winner) and MSD. Spotify is a global audio streaming subscription service, providing on-demand access to 82 million music tracks and over 3 million podcasts. Experts say the EU’s focus on reining in the excesses of the biggest, mostly American, companies are taking away from the good that policymakers and regulators can do for Europe’s own industry. Successful European tech entrepreneurs, like Spotify’s CEO Daniel Ek, follow a different path, one of tweets and high profiles in Brussels. Spotify receives EU public affairs support from top Brussels consultancies and law firms including notably BCW, Hill+Knowlton Strategies, EU Strategy and Covington & Burling. With 3 full time Brussels staff under the leadership of Olivia Regnier (Senior Director, European Policy), Spotify spends almost 900,000 euros on direct EU public affairs activity per annum. Spotify is an active participant in a number of associations including the European Tech Alliance (EUTA), Digital Music Europe (DME), DOT Europe Amcham and the Centre on Regulation in Europe (CERRE).



Olivia Regnier
Senior Director,
European Policy, Spotify

“This award is a true recognition of teamwork by our small European Government Affairs team. One of our drivers is selectivity, we have to prioritise strategic issues for Spotify for more effective and in-depth engagement. We try to be substantive and collaborative, bringing information together with solutions to policy makers. We also aim to be inclusive, by creating coalitions and networks to federate action and expand outreach beyond Spotify’s specific interests. Our team gets great support from our colleagues and our leadership, and is motivated to work for a company that has strong values and a sense of purpose that we try to convey in our advocacy. This award is a testament of teamwork, combining dedication and collaboration.”

Close Runners-up:

MSD and Microsoft

Honourable mentions in alphabetical order:

Allegro, Apple, Amazon Web Services, BASF, Bayer, BlackRock, BMS, BP, Breakthrough Energy, Corteva, Deutsche Post DHL, Equinor, Estee lauder, Here, Honeywell, IBM, Intel, Klarna, Liberty Global, Mastercard, Meta, Mitsubishi Electric, Netflix, Novartis, NXP semiconductors, Orange, Orsted, PMI, Qualcomm, Saint-Gobain, Schwarz group, Siemens healthineers, Syngenta, Takeda, Unilever, Veolia and Yara.



Best Business EU
Trade Association 2022

Winner: EFPIA

The European Federation of Pharmaceutical Industries and Associations (EFPIA) represents the biopharmaceutical industry operating in Europe. Through its direct membership of 36 national associations, 39 leading pharmaceutical companies and a growing number of small and medium-sized enterprises (SMEs), EFPIA's mission is to create a collaborative environment that enables our members to innovate, discover, develop and deliver new therapies and vaccines for people across Europe, as well as contribute to the European economy.

EFPIA covers regularly the committee debates in the European Parliament and attends public hearings, conferences, roundtables and similar that are important to the industry. EFPIA also meets on a regular basis Members of the European Parliament and assistants to facilitate the dialogue with policy makers. EFPIA has also regular interaction with the European Commission services, including DG GROW, DG SANTE, DG RTD, DG TRADE, DG ENV, etc. Around 30 EFPIA staff members are involved in EU public affairs, and the association enjoys the support of top consultancies Acumen Public Affairs and FTI Consulting.

"The medicines and vaccines that our members discover, develop and deliver have the power to transform the lives of patients across Europe and beyond. That understanding underpins everything we do at EFPIA. It drives and motivates our amazing team to create an environment in Europe where our members can bring forward the next generation of diagnostics, treatments and vaccines for those who need them. It means having the expertise, not only to follow the conversation, but engage on every level, understanding the needs and developing proposals that can help make Europe a world leader in pharmaceutical innovation. Many of our health challenges cannot be solved by anyone sector, collaboration is key. EFPIA takes every opportunity to bring people together, across companies, across countries and across the health and research communities. We believe that together we can build a healthier future for Europe, a future based on prevention, innovation, access to new treatments and better outcomes for patients. It gives us great pride and we feel very grateful to receive this recognition for the dedication, energy and enthusiasm that we put into our work each an every day."



Nathalie Moll
Director General, EFPIA



Close Runners-Up:
AmCham, CEFIC, DIGITALEUROPE and WindEurope.

Honourable mentions in alphabetical order:
Alliance for Internet of Things Innovation, Avicenna Alliance, BSA The Software Alliance, CCIA, Cleantech for Europe, CLIA Europe, Coalition for App Fairness, European Union Copper Task Force, Epaca, EPC - European Publishers Council, eu travel tech, EUCOPE, EUREFAS, Eurelectric, EuRIC - European recycling industries federation, EuroCommerce, Eurogas, Euromines, European Banking Federation, European Small Volume Cars Alliance, EUROPEN, FETSA, FoodDrinkEurope, Hydrogen Europe, Insurance Europe, MedTech Europe, Motion Picture Association, Orgalim, Payments Europe, Recharge, Solar Power Europe, and Union of the European Lubricants Industry.

Best NGO 2022

The Winner is Transport & Environment

Transport & Environment's (T&E) vision is a zero-emission mobility system that is affordable and has minimal impacts on our health, climate and environment. Created over 30 years ago, T&E have shaped some of Europe's most important environmental laws. T&E got the EU to set the world's most ambitious CO2 standards for cars and trucks but also helped uncover the dieselgate scandal; and just last year T&E's campaigning led Uber to commit to electrifying much of its European operations. The Brussels office is led by the respected campaigner William Todts supported by 31 staff in the policy team alone.

"The EU is the world's leading environmental lawmaker. It's a place where arguments and evidence count, and where democratic agreements can be struck across party lines. T&E's model is to combine the credible evidence of a think tank, with those of a campaign group advocating for positive change and offering concrete solutions. We do that in close collaboration with progressive businesses, consumer groups and politicians. But by far our biggest asset is our people. For years now, our team has been working like crazy to get Europe to promote the change we need to halt global warming. It's incredibly gratifying to see that hard work paying off. But we certainly aren't done yet. The battle for climate justice has only just begun."



William Todts
Executive Director, Transport and Environment



Close Runners-Up:
Better Finance, BEUC and EURORDIS

Honourable mentions in alphabetical order:
Amnesty International, Center for Reproductive Rights, Club of Rome, E3G, EDF, EDRI, EEB, EPDA, European Climate Foundation, European Kidney Health Alliance, Four Paws, Fridays for Future, Greenpeace, International Crisis Group, Lie Detectors, No-Nutriscore Alliance, Reloop, Safe, The Good Lobby, Transparency International, Ukrainian Civil Society Hub, Uni Europa and WWF.

Foreword from SEAP

Over the last two years, Public Affairs has changed. Online campaigning has become more prominent. Whilst the online was slowing becoming a tool employed to influence the policy-making environment, the use of digital tools and the integration of such tactics was definitely sped up by the Covid pandemic.

With everyone working from home and events stopped (albeit for a short period until those too transitioned online), lobbyists were forced to look at the opportunities the digital world offered to increasing advocacy efforts and accessing information on their files.

The frequency and use of online campaigning has now changed the game, but the rules remain the same. If you are looking to influence the European agenda, the discussions or target a specific policy-maker – online or offline – you are a lobbyist.

With the opening and conscious return to work protocols being decided in Brussels, we are faced with a need to navigate a new hybrid environment – employing the tactics of the lockdown and integrating them with the traditional activities of the past. Add to this the heightened scrutiny on policy-making, the improved emphasis on transparency, the increased difficulty in gaining access and information from policy-makers and the busier-than-ever agenda.

Brussels and its lobbyists are busier than ever.

As part of SEAP's commitment to ensure the highest standards of policy-making, we have divided this mandate on different elements – Revolving Doors, Science and Technology, Better Regulation and Ethics. With these topics, the organisation hopes to maintain the reputation of the industry, tackle the misnomers often associated with lobbying, continue to build a strong network to drive positive change and hold the institutions accountable to the better regulation and democratic policy-making process.

We will continue to push for the highest possible level of transparency and ethical conduct, but we will do

more, and open discussions never tackled in a public forum by public affairs professionals such as the issue of diversity in the sector. To help us take this next step forward, we are exploring a collaboration with our counterparts in Asia and the US.

SEAP is proud to partner with BestinBrussels.eu, an unapologetically pro-lobbying initiative that has helped creating a real sense around the public affairs sector in the EU bubble while seeking to promote best practice, the best firms and the best professionals.

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

We invite all Public Affairs Professionals interested in becoming a member of SEAP to reach out to us.

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)



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

www.seap.be



LobbyEurope

Raising Lobbying Standards

SIGN OUR

TRANSPARENCY PLEDGE

FOLLOW OUR WORK ON SOCIAL MEDIA:



JOIN US:

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

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

01

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

02

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

Foreword from EPACA



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



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

This year has been and will be a particularly interesting period for the association. Not only do we continue providing trainings on how to deal with the everchanging environment of teleworking and digital public affairs, 2022 is also the year in which the new Interinstitutional Agreement on the Transparency Register entered into force. In the lead up to this, EPACA held regular meetings with the Joint Transparency Register Secretariat, organised stakeholder awareness workshops, and drafted its own implementing guidelines to ensure our members are ready for the new changes. On top of that, the crisis in Ukraine has created new challenges for the public affairs industry, and our association

serves as a forum where the sector can meet and exchange views on how to adapt to the new reality.

Promoting high ethical and professional standards

Whilst adapting to changing working and political realities, EPACA maintains its focus on promoting ethical standards in the EU public affairs space. Being an EPACA member is synonymous with the highest-quality of ethical conduct. This ethical standard is upheld by initiatives such as EPACA's Code of Conduct, a self-regulatory instrument recognised by the European Commission and European Parliament. The signatories

of the Code – our members – are all committed to abiding by it, acting in an honest, responsible, and courteous manner at all times. As the basis for EPACA members' essential 'licence to operate', the Code is regularly reviewed and updated to ensure that it reflects best practices, responding to shifting social, economic, and political landscapes, as well as to new communications technologies.

As well as advocating for ethical lobbying standards, increased transparency, and the public affairs profession as a whole, EPACA has been at the forefront of promoting the professional standards for the Brussels public affairs sector. This commitment and effort culminated

in the EPACA Charter, which adds to the Code of Conduct by combining ethics, professionalism, and corporate governance. The Charter sets EPACA members apart from other public affairs agencies, and demonstrates to clients the benefit of working with EPACA consultancies.

Defending public affairs professionals

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

The transparency debate has been central to EPACA's work, and it has always been our fundamental guiding principle. Over recent years, we have been instrumental in representing public affairs consultancies with the wider European Transparency Initiative (ETI). All members of EPACA are committed to the highest standards of integrity and believe that those same standards should apply to all lobbyists who aim to influence EU decision-making processes – such as NGOs, PA firms, companies, and trade associations. For several years, EPACA has cooperated with the Joint Transparency Register Secretariat to share views and insights from our members on the development of a Mandatory Transparency Register. Over the course of 2021, we have continued to do so, focusing in particular on the impact of the new IIA on the Mandatory Transparency Register on the EU public affairs sector.

Advancing the professionalisation of the sector

EPACA actively works to give its members the opportunity and tools to integrate the values of transparency, ethics, and integrity into every aspect of our professional lives.

To that end, and with a continuous focus on transparency, we continue to focus on helping educate our members' newest staff on the do's and don'ts prescribed by the EPACA Code of Conduct. With our online tools, we aim to bring written principles into practical acts and

ensure the youngest generation builds an ethical approach to public affairs, and the tools will be regularly updated in order to reflect the reality of the day. Recently EPACA developed an e-tool on stakeholder mappings, ensuring all our members' staff – from interns to senior advisors – are aware of how to collect and process personal data while fully respecting the privacy of stakeholders at all times.

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

Over the course of the past year in particular, we have hosted information sessions to give our members all the tools needed to understand the implementation of the new Mandatory Transparency Register guidelines. We have recently focused on highlighting the work needed in terms of Diversity and Inclusion in the EU public affairs space, hosting several events on the topic and launching internal discussions to highlight the importance of the issue. EPACA provides both trainings on transparency-related topics and trainings focussed on skills. These skills-based workshops range from training junior consultants to build a career in public affairs consultancy to assisting the management in running a successful and innovative consultancy.

Why join EPACA?

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

www.epaca.org

The Best in Brussels Consultancies 2022

Leading Mid-to-Large Consultancies

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Leading Boutiques, Specialists and Start-ups

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109	Europa Insights	145	Rise Corporate
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123	Incisive Health	155	Vulcan Consulting

There are 550 public affairs consultancies on the EU Transparency Register but less than half have an office in Brussels. We believe it is essential to have an office and professional team in Brussels to have a real impact in Brussels.

BestinBrussels highlights the following Top 80 EU Public Affairs Consultancies, grouped as mid-to-large consultancies and boutiques with strong track records in their specialist sectors, services and policy areas and an office in Brussels.

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

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

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 a small number of other consultancies to be commended in Brussels who declined to feature in BestinBrussels so far this year including: Aula Europe, Business Solutions Europa, EPPA, EUK Consulting, Europtimum Conseil, Euros/Agency, FLINT, Global Counsel, Hanbury Strategy, Miltton Europe, Portland Communications, and Shearwater Global.

Together these are the Top 80 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 2022 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 2022, there are 550 public affairs consultancies on the EU Transparency Register, as well as around 160 self-employed public affairs consultants. Although there are many good individual consultants, our mission is to examine the best firms.

A closer inspection of the 550 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 principal 100 public affairs consultancies and each year 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, and cannot just have a postal address and fly in for meetings. For instance, we discovered some London and Paris based firms claim a Brussels office without any permanent staff here. 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 policy-makers 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.

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

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



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Brussels Office Since

📅 2010

Number of Public
Affairs Consultants

👥 55

Key Specialisms

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

About Acumen Public Affairs

Firm Description

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

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

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

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

Ownership Structure

SRL, privately owned by 4 partners.

International Structure

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

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

Key Strengths

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

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

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

Key Clients

Cargill, ChargeUP Europe, EFPIA, IFPMA, MSD, Novartis, PPC, Roche, Sanofi, Uber.



Shaping policy.
Delivering impact.

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Website Address
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Brussels Office Since
 2001

Number of Public Affairs Consultants
 12

Key Specialisms

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

About ADS Insight

Firm Description
Who we are:

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

Services we provide:

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

Ownership Structure
SPRL, private company.

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

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

Key Strengths

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

Key Clients

- DNV
- European Commission
- Japan Association of Marine Safety
- Reloop Platform
- ESWI
- Coursera
- ECSA
- INTERTANKO
- Einride

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.

Advocacy

Dialogue

Sustainability

We mediate, advocate and influence
rules for a better world

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

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Brussels Office Since

📅 1995

**Number of Public
Affairs Consultants**

👤 60

Key Specialisms

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

About APCO

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

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

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

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

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

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

Key Clients
Aave, Accenture, Amazon, American Express, Apple, Blockchain for Europe, Booking.com, Costa Crociere, DTCC, Enterprise Rent-A-Car, FLSmidth, Hoffmann La Roche, Johnson & Johnson, Microsoft, Patagonia, Premier League, Ripple, Ukrainian World Congress, VMware.

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

Word search:

Find 10 outcomes to expect when working with APCO.

O	B	D	L	A	I	E	C	K	Q	H	Z	R	T	U
A	D	V	I	C	E	K	T	P	A	V	H	O	H	
G		P	U	R	P	F	S	E	F	E	L	S	O	Z
I	M	P	A	C	T	H	Z	D	F	N	G		U	B
L	G	A	F	Z	Q	J	C	I	A	D	B	M	G	M
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X	U	E	P	H	A	B	U	I	X		G	H	E	O
K	O	R	K	V	Z	P	N	L	A	F	T	X	A	C
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THOUGHT LEADERSHIP - NAVIGATION - EXPERTISE - PARTNERSHIP - ADVICE
- ADVOCACY - TRUST - COMMUNICATIONS - SOLUTIONS - IMPACT - AGILITY



ARCTURUSGROUP

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Agnès Dubois Conlineau

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Brussels Office Since

2001

Number of Public Affairs Consultants

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

Key Specialisms

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

About Arcturus Group

Firm Description

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

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

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

Ownership Structure

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

International Structure

Brussels, Paris, Berlin, Marseille.

Key Strengths

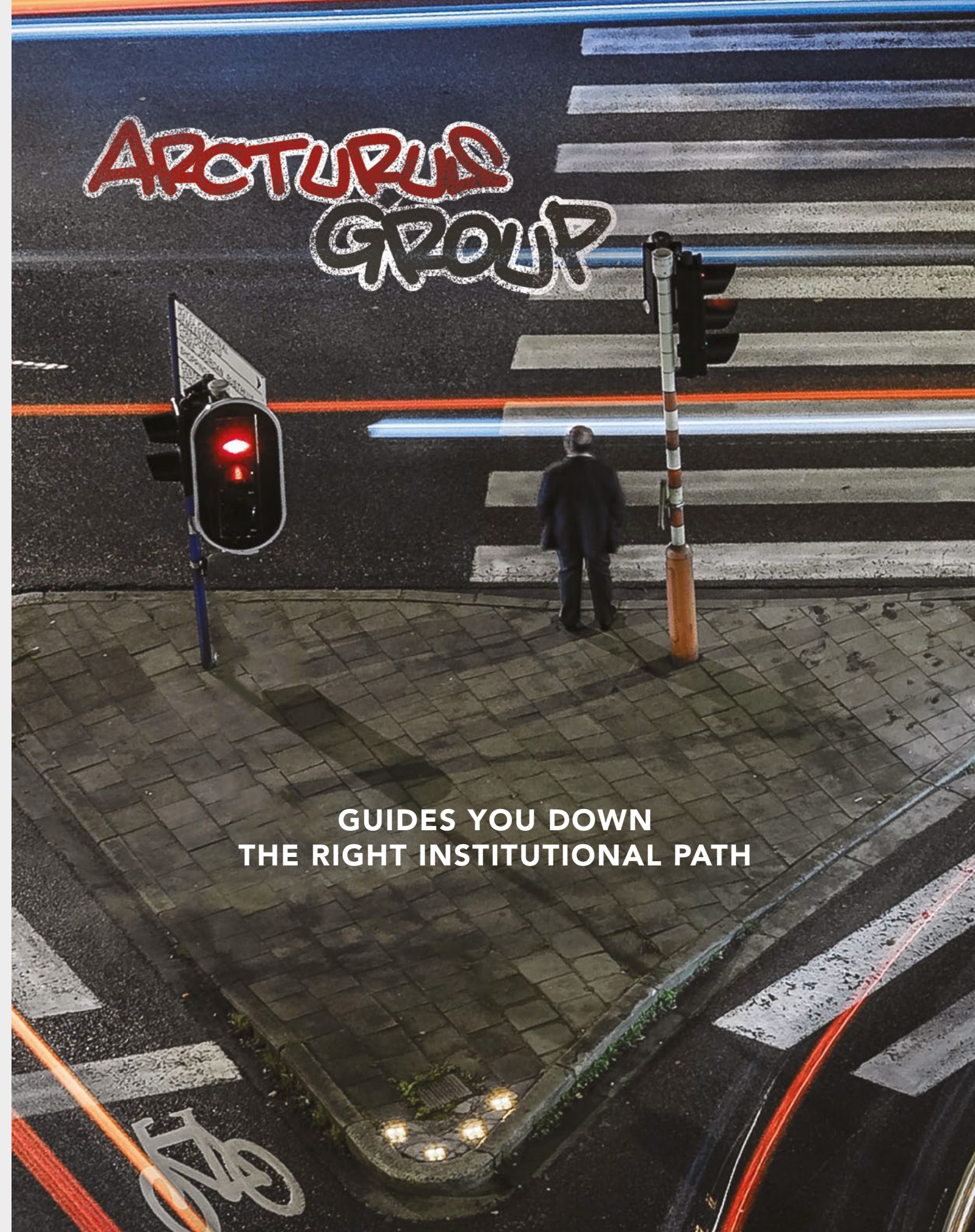
- Multicultural team to perfectly analyse the positions of the different Member States
- Combined intervention capacity in Brussels, Berlin and Paris with one same team
- Tailor-made approach, entirely dedicated to the needs of each client
- Strong ties with partners capable of assisting our clients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

Key Clients

ACO (Automobile Club de l'Ouest), Afruibana, Air Liquide, Attenti, CAF, CNIV (Comité National des Interprofessions des Vins à AOC et IG), Equal, FIVAPE, Hermes, Intercereales, Melitta, MGI, Mobivia Groupe, UMF (Union Maritime et Fluviale de Marseille Fos), Vin et Societe.

Testimonials and why clients like to work with us

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



**GUIDES YOU DOWN
THE RIGHT INSTITUTIONAL PATH**

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

ARCTURUSGROUP

avisa partners

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Brussels Office Since

📅 2010

Number of Public Affairs Consultants

👥 20

Key Specialisms

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

About Avisa Partners

Firm Description
Avisa Partners is an international risk management group of about €50 million sales, 200 staff and offices in four cities – Brussels, Paris, London, Washington. We specialize in impact oriented Public Affairs, Online Advocacy, Corporate Diplomacy and Cybersecurity Services (strategic, operational, forensic and due diligence). Avisa Partners delivers board level solutions for sensitive matters as well as on-the-ground support for effective advocacy and regulatory matters.

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

Ownership Structure
Partnership.

International Structure
Offices in Brussels, London, Paris (HQ) and Washington DC. Network Offices in Sao Paulo, Shanghai and Tokyo.

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

Key Clients
Full list available on the transparency register

avisa partners

INTERNATIONAL AFFAIRS
DIGITAL
CYBERSECURITY

Avisa Partners specializes in competitive intelligence and international affairs.

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

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



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Brussels Office Since

2000

**Number of Public
Affairs Consultants**

30

Key Specialisms

- Banking, Insurance and Financial Services
- Competition & Antitrust
- Digital Services & Technology Hardware
- Food and Drink
- Oil, Gas & Coal Production
- Personal & Household Goods
- Transport
- Media
- Energy
- Retail
- Healthcare
- Sustainability & Environment

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

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

Ownership Structure
Partnership.

International Structure

Founded in 1987, Brunswick's global partnership has grown organically over the past 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
- Competition Antitrust, Mergers and Acquisitions
- Corporate and media relations
- Corporate and reputation management
- Financial situations
- Employee engagement
- Investor engagement
- Digital strategies and content creation
- Geopolitical
- Insights – polling and data analytics

Key Clients

- AWI
- Bank of America Merrill Lynch
- Condé Nast
- Horizon Therapeutics
- ICE
- Illumina
- Intel
- McDonalds
- MSD Vaccines
- Solvay
- The Walt Disney Company

Testimonials and why clients like to work with us

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

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

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

Complex, fast
and challenging

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

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



www.brunswickgroup.com | +32 2 235 6510
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BRUNSWICK



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Brussels Office Since
1965

Number of Public Affairs Consultants
50+

Key Specialisms

- ✓ Aerospace & Defence
- ✓ Digital Services & Technology Hardware
- ✓ Healthcare
- ✓ Sport
- ✓ Sustainability & Environment
- ✓ Competition & Antitrust
- ✓ Food and Drink
- ✓ Trade
- ✓ Chemicals
- ✓ Agriculture & Agribusiness
- ✓ Media

About Burson Cohn & Wolfe (BCW)

Firm Description
BCW is one of the world’s largest full-service global communications agencies, built to move people. BCW partners with clients in the B2B, consumer, corporate, crisis management, healthcare, public affairs, purpose and technology sectors to set strategic direction for all communications and create powerful and unexpected ideas that earn attention. Through an “earned-plus” offer – earned media plus paid media, creative technology, data, AI and an expanding suite of innovative capabilities – BCW moves people with power and precision to move its clients forward. BCW is ranked number one on PProvoked’s Global Creative Index 2020.

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

International Structure
BCW has a network of 246 owned and affiliated offices in 133 countries with over 4,000 employees worldwide.

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

- Key Clients**
See our EU Transparency Register.
- Testimonials and why clients like to work with us**
According to feedback in our latest annual client survey, they appreciate that we:
- Come up with creative, innovative and persuasive solutions that influence decision-making
 - Understand their business
 - Have a deep knowledge of EU government and policy processes
 - Measure success
 - Adapt to changing circumstances



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

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

We are experienced, strategic, integrated and creative.

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

burson cohn & wolfe

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Brussels Office Since

📅 1983

Number of Public Affairs Consultants

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

Key Specialisms

- 📌 Association Management
- 📌 Chemicals
- 📌 Digital Services & Technology Hardware
- 📌 Energy
- 📌 Food and Drink
- 📌 Healthcare
- 📌 Industrial Goods & Engineering
- 📌 Sustainability & Environment
- 📌 Trade
- 📌 Transport

About Dentons Global Advisors Interel

Firm Description
Dentons Global Advisors Interel (formerly Interel) is a leading European public affairs consultancy, supported by an unrivalled global public affairs network, the Interel Global Partnership.

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

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

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

Ownership Structure
Partnership.

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

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

We have a strong team of senior advisors who enable our clients

to see the bigger picture: the team includes Dominique Ristori and Claus Sorensen, former Commission Director Generals; Linda Corugedo Steneberg, former Commission Director (DG Connect), and Catherine Stewart, founder of Cabinet Stewart.

Key Clients
Interel's EU practice has been a market leader in Brussels for more than 35 years and counts, amongst others:

- Asahi
- Bristol Myers Squibb
- ChargePoint
- The Coca-Cola Company
- Eaton
- Ecolab
- Expedia Group
- IEEE
- Intel
- MSD
- Pinterest
- Sony Interactive Entertainment
- Sherwin-Williams
- TE Connectivity

Testimonials and why clients like to work with us
"We see Dentons Global Advisors Interel as a natural extension of our team. Year after year, our partnership gets stronger, deeply rooted in trust and built upon strategic insights and excellent delivery. Interel is a sounding board and a sparring partner."
Wouter Vermeulen, Senior Director, Coca-Cola Public Policy Center Europe, Midden East & Africa

"The Dentons Global Advisors Interel team has not only provided us with high quality strategic advice but has also been highly effective in managing all aspects of the coalition and delivering concrete results."
Kevin Prey, IP Counsel, SAP – Chair of IP2Innovate

The Leading European Public Affairs Consultancy

Positioned at the nexus of business, policy and advocacy, powered by a unique global network, the Interel Global Partnership





Dr2 CONSULTANTS

your key to Europe

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Brussels Office Since

 2012

Number of Public Affairs Consultants

 20

Key Specialisms

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

- Key Clients**
- European Network Airlines' Association
 - City of Amsterdam
 - Closed Pallet Pooling Coalition
 - Ecommerce Europe
 - Europeans for Fair Competition
 - GoodFuels
 - Google Belgium
 - Merck
 - Mosa Meat
 - Nederlandse Spoorwegen
 - OrangeGas
 - Port of Rotterdam
 - Reusable Packaging Europe

About Dr2 Consultants

Firm Description
Dr2 Consultants is a well-established consultancy firm located at the heart of Brussels' European Quarter. Our focus areas are transport & energy, sustainability and digital & tech. Over the past decade, Dr2 Consultants has grown into a renowned EU and Belgian Public Affairs consultancy with focus on transport, energy and sustainability and digital-tech. With over 20 international consultants, Dr2 Consultants' dedicated services include EU and Belgian Public Affairs, the European Green Deal Impact Scan, Fit for 55 services and the Dr2 Academy, a training institute for Public Affairs. Dr2 Consultants is proud to have been nominated for the prestigious Trends Gazellen Award 2022.

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

Key Strengths
We, at Dr2 Consultants, believe that our people are our biggest strength. An international team of 20+ Public Affairs professionals with diverse backgrounds and interests delivers tailor-made services to our clients with the highest standards of quality. Dr2 Consultants' core competency is to connect businesses with the EU. We pay great attention to understanding how organizations work and daily operations unfold, thereby establishing the right link with the most effective Public Affairs approach. By doing so, we empower our clients so they can be successful in influencing EU policymaking. With focus on digitalization, transport and sustainability – the key priorities of the EU – Dr2 Consultants addresses policy areas that bring benefits to society at large and invest in future generations.

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

our clients so they can be successful in influencing EU policymaking.

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

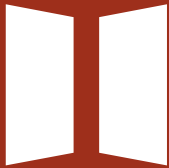


Discover the possibilities we offer

- EU Public Affairs
- Belgian Public Affairs
- EU Green Deal Impact Scan
- Dr2 Academy
- Fit for 55 Services
- EU Data Policy Services
- Sustainability Consulting



Visit www.dr2consultants.eu or talk to us at info@dr2consultants.eu or +32 (0)2 512 37 22.





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Brussels Office Since

1996

Number of Public
Affairs Consultants

30+

Key Specialisms

- ✓ Aerospace & Defence
- ✓ Banking, Insurance and Financial Services
- ✓ Digital Services & Technology Hardware
- ✓ Food and Drink
- ✓ Governments
- ✓ Healthcare
- ✓ Association Management
- ✓ Chemicals
- ✓ Energy
- ✓ Sustainability & Environment
- ✓ Transport

About Edelman

Firm Description

Edelman is a global public affairs and communications marketing firm. Our mission is to support our clients in navigating an ever more complex, interconnected and politicized world. We partner with world leading businesses and organizations to evolve, promote and protect their brands, reputation and licence to operate.

Ownership Structure

As an independent, 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 industry, and serve as a responsible citizen of the world. Our commitment to the principles of our founder, Dan Edelman, are expressed in our core values — excellence, curiosity, and courage — that we strive to work and live by every day.

International Structure

With more than 65 offices worldwide, our global network delivers the right local expertise wherever you would like to undertake public affairs, communications or marketing activities.

Edelman Global Advisory

Edelman Global Advisory (EGA) is a dedicated public affairs firm helping clients to navigate geopolitical risks as well as protect and promote their business within the policy space.

EGA consists of a nimble and highly skilled advisory team that works and executes fluidly across regulatory hubs and key markets, while leveraging the trusted expertise of Edelman's 6,000 colleagues worldwide.

We are the new guard—entrepreneurs with fresh insights and tailored strategies to achieve your goals. www.edelmanglobaladvisory.com

Edelman Data and Intelligence (DXI)

Edelman Data & Intelligence (DXI) is a global, multidisciplinary research, analytics, and data consultancy with a distinctly human mission.

We use data and intelligence to help organizations build trusting relationships with people: making communications more authentic, engagement more exciting and connections more meaningful.

www.edelmandxi.com

Key Strengths

In Brussels we house our most seasoned public and regulatory affairs experts combined with agile professionals in media and digital strategy, crisis communications, influencer engagement, and corporate advisory. These core services are complemented by our in-house data, research and events services.

Key Clients

Our portfolio of clients can be accessed by logging onto our registration on the EU's Transparency Register which can be found here - https://www.bestinbrussels.eu/best_consultancies/edelman/.

Testimonials and why clients like to work with us

"Edelman helped us reaching out 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 the 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

Building trust in today's evolving geopolitical environment.

We work together with our clients to build trust with stakeholders in government, civil society, and the private sector.




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Brussels Office Since

1991

**Number of Public
Affairs Consultants**

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

Key Specialisms

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

Key Clients

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

About EUTOP

Firm Description

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

Ownership Structure

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

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

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

Thought Leadership

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

Testimonials and why clients like to work with us

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

THE EUTOP TEAM

Highly qualified and highly motivated



FIPRA

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Brussels Office Since

📅 Spring 2000

Number of Public Affairs Consultants

👥 40 in Brussels

Key Specialisms

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

About FIPRA

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

Ownership Structure
Independent – owned by management.

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

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

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

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

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

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

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

FIPRA

Professional Public Affairs in more than 50 countries

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



We are high-level

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



We are connected

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



We deliver tangible impact

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



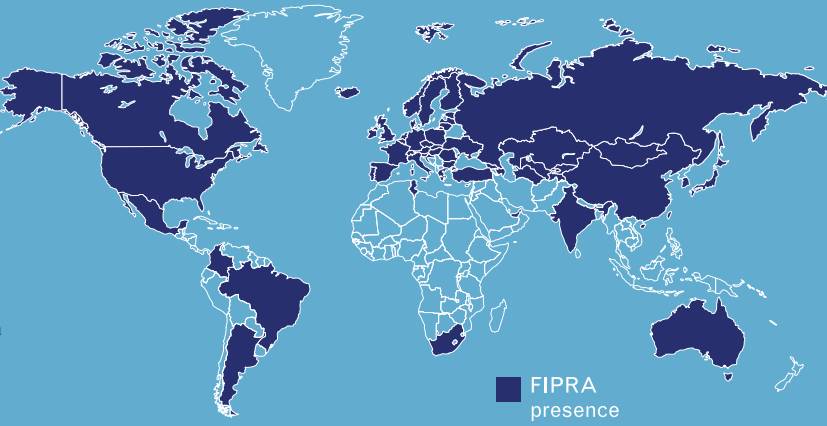
We find the common ground between public & private interest

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

Our Global Presence

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

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



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Website Address

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Brussels Office Since

2013

Number of Public Affairs Consultants

25

Key Specialisms

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

About FGS Global**Firm Description**

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

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

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

position, we help to navigate the political and policy landscape.

Ownership Structure

Incorporated and majority owned

International Structure

Formed by the merger of three of the world's most respected advisory firms, FGS Global maintains a global network of 700 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





FLEISHMANHILLARD

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Website Address

fleishmanhillard.eu

Brussels Office Since

1991

Number of Public Affairs Consultants

110+

Key Specialisms

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

Key Clients

AB InBev, ALCOA, Allianz, Barclays, Cefic, Cisco, Chargepoint, Credit Suisse, Eli Lilly, Emirates, the EU Tech Alliance, Fortum, GE, HSBC, Ingka, JP Morgan, LSEG, Michelin, Novartis, Petcore, Pfizer, S&P Global, Stora Enso, Stripe, Unilever and Yara International.

About FleishmanHillard

Firm Description

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

Ownership Structure

FleishmanHillard is a wholly owned subsidiary of Omnicom Group Inc.

International Structure

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

Key Strengths

- Established track record of more than 30 years' market leadership in Brussels headed up by Senior Partner and General Manager Mette Grolleman.
- Industry-leading Financial Services practice led by Donald Ricketts, Bertie Huet, Guylaine Vandoooren, Anna Davreux and Jim Brunnsden.
- Best-in-class Environment and Chemicals practice with deep expertise in REACH, circular economy and chemical policy advocacy led by Robert Anger.
- Fast growing Energy, Climate and Transport practice headed up by Maximo Miccinilli, supporting our clients in navigating this rapidly changing market and policy environment.

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

A FRESH PERSPECTIVE ON A CHANGING EUROPE



FLEISHMANHILLARD


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Website Address

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Brussels Office Since

2003

**Number of Public
Affairs Consultants**

100+ consultants in Brussels.
Our global team of 5,800+
employees is present in
97 cities in 28 countries.

Key Specialisms

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

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

"What makes FTI unique is that they really understand our business and the eco-system we are operating in. They combine this with an excellent knowledge of policy and legislation that they turn into concrete, strategic and action-oriented public affairs advice. I really value the wide range of experts that this team has at its disposal." Head of Public Policy, Europe at a financial services company

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 5,800 employees located in 97 offices across 28 different countries around the globe. This direct representation is supplemented by a comprehensive network of rigorously selected affiliates with cooperation agreements with more than 120 tried and trusted teams.

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

Key Strengths

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

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

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

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

Key Clients

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

Definitive expertise, global impact



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

www.fticonsulting.com



EXPERTS WITH IMPACT™

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GRAYLING

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Brussels Office Since

1989

Number of Public Affairs Consultants

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

Key Specialisms

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

About Grayling

Firm Description

Grayling Brussels is an integrated corporate affairs, communications and EU public affairs consultancy. We advise organisations on how to navigate the EU, we counsel our clients on becoming credible thought leaders, and identify with them solutions to policy and legislative challenges. We offer bespoke services, including political intelligence and monitoring, advocacy and strategic advice, perception surveys, public relations and social/digital media campaigns, trade association and events management. Our offer is structured around seven expert vertical policy poles, ensuring the depth of our expertise, namely energy, environment, food, health, ICT, transport and trade, as well as two horizontal services, namely corporate coms and trade association management. In 2019, Grayling was named Public Affairs Consultancy of the Year at both the Global SABRE awards and the SABRE Awards EMEA. Our Brussels team also won Consultancy of the Year and the award for "Lobbying the European Parliament" at Public Affairs Awards Europe 2019.

Ownership Structure

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

International Structure

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

Key Strengths

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

C-level executives in both public affairs and media relations. We take them through the ins and outs of PA and PR and provide tips to efficiently run a series of meetings with EU decision-makers or take part in a media interview. Multi-market hub: we serve as the hub for multimarket accounts with our teams combining international thinking with local market understanding. And finally, our new Events & Marketing practice provides a dedicated team to support our client teams in developing impactful, creative and value-added services.

Key Clients

- The European Partnership for Energy and the Environment (EPEE)
- The European Ventilation Industry (EVIA)
- The Environmental Defense Fund (EDF)
- Kraft Heinz
- SpiritsEUROPE
- Honda
- OLX
- AbbVie

Testimonials and why clients like to work with us

"The Grayling team immediately understood the business-critical issues we were faced with, and the urgency with which we needed to address them. The team is dedicated, passionate, solution-oriented and professional – always a pleasure to work with!"
Samuel Laurinkari, Head of EU Affairs, eBay.

"Together with Grayling, we have succeeded in establishing our association as a key player for our industry sector in the Brussels arena and beyond."
Andrea Voigt, Director General, EPEE

GRAYLING

BRUSSELS

WINNER

Brexit Campaign of the Year



**Consultancy
of the Year**

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

The EU Public Affairs Hub

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

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



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Brussels Office Since

February 2018

**Number of Public
Affairs Consultants**

32 advisors

Key Specialisms

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

Key Clients

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

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 Margarine Association (IMACE).



HAGUE
CORPORATE AFFAIRS

**BUILDING IMPACT,
EFFECTING CHANGE**



hanover

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Brussels Office Since

📅 2010

Number of Public Affairs Consultants

👥 30

Key Specialisms

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

Key Clients
Airbnb, Amgen, Apple, AstraZeneca, Bauer Media, Bayer, Beam Suntory, CLEPA, Delivery Hero, European Branded Clothing Alliance, Gas Naturally, Humanitas, IAB Europe, Inditex, Lexmark, McDonalds, Netflix, Nickel Institute, Nike, Pfizer, Pyrowave, PPG, PVH, Samsung, Suntory Beverage & Food Europe, Sky, SQM, Paramount, Vifor, Wiley, Zoetis.

About Hanover

Firm Description
Founded in 1998, the Hanover Group celebrated its 23rd year in 2021 as a 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 and Emma Eatwell. In 2020, Hanover was named a PROVOKE EMEA Agency of the Decade.

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

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

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

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

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

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

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

Applying uncommon sense in an uncertain world.



Hill + Knowlton
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Brussels Office Since

1967

Number of Public
Affairs Consultants

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

Key Specialisms

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

About Hill & Knowlton

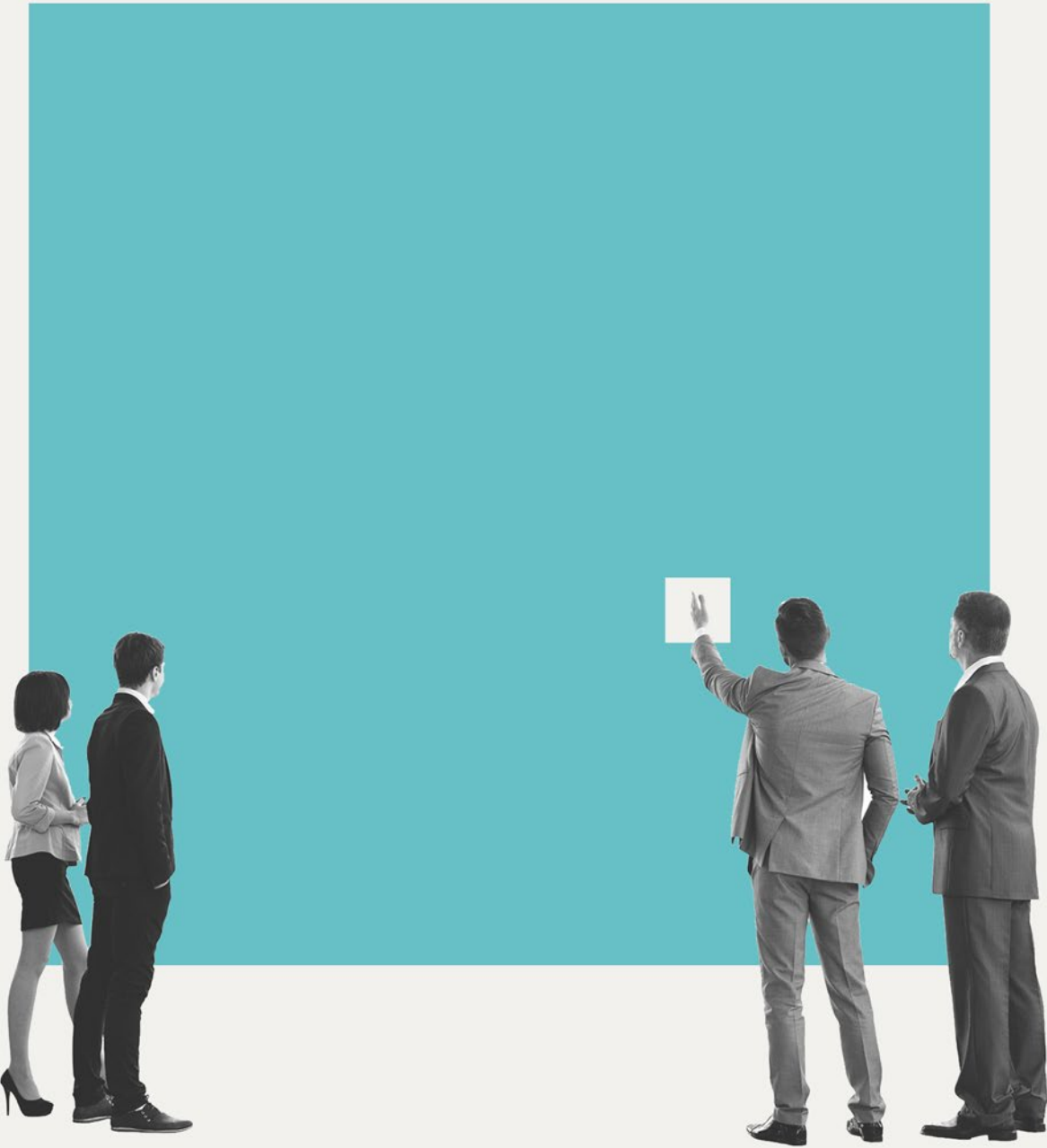
Firm Description
At Hill+Knowlton Strategies we have been helping clients navigate the European institutions and policy and media landscape for more than five decades. Every entity has a public, and today's publics are more powerful than ever before. They have the power to topple trade deals, disband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

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

Ownership Structure
Part of WPP.

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

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



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

They value our ability to contribute meaningfully to intricate decision-making processes and deliver impactful communications across all audiences. In an environment where many prefer to play it safe, **Hill+Knowlton Strategies dares to be bold.**



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GLOBAL REACH. LOCAL INFLUENCE.

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Brussels Office Since

2005

Number of Public
Affairs Consultants

25 in Brussels

Key Specialisms

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

About Hume Brophy

Firm Description
We are a sector-led, political, regulatory and campaigning firm that delivers results for our clients to enhance their commercial outcomes and improve their operating environments. Our Brussels office gives strategic access to the EU's capital and a gateway to our global team of experts across the world's financial and political hubs.

Our people, your strength – we offer our clients a wealth of institutional knowledge and experience across our key sectors of Finance, Energy, Aviation and Agri-Food. We are the regulatory experts, the media experts, the public affairs and public relations experts that you need to build, manage and protect your reputation amongst stakeholders and the public alike.

Founded in 2005, we have grown from two founders to over 120 consultants around the world, and our objective is to continue to grow while retaining our entrepreneurial and flexible culture.

Ownership Structure
Independent, management owned.

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

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

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

In addition, our multilingual and multicultural Brussels team is bolstered by a panel

of senior advisers comprising former European Commission officials, MEPs, trade negotiators, government ministers, journalists and industry sector experts.

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

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

Key Clients
Airlines for America, Apex Brasil, Bayer, BDO, Citadel, CMC (Commodity Markets Council), CME, EEA (European Express Association), ETRC (European Travel Retail Confederation), Fleet Cards Europe, Meat & Livestock Australia, Sekab, World Rugby, Zurich Insurance.

Testimonials and why clients like to work with us
"A4A has relied on Hume Brophy for our members' needs across Europe. From the impact of Brexit to on-the-ground advocacy efforts in Brussels, HB has provided us with superior counsel on the issues affecting our industry. We rely on their perspective and relationships as we engage with policymakers throughout Europe."
Sean Kennedy, SVP Global Government Affairs, Airlines for America

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



Eight great cities.
One great firm.



PUBLIC
AFFAIRS



INVESTOR
RELATIONS



PUBLIC
RELATIONS



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

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Brussels Office Since

1989

Number of Public
Affairs Consultants

40

Key Specialisms

- Association Management
- Chemicals
- Construction & Materials
- Energy
- Food and Drink
- Public Utilities

About Kellen

Firm Description

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

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

Ownership Structure
NV/SA.

International Structure

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

Key Strengths

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

Key Clients

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

Testimonials and why clients like to work with us

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

“We find Kellen highly professional, dedicated and efficient, worthy of their good reputation. The flexible approach to association management services suits our organization, and we benefit from the continuity and in-house synergies of a global company.”
Yves Goemans, DuPont, Chairman EUVEPRO (European Vegetable Protein Association)

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

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

www.kellencompany.com





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Key Specialisms

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

Brussels Office Since

1992

Number of Public Affairs Consultants

Around 40 PA consultants and 10 active Senior advisors

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

About Kreab

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

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

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

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

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

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

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

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



Explaining complicated matters in a simple way

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

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

Karl Isaksson
Executive Vice-President
Managing Partner Brussels

KREAB BRUSSELS



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Brussels Office Since

2007

Number of Public Affairs Consultants

19 in Brussels, 35 across
Landmark Public Affairs offices.

Key Specialisms

- ⊗ Digital Services & Technology Hardware
- ⊗ Food and Drink
- ⊗ Media
- ⊗ Personal & Household Goods
- ⊗ Sustainability & Environment
- ⊗ Transport

About Landmark Public Policy

Firm Description

Landmark is an independent international public affairs and strategic communications agency. We help our clients to engage effectively with decision-makers, stakeholders, opinion formers and the media to achieve strategic business objectives.

Landmark unites a diverse, dynamic, motivated team of experienced consultants able to deliver a highly professional service at all times. We are EU specialists with an international outlook. We work in seamless teams across geographies and time zones, tailored to the specific needs of each client. Our associates come from over 20 countries and speak more than 20 languages.

Our client base consists of reputable companies and organisations with whom we build lasting partnerships based on trust.

Ownership Structure

Independent.

International Structure

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

Key Strengths

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

Key Clients

World Federation of Advertisers, PepsiCo, Toy Industries of Europe, International Food & Beverage Alliance (IFBA), L'Oréal, Goodyear.

Testimonials and why clients like to work with us

"The World Federation of Advertisers became Landmark's 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

Our clients come first. We strive to obtain an exceptional understanding of our clients, their sectors and competitive environments. This enables us to leverage our political, policy and communications expertise effectively, to generate maximum value added for our clients' business.

Wherever we can, we seek to anticipate client needs. We seek to identify opportunities for our clients proactively, we make the business case for seizing those opportunities and we turn them into sustainable business.

Through investment in depth of insight and willingness to challenge orthodoxy, we formulate honest, challenging advice that generates trust and underpins lasting partnerships. We deliver consistently to a high standard. We are always available and dependable.



Intelligent Strategy, Flawless Execution

Public Affairs

Strategic Counsel

Corporate Communications



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Brussels Office Since

1998

Number of Public Affairs Consultants

logos employs 42 consultants and senior advisors who collectively speak 11 languages. MCI Benelux employs 95 consultants in Brussels. Globally, MCI Group has 61 offices in 31 countries.

Key Specialisms

- ✓ Aerospace & Defence
- ✓ Association Management
- ✓ Digital Services & Technology Hardware
- ✓ Energy
- ✓ Healthcare
- ✓ Sustainability & Environment
- ✓ Transport

About logos**Firm Description**

logos provides tailor-made advocacy and outreach solutions based on a combination of technical expertise, political savvy, and razor-sharp communications. We excel at building relationships and compiling the evidence for innovation-friendly public policy. We have been servicing clients for 25 years.

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

Ownership Structure

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

International Structure

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

Key Strengths

Our strengths include:

ADVOCACY & INTELLIGENCE

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

ASSOCIATION MANAGEMENT

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

COMMUNICATION

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

- editorial approach & content strategy

DIGITAL ENGAGEMENT

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

INDUSTRY & POLICY DIALOGUES

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

Key Clients

4evergreen, 5GAA, Air Liquide, ATVEA, CAPIEL, CEMEX, Cepi, Committee of the Regions, Euralarm, European Climate Foundation, European Commission, FIM, HINO, IMEC, Industry Summit, IRU, ISMA, Japan, Automobile Manufacturers Association, RECHARGE, SAE International, SGI Europe, Sustainable Fuel.

a public affairs & communications agency

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

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



advocacy & intelligence

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



association management

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



digital engagement

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



communication

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



industry & policy dialogues

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

NOVE

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Brussels Office Since

October 2017

Number of Public
Affairs Consultants

20

Key Specialisms

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

About Nove

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

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

Ownership Structure
Partnership.

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

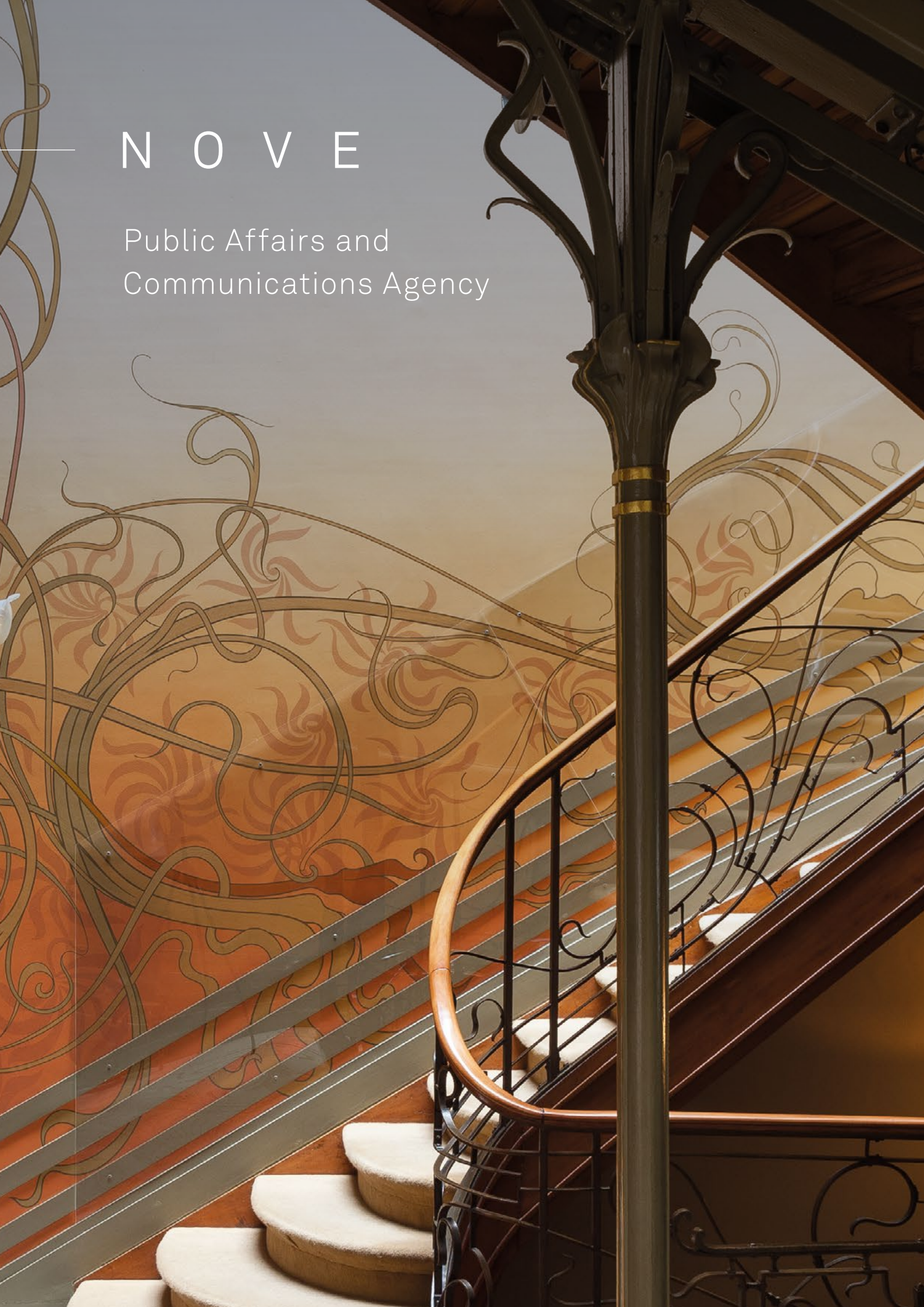
Key Strengths
As a fast-growing company, we work differently to most agencies in the EU bubble: our ‘start-up mindset’ and creative thinking on EU engagement is one of our key strengths. Our senior experts work hand-in-hand with our consultants to deliver outstanding results. In servicing our clients,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

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

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

NOVE

Public Affairs and
Communications Agency





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Brussels Office Since

2017

Number of Public Affairs Consultants

16

Key Specialisms

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

About PNKetchum+

Firm Description

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

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

We deliver customized Public Affairs and Strategic Communication solutions that help organizations inform, influence and shift thinking in a range of industries, including: chemicals; healthcare; sustainability and environment; agriculture; food and drink; and trade.

Our team of highly skilled professionals is driven by the entrepreneurial spirit. We are enthusiastic, flexible and thrive in a fast-paced environment. Through PNKetchum+ our clients have access to a global pool of public affairs talent from the world's largest group (Omnicom), which ensures that every client has our full attention. Clients benefit from expert counsel on European Affairs, that combines market intelligence and analysis services as the foundation for effective engagement initiatives and public affairs campaigns. Our global network has the reach to serve national, regional and global affiliates, coordinated from Brussels and worldwide, as needed.

Empathy + Intelligence are in our DNA. We are passionate about understanding your needs and matching them with society's concerns. The conversations we will have translate your aspirations into strategic action that helps you navigate the political and regulatory landscape most effectively.

Ownership Structure

PNKetchum+ is the public affairs practice of Porter Novelli Ketchum Brussels, a wholly owned subsidiary of Omnicom Group Inc.

International Structure

We are one of 130 Ketchum offices in 70 countries worldwide. We serve clients across multiple markets to deliver innovative and effective communication and public affairs support. Our global HQ is in New York.

Key Strengths

- In-depth understanding of the political environment, dynamics and processes in Brussels, the UK and other European markets.
- Strong network of contacts across the European Institutions.
- World-class public affairs support to companies operating in highly regulated environments. Deep expertise in the pharma, MedTech, biotech, animal health, crop protection, agri-food, and chemicals industries.
- A multi-disciplinary team of professionals: political scientists, lawyers, MBAs, scientists, ex-journalists, experts in strategic and digital communication, science to policy communication, data analysis and synthesis.
- A Brussels-based team of 16 public affairs professionals, backed by 34 public relations professionals, that designs and delivers innovative and integrated PA-PR strategies.
- In-house design and audio-visual production studio and expertise.

Key Clients

Amgen, European Fruit Juice Association, BASF, Cargill, CFA Institute, Bayer, European Cancer Patient Coalition, European Health Parliament, Incyte, Johnson & Johnson, Kellogg's, Kyowa Kirin International, Gedeon Richter, Novo Nordisk, Plasma Protein Therapeutics Association, Pfizer, Procter & Gamble, Sandoz, TESARO, World Bladder Cancer Patient Coalition, European Cancer Organization.

Every organization has its policy issues. What are yours?

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

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PNKetchum+
public affairs



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Brussels Office Since

📅 1997

Number of Public Affairs Consultants

👥 35

Key Specialisms

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

About Political Intelligence

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

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

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

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

International Structure
Political Intelligence is a network of privately-owned companies in key European markets, including Brussels, London, Madrid, and Lisbon. Our Brussels office provides European, Belgian and Luxembourgish public affairs 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 in Berlin, The Hague, Dublin and Rome.

Key Strengths
Tech policy is in our DNA – since our founding, digital and ICT policy has been Political Intelligence’s core business. We have over 20 years’ worth of expertise supporting innovative businesses at European level. That said, with the economy digitalising at a high pace over the last decade, we have been branching out into a wide range of sectors such as aviation, energy, mobility, circular economy, health, food and tourism. Being at the forefront of the digitalisation of such traditional sectors, we fully understand disruptive digital business models, bring a fresh perspective to traditional activities, and remain passionate about innovation.

Key Clients
Google, Netflix, SHV Energy, Etsy, Yahoo, Healthy Europe, Fedima, EuroISPA, Lightsource bp, Facebook, TUI, Cloudflare, DoorDash, Internet Watch Foundation, Taxi4SmartMobility.

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





Political Communication Redesigned

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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

AAA, Alpha-1 Global, Avicenna Alliance, Becton Dickinson, Apellis, Boehringer Ingelheim, Blood Transfusion Alliance, Cepheid, DICE, EFPIA, EAMBES, Edwards Lifescience, International Patient Organisation for Primary Immunodeficiencies, Nuclear Medicine Europe, Macopharma, MSD Animal Health, Pfizer, Prolacta, Takeda, Terumo BCT, Sanofi, SPARC Europe.

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.**

Political Communication Redesigned
www.rpp-group.com



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:RUD PEDERSEN GROUP

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Brussels Office Since

2017

Number of Public Affairs Consultants

48

Key Specialisms

- ☑ Chemicals
- ☑ Healthcare
- ☑ Metals & Mining
- ☑ Personal & Household Goods
- ☑ Sustainability & Environment
- ☑ Energy
- ☑ Agriculture & Agribusiness
- ☑ Food and Drink
- ☑ Banking, Insurance and Financial Services

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.

About Rud Pedersen

Firm Description

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

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

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

In five years, our office in Brussels has grown from a start-up of 2 people to a mid to large sized agency of 48, more than tripling staff numbers and revenue since 2020.

Ownership Structure

Partnership.

International Structure

Rud Pedersen's Brussels office is part of the Rud Pedersen group, one of the fastest growing public affairs companies in Europe. It has over 230 public affairs consultants operating in Brussels, Berlin, London, Paris, Warsaw and across the Nordics and Baltics. We are active in other European capitals, working with dedicated public affairs partners.

Key Strengths

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

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

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

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

Key Clients

Bayer, Chemours, The Cobalt Institute, Eli Lilly, Estee Lauder, EURIMA, EDANA, IOGP, The Copper Institute, LEGO, Knauf Energy Solutions.

Rud Pedersen Public Affairs

:RUD PEDERSEN GROUP



Your Public Affairs Partner in Europe

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

Contact Us:

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Brussels Office Since

1989

Number of Public Affairs Consultants

26

Key Specialisms

- ☑ Digital Services & Technology Hardware
- ☑ Education
- ☑ Energy
- ☑ EU Funding
- ☑ Healthcare
- ☑ Telecoms

Key Clients

Anti-money Laundering Europe, Bird & Bird, Council of Europe Development Bank, Deutsche Telekom, Edwards, ESB, European Commission, European Energy, Irish Aviation Authority, Lantmännen, Liberty Global, Medtronic, Microsoft, Philips, SAP, Skillnet Ireland, Swedfund, Signify, The Adecco Group.

About Schuman Associates**Firm Description**

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

Ownership Structure

Schuman Associates is independently owned.

International Structure

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

Key Strengths

Schuman Associates supports clients to:

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

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

Testimonials and why clients like to work with us

"We are working with Schuman Associates on the European Green Deal and Recovery Plans. 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 program initiatives. This enables our country teams to follow-up on business opportunities from these programs, while contributing to green and digital recovery and growth of Europe. When working with the Schuman team (both the central team in Brussels and the country representatives) it really feels like we are all part of one company!" Signify

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

The Adecco Group

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

MasterCard



YOUR
EUROPEAN
PARTNERS
IN A GLOBAL
MARKET

since
1989

Get ready. Get in touch.
www.schumanassociates.com

PUBLIC AFFAIRS & COMMUNICATION
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BID & PROJECT MANAGEMENT

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Brussels Office Since

2000

Number of Public Affairs Consultants

30

Key Specialisms

- ☑ Chemicals
- ☑ Digital Services & Technology Hardware
- ☑ Energy
- ☑ Governments
- ☑ Healthcare
- ☑ Retail
- ☑ Transport

About SEC Newgate EU

Firm Description

We are an 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

Majority owned by the SEC Newgate group.

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 600 people, operating across five continents from more than 35 offices, including Beijing, Berlin, Brussels, Canberra, Dubai, Hong Kong, London, Madrid, Milan, New York, Paris, Rabat, Rome, Singapore, Sydney, Warsaw and Washington DC.

Key Clients

- BSA | The Software Alliance
- CES – Silicones Europe
- CCIA
- Energizer
- ETNO
- Expedia
- HP
- International Association of Privacy Professionals (IAPP)
- Netflix

...to name but a few.

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

Listen. Strategise. Optimise. Amplify.

secnewgate.eu



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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
- Telecoms
- Transport
- Competition & Antitrust
- Sustainability & Environment

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 32 hubs worldwide. With an unparalleled blend of knowledge, skills and experience, we offer strategic advice to senior leaders of some of Europe's and the world's largest companies to help solve their most complex regulatory and reputational challenges and opportunities.

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

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

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

International Structure
Teneo's team is comprised of nearly 1300 professionals, located in 32 offices, in key markets around the world.

Key Clients
See our EU Transparency Register entry.

- Key Strengths**
Senior-Led Advisory:
- Teneo's teams have counselled the leaders of many of the largest and most complex companies in the world. We work directly with in-house teams and provide integrated advisory across their strategic business priorities. Our Brussels team have an in-depth understanding of clients' businesses, and a relentless focus on solving their problems and identifying opportunities.
- Strategic Advisory
 - Advocacy and Outreach
 - Reputation and Purpose
 - Crisis Management
 - Financial situations



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



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Brussels Office Since

📅 1989

Number of Public
Affairs Consultants

👥 21

Key Specialisms

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

About Weber Shandwick

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

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

International Structure
With offices in 72 cities and a network extending to 120 cities on 6 continents, Weber Shandwick is proud to meet the world's challenges head-on.

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

We bring deep sectorial expertise in healthcare, financial services, technology, and energy with an emphasis on sustainability and climate policies. Our integrated communications and public affairs services are designed to help our clients solve their business critical issues by maintaining their license to operate and creating new markets for their products.

Experienced in short- and long-term campaigns, we are able to traverse immediate issues of client reputation and navigate long-term policy agendas, shaping opinions and engaging the right audience in the right place, at the right time.

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

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

Key Clients
ONCE, Ericsson, Galapagos, FEVE, Nespresso, Shell and Card Payment Sweden, ePure, Chiesi.



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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**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 clients.

Skilful Positioning in Financial Services
www.aforeconsulting.eu



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Brussels Office Since

📅 2022

**Number of Public
Affairs Consultants**

👥 4

Key Specialisms

- 🔍 Digital Services & Technology Hardware
- 📺 Media
- 📡 Telecoms

About AK Public Affairs**Firm Description**

AK Public Affairs is a newly established boutique public affairs consultancy that provides strategic level support to organisations that want to position themselves effectively in Brussels and shape the EU tech policy agenda.

Ownership Structure

Partnership.

Key Strengths

Over the past decade, its two co-founders worked in the EU institutions and two leading public affairs consultancies in Brussels. They have been trusted by many leading tech companies to help them identify risks and opportunities and develop bespoke public affairs strategies for all the key EU tech policy debates in Brussels.

Key Clients

Akamai, Workday.



HELPING
ORGANISATIONS
SHAPE EU TECH
POLICY

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Brussels Office Since

1986

Number of Public
Affairs Consultants

5

Key Specialisms

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

About Alonso & Asociados

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

Established in 1986, based in Brussels and Madrid.

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

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

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

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

Key Strengths
Networking. Technical know-how.



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Brussels Office Since

2003

Number of Public Affairs Consultants

6

Key Specialisms

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

About Athenora Consulting

Firm Description

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

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

Ownership Structure

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

International Structure

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

Key Strengths

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

Key Clients

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

Testimonials and why clients like to work with us

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



Votre cabinet de conseils en affaires publiques européennes

Eveillez-vous à l'Europe et Agissez !



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Brussels Office Since

2014

Number of Public Affairs Consultants

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

Key Specialisms

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

About ATREVIA**Firm Description**

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

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

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

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

Ownership Structure
Limited Liability Company.

International Structure
We are member of PROI Worldwide and EPACA

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

Key Strengths

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

Key Clients

- Ecuadorian Banana Cluster
- ONCE

Testimonials and why clients like to work with us

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

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

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



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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GROUP**

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Brussels Office Since

2006

Number of Public Affairs Consultants

5 Brussels-based
with 20 in Berlin

Key Specialisms

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

About Bernstein Group

Firm Description

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

Ownership Structure

Partnership.

International Structure

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

Key Strengths

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

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

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

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

Key Clients

References available upon request.

Brussels Berlin

Expect Impact

BOLDT

STRATEGY ► COMMUNICATIONS ► TRANSFORMATION

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Brussels Office Since

1 January 2018

Number of Public Affairs Consultants

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

Key Specialisms

- ☑ Chemicals
- ☑ Digital Services & Technology Hardware
- ☑ Energy
- ☑ Food and Drink
- ☑ Healthcare
- ☑ Oil, Gas & Coal Production

About BOLDT

Firm Description

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

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

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

Key team members in Brussels:

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

Ownership Structure

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

International Structure

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

Key Strengths

Senior-Led Consultancy Firm

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

Our Model

The traditional agency model is broken. We know because many of us led these agencies at the highest levels.

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

There's no pretence and pageantry with us. No legacies or bloated bureaucracy. We're 100% focused on our core purpose: delivering transformations for our clients with BOLDT strategy and communication.

Key Clients

Google, Coty, MSD, Euroconsumers.

Testimonials and why clients like to work with us

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

BOLDT

STRATEGY ► COMMUNICATIONS ► TRANSFORMATION

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

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

We counsel leaders on strategy, communications and stakeholder engagement.

We transform organisations and performance.

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



www.boldtpartners.com

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

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Brussels Office Since

📅 2008

**Number of Public
Affairs Consultants**

👥 The team consists of 2 Senior
Partners, 4 experienced
Public Affairs Consultants,
1 Event Manager & a team

Key Specialisms

- 📌 Aerospace & Defence
- 📌 Digital Services &
Technology Hardware
- 📌 Energy
- 📌 Transport
- 📌 Sustainability & Environment
- 📌 Media Relations

About Business Bridge Europe

Firm Description

Business Bridge Europe (BBE) is a unique boutique consultancy firm specialised in European public affairs, employing this expertise to the benefit of its clients in actions of advocacy, business intelligence, training and coaching, strategic communications and first-class event management, and has been, since its inception, specialised in European space policy.

Established in 2008, BBE is composed of a dedicated senior and experienced team of consultants that, together, detain over thirty years of experience working with EU decision-makers, media and the private sector, both in the EU and abroad, on key strategic topics, including space, aeronautics, security and defence, digital policy, artificial intelligence, 5G and cybersecurity, as well as energy and circular economy. The thorough knowledge that BBE's partners and team possess of the EU decision making process make it a highly effective operator in the European sphere of influence.

Over the course of the past fourteen years, BBE has predominantly established itself as an effective and respectable operator in the EU aerospace ecosystem, having worked closely with all the key stakeholders, such as the European Commission and the GSA, the European Space Agency, national governments and space agencies from across Europe, and key industry players, particularly in the context of such key initiatives as the European Space Conference which was first organised in 2008 at the request of European decision-makers who needed a platform to increase awareness of Galileo and to bring together the European space sector.

Our activities have a strong European scope, with an increasingly important component developing beyond Europe's borders, particularly with regards to cooperation between the EU and Africa.

Ownership Structure

SRL

Key Strengths

Business Bridge Europe's activities focus on a wide range of sectors of particular strategic importance to Europe, and each time it provides a variety of services tailored to the specific needs of each client.

BBE works closely with clients in the European ecosystem, helping them develop a solid and clear position on the file(s) of their choosing, and presenting it to a dense and diverse network of contacts at the heart of the decision-making process.

Our services include, but are not limited, to European & Regulatory Affairs, Business Intelligence, Communication & Media Relations, Representation & Lobbying, Events & Conferences, Crisis Communication, Training and Education in Communication and EU Affairs.

Key Clients

Airbus Group, Ariane, EIT InnoEnergy, EUCOBAT, Mercator Ocean

All our other clients are listed in the EU Transparency Register (n° 72856225852-31).



You set the tone. We make it count.


Business Bridge Europe
www.b-bridge.eu

cicero/amo

strategic advisors

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Brussels Office Since

2008

Number of Public Affairs Consultants

We have 10 dedicated EU
specialists, as part of 67
consultants across our Brussels,
London and Dublin offices.

Key Specialisms

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

Key Clients

- Airdn
- CoinShares
- European Confederation of Police (EuroCOP)
- European Hotel Forum
- LEG Immobilien
- Index Ventures
- Legal & General
- MarketAxess
- Rio Tinto
- Onfido

About Cicero/AMO

Firm Description

It is 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 political landscape.

Cicero will resolve any political communications challenge by ensuring our clients are in control of the conversations that make a difference, using our meaningful conversations methodology:

Consult – Strategic Advisory

- Foreseeing risks & opportunities
- Advancing positioning
- Providing trusted counsel

Connect – Stakeholder Engagement

- Build awareness
- Broaden influence
- Protect & enhance reputation

Change – Campaign Activation

- Champion issues
- Build advocacy
- Impact behaviour

Using an insight-led, digitally optimised toolkit, Cicero have over 20 years' experience delivering award winning work across all major business sectors. We ensure our clients are:

Informed across several sectors and issues – from banking to fintech, data to trade issues, sustainability to pensions, and many more.

Relevant amongst influential stakeholders – from policy makers to journalists, regulators to investors, Cicero understand the importance of by engaged with the right people.

Visible via an integrated political communications toolkit – maximising our clients' exposure and return on investment through services that includes expert corporate and media relations, leading thought leadership and pan-European regulatory engagement counsel.

Ownership Structure

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

International Structure

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

Key Strengths

- 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.

Testimonials and why clients like to work with us

"We have been impressed with both the quality of the strategic insights plus the responsiveness of day to day support of the Cicero team and would recommend their work to other organisations looking to engage in Brussels."

Laura Coffey, Policy and Strategic Accounts Director, Onfido

Make a meaningful difference

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.

1 Consult

2 Connect

3 Change

Foresee **risks & opportunities**

Advance **positioning**

Provide **trusted counsel**

Build **awareness**

Broaden **influence**

Protect & enhance **reputation**

Champion **issues**

Build **advocacy**

Impact **behaviour**

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Henrique Burnay, Co-founder and Senior Partner

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eupportunity.eu/en

Brussels Office Since

2009

Number of Public Affairs Consultants

6

Key Specialisms

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

About Eupportunity

Firm Description

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

Ownership Structure

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

International Structure

The partnerships built throughout these 13 years are our most valuable asset and one that we nurture on a daily basis. We would highlight the ones with the Portuguese Catholic University, Kent University, Porto Business School, Nextlaw, Portugal Network, and the on-going participation in international EU projects: ALBATTs and DRIVES (Erasmus +) and Bundle-Up (Horizon 2020). Furthermore, we are founding members of The Brussels Group, a network of independent public affairs companies with a strong expertise at both European and national levels.

Key Strengths

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

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

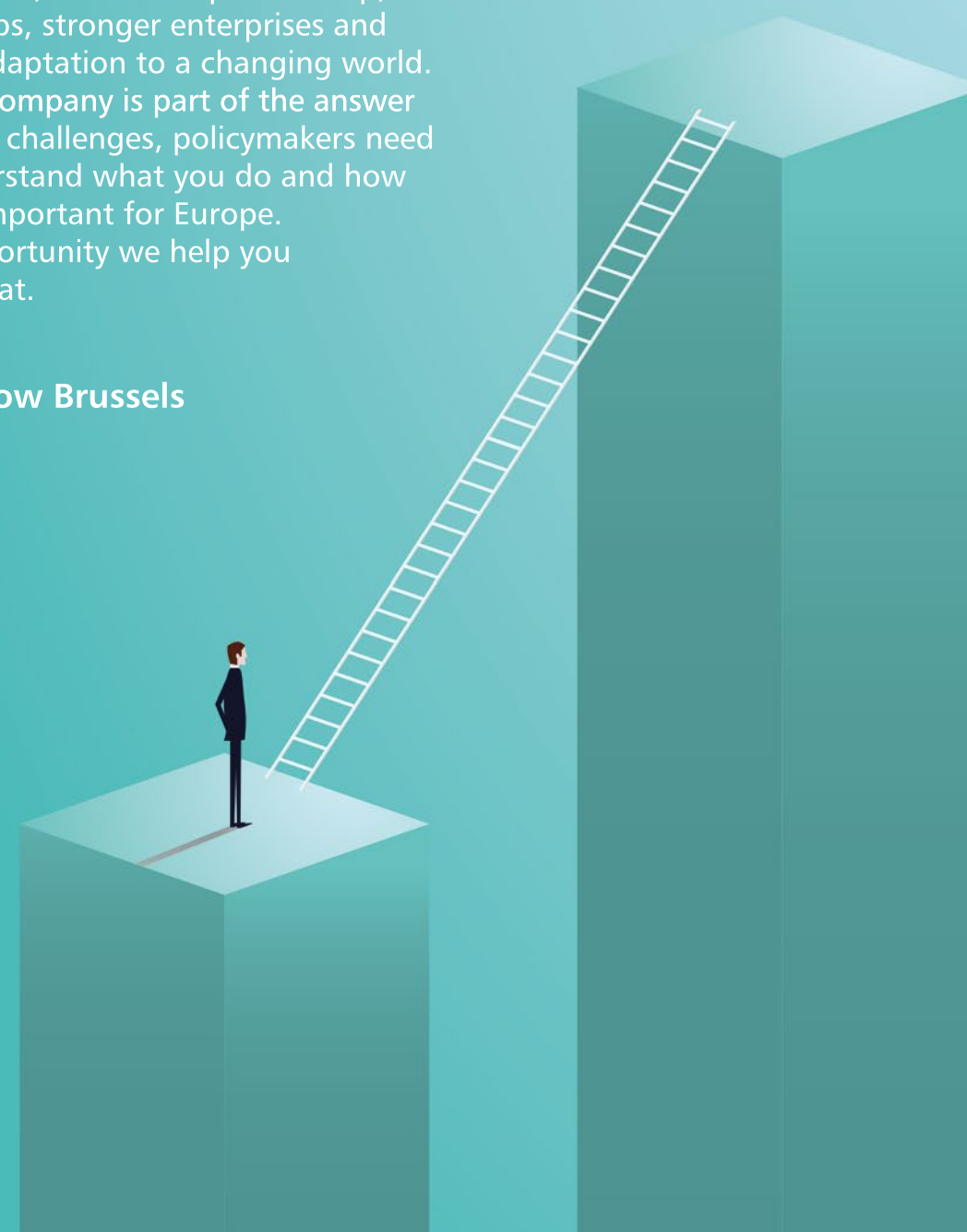
"No one better to guide you in Brussels."
Victor Lino Mendonça, Mylan

"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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BELGIQUE

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Brussels Office Since

1993

Number of Public Affairs Consultants

13 consultants based in Brussels and Paris.

Key Specialisms

- ☑ Banking, Insurance and Financial Services
- ☑ Energy
- ☑ Food and Drink
- ☑ Healthcare
- ☑ Retail

About Euralia

Firm Description

EURALIA is an independent Franco-European Consultancy based both in Paris and Brussels.

We help our client to create, develop and strengthen their presence and their influence at the EU level, providing them tailor-made tools, expertise and services.

Our ability to develop Franco-European integrated influence strategy is part of our DNA.

Ownership Structure

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

International Structure

- Brussels
- Paris

Key Strengths

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

Key Clients

AFTI – Association française des professionnels des Titres, 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 and UEVP – Union européenne des Vétérinaires praticiens

Testimonials and why clients like to work with us

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

“THE BRIDGE BETWEEN PARIS & BRUSSELS



EURALIA

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PARIS

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EUROPA INSIGHTS

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Brussels Office Since

2001

Number of Public
Affairs Consultants

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

Key Specialisms

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

About Europa Insights

Firm Description

Providing independent legal and strategic policy advice and fostering third-party and coalition engagement.

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

Our expertise across industries and regulatory affairs includes data economy, cyber security, analytics, public health, sustainability, patents and licensing, wireless standards and international trade.

Our team includes in-house domain, public affairs and policy specialists and external senior advisors who bring insight, focus and experience to bear on behalf of our clients.

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

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

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

International Structure

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

Key Strengths

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

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

Key Clients

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

Testimonials and why clients like to work with us

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

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

Redefining policy engagement in Europe.

EUROPA INSIGHTS

With expertise in:



Intellectual Property, Technology, Innovation Policies



Public Health, Investment in Social Infrastructure



Sustainability, Green Cloud



Internet of Things, Open Standards



GDPR, Cyber Security



Fair Competition



International Trade



Data Economy, Cloud Computing

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Brussels Office Since

1999

**Number of Public
Affairs Consultants**

8

Key Specialisms

- ☑ Digital Services &
Technology Hardware
- ☑ Media

Key Clients

- The European Publishers Council
- The News Media Coalition
- CEPI, the European Audiovisual Production association
- FIAD, the International Federation of Film Distributors' and Publishers' Associations
- AER, the Association of European Radios
- Vaunet, The Media Association representing commercial broadcasting and audiovisual companies in Germany

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.

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)

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

"We are now more engaged than ever before and our voice is now heard in many different policy debates."
Jérôme Dechesne- President, The European Coordination of Independent Producers (CEPI)

"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



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Pascal Michaux, Partner

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Brussels Office Since

📅 2020

Number of Public Affairs Consultants

👥 26

Key Specialisms

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

About EU Focus

Firm Description
A one stop shop consultancy where advocacy, legal, socio-economic, sustainability & communication expertise reinforce one another. Our model ideally responds to the increasingly complex EU societal & political environment. The 'Quintuple Helix' Approach is the unique EU Focus-specific working model in Brussels.

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 operates in the whole EMEA with experienced partners in Brussels, London, Paris, Rome, Madrid, Lisbon, Warsaw, Vienna, Prague, Budapest, Bratislava, Bucharest, Athens, Istanbul, Abu Dhabi & Casablanca.

Key Strengths

- Capacity to build quick integrated multi-disciplinary teams
- Unrivalled senior expertise in highly regulated sectors (chemicals, agro-chemicals, fertilisers) where science meets sustainability
- Expertise in setting regulatory precedents
- Ability to understand decision-makers priorities & build compromises
- Strong network within Member States

Key Clients
Sumitomo, Chemours, Lanxess, Dow, Corning, ADAMA, Gowan, UPL, Copper Task Force, Certis, TotalEnergies.

Testimonials and why clients like to work with us
"EU Focus 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



BUILDING COMPROMISES
FOSTERING BREAKTHROUGHS

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Brussels Office Since

2009

Number of Public Affairs Consultants

10

Key Specialisms

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

About EU Strategy

Firm Description

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

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

Ownership Structure

Independent firm owned by Andrea Parola.

International Structure

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

Key Strengths

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

Key Clients

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

Testimonials and why clients like to work with us

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

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



Shaping Positions Developing Strategies Through Constructive Dialogues





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Brussels Office Since

2018

Number of Public
Affairs Consultants

12

Key Specialisms

- ✔ Agriculture & Agribusiness
- ✔ Digital Services & Technology Hardware
- ✔ Food and Drink
- ✔ Healthcare
- ✔ Media Relations
- ✔ Sustainability & Environment

About Fourtold

Firm Description

Our purpose is to help build and maintain trust in the science and technology that can tackle the global issues of our time.

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

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

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

Ownership Structure

Private

International Structure

UK, Belgium, Germany, US, plus partners elsewhere.

Key Strengths

Fourtold's distinctive culture embraces difference, celebrates collaboration, and is driven by being responsive and flexible. We are guided by creating a client experience that delivers on our FOUR client promise, to be:

FRESH in our thinking.

OPEN in how we partner with clients, each other and other agencies.

UNDERSTANDING of the context, markets and politics in which our clients operate.

RESULTS focused, at all times.

Our integrated approach and commitment to excellent client service mean that we can provide you not just with a depth of political and policy understanding, but also the creativity, senior counsel and – above all – the agility and responsiveness our client's demand.

Our inspiration, creativity and ideas are drawn from an unusually broad and diverse range of sources, backgrounds and experiences

with a multi-national team that is made up of experienced journalists, institutional insiders and political experts together with seasoned consultants. Together, we have created some of the most notable advocacy communications campaigns seen in Brussels in recent times.

We are experts at closing the gap between Public Affairs objectives and effective communications, through:

- Political communications and engagement strategy
- Thought-leadership development
- Coalition building
- CEO / Leadership branding & profiling
- Issues & crisis preparation and management
- Media and social/digital strategy and execution
- Policy monitoring, intelligence and insight
- Internal & change communications

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

THINKING BEYOND THE BUBBLE.

Week. Public consultation. ERS. Rapporteur. Troika. Roadmap. Row
EEAS. Interservice consultation. The cast. PESCO. Fit for 55. O
Hebdo. HRVP. Level playing field. Consultation. Perm Reps. Compa
closer union. Shadow rapporteur. Regulation. Brussels Playbook. So
Wise men. Subsidiarity Innovation. Per Diem. Externalise. Toolbox. S
funds. Acquis Communautaire. Insight. Working group. Implement
Own-Initiative. So-called. Excessive deficit procedure. Implement
Conciliation cor
EP. Green Deal
Policy initiative. ITRE. Public hearing. Transpose. Formulate. 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.



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

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

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

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



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Brussels Office Since
2009

Number of Public Affairs Consultants
19

Key Specialisms

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

About Harwood Levitt Consulting

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

Our work leans towards big-picture strategy, guiding organisations through the fundamental changes in public policies over the past 12 years. Organisations typically engage on a technical policy level, finding it increasingly hard to manage the links between political change and their business. By engaging in strategy discussions around key issues of our time, HLC helps navigate these challenges. For example, if influencing public opinion is cheaper through Facebook advertising than direct lobbying, is that clever advocacy or unethical? If companies invest in CSR and ‘purpose’, what happens when it clashes with business growth? What happens when defending an industry’s license to operate upsets mainstream opinion?

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

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

A team of nearly 20, we are based in Brussels but much of our work is outside the EU beltway, working with Global and Regional HQs and increasingly with affiliates in Latin America, Middle-East Africa and Asia-Pacific. Most frequently, we work with the heads of Regional or Global Public Affairs functions who report directly into the business (in pharmaceuticals, environment, consumer goods and technology, among others). We also have extensive experience of the NGO sector, having worked with heads of European and Global CSOs.

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

Come to us if you want

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

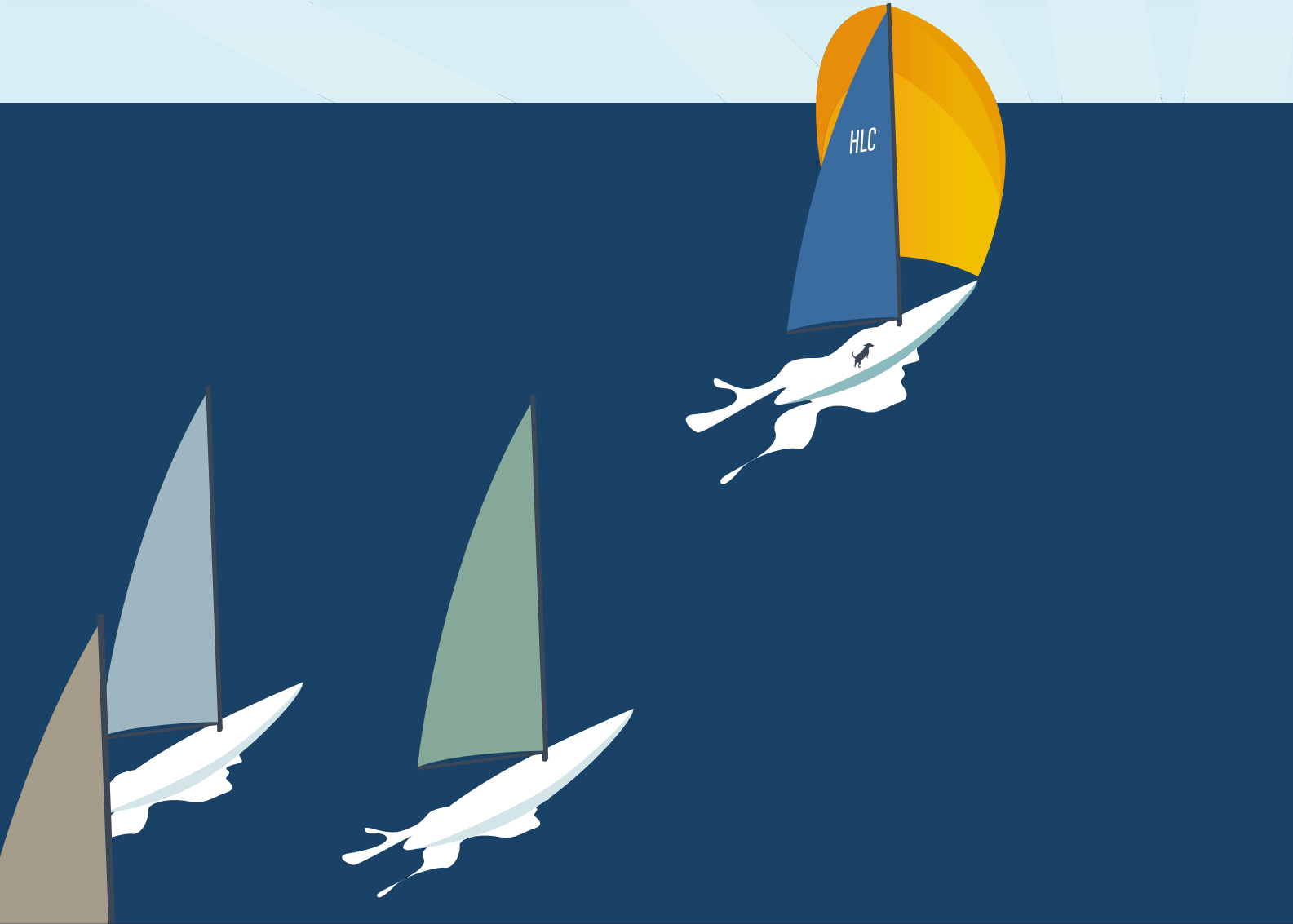
Ownership Structure
Privately owned by two founding partners.

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

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

“There’s bench extension and then there’s strategic bench extension. HLC are the colleagues we wish we had internally.”

“By far the best moderators and workshop facilitators in Brussels.”



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Brussels Office Since

1992

**Number of Public
Affairs Consultants**

5

Key Specialisms

- ☑ Aerospace & Defence
- ☑ Banking, Insurance and Financial Services
- ☑ Digital Services & Technology Hardware
- ☑ Transport

About ICODA European Affairs**Firm Description**

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

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

European Public Affairs

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

Lobby training and EU coaching

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

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

EU Seminars and Events

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

Ownership Structure

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

International Structure

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

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

Key Strengths

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

Key Clients

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

Testimonials and why clients like to work with us

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

Frank Hoen – Chairman
Amber Alert Europe

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

Peter Borgdorff – Directeur
Pensioenfonds Zorg en Welzijn

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



Lobby Training

Public Affairs

EU Seminars

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Brussels Office Since

2016

**Number of Public
Affairs Consultants**

15 in Brussels and 45 in London

Key Specialisms

Healthcare

About Incisive Health

Firm Description
Incisive Health is an award-winning healthcare policy and communications consultancy. We deliver the results that matter for our clients and – ultimately – for the patients they serve. In Brussels, we specialise on EU healthcare policy and communications. Our team advises pharmaceutical and medical technology clients active in the fields of vaccines, rare diseases, oncology, and cardiovascular. As part of the Ashfield Health group, we have access to a global network of healthcare experts, spanning across healthcare marketing, communications, PR, market access and policy. Our team of multilingual and multinational healthcare experts knows how to cut through the noise to deliver real change, and as health specialists, we understand the detail but can see the big picture. With healthcare policy now front and centre in the EU, you can count on us to change minds, mobilise advocates and deliver results.

Ownership Structure
An Ashfield Health Company, part of UDG Healthcare PLC.

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

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

Key Clients
Astellas, Biogen, Edwards Lifesciences, European Brain Council (EBC), European Federation of Pharmaceutical Industries and Associations (EFPIA), Global Blood Therapeutics (GBT), Illumina, MedTech Europe, MSD, Norgine, Roche, Sobi, Stryker and Takeda, amongst others.

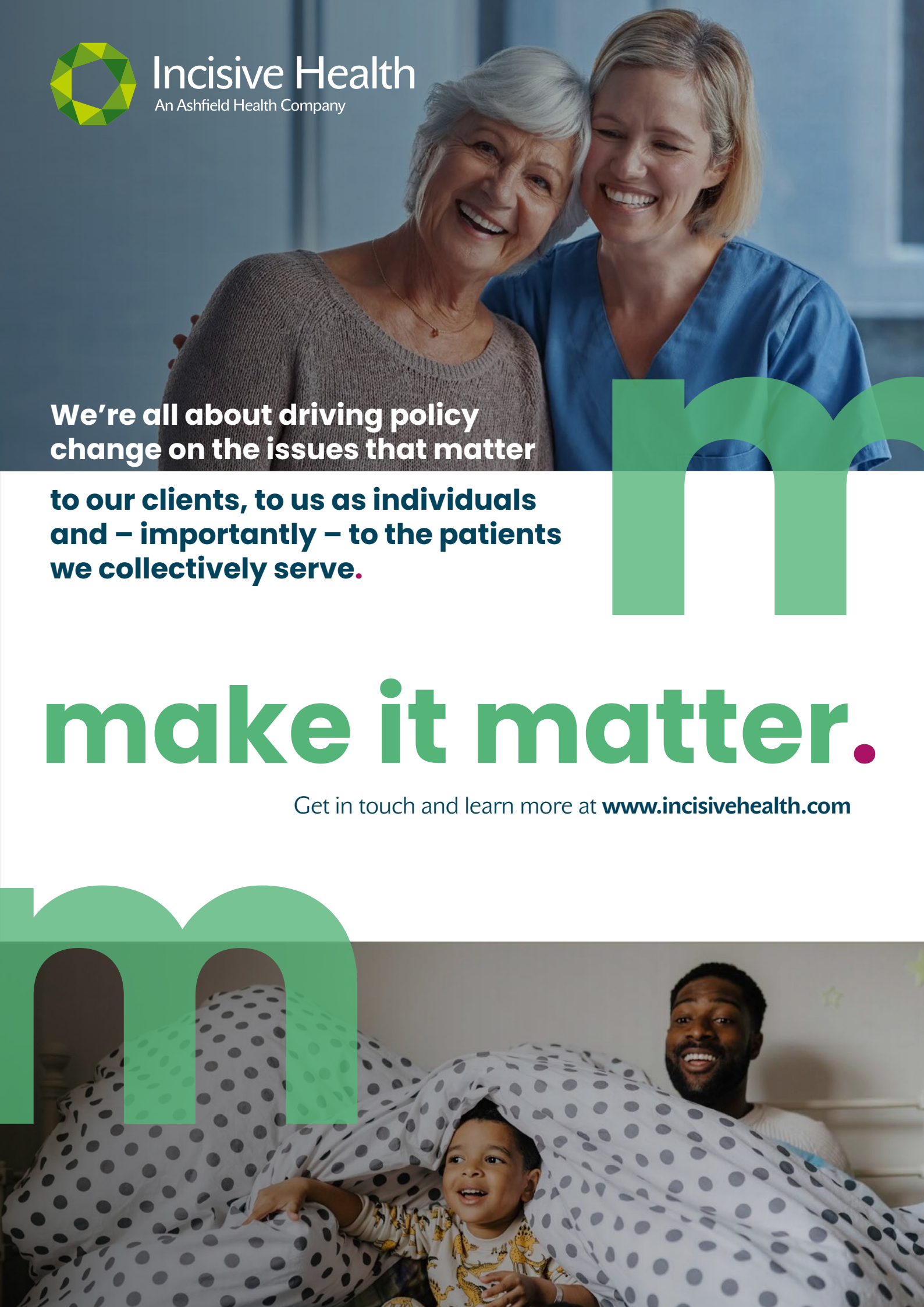


We're all about driving policy change on the issues that matter

to our clients, to us as individuals and – importantly – to the patients we collectively serve.

make it matter.

Get in touch and learn more at www.incisivehealth.com





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Brussels Office Since

2018

Number of Public Affairs Consultants

7

Key Specialisms

Digital Services & Technology Hardware

Energy

Telecoms

Transport

Media Relations

About Inline Policy

Firm Description

Inline Policy are the specialists in politics and regulation for the tech sector in the UK and Europe. Inline offers a full suite of public affairs services to corporations which wish to understand and influence UK and EU regulations.

Ownership Structure

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

International Structure

Inline Policy has offices in London and Brussels. It works with partner agencies across EU markets, including in France, Germany, Spain, Portugal, and Ireland.

Key Strengths

Inline Policy has helped some of the world's most innovative businesses navigate regulation and develop successful market growth strategies through our deep policy 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 regulations
- Comprehensive monitoring and intelligence gathering
- Experts in stakeholder engagement and coalition building
- We get our clients a seat at the table
- Our team is agile, smart, tenacious and our clients receive significant face time with our most senior partners

Diverse and international team working across most EU languages..

Key Clients

- Wing (Alphabet)
- Expedia
- Skyscanner
- Neuron Mobility

Testimonials and why clients like to work with us

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

Martin Nolan, Head of Legal, Skyscanner

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

Christian Struwe, Director of Policy EMEA, DJI

Instinctif

PARTNERS

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Brussels Office Since

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

Number of Public Affairs Consultants

👥 8 Full Time Employees

Key Specialisms

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

About Instinctif Partners

Firm Description
Instinctif Partners is a leading European public relations, public affairs and market research consultancy – specialists in reputation, influence and engagement. We work with our clients to reach multiple and complex audiences through deep insight, expert storytelling and creative delivery. Our work drives both reputational and policy outcomes and real and measurable commercial value. IP Brussels is a boutique consultancy that supports a solid base of retainer clients in public relations, public affairs and coalition and association management and advocacy. We support clients 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 300 people across Europe, Africa & the Middle East, acting for over 850 clients across the globe, from large quoted multi-national corporations and business associations to small- and medium-sized businesses just starting out on their journey.

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

association management, media training, sustainability strategy, crisis management and integrated advocacy campaigns. Instinctif Partners prides itself in its ability to work with clients to protect their business interests and improve their competitive advantages.

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

Key Clients
IP Europe, Health First Europe, European Alliance for Access to Safe Medicines, Nomad Foods, and EUMEPS – the European Manufacturers of Expanded Polystyrene.

Testimonials and why clients like to work with us
Our latest 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.

Much of our work is the result of referrals. For example, our extensive experience in the healthcare sector regularly leads to projects, for example on nanomedicines, the fight against infectious diseases, digital health, anti-microbial resistance and medicine traceability. Likewise, our work on the Digital Markets Act and Digital Services Acts, a rebranding and website redesign project and a new association management client were all the result of referrals.



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

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

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

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

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Brussels Office Since

📅 2019

Number of Public Affairs Consultants

👤 8

Key Specialisms

- 📌 Digital Services & Technology Hardware
- 📌 Energy
- 📌 Food and Drink
- 📌 Healthcare
- 📌 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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Abu Dhabi • Berlin • Brussels • Dubai • Frankfurt • London
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Kekst CNC is part of Publicis Groupe

LP | BRUSSELS

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Brussels Office Since

2009

Number of Public Affairs Consultants

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

Key Specialisms

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

About LP Brussels

Firm Description

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

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

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

Ownership Structure
Independent company.

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

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

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

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

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

- Key Clients**
- Drax Group
 - PSI Alliance
 - UK Transport in Europe (UKTiE)
 - SEA-LNG
 - University of Birmingham
 - US Industrial Pellet Association (USIPA)

Testimonials and why clients like to work with us

“What makes LP Brussels stand out is their ability to cut through complexity and implement effective campaigns. They are a valuable part of our team.”
Ross McKenzie, Group Head of Public Affairs, Drax Group

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

“As members of the European transport association ‘UKTiE’, RIA regularly works with LP Brussels who provides the association with public affairs support. It is clear that LPB are key players in preparing the transport industry for what is to come in the years ahead, and have a very strong understanding of, and ability to influence, relevant transport policy in the EU.”
Darren Caplan, Chief Executive, Railway Industries Association

LP | BRUSSELS

Your team in Brussels

- Public Affairs
- Public Relations
- Reputation & Risk





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Brussels Office Since

2017

Number of Public Affairs Consultants

15 on the Europe team, 100 globally

Key Specialisms

- ✔ Agriculture & Agribusiness
- ✔ Digital Services & Technology Hardware
- ✔ Food and Drink
- ✔ Healthcare
- ✔ Oil, Gas & Coal Production
- ✔ Trade
- ✔ Retail
- ✔ Sustainability & Environment
- ✔ Energy

About McLarty Associates

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

Ownership Structure
Limited Liability Corporation (LLC)

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

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

Key Clients
Walmart, Corteva, Chevron, Meridiam.



Diplomatic Solutions

Since 1998

300+
CLIENTS

112
COUNTRIES

25
FORTUNE 100
COMPANIES

30+
FILM & TV
PROJECTS



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MUST

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Brussels Office Since

📅 2014

Number of Public Affairs Consultants

👤 10

Key Specialisms

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

About MUST & Partners

Firm Description

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

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

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

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

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

Ownership Structure

Independent: privately owned by Luciano Stella & Matteo Mussini.

International Structure

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

Key Strengths

Legislative and Political Analysis, Lobbying, Advocacy.

Key Clients

Philip Morris International, Aeroporti di Roma, Cryptovalues, TLScontact, A2A, eWitness, 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 make things happen.



We make things happen.

Regulatory due diligence.

Legislative and political analysis.

Intelligence and lobbying strategy.

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www.mustandpartners.com
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MUST

& PARTNERS

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Brussels Office Since

2019

Number of Public Affairs Consultants

8

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".

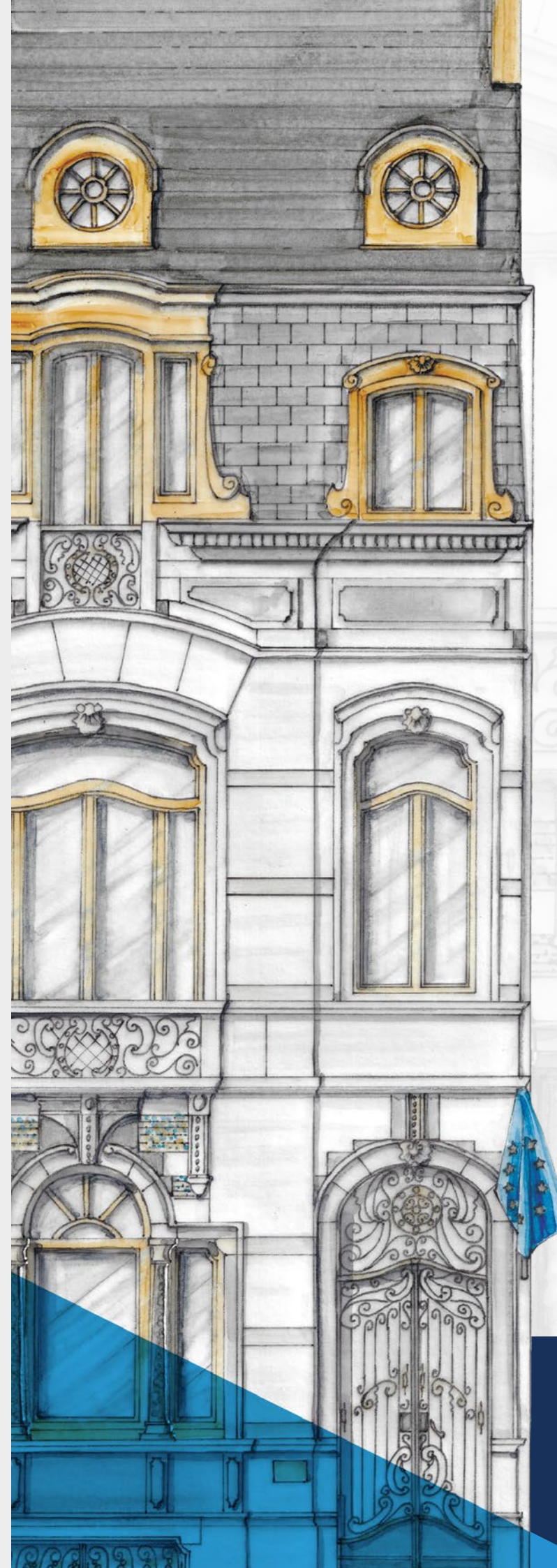


NEMEC CHVATAL

PUBLIC AFFAIRS CONSULTANCY

BRUSSELS LUXEMBOURG

Boulevard Charlemagne 27A
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corporate advisors

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Gilbert Rukschcio,
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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

About Pantarhei corporate advisors

Firm Description

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

Ownership Structure

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

International Structure

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

Key Strengths

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

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

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

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

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

Key Clients

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

Do you have 5 seconds?*

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

Communicate like a Politician

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

Mobilize like an NGO

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

Make a Difference

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



Digital Public Affairs by Pantarhei Advisors
www.digitalpublicaffairs.solutions



PANTARHEI
corporate advisors

RASMUSSEN GLOBAL

ESTABLISHED 2014

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Brussels Office Since

2017

Number of Public Affairs Consultants

20

Key Specialisms

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

About Rasmussen Global

Firm Description

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

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

Intelligence on key political developments, providing analysis, advice, and high-level briefings;

Outreach to governments, institutions, and key opinion-makers, shaping policy on critical issues;

Campaign planning, execution, and media strategies, influencing stakeholders, decision-makers and opinion-leaders.

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

Ownership Structure

Privately owned.

International Structure

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

Key Strengths

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

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

As a leader combining experience from the top decision-making level in Denmark, the EU and NATO, with high-profile across the Atlantic, Mr. Rasmussen and his team are in a unique position to advise clients on transatlantic issues, international affairs, and public policy management.

Key Clients

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

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Brussels Office Since

2015

Key Specialisms

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

About Red Flag**Firm Description**

Red Flag is a global strategic communications and campaigns agency with a strong track record of delivering impactful communications 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

British American Tobacco, Counter Extremism Project, Diageo, Google, IAB Europe, spiritsEUROPE, ThinkYoung, World Employment Confederation, viagogo.

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

WINNER
Crisis
Management



WINNER
Reputation
Management

Brussels | Dublin | London | Washington DC | Cape Town

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Katarina Wallin Bureau,
Managing Partner

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Brussels Office Since

2019

**Number of Public
Affairs Consultants**

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

Key Specialisms

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

About Rise Corporate Purpose Advisory**Firm Description**

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

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

Ownership Structure

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

International Structure

Based in London & Brussels with partners around the world.

Key Strengths

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

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

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

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

Key Clients

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

Testimonials and why clients like to work with us

Why RISE?

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



RISE ABOVE BUSINESS AS USUAL



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

Be part of the solution.

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

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

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Brussels Office Since

📅 2007

Number of Public Affairs Consultants

👤 5

Key Specialisms

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

About Stenström Consulting

Firm Description
Stenström Consulting is a Brussels-based EU public affairs consultancy. We offer advice on EU policy and regulatory developments and provide services to clients from different countries and different industry sectors. Many of Stenström's clients are regular and long-standing. Although we are a small consultancy, we count several multinational companies as our clients and we often report to the highest level within those firms. The company was founded by Kajsa Stenström, who has more than 20 years of experience in providing strategic EU advice. Prior to launching Stenström Kajsa set up and managed a unique public affairs department within an international law firm. This means that Stenström is very close to the legal community in Brussels.

Ownership Structure
Belgian Management firm, majority owned by Kajsa Stenström

International Structure
Stenström Consulting is a growing company with a number of strategic partnerships both locally and in key countries, including Israel, France, Germany, the UK and Sweden. The firm has an innovative take on expansion and regularly collaborates with like-minded independents, law firms and business intelligence agencies.

Key Strengths
Our accomplishments over the years can be explained by the commitment to excellence in service delivery. We are precise and conscientious in our work yet have the ability to see the bigger picture and to understand the real impact of EU policy on our clients' daily business. We are discreet yet efficient; we know that "Brussels is all about compromise" and that a pushy attitude does not necessarily take you far. We also know to make a low-key presence in the core dialogue – which is that between the client and the decision maker. Finally, we pride ourselves in being able to think laterally – we enjoy working across sectors and finding synergies and unexpected collaborations.

Key Clients
NXP, Autotalks, ECOHZ, HSB, Intrum, SABO, Swedish Enterprise, Walgreens Boots Alliance.

Testimonials and why clients like to work with us
"We are a longstanding client of Stenström's – they have provided us with first-class advice over many years, delivered in an intelligent, professional and enthusiastic way, all at the same time."
Sacha Polverini, Director Public Affairs at Walgreens Boots Alliance

"Working with Stenström Consulting has truly supported us in building strong relationships with relevant stakeholders in Brussels over the years. Stenström Consulting has been a key factor in developing our position as undisputed market leader in our sector in the Brussels context, and have done so with a lot of passion, deep knowledge and a genuine interest in furthering our cause."
Karin Franck, PR and Media Relations Director, Intrum

Stenström Consulting

"We are a longstanding client of Stenström's – they have provided us with first-class advice over many years, delivered in an intelligent, professional and enthusiastic way, all at the same time."

**Sacha Polverini, Director Public Affairs
Walgreens Boots Alliance**

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**Karin Franck, PR and Media Relations Director
Intrum**

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Brussels Office Since

📅 2020

Number of Public
Affairs Consultants

👤 13 consultants incl founder

Key Specialisms

- 📍 Chemicals
- 📍 Construction & Materials
- 📍 Energy
- 📍 Industrial Goods & Engineering
- 📍 Metals & Mining
- 📍 Competition & Antitrust
- 📍 Sustainability & Environment

About #Sustainable Public Affairs

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

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

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

Its mission is to foster policy-driven growth for sustainable business cases. These are more than just words: #SustainablePublicAffairs is the first EU public affairs agency to have its positive impact on society and the environment certified by B Corp.

Ownership Structure
SPRL with Willem Vriesendorp as only shareholder.

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

- **Quality:** #SustainablePublicAffairs attracts the best consultants, as today’s top talent is motivated primarily by working for a purpose.
- **Impact:** #SustainablePublicAffairs focusses on sustainability in a holistic way. This helps transversal thinking across different aspects related to sustainability, leading to better, more creative approaches for clients. – and hence more positive impact.
- **Authenticity:** Choosing to work with #SustainablePublicAffairs demonstrates a clear intention of its clients: they want to “walk the talk” on sustainability and avoid conflicts of interest. This integrity helps them build trusted connections with EU Institutions and other relevant stakeholders.

Key Clients

Some of our key clients are:

- Cleantech for Europe
- WWF MEDITERRANEAN MARINE INITIATIVE
- LKAB
- Autodesk
- SSAB
- Novelis
- Eurelectric
- Niaga
- Corbion

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.

“It is not an easy task finding a public affairs agency that supports frontrunners for sustainability as its core business. Working with the team of #SustainablePublicAffairs was definitely a success story for us, and we are grateful for the continuous and hard work they have put in helping us achieve our goals.”
WWF Mediterranean Initiative

“They are helping us build relationships with top decision-makers in Brussels and advocate for ambitious climate innovation policy. Besides being very good at what they do, our mission alignment on decarbonisation means they’re thinking the same way we are.”
Cleantech for Europe

“Apart from strong expertise on the content of the relevant policies, their team had proven track record in association affairs, which for us was a critical requirement. Based on our cooperation, I would not hesitate to recommend #SustainablePublicAffairs to other association leaders.”
Eurelectric



SustainablePublicAffairs

POLICY-DRIVEN GROWTH FOR SUSTAINABLE BUSINESS CASES

Camille Loth
Policy Manager
WWF MEDITERRANEAN MARINE INITIATIVE

“It is not an easy task finding a public affairs agency that supports frontrunners for sustainability as its core business. #SustainablePublicAffairs has taken up the challenge and through their expertise and knowledge of both processes and people in the EU public affairs world, they are striving and succeeding in fulfilling their mission. They also showed great flexibility in adapting to our needs and building the expertise of their team to provide the best support to us. Working with the team of #SustainablePublicAffairs was definitely a success story for us, and we are grateful for the continuous and hard work they have put in helping us achieve our goals.”

Kristian Ruby
Secretary General
EURELECTRIC

“We are very happy that #SustainablePublicAffairs has helped us to coordinate positions on climate policy among our membership. Eurelectric strives to achieve a carbon-neutral electricity mix in Europe well before mid-century and it was a logical choice to be working with #SustainablePublicAffairs on this. Apart from strong expertise on the content of the relevant policies, their team had proven track record in association affairs, which for us was a critical requirement. Based on our cooperation, I would not hesitate to recommend #SustainablePublicAffairs to other association leaders.”

Clémence Arto
Head of European Government Affairs
AUTODESK

“When I started looking for a consultancy firm to help us navigate the EU institutional and policy landscape, #SustainablePublicAffairs matched all my criteria: a human-size firm with a deep knowledge of the Brussels spheres and a true commitment for sustainability. I had a lot of expectations and they have delivered above and beyond since day 1. With them by our side, I am confident that we can make a difference in the EU policies for the green and digital transition of the Built Environment.”

Roberto Haddad
Chairman
FRESCO PELLI

“We have found a young, but well prepared, passionate team that fights for the right causes. A very positive experience.”

Sascha Bloemhoff
Marketing Director
NIAGA®

“At Niaga® we redesign products for circularity, so materials won’t end up as waste. Ever. However, for reuse, repair, refurbishment and high level recycling to work ingredient transparency and standardized qualifications are crucial and still a missing link. For the circular economy to work they hopefully become the market norm. For that we need ambitious EU regulation. To help us share this important learning on national and EU level we were looking for a PA agency that shares our sustainability drive and purpose and at the same time knows the policy landscape and relevant stakeholders. I must say that we are more than satisfied about our cooperation with #SustainablePublicAffairs. The whole team is very professional and pleasant to work with and has been excellent in understanding and representing our business, pointing us to the right information and opportunities and in connecting us to the right people. #SustainablePublicAffairs lives up to their reputation in every way.”

Jules Besnainou
Director
CLEANTECH

“At Cleantech for Europe, our mission is to help the EU lead the race to net zero, by scaling up our clean technologies. #SustainablePublicAffairs is not a consultancy, they are part of our team. They are helping us build relationships with top decision-makers in Brussels and advocate for ambitious climate innovation policy. Besides being very good at what they do, our mission alignment on decarbonisation means they’re thinking the same way we are.”

Mélanie Lambelet
Director Communications and Government Affairs
NOVELIS

“As the world’s largest recycler of aluminium, at Novelis we are used to pushing forward sustainable innovations and circular solutions for our sector. Therefore, we have been delighted to find a like-minded partner in #SustainablePublicAffairs. Like us, they are not content to work in the ways of the past and they share our ambition to shape our respective sector towards a more sustainable future. Our collaboration thus far has been an energizing and successful experience, whether through insightful policy analysis or by exploring new lines of communication with peers and policy-makers alike. It’s an inspiring thought that one day all public affairs will look like this!”

POSITIVITY • INTEGRITY • TRANSPARENCY

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Brussels Office Since

📅 2016

**Number of Public
Affairs Consultants**

👤 5 in Brussels

Key Specialisms

- 🔍 Digital Services & Technology Hardware
- 🏛️ Governments
- 🏆 Sport
- 🚗 Transport
- 🤝 Association Management
- 🇪🇺 EU Funding

About Time & Place Consulting**Firm Description**

We are a strategic communications, public affairs and project management agency which brings together a global network of experts in government relations, legal affairs, association management, public funding as well as reputation and crisis management.

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

Ownership Structure

Privately owned by Glenn Cezanne.

Key Strengths

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

We cover a variety of specific fields of expertise, such as aviation, mobility, gambling and international trade. But, we also know how to give your expertise a voice and maximise the impact of your interests. At the heart of our approach are trust and long-term vision. We believe in solid relations both with our clients and the decision-makers we approach for your needs. Our client codex is a tribute to this. In the same spirit, we believe in making sure that you get the services you seek. We don't pretend we can. We don't waste your and our resources on activities we cannot provide. Instead, we are always happy to see how we could help find someone else for you.

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

Key Clients

- CharIN e.V.
- German Airports Association – ADV
- RedHat

Testimonials and why clients like to work with us

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

Alexander Mohr, Executive Director, EFFA. European Flavour Association

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

"I always look forward to an opportunity of working with Time & Place Consulting".

Wouter Lox, Secretary General, European Fruit Juice Association

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



Time&Place CONSULTING

With international
presence
and local access,
a holistic approach
to influencing
decision-making.

Right TIME. Right PLACE. Your IMPACT.

www.timeandplaceconsulting.com



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Brussels Office Since

2019

Number of Public
Affairs Consultants

7 in Brussels / 60
across the Group

Key Specialisms

- ✔ Digital Services & Technology Hardware
- ✔ Energy
- ✔ Food and Drink
- ✔ Governments
- ✔ Healthcare
- ✔ Transport
- ✔ Aerospace & Defence

About Utopia

Firm Description

UTOPIA is a leading independent consulting company, with offices in Brussels, Rome and Milan. Our work is structured around four Business Units offering a wide range of integrated professional services in public, media, legal and digital affairs.

Through a qualified and professional consulting activity, UTOPIA's Brussels Office assists clients in their relations with European institutions, opinion makers and influencers, media and business world.

We contribute to the EU decision-making process through transparent representation of interests and public affairs activities, engaging with key stakeholders to support the brand, reputation and economic development of companies, trade associations and governments.

Ownership Structure

UTOPIA is an independent, privately owned, limited liability company.

International Structure

With offices in Brussels, Rome and Milan, UTOPIA can assist its clients throughout the whole policy cycle, representing a real added value both at EU and Member States' level.

Key Strengths

Four Business Units work in a synergistic and integrated way to achieve our clients' goals. A team of over 50 professionals with relevant experience in politics and communication located between Brussels, Rome and Milan are able to provide clients with a wide range of services in their respective field of expertise.

Strategically combining different professional skills and competences, UTOPIA represents a real added value for its clients, aimed at reaching the objectives identified.

Key Clients

American Express, Assarmatori, AT&T, Enel, Expedia, LMA Aerospace & Defence, Meta, Poste Italiane, Toscana Life Sciences.

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".

"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 ten full time public affairs specialists across our Dublin and Brussels offices.

Key Specialisms

- ☑ Banking, Insurance and Financial Services
- ☑ Digital Services & Technology Hardware
- ☑ Governments
- ☑ Trade
- ☑ Healthcare
- ☑ Aerospace & Defence

About Vulcan Consulting**Firm Description**

Founded in 2016 by our CEO, Lucinda Creighton, a former Member of Parliament and Minister for European Affairs, Vulcan Consulting is a leading government and regulatory affairs firm that offers specialist advice to growing businesses and multinational companies on complex domestic and EU regulation.

With offices in Dublin and Brussels, we bring decades of experience to bear as a key thought leadership partner for indigenous and multinational firms, NGOs and industry associations. We specialise in providing clients with insights, analysis and advice on navigating political and regulatory hurdles across Europe.

Ownership Structure

Vulcan is a private Limited Liability Company.

International Structure

Vulcan has offices in Brussels and Dublin. Vulcan is also a member of the Fipra International Network, which means we are positioned to draw on the knowledge and insights of our strategic partners in every single EU/EEA Member State.

Key Strengths

We have extensive experience working on Technology, Security and Financial Services.

Vulcan's team is made up of former Government Ministers, EU officials, former diplomats, policy makers, industry leaders, communications professionals and experienced political and regulatory affairs consultants. Our extensive high-level network allows us to gain real time insights for our clients from key decisions makers in Brussels and Dublin.

Testimonials and why clients like to work with us

'Our partnership with Vulcan has been hugely beneficial – the team is dedicated and understands our cause. Vulcan's insight into technology, security, and defence policy has been in-depth and

comprehensive. Their strategic guidance and unparalleled understanding of the E.U. political and regulatory landscape has been vital in progressing our aims in Europe.' David Ibsen, Executive Director, The Counter Extremism Project.

'From the beginning, Ann has been proactive and understood the needs of the BTHA and our members. I would recommend Vulcan's services to anyone in the consumer sector – efficient, flexible and reliable, their team offers invaluable expertise on EU policy, regulatory compliance and Brexit planning and have been a pleasure to work with.' Natasha Crookes, Director of Public Affairs & Communications, BTHA

'Faced with the impact of Brexit and other policy challenge, Forest Industries Ireland (FI) engaged Vulcan to assist our new industry association with its efforts to build deep and enduring relationships with policymakers in Ireland, the UK and Brussels. Vulcan's bespoke political analysis, attention to detail, and experienced professionals have become a key asset. Adding their perceptive eye for strategic planning to the service offering is making them our 'go to' advisor.' Brian Murphy, Chair, Forest Industries Ireland

Key Clients

- Revcap
- Viiv
- Johnson & Johnson
- Counter Extremism Project
- Irish Local Development Network
- British Toy and Hobby Association
- Forest Industries Ireland
- Bank of America
- Apple
- Eli Lilly
- Irish Pharmaceutical Healthcare Association
- US Cranberry Marketing Committee.

LEADING EU GOVERNMENT AND REGULATORY AFFAIRS

We offer specialist advice to indigenous and multinational companies on public policy and regulation across the EU.

We specialise in providing clients with **strategic advice** on navigating **political** and **regulatory** hurdles across Europe. Vulcan is made up of former **Government Ministers, EU officials, policy makers, industry leaders, communications professionals** and experienced political and regulatory affairs consultants.

We help companies shape policy by identifying and implementing an effective strategic plan, tailoring messaging and engaging with key policy and public stakeholders in order to facilitate a successful outcome for your business.

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The Best in Brussels Public Affairs Consultants 2022

BestinBrussels. seeks to promote best practice, the best firms and the best professionals. Our overall mission is to help connect the best Brussels public affairs advisers with clients.

Now we go a step further and look at the people behind the leading firms, to create the Directory of the Top EU Public Affairs Consultants which identifies 220 stand-out individuals in alphabetical order.

Now we go a step further and look at the people behind the leading firms, to create the Directory of the Top EU Public Affairs Consultants.

We started drawing up a Top 100 Directory but found that Brussels consultancies have expanded so much that in 2022 we had to create a Top 220 Directory given the breadth of talent in Brussels! Nomination for the Directory of the Top EU Public Affairs Consultants follows a careful analysis of the leading firms and individuals recommended to us by clients, colleagues and peers.

Firstly, we looked with fresh eyes at the leading consultancies as determined by staff numbers and other criteria. It is logical to nominate the leaders of the leading EU Public Affairs Consultancies where you would expect to find the Top EU Public Affairs Consultants. So with few exceptions that is what we did. We have not yet focussed on the up-and-coming stars with less years of experience. Nor did we look at the small sole-trader sector. Rather, the Directory focuses on the current top senior tier of Consultants who are typically driving their client's agendas, and in key leadership positions in their respective firms.

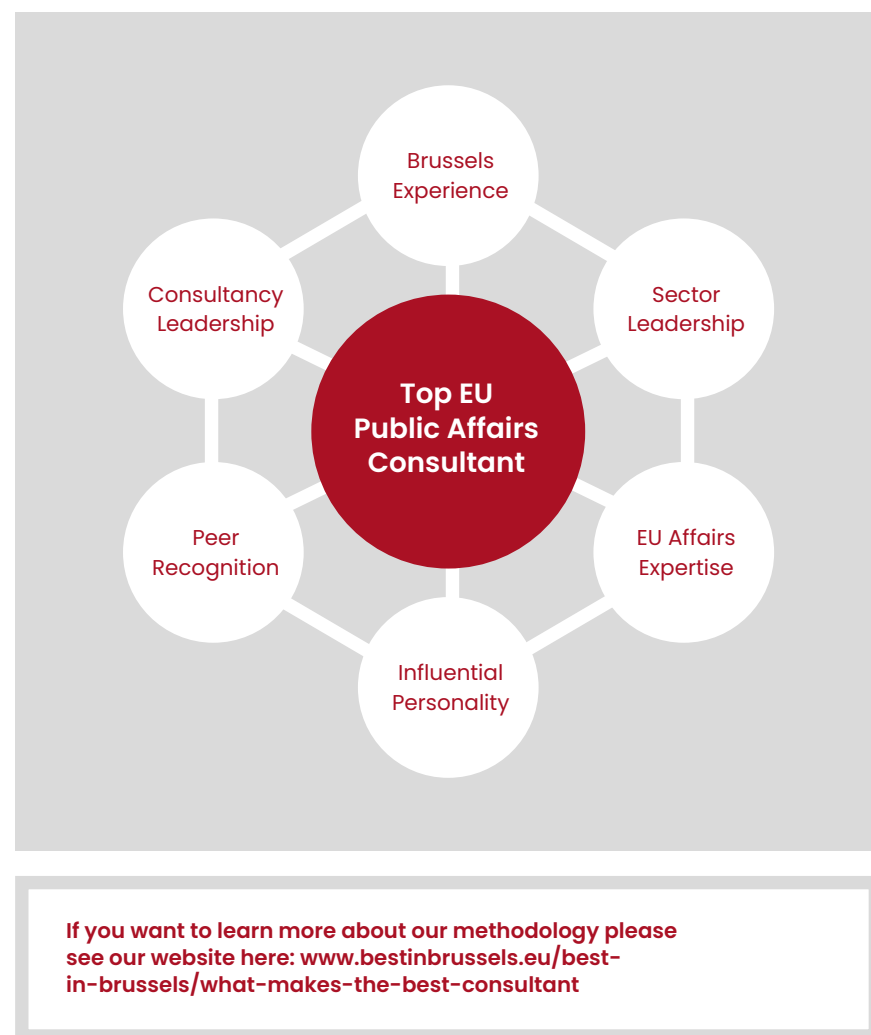
Secondly, we asked over one hundred trusted consultancy leaders, association leaders and corporate affairs executives who they would nominate as Top EU Public Affairs Consultants. We even got feedback from current and former politicians.

Thirdly, we started to form BestinBrussels.eu In-house Panels in key sectors such as Digital Services, Healthcare and Financial

Services and we asked the clients themselves who they rate highly in their respective areas.

Fourthly, we announced this exercise and posted part of this methodology on LinkedIn, inviting feedback which resulted in more names and recommendations, as well as some amazing lobbying campaigns for individuals to be included which in one case was successful!

Finally, once we had a comprehensive list of hundreds of names, we reduced the list to 220 Top EU PA Consultants by putting them against six key criteria laid out below.



By visiting the Top Consultants Directory on the website, clicking on the hyperlink associated with each name will lead to a detailed profile of the consultant and give useful professional information on their experience, education, specialisms and languages; together with interesting personal insights into their proudest achievements, interests outside work and their favourite Brussels anecdotes.

The Top Consultants are honoured below in alphabetical order:

Aaron McLoughlin

Senior Advisor
FleishmanHillard

Adriana Nosewicz

Director (Food) at Kellen

Agnes Brandt

Director Brunswick Group

Agnès Dubois Colineau

CEO ARCTURUS GROUP

Aida Axelsson-Bakri

Managing Director
ADS Insight

Alain Berger

Executive Strategy Director
Hill+Knowlton Strategies

Alberta Laschena

Partner Kreab

Alfons Westgeest

Board member at Kellen

Aleksandra Lugovic

Vice President, Healthcare
& Public Affairs Vice
President, PNKetchum

Amaia Betelu

Director Edelman

Andrea Collart

Managing Partner,
Avisa Partners

Andrea D'Incecco

Managing Partner
Political Intelligence

Andrea Parola

Managing Director
EU Strategy

Andrea Tognoni

Head of Trade & External
Relations at SEC Newgate EU

Andreas Constantinides

Senior Director APCO
Worldwide

Andrew Cecil

Chief Client Officer
Europe & Africa Burson
Cohn & Wolfe (BCW)

Andrew Johnson

Senior Advisor Rud Pedersen

Angel Rebollo

Senior Partner Must
& Partners

Angela Mills Wade

Director (and owner)
Europe Analytica

Anna Lekston

Partner Kreab

Anne MacGregor

Managing Director – Head of
Competition FTI Consulting

Antoine Mialhe

Senior Managing Director
FTI Consulting

Ariane de Bellefroid

Associate Director at
Landmark Public Affairs

Attilio Caligiani

Partner at Hague
Corporate Affairs

Aurélie Marchand

Managing Director
Incisive Health

Ayrton Thevissen

Managing Director
| FGS Global

Beatriz Soares Carneiro

Head of Public Affairs
Eupportunity

Benita Lipps

Head of Association
Management DGA Interel

Benoit Roussel

Partner Portland

Bertrand Huet

SVP & Partner Co-Head of
Financial Services & Head
of Tech FleishmanHillard

Biancastella de Angelis

Partner at FGS Global

Brandon Mitchener

Managing Partner
Instinctif Partners

Carmen Bell

Director at Hill+Knowlton
Strategies

Carmine Nino

Head of EU Public
Affairs at UTOPIA

Carsten Hess

Partner, Avisa Partners

Charles Feld

Director of the Energy,
Environment and Transport
practice at Grayling

Chris Mehigan

Director Strategic
Relationships Hume Brophy

Christian Hierholzer

Group Managing Director
International Hanover

Christoph Mielke

Senior Director APCO
Worldwide

Claudia La Donna

Head of Office
Brussels Hanover

Damir Filipovic

CEO & Owner Creative
Intelligence Consulting

Danai Tsapikidou

Partner at Schuman
Associates

Daniela Negri

Director Health Policy
Weber Shandwick

Dariusz Dybka

Head of Sustainability
Practice in Edelman Brussels

David Bates

Director, Public Affairs at
Landmark Public Affairs

David Reed

Senior Partner Global Head
of the Financial Policy
Advisers Network Kreab

Deborah Nash

CEO Brussels Teneo

Donald Ricketts

Managing Director Financial
Services FleishmanHillard

Dorothee Coucharriere

Head of Practice
Green Transition at
FIPRA Public Affairs

Elaine Cruikshanks

Partner Acumen Public Affairs

Ellen Hof

COO & Head of Agri-
Food practice at
#SustainablePublicAffairs

Emiliano Alonso

Partner Director Alonso
& Asociados

Emily Rees

Managing Director
Trade Strategies

Emma Eatwell

Senior Director International
Policy & Market Access

Emmanouil Patavos

Head of Technology
Media Telecoms (TMT)
FTI Consulting

Enrico Ponzone
Partner, Avisa Partners

Erik Jonnaert
Partner FIPRA Public Affairs consultants

Eva Bille
Account Director at Hill+Knowlton Strategies

Fabrice Pothier
Chief Strategy Officer at Rasmussen Global

Florian Lottmann
Partner Bernstein Group

Francesca Scassellati Sforzolini
Partner, Brunswick Group

Francis Boeynaems
Partner NOVE

Francisco Mingorance
Partner & founder Europa Insights

Frederic Soudain
Managing Director logos

Gaëlle Lemaire
Partner Brunswick Group

George Candon
Strategy Director Hill+Knowlton

Gerard McNamara
Founder & CEO Schuman Associates

Gilbert Rukschcio
Managing Partner Pantarhei corporate advisors

Giles Keane
Partner Acumen Public Affairs

Gilles Teisseyre
Président & founder Arcturus Group SA

Glenn Cezanne
Founder & Managing Director Time & Place Consulting

Graeme Taylor
Director of Food and Agriculture at Rud Pedersen Public Affairs

Grégoire Poisson
CEO DGA Interel

Guillaume Klossa
Senior Vice President European Affairs Hill+Knowlton Strategies

Hannalena Ivarsson
Senior Partner Kreab

Hans Craen
Senior Vice President Kellen

Hans Hack
Senior Managing Director and Head of Brussels Office at FTI Consulting

Harry Nedelcu
Director of Policy and Business Development at Rasmussen Global

Heike Galbraith
Partner, Healthcare, DGA Interel

Helena Walsh
Executive Director and Board member Cicero Group

Henrique Burnay
Owner and Senior partner Eupportunity

Henriette Peucker
Partner FGS Global

Hilary Hudson
Account Director Fipra International

Isabelle De Vinck
Managing partner Political Intelligence

Jacques Lafitte
Founder and co-owner, Avisa Partners

James Holtum
Senior Adviser and Head of Political Engagement, Fourtold

James Stevens
Managing Partner Rud Pedersen

Jan Ahlskog
Special Advisor, FIPRA

Jan Dröge
Partner and Head of Operations at Schuman Associates

Jasper Nagtegaal
Managing Partner Dr2 Consultants

Javier Garrido
Senior Consultant, SEC Newgate EU

Jean-Christophe Kremer
Senior Director at Grayling Brussels

Jérémie Gallon
Managing Director, McLarty Associates

Jeremy Galbraith
Managing Partner BOLDT

Jessica Brobald
EVP, Head of Public Affairs and Advocacy at PNKetchum

Jill Craig Managing Director Hume Brophy

Joëlle Vanderauwera
Founding Partner, Business Bridge Europe

John Duhig
Partner at BOLDT

Jonathan Faull
Chair European Public Affairs Brunswick Group

Julia Harrison
Global Head Public Affairs FTI Consulting

Julian Jacobitz
Director, FGS Global

Julie Cooper
Partner Managing Director Health at Interel

Julie Valente
Senior Director Head of Government Relations Team – BCW

Julius Waller
Partner EPPA

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Founder and Managing Director Stenström Consulting

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Executive Vice President Managing Partner Brussels Kreab

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Managing Partner RISE Corporate Purpose Advisory

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Senior Managing Director FTI Consulting

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Deputy Managing Partner, DGA Interel

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Director RPP Group

Laura Batchelor
Partner FIPRA

Laura Cigolot
Account Director, Instinctif Partners

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Chairman Corporate Purpose Brussels Burson Cohn & Wolfe (BCW)

Lodewijk Buschkens
Managing Partner ICODA European Affairs

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CEO & Co-founder MUST & Partners

Lucie Bínová
Head Of Financial Services Hume Brophy

Lucinda Creighton
CEO Vulcan Consulting

Luis Cervilla
Account Director Head of EU Energy Practice Weber Shandwick

Lutz Dommel
CEO RPP Group

Magnus Franklin
Managing Director Teneo

Margot Lotz
Partner Harwood Levitt Consulting

Margreet Lommerts
Managing Partner Dr2 Consultants

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Vice President Kellen

Marie Gorkem
Partner Kreab

Marie Van Raemdonck
Partner NOVE

Mario Filippini
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Director LP Brussels

Mathilde Bonvillain-Serrault
Partner EURALIA

Mathilde Fiquet
Head of Office at Europe Analytica

Maximilian von Olenhusen
Partner Acumen Public Affairs

Maximo Miccinilli
SVP Energy FleishmanHillard

Maya Doneva
Managing Director FTI Consulting

Melanie Faithfull Kent
CEO Brussels & SVP Continental Europe Hill & Knowlton

Mette Grolleman
General Manager FleishmanHillard

Micaela Duffau
Director at Brunswick Group

Michele Morena
Partner Kreab

Milan Pajic
Director Digital and Trade Practices at Grayling

Mónica Vicente Cristina
Managing Director Weber Shandwick

Natacha Clarac
Directrice générale, Associée, Athenora consulting

Nele Devolder
Vice President Kellen

Nick Blow
Partner Brunswick Group

Nicholas Whyte
Senior Director Global Solutions APCO Worldwide

Nickolas Reinhardt
Director Afore Consulting

Nicola Scocchi
Associate Director and Head of Health & Wellbeing Edelman

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Partner Acumen Public Affairs

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Senior Executive Director PA, Weber Shandwick

Oliver Kaye
Director LP Brussels

Omar Mockbil
Managing Director – Fourtold Brussels

Otilia Dhand
Managing Director Teneo

Pablo López-Alvarez
Senior Managing Director FTI Consulting

Paolo Nicoletti
Senior Partner NOVE

Pascal Michaux
Managing Partner EU Focus

Patrick Gibbels
Director Gibbels Public Affairs

Pauline Massart
Partner, Avisa Partners

Pavel Glukhov
Partner at EU FOCUS

Peter Tulkens
Partner, FIPRA International

Philippe Radinger
Managing Director at FGS Global

Rhiannon Ducas
Director ADS Insight

Philippe Maze-Sencier
Chair Global Public Affairs Hill+Knowlton Strategies

Raphael Delli
Partner at BOLDT

Rebecca Wood
Director, Brunswick Group

Riccardo Pozzi
Head of EU Corporate Affairs UTOPIA

Richard Steel
Senior Associate DGA Interel

Robert Anger
Senior Vice President & Partner FleishmanHillard

Robert Langmuir
Account Director, Weber Shandwick EU PA

Roberta Lusardi
Director – Brunswick Group

Robert Madelin
Chairman FIPRA

Robrecht Vandormael
Managing Director FTI Consulting

Rocco Renaldi
Founder and Partner Landmark Public Affairs

Roland Moore
Executive Vice President, Public Affairs, Europe & Africa – BCW

Russell Patten
Chairman of Public Affairs for Europe Grayling

Ruth Estrada Dorronsoro
Partner Schuman Associates

Sebastian Remøy
Executive Vice President – Global Head of Public Affairs Kreab

Sebastian Rohde
Senior Advisor RPP Group

Shomik Panda
Chief Executive Officer at Inline Policy

Simon Greaves
Executive Director, Harwood Levitt Consulting

Simon Levitt
Harwood Levitt Consulting

Stefan Borst
Consultant

Stéphane Desselas
President Athenora Consulting

Stéphanie Pochon
Partner Avisa Partners

Teresa Calvano
Director Rud Pedersen Public Affairs

Thea Utoft Høj Jensen
Managing Director Head of Financial Services Brussels FTI Consulting

Theo Moore
Managing Director APCO Worldwide

Theodoros Birmpoutsoukis
Managing Director at Kekst CNC

Thomas Gelin
Senior Director Healthcare & Food BCW Brussels

Thomas Krings
Senior Director Advocacy & Policy at RPP Group

Thomas Linget
Director Advocacy & Coalitions logos

Thomas Tindemans
Chairman Hill & Knowlton

Thomas Vermeeren
Account Director at Hill+Knowlton Strategies

Tim Allan Director, Rasmussen Global

Timo Schubert
Managing Director, ADS Insight

Tina Ajdič
Director at Teneo

Tom Murray
Head of Office EUK Consulting

Tom Parker
Deputy Group Chief Executive at SECNewgate

Tresja Bolt
Senior Healthcare Advisor, Harwood Levitt

Valeria Fagone
Senior Director FTI Consulting

Victoria Main
CEO at SEC Newgate EU

Viktor Chvátal
Partner at Nemec+Chvatal

Viktória Vajnai
Partner and senior consultant at Dr2 Consultants

Vinciane Patelou
Partner, DGA Interel

Vojtech Nemec
Partner at Nemec+Chvatal

Willem Vriesendorp
Founder #SustainablePublicAffairs

William Parker
Director Public Affairs, SEC Newgate

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 such as Pascal Lamy at Brunswick Group but our Directory does not cover such individuals.

The Best in Brussels Law Firms 2022



Law Firms

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COVINGTON



Measured by numbers of full time lobbyists and persons involved, the top law firms with public policy capabilities in Brussels are (in alphabetical order): Covington, DLA Piper, Freshfields Bruckhaus Deringer, Norton Rose Fulbright and Squire Patton Boggs.

Other prominent law firms with lobbying capabilities include: Alber & Geiger, Bird & Bird, Fieldfisher, Gide, K&L Gates, Keller and Heckman, Linklaters, Mayer Brown, Latham & Watkins and Steptoe.

Interestingly some of the largest US law firms in Brussels (e.g. Cleary Gottlieb with 85 lawyers here) lack any dedicated lobbyists. As discussed elsewhere, a number of law firms are not on the transparency register despite having lobbying capabilities, including prominent firms Sidley Austin and White & Case.

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

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

"Equally, knowing how to protect clients in light of increasingly stringent applicable conduct rules, such as GDPR, is very important hiring factor for many of our policy clients. We help clients avoid reputational and other risks stemming from

engagement with external policy stakeholders, which can destroy in days what takes years to build up in terms of external reputation and goodwill," continued Maschek.

Covington helps clients worldwide achieve critical business objectives by combining legal, political, and policy expertise to provide strategic advice and advocacy. Covington highlights the connections and experience of its senior staff.

"Described as 'well connected with both the regulators and thought-leaders,' by Chambers and Partners, Covington's USP is the sheer number of former senior diplomats in our midst, on both sides of the Atlantic, as well as in Asia and Africa. What clients value most is the combination of law and policy that we are able to offer. Having a team that can analyse a regulatory issue from a legal as well as a policy perspective and then draft and propose amendments in a compelling way is seen as a real benefit." Sebastian Vos, co-chair of Covington's public policy practice.

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

"DLA Piper takes a cross-disciplinary approach as the path to success is almost always a combination of policy and legal strategy. This means we carefully coordinate efforts in different forums. Our lawyers and policy professionals benefit tremendously from our global platform: we often work across borders and practice groups in very diverse teams, ensuring the most efficient and effective results for our clients." Richard Sterneberg, Partner, Head of Global Government Relations, DLA Piper.

Freshfields offers clients strategic policy advice to help them shape legislation and administrative decisions. They cover a broad range of sectors, including financial services, technology,

energy, environment, telecoms, tax, trade, transport and retail.

"Our Regulatory and Public Affairs teams, based in Brussels and Berlin, work closely with legal teams across our network to provide clients with unrivalled access to legal and sector-specific industry knowledge and help them manage their regulatory environments. We have exactly what they need: advisers who focus on the interface between law, politics and business. Being able to develop a quick understanding of clients' businesses and the environments in which they operate means we can add value right from the start." Natalie Pettinger Kearney, Head of EU Regulatory & Public Affairs at Freshfields Bruckhaus Deringer.

Norton Rose Fulbright underlines its grounding in technical knowledge to lobbying. Their government relations and public policy (GRPP) practice helps clients promote policy change, shape draft legislation and manage regulatory risk.

"Having both deep expertise in the law and regulation and an insider's understanding of politics and policy-making enables us to synthesise solutions that work commercially, legally and politically. That is a rare combination which we believe adds real value to our clients." Ana Carrier, Senior Government and Regulatory Affairs Advisor, Norton Rose Fulbright.



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



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



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



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



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

COVINGTON

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Brussels Office Since

1990

Number of Public Affairs Consultants

Covington's European Public Policy team includes 25 lawyers and policy advisors. In addition, a large number of other colleagues across the firm contribute to our global public policy projects in Europe and beyond.

Key Specialisms

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

About Covington

Firm Description

Building a successful global business involves navigating the intersection of law and public policy for every country and every region in which you operate. Covington helps clients worldwide achieve critical business objectives by combining legal, political, and policy expertise to provide strategic advice and advocacy.

In an increasingly regulated world, Covington has an exceptional ability to help clients navigate their most complex business problems, deals and disputes. Our focus lies in highly-regulated sectors – technology, life sciences, energy, environment, financial services, competition and trade policy. Our distinctively collaborative culture allows us to be truly one team globally, drawing on the diverse experience of lawyers and advisors across the firm, sharing insight and expertise seamlessly. What sets us apart is our ability to combine deep knowledge of policy and policymakers, and one of the world's leading regulatory practices, and the tremendous strength in our litigation, investigations, and corporate practices. This enables us to create novel solutions to our clients' toughest problems, successfully try their toughest cases and deliver commercially practical advice of the highest quality. Led by Global Public Policy Chair Sebastian Vos, Covington's European Public Policy team draws on a range of former policymakers, including politicians, lawyers, public affairs practitioners, diplomats and economists, as well as several policy advisors with deep substantive know-how in a range of sectors. The team offers clients unparalleled insight into the workings of EU political processes and institutions.

Ownership Structure

Limited Liability Partnership.

Key Clients

Business Software Alliance, Meta, Global Blockchain Business Council, Microsoft, Uber, Illumina, UCB Pharma, Kosmos Energy and Monster Energy Company.

International Structure

With over 1,000 professionals in 13 offices worldwide, Covington has policy capability and experience in over 100 countries – working through our own team of experts, excellent contacts in the European External Action Service and the U.S. State Department, and established partnerships with a variety of highly respected law and public policy firms that can help with on-the-ground execution.

Key Strengths

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

Testimonials and why clients like to work with us

As a Band 1 firm ranked in Chambers, we receive praise both from market commentators and clients:

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

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

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

We Help Clients Navigate Issues at the Intersection of Law and Policy Around the World

Covington has the largest public policy team at a law firm in Europe, combining the tremendous strength in our litigation, investigations, and corporate practices with regulatory expertise and deep knowledge of policy and policymakers.

"We experienced outstanding service and technical knowledge. They are politically savvy and have deep political networks."

Client feedback, *Chambers* legal directory

COVINGTON

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NEW YORK PALO ALTO SAN FRANCISCO SEOUL SHANGHAI WASHINGTON

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Brussels Office Since
 2007

**Number of Public
Affairs Consultants**
 8

Key Specialisms

- Trade & Supply chain resilience
- Healthcare
- Competition and Antitrust
- Digital Services and
Technology Hardware
- Government Affairs

About DLA Piper

Firm Description
DLA Piper is a global law firm with lawyers located in more than 40 countries throughout the Americas, Europe, the Middle East, Africa and Asia Pacific, positioning us to help clients with their legal needs around the world.

Government Affairs is a key part of our global offering with a multi-country team operating seamlessly across the world. We deliver consistent Government Affairs services across our practices and sectors in all policy matters we undertake.

Our clients range from multinational, Global 1000, and Fortune 500 enterprises to emerging companies developing industry-leading technologies. They include more than half of the Fortune 250 and nearly half of the FTSE 350 or their subsidiaries. We also advise governments and public sector bodies.

Ownership Structure
Limited Liability Partnership.

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

In some countries we have developed privileged relationships and ongoing collaborations with leading local firms that are an integral part of our firm. This allows us to provide our clients with a service and legal assistance that meets our requirements and quality standards in each of these countries.

Key Strengths
Our firm's strength lies in our exceptional international coverage (as described above), our sector approach, and our full-service offering. With the latter we mean that we cover all the different branches of law and policy developments, allowing us to assist our clients in all types of cases, whether they are questions relating to the day-to-day management of their companies or complex international negotiations.

Key Clients
Steeltec, Dell, Unilever, TEL, CIENA Systems and Blackhawk networks

Testimonials and why clients like to work with us
"Richard has a rare ability to understand our business needs as well as the policy influencing our company – that's why we use him."

"DLA Piper have been much more than a law firm to us. They are trusted advisors that cut through the clutter and see what is needed."



Your partner in successful policy

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

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

Together we can make business better.

[dlapiper.com](https://www.dlapiper.com)

International Law Firm Innovation
LAW.COM 2022

Most Innovative Law Firm and Most Innovative Leader
FINANCIAL TIMES 2021



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Brussels Office Since

1989

**Number of Public
Affairs Consultants**

6 in Brussels and 3 in Berlin

Key Specialisms

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

About Freshfields Bruckhaus Deringer**Firm Description**

Freshfields Bruckhaus Deringer LLP is a leading law firm, combining a first-class European offering with a strong global network.

Our Regulatory and Public Affairs teams, based in Brussels and Berlin, work with lawyers across our global network to advise clients on strategic policy issues arising from EU and national legislative developments and in the framework of competition and trade proceedings, with a focus on sensitive legal transactions and in-depth merger investigations.

On a daily basis, we help clients:

- Identify the risks and opportunities of policy developments and gain an insight into the decision-makers and political drivers behind such developments;
- Access the information necessary to properly assess these risks and opportunities, including from both public and informal sources, as well as individual requests in the spirit of transparency;
- Influence the policy debate and the substance of upcoming rules;
- Build an effective profile towards decision-makers in Brussels, Berlin and beyond;
- Devise engagement strategies in the context of politicised competition and trade proceedings, in alignment with the legal strategies;
- Understand relevant policy developments that could impact business decisions regarding potential investments or acquisitions; and
- Analyse the intention behind legislative provisions, particularly in the context of legal advice or litigation.

Ownership Structure

Limited Liability Partnership

International Structure

Over 2,800 lawyers, working in more than 150 countries, speaking 70 different languages (including our new Silicon Valley office).

Key Strengths

Expertise: The firm's legal offering, combined with our Brussels and Berlin teams' experience of advising on strategic policy issues, enable us to represent clients' interests at an EU and national level.

'One firm' mindset: Cross-border work is what we excel at. We understand what it takes to work across different political, legal and business environments.

Consistency and diversity: The integration of our Brussels and Berlin teams within the firm's network ensures consistency of advice and service. Our diverse backgrounds and nationalities allow us to seamlessly switch between law, politics and business and maintain a range of connections with EU and national officials.

Key Clients

- PayPal
- Airbnb
- Universal Music Group (UMG)
- UN Principles for Responsible Investment
- Lloyd's of London
- Futures Industry Association
- American Council of Life Insurers
- QVC
- National Retail Federation

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

Our EU Public Affairs and Regulatory practice is ranked Europe-wide in Chambers.

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."

In exceptional times, one exceptional team



We offer clients strategic policy advice to help them shape legislation and administrative decisions

Our practices based in Brussels and Berlin work closely with legal teams across our network to give clients unrivalled access to legal and sector-specific industry knowledge. Being able to develop a quick understanding of clients' businesses and markets means we can add value right from the start.

Brussels

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Berlin

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Brussels Office Since

📅 1990

**Number of Public
Affairs Consultants**

👤 5

Key Specialisms

- 📌 Banking, Insurance and
Financial Services
- 📌 Competition & Antitrust
- 📌 Digital Services &
Technology Hardware
- 📌 Food and Drink
- 📌 Metals & Mining
- 📌 Oil, Gas & Coal Production
- 📌 Trade
- 📌 Energy
- 📌 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 policy-making enables us to synthesise solutions that work commercially, legally and politically. That is a rare combination which we believe adds real value to our clients.

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.

- 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, Institutional Money Market Funds Association, London Bullion Market Association, Ruffer, Banco Finantia.

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.”
Ruth Crowell, CEO, London Bullion Market Association

Heading into unexplored territory?
We’re there.

Our far-reaching global footprint brings with it far-reaching knowledge. This allows us to deliver bold new ideas in established markets and react first in emerging markets all around the world. From complex regulation to local laws and customs, our experience allows us to tackle the terrain with certainty. So whether your next step represents geographical or intellectual progress, you can feel confident taking it with us.

Law around the world
nortonrosefulbright.com



SQUIRE

PATTON BOGGS

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Brussels Office Since

1974

Number of Public Affairs Consultants

18

Key Specialisms

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

About Squire Patton Boggs

Firm Description

We are a full-service global law firm and public policy powerhouse. We provide insight at the point where law, business and government meet, giving clients a voice and achieving successful outcomes. Our multidisciplinary team of more than 1,500 lawyers and more than 100 policy advisors in 44 offices across 19 countries provides unrivalled access to expertise, experience and invaluable connections on the ground. Our Brussels team is situated at the decision-making heart of the European Union (EU), and we have long been at the forefront of advising companies on how best to access the EU market and comply with – and shape – EU law.

Ownership Structure

Limited Liability Partnership (LLP).

International Structure

Our global Public Policy Practice is predominantly located in the strategic locations of Brussels, Washington DC, Shanghai and London, supported by a network of 45 offices in 20 countries across the globe. Our International Public Policy team has become a trusted advisor to sovereign governments and multinational businesses. In Europe, we have 17 dedicated public policy advisors located across six countries.

Key Strengths

Our leading European Public Policy Practice draws upon the strength, reputation and resources of a well-connected team of experienced EU legal and policy practitioners to advise clients on the most effective way to engage with EU institutions, policymakers at the national level and international bodies located in the region (e.g. NATO, OECD and WTO). Our senior public policy advisory team in Europe includes former members of the EU Parliament, former ambassadors, former ministers and members of national parliament, as well as former private sector executives.

We devise and execute legal, policy and communication strategies that ensure our clients' interests are effectively communicated and protected. We serve a diverse mix of private and public sector clients, from Fortune 500 corporations to emerging companies, and from non-governmental organisations and trade associations to governments. We relentlessly focus on our clients' interests and excel at managing complex, multifaceted, legal, regulatory and policy issues, or matters with a cross-border component involving the EU and any other country or region (in particular, the US).

Key Clients

Children's Tumor Foundation (CTF), Mars, NIO Nextev, Styrenics Circular Solutions (SCS), Synthos S.A., Xiaomi, European Manufacturers of Expanded Polystyrene (EUMEPS) BASF, Avery Dennison, Olin, Iseki, Sustainable Packaging Europe.

Testimonials and why clients like to work with us

"Our experience has been beyond expectations. SPB Brussels is a super passionate, highly experienced, smart, flexible and strategic team. For me, it is not just the best team in Brussels; it is THE best team I have ever worked with!"
Annette Bakker, President, Children's Tumor Foundation

"Squire Patton Boggs represents the high ambition our firm has in its EU advocacy objectives. They are the best (law) firm that you can look for, not only for "Brussels' Bubble" affairs." Krzysztof Żarnota, Synthos S.A



SQUIRE
PATTON BOGGS

Commercial. Committed. Connected.

- Providing insight at the point where law, business and government meet
- European team of 16 public policy advisors, supported by 600 lawyers across 15 European Countries
- Drawing on the reputation, connections and resources of a global public policy team with more than 100 advisors
- Multidisciplinary team of more than 1,500 lawyers

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Local Connections. Global Influence.

47 Offices in 20 Countries
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Best Sector Specialists



Specialist Consultancies:

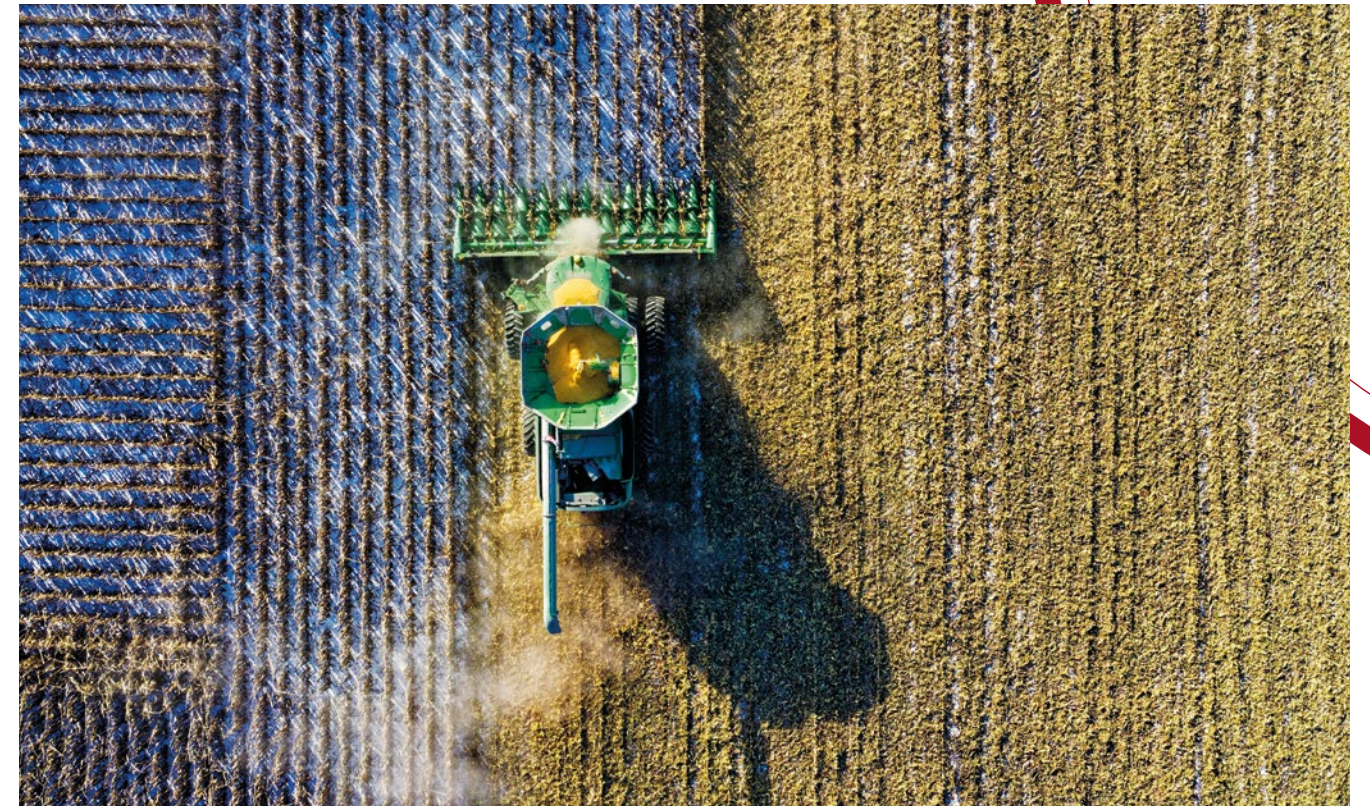
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Aerospace & Defence

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. Out of the 27 EU member states, 21 are also members of NATO with Finland and Sweden applicant countries. 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.



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Agriculture & Agribusiness

Agriculture has always been at the heart of European politics and initially, the EU budget used to fund mainly agriculture. In the EU almost 50% of the territory is covered by farmland (both arable land and permanent grassland).

Agriculture therefore plays a key role in land management and has a huge responsibility in the preservation of natural resources. Agriculture and food related industries and services provide over 44 million jobs in the EU, including regular work for 20 million people within the agricultural sector itself. EU agricultural policy covers a wide range of areas, including food quality, traceability, trade and promotion of EU farm products.

The Agribusiness sector includes agrichemicals, breeding, crop production, distribution, farm machinery, processing, and seed supply, as well as marketing and retail sales. EU regulation has had a major impact on these businesses, notably in the crop protection/agrichemicals field in recent years.

Trade with third countries has become a major issue for the Agriculture & Agribusiness sector. Russia's unprovoked invasion of Ukraine, a country known as the 'breadbasket of Europe', is raising fears of a global food crisis, further exacerbating existing food security challenges worldwide. Agriculture Commissioner Janusz Wojciechowski has emphasised that, in the light of the situation in Ukraine, 'agriculture has become a crucial security policy'.

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



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Banking, Insurance and Financial Services

Some of the largest trade associations in Brussels represent the financial services sector including the European Banking Federation, Insurance Europe and Invest Europe but interestingly there is only one financial services corporate affairs spender in the Top 30 covering all sectors – Deutsche Bank.

Centralisation of power by the EU over financial services during and since the crisis in 2008 led to massive growth in the Brussels banking, insurance and financial services community.

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

“Following the outbreak of the financial crisis the EU put forward an unprecedented series of reforms to restore financial stability and public confidence in the financial system. Overall, these reforms have made the financial system more stable and resilient. But the process of transformation needs to continue to address the remaining risks and to keep the regulatory framework up to speed with technological and economic developments.”

European Commission



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Chemicals

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

Cefic employs around 50 full time lobbyists inhouse and represents large, medium and small chemical companies across Europe, which directly provide 1.2 million jobs and account for almost 15% of world chemical production.

Cefic spends around €12 million annually on lobbying in-house and through external counsel which is the highest lobbying spending in the EU transparency register of any organisation. The largest chemical companies are also significant Brussels players in their own right with four of them (Bayer, ExxonMobil, BASF, Dow) in the top 20 of all corporate spenders according to the EU transparency register.

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

“The chemicals industry is one of Europe’s largest manufacturing sectors. As an ‘enabling industry’, it plays a pivotal role in providing innovative materials and technological solutions to support Europe’s industrial competitiveness. The chemicals industry produces petrochemicals, polymers, basic inorganics, specialties, and consumer chemicals. The sector is currently undergoing rapid structural change as it faces major challenges, including increased competition from other countries and rising costs.”

European Commission



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Construction & Materials

The construction and materials sector is very important to the EU economy. The sector provides 18 million direct jobs and contributes to about 9% of the EU's GDP. It also creates new jobs, drives economic growth, and provides solutions for social, climate and energy challenges. The goal of the European Commission is to help the sector become more competitive, resource efficient and sustainable.

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

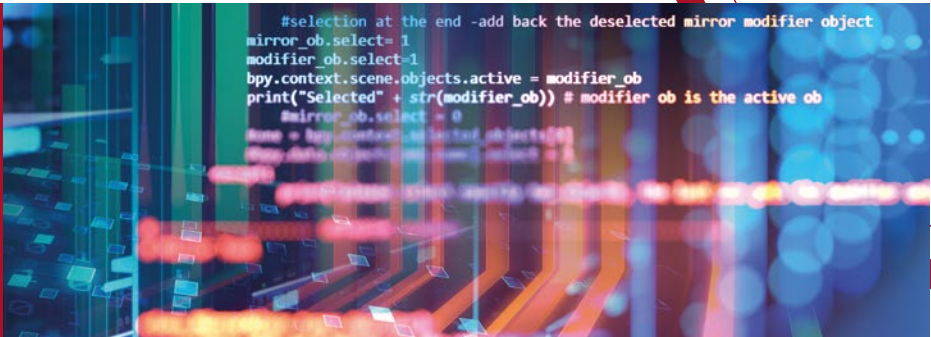
"We need to reduce our dependence on Russian gas. That's a fact. 34 million Europeans today live in poorly insulated houses," explained the EU's internal market commissioner Thierry Breton as he presented a revision of the 2011 Construction Product Regulation (CPR) on 30 March, 2022. Renovating these homes relies on a functioning market for construction products, which is currently riddled with "over-complex and unclear" rules at national level, the EU executive found.

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Digital Services & Technology Hardware

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

Since the beginning of Ursula von der Leyen's tenure as president of the European Commission, tech companies and lobbying groups have had more than 150 meetings with EU officials to discuss the DMA and the DSA, according to POLITICO. Apple, Amazon, Meta, Google and Microsoft all boosted their lobbying spending, according to recent data from the EU Transparency Register.

A key priority for the EU has been to create a digital single market where the free movement of goods, persons, services, capital and data is guaranteed — and where citizens and businesses can seamlessly and fairly access online goods and services, whatever their nationality, and wherever they live. Brussels is home to more than 15 trade associations involved directly with digital services and technology, from Digital Europe to the Business Software Alliance. Although Google and Microsoft are the two biggest corporate affairs spenders in Brussels, in the words of one tech commentator: "There are new actors who have come to Brussels, lots of them which didn't exist 20 years ago. They've gone from being economically insignificant to being economically substantial, so they want to be part of the policymaking process."

Also as Transparency International recently reported: "For decades, Silicon Valley companies have turned traditional business models on their heads. From streaming movies to turning private cars into taxis, these companies are known for both innovation and shaking-up

the markets they operate in. A similar phenomenon is happening in Brussels where Silicon Valley companies are rapidly changing the lobbying scene. As a result, they are fast becoming the largest, most influential and most transformative players in town."

"The digital single market could contribute €415 billion to the European economy, boosting jobs, growth, competition, investment and innovation. It can expand markets, offering better and more cost-effective services, transform public services and create new jobs. It can create opportunities for new start-ups and allow companies to grow and innovate in a market of over 500 million people. A completed digital single market can help Europe hold its position as a world leader in the digital economy."

European Commission



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Education

The EU supports Member States in their efforts to provide the best education and training for their citizens.

It also promotes multilingualism in Europe, helping with the teaching and learning of languages, encouraging mobility of students, trainees, teachers and young people, and facilitating exchanges of information and experience. The Commission is advancing work to build a European Education Area by 2025, reinforce the cultural dimension of the European Union and bolster youth participation, with a new set of measures, including a new Youth Strategy and a new Agenda for Culture. Through the Erasmus+ programme, the EU also provides funding, tools and resources for individuals, organisations and policy reform.



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Energy

Europe’s energy sector spans numerous, often competing interests spanning renewables, oil, gas and nuclear though to electricity distribution.

Thanks to Russia’s invasion of Ukraine, the EU plans a “massive” increase in solar and wind power, and a short-term boost for coal, to end its reliance on Russian oil and gas as fast as possible. The European Commission said the EU needs to find an extra €210bn over the next five years to pay for phasing out Russian fossil fuels and speeding up the switch to green energy. The Commission also proposed that 45% of the EU’s energy mix should come from renewables by 2030, an advance on the current 40% target suggested less than a year ago. Officials also want to cut energy consumption by 13% by 2030 (compared with 2020), in comparison with the current proposal of a 9% saving.

Given the rapidly evolving situation with sanctions on imported Russian fossil fuels, Brussels lobbyists are hyperactive this year. At the last count there are over 50 trade associations focussed on energy, and three of Brussels top 10 corporate affairs spenders (ExxonMobil, Equinor and BP) are energy companies. Moreover, every sector is an energy consumer which means EU energy policy is a vitally important horizontal policy area.

“People’s well-being, industrial competitiveness and the overall functioning of society are dependent on safe, secure, sustainable and affordable energy. The energy sector, covering extraction, production and distribution directly employs in the EU about 1.6 million people and generates an added €250 billion to the economy, corresponding to 4% of value added of the non-financial EU business economy.”

European Commission.



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Food and Drink

Food and drink is the largest manufacturing sector in the EU with a turnover of €1.1 trillion, employing 4.6 million people.

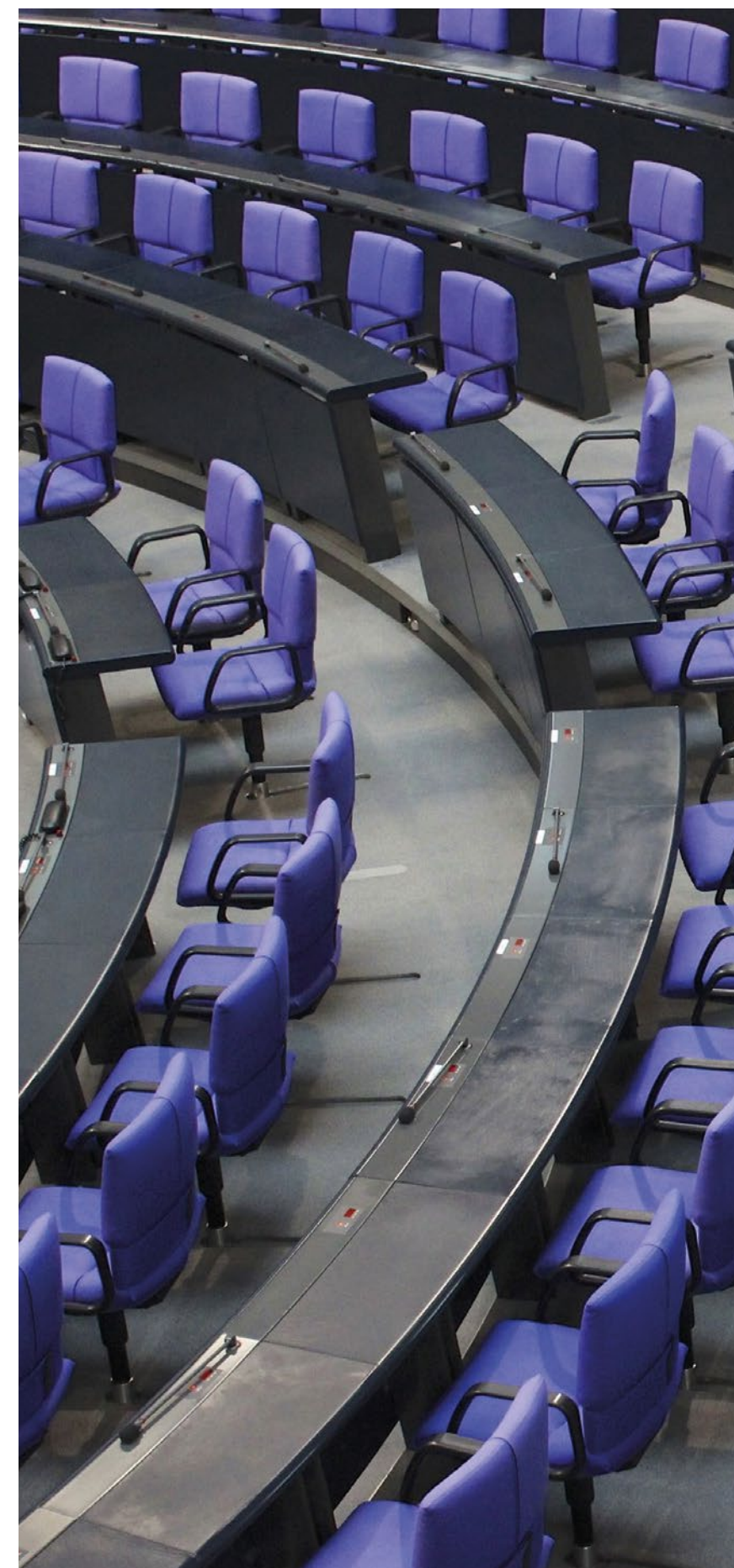
. In half of the EU's 27 Member States, the food and drink industry is the biggest manufacturing employer. FoodDrinkEurope and its 27 sectoral members are the dominant Brussels trade associations representing the sector. Overall the sector is comprised mainly of SMEs with relatively few big spending multinational companies – interestingly not one food and drink company is in the top 50 corporate affairs spenders in Brussels!

However, the sector is highly regulated as society and governments have become more aware of the impact of what we eat and drink.

Beyond this humanitarian crisis, the Ukraine war has unleashed massive challenges in the food supply chain with spiralling input and energy costs, and a scarcity of certain commodities needed to maintain a fully functioning supply chain. The EU's response has been swift and the Commission adopted a communication on safeguarding EU food security and reinforcing the resilience of food systems. While there is no immediate threat to food availability in the EU at present, to keep food affordable, the Commission will allow EU countries to use reduced value added tax (VAT) rates on food.

"In the last 10 years, EU food and drink exports have doubled. EU food legislation is highly harmonised and the sector benefits significantly from the opportunities offered by the EU Single Market. At the same time, however, the sector faces certain challenges in both international and European markets. The European Commission is working to improve the competitiveness of the EU food sector and the functioning of the Single Market for Food. It also strives to create new trade opportunities for food and drink products, through various trade negotiations and dialogues with third countries."

European Commission



Governments

Arguably the biggest lobbying community in Brussels of them all are government representations

. Indeed, Brussels hosts 183 embassies, the most out of any city in the world. Brussels is unique in that it is not only the seat of the Belgian Government, but also of the European Union to which countries accredit representatives. Thus, a country can send up to two ambassadors to Brussels, one to Belgium, and one to the EU. Some embassies serve both functions, while other countries open separate embassies for both.

All of the EU Member States have employed consultants and lawyers at one time or other in Brussels. Council presidencies, particularly provide opportunities for public affairs consultancies in all their aspects. Governments are increasingly local, and many cities and regions have representation in Brussels. However, it is often the non-EU governments of Eastern Europe, Africa, Middle East and Asia that spend the most money on Brussels advisers, on a variety of issues ranging from trade to the environment.

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Healthcare

The healthcare industry is one of the world's largest and fastest-growing industries. Consuming over 10 percent of gross domestic product (GDP) of most developed nations, healthcare forms an enormous part of the EU's economy.

The healthcare industry is made up of two main groups: healthcare equipment and services; and pharmaceuticals, biotechnology and related life sciences. Europe's pharmaceutical sector employs some 750,000 people and generates three to four times more employment indirectly. Medical technology is also a major contributor to the EU economy, employing over 650,000 people in high quality jobs in a market estimated at around €110 billion.

As healthcare concerns human health, it is one of the most regulated industry sectors and gives rise to one of the most vibrant Brussels public affairs communities. By far the biggest spenders on public affairs are the 40 leading pharmaceutical companies who are members of the European Federation of Pharmaceutical Industries and Associations. In second place are the Diagnostics and Medical Devices manufacturers represented collectively by MedTech Europe.

EU countries hold primary responsibility for organising and delivering health services and medical care. EU health policy therefore serves to complement national policies, and to ensure health protection in all EU policies. However, COVID-19 has brought the EU's health policy into sharp focus and fostered joint actions such as vaccine procurement.

Indeed, since the beginning of the pandemic, the EU has been working with member states to reinforce national healthcare systems and limit the spread of the virus. It has been coordinating action at EU level based on the best available science and giving recommendations to EU countries on public health measures.

Healthcare lobbyists will be kept busy as the European Health Union will focus on both urgent and long-term health priorities, from the response to the COVID-19 crisis and resilience to cross-border health threats, to Europe's Beating Cancer Plan, the Pharmaceutical Strategy for Europe and digital health. The EU will also continue to pursue international cooperation on global health threats and challenges such as antimicrobial-resistant infections and vaccination.

"Good health is a major concern of European citizens. EU action on health issues aims to improve public health, prevent diseases and threats to health (including those related to lifestyle), as well as to promote research. The EU does not define health policies, nor the organisation and provision of health services and medical care. Instead, its action serves to complement national policies and to support cooperation between member countries in the field of public health."

European Commission



Industrial Goods & Engineering

Industrial engineering is one of the largest sectors in the EU economy in terms of number of enterprises, employment, production, and the generation of added value.

The sector is characterised by relatively small family owned companies. The industrial engineering industry is an excellent example of an EU sector that is performing well economically. Europe is the world's largest producer and exporter of machinery with an estimated 36% share of the world market.

The COVID-19 crisis and now Ukraine crisis has strongly affected the EU economy. Its impact varies across ecosystems and companies' size. The crisis exposes the interdependence of global value chains and demonstrates the critical role of a globally integrated and well-functioning Single Market. While the impact of the crisis varies across different ecosystems and companies, the key issues highlighted by the crisis are:

- Borders restricting free movement of people, goods and services
- Interrupted global supply chains affecting availability of essential products
- Disruption of demand

To address these issues, the updated Industrial Strategy is proposing new measures to take into account the lessons learned from the crisis and sustain investment. The Strategy supports the twin transition to a green and digital economy, making EU industry more competitive globally, and enhancing Europe's open strategic autonomy.

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Media

The content and media sector plays a key economic, social and cultural role in Europe. The European Commission’s role is to put in place the ideal conditions and regulations to create a single market for audiovisual media services.

The EU encourages cooperation between Member States and, if necessary, supports and supplements their action in the area of artistic and literary creation, and is required to take cultural aspects into account in all EU policies.

Content industries are not only crucial to cultural diversity; they are also of paramount importance

for the economy of the European Union. For instance, the audiovisual sector alone directly employs over one million people in the EU. With the internet, media content, be it made of images, sound or written words can be distributed and accessed in a variety of ways and EU policy is evolving to reflect this new situation.



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Metals & Mining

The metal industries process non-ferrous metals such as aluminium, copper, and zinc; and ferrous materials such as steel. Both sectors are very important to the EU’s economy, competitiveness, and industrial development.

. The EU metallic minerals sector produces a wide range of ores yielding metals or metallic substances. The EU is an important producer of chromium, copper, lead, silver, and zinc. However, most metallic ores that supply the European metallic industry are imported. Only a few EU countries have active mines. They include Austria, Finland, Greece, Ireland, Poland, Portugal, and Sweden.

However, strategic autonomy and climate change are rapidly changing thinking on Europe’s metal and mining sector. “Without a more strategic approach to developing primary and secondary raw materials capacities in Europe, there will be

no green and digital transition, no technological leadership and no resilience.” Commissioner Breton recently commented.

Europe’s metals needs for its 2050 climate-neutrality goal echoes multiple warnings of supply risks for several metals needed in Europe’s energy transition away from fossil fuels. Shortfalls loom without new primary metals supply and better recycling in the system soon, endangering Europe’s goal of a more autonomous clean energy system. Even though the potential for mining and quarrying in Europe is high, the needed permits are not granted, and many opportunities not seized.


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Oil, Gas & Coal Production

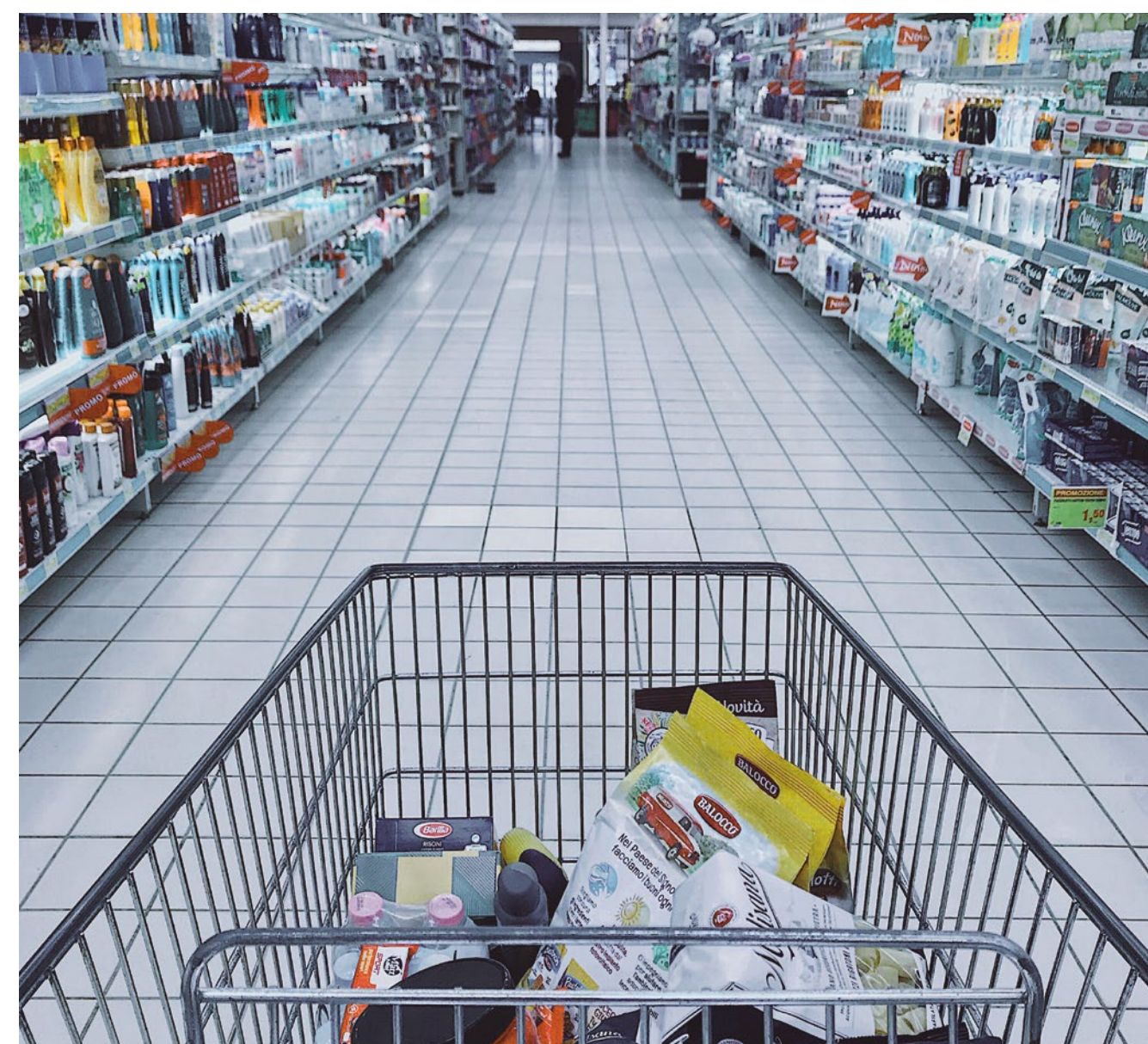
Upstream oil and gas production and operations identify deposits, drill wells, and recover raw materials from underground.

They are also often called exploration and production companies. Europe producing 25% of the oil and almost half of the gas it uses. While reliance on imports is likely to remain important, recent domestic exploration & production dynamics suggest high remaining potential for decades to come. Eight of the biggest offshore oil and gas fields in Europe are located in Norway and the other two belong to the UK. Coal production in Europe is falling, and imports exceed production.

The war in Ukraine has changed everything as Fuzzy Bitar, Fuzzy Bitar, Chair of the International Association of Oil & Gas Producers recently said

at the AGM: "Just look at where Europe is today – oil and gas make up more than half of Europe's energy supply. Russia accounts for a quarter of Europe's gas, or more. And Europe has accounted for around half of Russia's oil exports. So the invasion of Ukraine – doesn't so much upset the cart – it demolishes it."

Last year on Best in Brussels we wrote "The coal lobby used to be a Brussels power player. No more." but given the rapidly evolving situation it is too early to write off carbon in the sequel to The European Coal and Steel Community.


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Personal & Household Goods

The Household Products Industry is composed of a diverse group of companies operating across many sub-sectors such as cosmetics which are important contributors to the EU economy.

Notably, valued at almost €80 billion at retail sales price, the European cosmetics and personal care market is the largest in the world.

The leaders in this sector (Procter & Gamble, Unilever, L'Oreal, LVMH, Henkel, GSK etc.) are well represented in Brussels as corporate affairs functions, and via their trade associations.



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Public Utilities

A public utility company (usually just utility) is an organization that maintains the infrastructure for a public service.

The term utilities can also refer to the set of services provided by these organizations consumed by the public, including electricity, natural gas, water, sewage, telephone, and local transportation. Public utilities are subject to forms of public control and regulation, and range in nature from local community-

based groups to government monopolies and multinationals. EU public procurement rules have to be applied in utilities involved with water, energy, transport and postal services.



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Retail

Retail is the second largest EU service sector after financial services, generating 4.5% of the value added in the EU economy and providing 8.6% of all jobs in the EU.

EU households spend up to one-third of their budgets in retail shops. The sector is changing rapidly with the development of e-commerce and multi-channel retailing, and has the potential to perform better. Fewer restrictions in retail mean higher productivity in manufacturing. A more efficient retail sector can offer consumers lower prices which creates more demand and steers producers towards more innovative goods. This is why the Commission

is helping Member States and operators to overcome the current challenges by addressing an accumulation of restrictions in the retail sector. Lobbying on packaging has stepped up this year, and the retail sector via Eurocommerce has responded by "calling on the Commission to take robust and rapid action to tackle national packaging legislation infringing Single Market principles and the Packaging and Packaging Waste Directive."



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Sport

Sport has a significant and growing impact on Europe's economy and society. Recent figures show that the contribution of sport to EU GDP is significant – over two percent of EU total employment.

Sport is a field in which the EU's responsibilities are relatively new, and there is now a specific budget line under the Erasmus+ programme to support projects and networks in the area of sport.

The way sport is represented, particularly via media outlets, is of great social and economic significance. In social terms, sport can impact a range of issues: from attitudes toward sports fans and professionals to complex phenomena such as nationalism, gender equality, doping, match-fixing, racism and violence.

As attending or watching sporting events generates considerable income for Member States, the relationship between sport and the media is also of great economic significance. The selling of media rights and merchandising are the main sources of revenue for professional sport in Europe.

The EU works to attain greater fairness and openness in sporting competitions and greater protection of the moral and physical integrity of sportspeople whilst taking account of the specific nature of sport. In particular, the EU is concerned with three aspects: (1) the societal role of sport; (2) its economic dimension; and (3) the political and legal framework of the sports sector.



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"Just two years after telecoms consolidation appeared stymied by Brussels' steely competition watchdog, European executives are again talking up the chances of mergers seen in the industry as key to investment in next generation mobile networks. The European telecoms industry wants to persuade Brussels to listen to such arguments amid fears that the region lacks the sort of national champions being created in China and the US."

Financial Times – European telecoms industry

Telecoms

ETNO has been the voice of Europe's telecommunication network operators since 1992 and with 40 members is the principal policy group for European electronic communications network operators.

The European Competitive Telecommunications Association (ECTA) is the leading pan-European telecoms association promoting market liberalisation and competition in the European communications sector. The EU telecoms sector is one where there are many national champions but few pan-European leaders.

As a side note, the author once looked at the correlation between the size of the association secretariat and the size of the industry it represents, and found that there were many other factors at play. ETNO members for example employ 1 million people throughout Europe, however, the secretariat only employs 9 people which is much smaller than

other associations with industries of similar scale. Fragmentation of the European market and the presence of many national telecoms operators in Brussels probably explains this disparity. Hence, most opportunities for public affairs consultancies and law firms are with traditional telecoms operators, or newer entrants offering consumer broadband and triple-play and challenger mobile/wireless network operators and service providers.



Specialist Consultancies:

Acumen Public Affairs
ADS Insight
Alonso & Asociados
Athenora Consulting
ATREVIEW
Avisa
Bernstein Group
Brunswick Group
Business Bridge Europe
Dentons Global Advisors Interel
Dr2 Consultants
Edelman
FIPRA
FGS Global
FleishmanHillard
Hill & Knowlton
Hume Brophy
Inline Policy
Landmark Public Affairs
logos
LP Brussels
MUST & Partners
Political Intelligence
Red Flag
Rise Corporate Purpose Advisory
RPP Group
SEC Newgate EU
Stenström Consulting
Teneo
Time & Place Consulting
UTOPIA EU

Specialist Law firms:
Squire Patton Boggs

Transport

Transport was dominated by the two C's — climate and COVID — and that is still the case this year but now Ukraine has to be added to the list with air transport.

But there's a lot more that is happening in mobility — 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 2022.

Clearly COVID-19 has hit many aspects of the transport sector, particularly airlines. However, in normal times transport is a major contributor to the economy (4.8% — or €548bn — in gross value added overall for EU countries), and sustains over 11 million jobs in Europe. As our societies become more mobile again, EU policy aims to help our transport systems meet the major challenges facing them including congestion, oil dependency, greenhouse gas emissions, infrastructure and competition.

There are numerous Brussels transport associations from the global International Association of Public Transport (UITP) to those representing individual sectors from airlines to railways, and from bicycles to electric vehicles. Many of Brussels top 20 corporate affairs spenders like BMW and Daimler have a stake in the transport debate, as does Number 1 Google.

"As long ago as the Treaty of Rome, Member States stressed the importance of a common transport policy by devoting a separate title to it. Transport was therefore one of the Community's first common policy areas. Alongside the opening-up of transport markets and the creation of the Trans-European Transport Network, the 'sustainable mobility' model will take on even greater importance between now and 2020 — particularly in view of the constant rise in greenhouse gas emissions from the transport sector, which threatens to jeopardise the European Union's efforts to achieve its climate goals."

European Parliament Factsheet

Best Services Specialists

Specialist Consultancies:

Acumen Public Affairs
Alonso & Asociados
Athenora Consulting
Dentons Global Advisors Interel
Edelman
Kellen
logos
PNKetchum+
Political Intelligence
Time & Place Consulting

Association Management

Lobbying really matters for Brussels trade associations. There are around 1,200 Trade and Professional Associations with a Brussels office employing around 5,500 people with public affairs responsibilities.



The 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 actually housed and staffed by consultancies and law firms as their secretariat, providing services from accounting to governance beyond the normal scope of the regular work of lobbyists.

An association management company (AMC) is a professional service company that specializes in providing management services for associations on a fee-for-service basis. AMCs, such as Kellen and DGA Interel, provide the professional staff, administrative support, office space, technology, and equipment an association needs to operate efficiently. The global AMC Institute advances professionalism and high industry standards for association management companies, representing over 180 association management companies that manage over 1,800 associations.



Specialist Consultancies:

APCO
ARCTURUS GROUP
Avisa
Brunswick Group
Burson Cohn & Wolfe (BCW)
Cicero Group
FIPRA
FGS Global
FTI Consulting
Kekst CNC
Rise Corporate Purpose Advisory
#SustainablePublicAffairs
Teneo

Specialist Law firms:

Covington
DLA Piper
Freshfields Bruckhaus Deringer
Norton Rose Fulbright
Squire Patton Boggs

Competition & Antitrust

Most Competition & Antitrust work in Brussels is in three key areas: M&A approvals, Cartel or abuse of dominant position investigations, State aid cases for the alleged beneficiaries, for the targeted States and for the complainants.

Most euros spent in Brussels on Competition & Antitrust work are with the law firms. Hence, the legal lobbying firms have a particular advantage in providing relevant services and working alongside the relevant competition colleagues.

However, since the 1990s a number of Brussels public affairs consultancies have developed Competition & Antitrust practices which provide added-value services not typically provided by the law firms. For example, media relations is a sensitive area that requires specialist expertise and good press contacts, as a bad story can lead to a fall in stock price and even the Commission considering a case in a new light. Beyond Brussels some networked agencies can offer outreach to National Competition Authorities and relevant stakeholders around the European Union.

"In all cases, companies involved in or seeking to challenge a merger will need specialist advice on law, economics and communications. Tell the truth and be prepared to provide compelling evidence. Do demonstrate advantages for customers and final consumers; explain the expected positive impact on price, quality, innovation and

employment; stress the competitive and expanding nature of the market; and present consistent legal, economic and communications cases across all jurisdictions. Don't forget that the EU is concerned to create or, where it exists, maintain a seamless single market across all its members. So don't present national or regional markets within the EU as separate without very good arguments and evidence."

Jonathan Faull, Chair of Brunswick's European Public Affairs team



EU Funding

The EU makes funding available in different forms, including grants, loans and guarantees, subsidies, prizes and public contracts.

The EU awards grants to organisations and, occasionally, individuals, to help them carry out projects that further its policies. Grants are awarded in many different fields, from research to education to humanitarian aid. The EU rarely finances projects up to 100%. Rather, grants are a form of complementary financing, and the beneficiary organisation will also put up a percentage of the funding for their project. The European Commission advertises grant opportunities through calls for proposals.

The EU also provides loans, guarantees and equity as forms of financial assistance to support its policies and programmes. For example, the EU provides loans to businesses of all types for investment in research and innovation. It also provides guarantees to help beneficiaries to obtain loans more easily or at better conditions from banks and other lenders. The EU may also financially participate in a project by owning parts of it.

Brussels is also the origin of several pan European initiatives developing ICT networks, security systems and transport corridors. Being involved from the inception phase is vital to get access to the funding, very often disbursed through complex mechanisms involving EU Agencies, Member States and EC headquarters.

Understanding how EU funding works, the main conditions and access strategy, is instrumental for being successful. Consultants can assist clients with bid management and bid writing support across the range of EU funding programmes. Probably the best known consultancy in this field is Schuman Associates.

Specialist Consultancies:

Alonso & Asociados
Eupportunity
Schuman Associates
Time & Place 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.

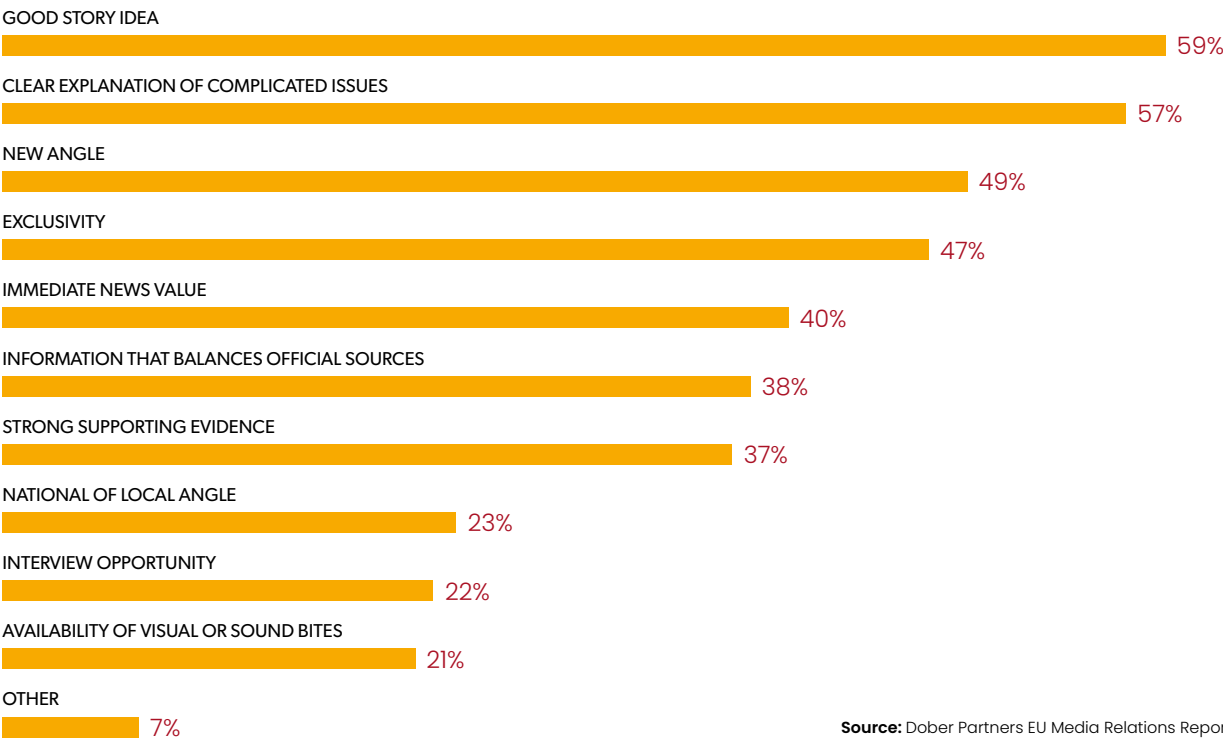
Although traditional and new media can greatly influence EU policy-makers, not every public affairs consultancy offers media relations as part of their core offering. Law firms tend to partner with outside media experts as it outside their key competences.

Media is central to the work of many agencies from acumen and Brunswick to FIPRA and Political Intelligence. Consultancies with a PR pedigree such as Edelman, FleishmanHillard, FTI and BCW offer strong media capabilities in Brussels. Indeed a number of public affairs consultancies including Bernstein Group, EU Opportunity, and Instinctif are led by former senior journalists.

There are also a number of specialist media relations consultancies in Brussels. For instance, niche firms such as RedThread provide media training. Red Flag has a reputation for framing stories in the right way and placing them in the right media, delivering results.

What are the most important elements in a good story pitch?

Dober Partners EU Media Relations Survey of Brussels Journalists. (N.B. Multiple elements possible hence % greater than 100)



Source: Dober Partners EU Media Relations Report



Specialist Consultancies:

- Acumen Public Affairs
- ADS Insight
- Afore Consulting
- Alonso & Asociados
- Bernstein Group
- Brunswick Group
- Burson Cohn & Wolfe (BCW)
- Business Bridge Europe
- Cicero Group
- Dentons Global Advisors Interel
- Edelman
- Europa Insights
- EU Focus
- FIPRA
- FGS Global
- Fourtold
- FTI Consulting
- Grayling
- Hague Corporate Affairs
- Hanover
- Harwood Levitt Consulting
- Hill & Knowlton
- Hume Brophy
- Instinctif Partners
- Kekst CNC
- Kreab
- Landmark Public Affairs
- logos
- LP Brussels
- McLarty Associates
- Nove
- PNKetchum+
- Political Intelligence
- Rasmussen Global
- Red Flag
- Rise Corporate Purpose Advisory
- Rud Pedersen
- #SustainablePublicAffairs
- Teneo
- Weber Shandwick

Specialist Law firms:

- Covington
- Freshfields Bruckhaus Deringer
- Norton Rose Fulbright
- Squire Patton Boggs

Sustainability & Environment

Sustainability and environmental issues cut across every industry sector but some more than others such as transport, chemicals and energy.

The European Union is considered to have the most extensive environmental laws of any international organisation. EU environmental policy has significant effects on those of its member states and internationally. The European Green Deal is as audacious as anything ever announced by the European Commission. Coming just 11 days after Ursula von der Leyen took office as Commission President, its scope is colossal. Already, the European Union's environmental legislation addresses issues such as acid rain, the thinning of the ozone layer, air quality, noise pollution, waste and water pollution, and sustainable energy. The Institute for European Environmental Policy estimates the body of EU environmental law amounts to well over 500 Directives, Regulations and Decisions.

As sustainability and environmental issues concern so many clients, every firm has touched on this area to a less or greater extent. However, the following firms stand out in Brussels.

Specialist Consultancies:

Acumen Public Affairs
Burson Cohn & Wolfe (BCW)
Cicero Group
Dentons Global Advisors Interel
FIPRA
FGS Global
Grayling
Hume Brophy
Kreab
McLarty Associates
PNKetchum+
Vulcan Consulting
Weber Shandwick

Specialist Law firms:

Covington
DLA Piper
Freshfields Bruckhaus Deringer
Norton Rose Fulbright
Squire Patton Boggs

Trade

Trade is a highly politicised issue, so it is surprising that it is not a bigger area of business for consultancies and law firms than it actually is. Even, Brexit has not yet generated substantial amounts of Brussels lobbying work outside certain specific sectors like financial services and aviation.

Moreover, the EU is the world's biggest exporter of manufactured goods and services, and it is the biggest import market for over 100 countries. Thanks to the Commission's powerful competencies in EU trade law, businesses are sometimes involved in trade defence measures, primarily anti-dumping and anti-subsidy actions against imports from countries outside the EU. China is often at the centre of these disputes and this poses a challenge for multinational companies who often do not support legitimate trade complaints against China because of its market potential, and for fear of retaliation and the potential interruption of supply chains. Free Trade Agreements have also been a source of trade business for firms representing sectors, standing to gain or lose from their conclusion.



Best Intelligence Systems



Subscription Systems

DeHavilland EU
Dods Political Intelligence
FiscalNote
One Policy Place
Policy Insider AI
Politico Pro
Quorum
Ulobby

Specialist Regulatory Intelligence

Cullen International
MLex

Useful free tools

EU Insider
PoliMonitor
Politico Europe
VoteWatch

The best public affairs operators know how to employ digital tools to complement their real world stakeholder outreach and early-warning digital systems for policy intelligence. Here are some of the best in Brussels public affairs intelligence systems for clients:

Subscription Systems

DeHavilland EU

DeHavilland EU provides EU political intelligence, EU monitoring, bespoke research and consulting services that are specifically tailored to your interests and needs. Their services are designed to help you influence policy and/or inform your strategy by anticipating change so you can better manage the risks facing your organisation. Based in Brussels, their dedicated team is your partner to become a proactive stakeholder helping you to address relevant issues.

Dods Political Intelligence

Get insights. Make an impact
How do politics and policy making affect your interests? Who are the key players you need to interact with in order to drive your agenda? Find the answers with Dods, the original political intelligence service, est. 1832.

We know people, parliament and policy

The EU and the UK generate vast amounts of information. Separate the signal from the noise with Dods Political Intelligence. Our full-service suite combines human connection with technology to give you:

Insight. Dods Consultancy. Our industry experts understand your interests. They help you surface and solve problems by highlighting relevant issues, trends and advisories. Your personal consultant curates data, research and analysis that matters. Contact them directly anytime for guidance.

Intelligence. Dods Monitoring delivers tailored alerts, daily updates and weekly bulletins. These insights are distilled for you from over 13,000 sources across the EU, UK, France and Germany.

Impact. Dods People powers momentum by ensuring your message gets to the right people. Use our directory and stakeholder management tool to identify those aligned with your key issues. Then build a network, nurture relationships, communicate, elevate your message and create action.

Contact us
For more information about our political intelligence services contact customer.service@dodsgroup.com or

UK customer service +44 207 593 5500 or EU customer service +32 274 182 30

FiscalNote
FiscalNote is the premier information services company focused on global policy and market intelligence. Our EU legislative and regulatory intelligence solution combines cutting-edge technology with human analysis from our team on-the-ground in Brussels to help our customers not only respond to, but anticipate changes in EU policy.

For more information on our EU solutions, visit [FiscalNote.eu](https://www.fiscalnote.eu)

EU Regulatory Monitoring and Expertise
What good is a safety net with holes in it? You need a systematic, holistic approach to policy intelligence that saves you time so you can focus on more strategic work. EU Issue Tracker helps clients stay informed on the EU's inner-workings with research and analysis from our team of over 20 policy experts capturing the latest developments and future timelines on all EU dossiers and across 12 policy areas.

Drive strategic policy decisions and outcomes. Our policy intelligence platform uniquely combines cutting-edge technology with human analysis giving you the information and expertise you need to identify organizational risks and opportunities.

Access powerful analysis on policy developments. Get clear and concise insights from our policy experts, covering all of the EU's regulatory agencies at a granular level so you can easily follow individual measures.

Provide regulatory radar for your organization. Our policy radar identifies future regulatory risks and policy initiatives before they become formal proposals.

Global Policy Tracking and Geopolitical Analysis
Proactively monitor trends arising from public policy worldwide and access geopolitical analysis and advisory services helping you

anticipate the impact of political, economic, societal, and security risks on you organization

Comprehensive policy coverage. Access the most expansive directory of global public policy data on the market, including legislative and regulatory data from over 20 countries around the world, including Europe, North America, South America, and Asia Pacific.

Identify and engage with key stakeholders. Build a network of relationships with access to profiles for over 85,000 global government officials. Better understand the stakeholder networks affecting your organization's key markets and keep track of engagements in a single repository.

Geopolitical analysis and advisory services. Get unparalleled insight into critical geopolitical trends affecting your organization. Our network of over 1,500 subject matter experts bring you tailored, impartial, and actionable insights. Our bespoke services enable leading organizations to understand complex political and macroeconomic environments impacting their strategy, operations, and investments.

One Policy Place
Co-founders Luisa Frumenzi, Mark Wilson and team have built One Policy Place (OPP) into a trusted EU information service. Powered by a team of policy experts based in Brussels, our user-friendly platform enables you to easily customise information and stay informed about key EU policy issues, procedures and people. The platform consists of 4 digital tools:

Newsfeed – The Newsfeed enables you to filter and manage content according to the policy issues that are critical to you and your organisation. This saves you time and ensures you remain on top of your brief

Pipeline – The Pipeline brings together in one place all dates, documents, key players, debate summaries and industry views related to ongoing and upcoming procedures. Stay updated about new developments on a real-time, daily or weekly basis

Planner – The Planner helps you keep track of key dates and plan ahead. OPP publish all EU institutional meeting agendas, consultation, feedback and call deadlines, as well as public events

Mentions – Mentions is a unique tool giving you insight into Member State positions and MEP interventions in meetings OPP have published.

Mentions also allows you to track products, company names & other keywords in order to assess regulatory risk in your industry

In addition to the platform, OPP provides bespoke research, reports and daily policy newsletters highlighting all key meetings and developments in your areas of interest. We pride ourselves on our excellent customer service and are always on hand to assist if you have questions or need help from the team on the ground.

Find out why we are trusted to deliver by hundreds of policy professionals by creating your free 30 day account.

Policy Insider AI
Policy Insider AI is engineered by AI experts but in development with consultants from RPP Group. Defining the features and services most needed by those with a professional interest in policy be they firms, consultants, universities or journalists – Policy Insider AI aims not just to challenge, but to break entirely the current policy monitoring and research model currently being offered by consultancies.

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.

To find out more visit policy-insider.ai

Politico Pro
POLITICO Pro is POLITICO Europe's premium policy intelligence service for professionals.

Fusing the power of technology with the power of journalism, Pro combines the expertise of a 70+ international newsroom with innovative technology and data analysis, providing a one stop shop solution for policy professionals.

From daily morning newsletters, real time alerts, breaking scoops, and deep analysis to legislative tracking, key word monitoring, vote mapping breakdowns and much more, Pro helps organizations keep one step ahead of the policy developments impacting their industry, clients or members.

POLITICO Pro serves many thousand policy experts and decision-makers from over 850 organizations in 28 countries. Subscribers include EU and national government, corporations, trade associations, consultancies, law firms, and NGOs.

To find out more about

POLITICO Pro or to request a complimentary trial, click here: www.politico.eu/why-go-pro

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.

How Quorum Helps You Work Smarter
Quorum supports stakeholder engagement, issues management, monitoring, and reporting – in the EU and globally.

Stakeholder Engagement: Retain institutional knowledge and avoid crossed wires. Identify the people who matter, manage your contacts, and keep a strategic overview of your external engagements – all in a CRM customised for public affairs.

Global Issues Management: Keep your team on the same page. Track your organisation's progress on your policy issues with our easy-to-navigate information management system that works at the local, regional, and global level.

Subscription Systems

There are a number of regulatory intelligence service providers that track and analyse areas of EU policy for specific sectors.

For instance, Cullen International helps organisations gain insight and clarity on the latest developments, and get a global perspective on regulation and competition law, across the telecoms, media, digital economy and postal sectors.

Cullen International
Cullen International provides regulatory and competition law intelligence in telecoms, media, postal and the digital economy – covering developments across Europe, Americas, the Middle East and North Africa, as well as key trends across the globe.

For over 35 years, we have been providing comprehensive, neutral, unbiased, timely information that is trusted by industry and official institutions alike. We are widely recognised as the leading regulatory intelligence provider in the field.

Dialogue Tracking: Never miss a mention. Set up real-time email alerts based on advanced keyword searching to get notified whenever your issue or organisation appears in the policy conversation – covering social media, legislation, press releases, and more.

Reporting: Measure your team's impact and demonstrate your success with Quorum's integrated reporting tools. Keep a pulse on how your efforts are moving the needle with clear, data-backed visuals, available in a matter of clicks.

Why Our Clients Love Quorum
How Fourtold Stays Ahead of the Political Conversation with Quorum

Why CropLife Europe Uses Quorum to Report On Its Meetings with EU Officials

What Makes Quorum "Essential" to Ervia for Tracking and Reporting on Public Affairs

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We'll be happy to talk!

Our subscription services consist of a unique range of alerts, monitoring reports, benchmarks and enquiries that are complemented by our training and custom research services. Our outstanding regulatory library contains over 30 years of source documents linked to expert analysis of events.

We are also regularly selected to carry out important research and studies for the European Commission and other international organisations, and we are frequently sought out to chair or speak at industry events.

For further information please see our Corporate Brochure here.

Key Clients
Cullen International is privileged to serve over 250 key market players and public organisations from over 90 countries – all with a serious strategic focus on competition law or regulation in the communications sector. These clients include operators, online service providers, broadcasters, manufacturers, national regulatory authorities, competition authorities and ministries.

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.

With our automated political monitoring, you can be informed and productive at the same time. Our solution is based on machine learning to allow you to fine tune our tracking to your context by using political data.

Maintaining an overview of all stakeholder activities and ensuring coordination across the organisation is often challenging. Realising this, Ulobby has developed a stakeholder management-tool integrated with your own internal systems.

Ulobby touchpoints are designed to give users the complete view of the stakeholder landscape of their organisation. We help you visualise the impact and return on investment for public affairs work, to ensure that senior management consistently sees how public affairs is a business necessity.

Ulobby, founded in 2017, has offices in Copenhagen and Brussels, and serves clients all over the world.

Strategically situated in Brussels, we are the eyes and ears on the ground for our clients, maintaining essential close links with all EU institutions, national regulatory authorities and our solid network of national regulatory experts in over 70 countries.

MLex
MLex is an independent media organisation providing exclusive market insight, analysis and commentary on regulatory risk. Their customers, the world's leading law firms, corporations, advisory firms and regulators, rely on their reporting to ensure they are well positioned to take advantage of the opportunities posed by regulatory change as well as to mitigate the risks. MLex has a track record of uncovering regulatory risk before it breaks in other news outlets. Offering up-to-the-minute coverage of regulatory threats and opportunities from the perspectives of M&A, antitrust and trade defence, as well as data privacy and security, they also specialize in sector-specific regulation across TMT, energy and financial services.

Useful free tools

Euractiv, New Europe, Euronews, EU Observer and Politico are some of the leaders of free to consume news online sites that rely on advertising and sponsorship for funding.

In addition there are a number of free-of-charge EU-oriented sites that might provide the information you are looking for, including:

EU Insider

EU Insider monitors all EU Institutions, stakeholders and media and puts you in control of what you want to hear about and when. EU Insider is a free monitoring service. Sign up to as many (or as few) topics as you want from a list of ten and they will send you daily or weekly summaries of what you need to know. They track hundreds of sources to bring you the most relevant content, with links back to the original articles. A professional-grade monitoring service, all completely free.

PoliMonitor

PoliMonitor is a search tool that allows users to filter out the noise and quickly find out: what are parliamentarians saying on Twitter. Polimonitor allows for near-instant monitoring of what parliamentarians around the world are saying, in 36 countries and in 19 languages. With automated data collation, instant alerts and a built-in report builder, this is social media monitoring made easy.

Politico Europe

POLITICO, a global nonpartisan politics and policy news organization, launched in Europe in April 2015. POLITICO Europe is a joint-venture between POLITICO LLC, based in the USA and Axel Springer, the leading digital publisher in Europe. <https://www.politico.eu/>

With operations based in Brussels and additional offices in London, Berlin, Paris, Rome, and Warsaw, POLITICO connects the dots between global power centers. Its journalism lives online at [politico.eu](https://www.politico.eu/); in POLITICO Pro, the real-time subscription-based policy news service for professionals; in daily morning newsletters, such as Brussels Playbook and London Playbook; in print via a weekly newspaper; and through live events.

In June 2018, an annual ComRes/Burson-Marsteller survey ranked POLITICO as the #1 most influential publication on European affairs, for the second year running. ComRes/Burson-Marsteller Media survey

VoteWatch

VoteWatch at [votewatch.eu](https://www.votewatch.eu) is the leading non-partisan organisation specialised in combining big data sets of EU political data with cutting-edge expertise in order to provide the best insights into EU politics. They provide comprehensive mapping of the positions of EU Governments and of EU Parliamentarians on any key topic. They also deliver forecasts on the outcome of various pieces of EU legislation. VoteWatch Europe is coordinated by a professional team that combines expertise in EU affairs, statistics and digital communication.



**POLITICAL
INTELLIGENCE**

Dods. Insight, Intelligence Impact

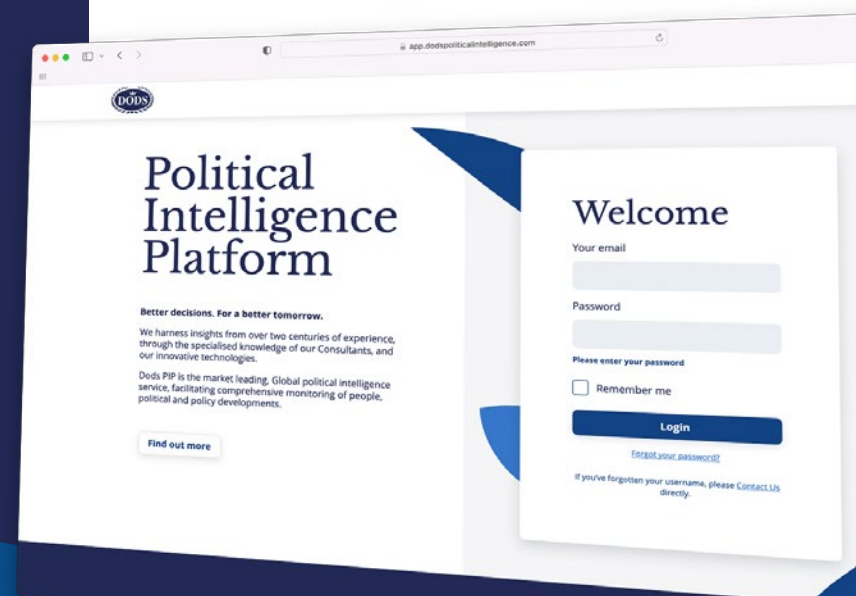
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tailored to you.

13,000+
sources

25,000+
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35+
sectors

30+
consultants



Book a free trial



www.dodspoliticalintelligence.com

Monitor the EU Policy Landscape with EU Issue Tracker

EU Issue Tracker's team of Brussels-based policy analysts help you not only monitor, but act on changes in EU policy. We capture the latest developments and future timelines of all EU dossiers and monitor, catalogue, and assess their implications. Acting as a force multiplier, EU Issue Tracker takes a systematic approach to policy intelligence and analysis. By removing the manual work typically involved in policy monitoring, EU Issue Tracker saves you time and puts the information that matters in front of you with a comprehensive solution that includes:

Collation:

We combine human intelligence and technology to help you identify risks and opportunities stemming from EU policy initiatives.

Customisation:

You control what is put in front of you by selecting specific dossiers of interest, and we'll send you timely alerts on procedural developments.

Expert Analysis:

Our dedicated team of 20+ analysts deliver concise, information-rich summaries, with direct lines for any support you need.

Our Approach:

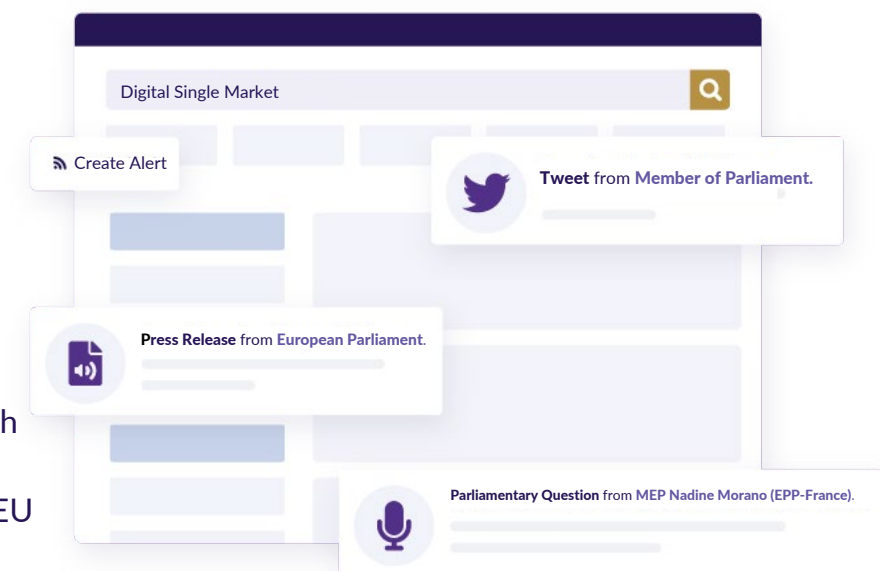
- ✓ We combine human intelligence and technology to help you navigate EU policy at an institutional level — including legislative and non-legislative files, secondary legislation, and possible future regulatory measures.
- ✓ Our policy radar identifies future regulatory risks and policy initiatives before they become formal proposals. Early monitoring enables you to mitigate exposure to new and peripheral policy concerns.
- ✓ Identify new developments coming out of the Commission, Council, Parliament, and other EU agencies. Detailed timelines lay out each dossier's procedure step-by-step, with an additional layer of human analysis to help you make sense of it all.
- ✓ Clear, concise updates are sent to you directly, keeping you informed on any developments you need to be made aware of — without cluttering your inbox. Any time you see an e-mail from EU Issue Tracker, you know it is important.
- ✓ Access to our policy analysts and account management team ensures you are continually supported and set up for success.

Trusted by:



European Union

Monitor dialogue, engage with officials, and report out on everything happening in the EU with one streamlined system.



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With just a few clicks, you can easily create custom, auto-updating reports and visualisations to quickly synthesise data and illustrate the success of your team's efforts to prove ROI.

Customers Making an Impact With Quorum



we help you

gain clarity and insight
on regulation and
competition law
in the communications sector



regulation made simple



Best Digital Agencies



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

Public Affairs Council

Digital Public Affairs

The digital public affairs landscape has changed dramatically over the last decade. Policy audiences now look to a range of on and offline channels to gather information, debate issues and ultimately influence policy outcomes.

Twitter is the place where news breaks first in Brussels. Although social media clearly has limited effectiveness in influencing EU policy-makers, our recent research confirmed that no social network is as central to EU political communication as Twitter. It is the place politicians air their views, journalists get their news and campaigners put the world to rights. Interestingly, LinkedIn comes in a close second as a key digital channel for consultancies and their clients to get their messages out there.

Virtual meetings, Zoom, Teams etc. have substantially replaced physical meetings, since the pandemic and they are here to stay as part of the mix of the "new normal" in terms of public affairs engagement. All Brussels firms have adapted accordingly, and a number of the larger Brussels consultancies

including Edelman, FleishmanHillard and BCW built inhouse digital public affairs teams during the pandemic.

In addition, there are a number of specialist digital agencies offering public affairs services, including BUMP and the market leader ZN.

ZN have conceived and implemented successful communication for many demanding clients, from European associations to major corporate customers, not forgetting the largest group in the European Parliament and the award-winning #DiscoverEU campaign.

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.

ZN

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Telephone Number

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Website Address

ZNconsulting.com

Brussels Office Since

1998

**Number of Public
Affairs Consultants**

20

Key Specialisms

- ☑ Chemicals
- ☑ Digital Services & Technology Hardware
- ☑ Food and Drink
- ☑ Governments
- ☑ Healthcare
- ☑ Transport

About ZN Consulting

Firm Description

As the leading digital agency in Brussels, we conceive and execute digital campaigns for clients ranging from Jean-Claude Juncker to Coca-Cola and the vaccine industry. We are leading the EU on how to use digital tools for communication and shifting perception.

Ownership Structure

We are a privately owned agency. Client satisfaction means everything to us as we have only our clients to answer to. Our profits are used to strengthen our business, enhance the lives of our employees and advance our cause: helping the world on its digital journey by taking organisations into the digital world. We have been shaping a story of digital transformation since 1998.

Key Strengths

- Digital strategy
- Digital influencer & target mappings
- Website and social media audits
- Hyperthinking
- Creative and Branding
- Visual identity
- Website development
- Social media workshops
- Content creation and shareable assets
- Videos, animations and documentaries
- Data analytics
- Social media campaigns

Key Clients

- The Coca-Cola Company
- FEFCO
- UPS
- European Travel Commission
- Vaccines Europe
- Ab InBev
- Pfizer
- Viartis
- MSD
- Sanofi Pasteur
- UCB

Testimonials and why clients like to work with us

"ZN has been invaluable in providing us with out-of-the-box creative ideas, such as the #DiscoverEU campaign.

ZN has an excellent and diverse team that is able to react and create content on a moment's notice."

Lada Jurica, Head of Communications Strategy
EPP Group, EPP Group

"When you go to an integrated communication agency, everything goes better"

Roxana Caba, EPRA Events Manager

“

You don't have to be a techie to believe in technology...

JEAN-CLAUDE JUNCKER



Jean-Claude Juncker: "You don't have to be a techie to believe in technology."

1.124.432 views

As long as you have ZN to make you digital 😎

Since we made Juncker's viral campaign video, we have helped many leading organisations embrace digital communication.

Founded in 1998, we were preaching digital way before it became trendy and we have years of experience to help you reach your audience.

OneStepAhead



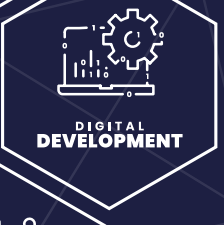
DIGITAL INTELLIGENCE



DIGITAL IDENTITY



DIGITAL LEARNING



DIGITAL DEVELOPMENT



DIGITAL ACTIVATION



ZNCONSULTING.COM

ZN



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Client Contact
Filip Lugovic, Managing Director & Co-Founder / Richard Medic, Creative Director & Co-Founder

Website Address
therightstreet.digital

Brussels Office Since
2018

Number of Public Affairs Consultants
15

About The Right Street

Firm Description
The Right Street Digital is a full service communications and advocacy agency with a head office in Brussels and production offices in Mostar and Belgrade.

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
 - Eurocities
 - Electrification Alliance
 - BEUC: The European Consumer Organisation
 - EPIC – European Photonics Industry Consortium
 - Post Europe
 - Viessmann Group
 - Huawei
 - The Left
 - WWF

Testimonials and why clients like to work with us

‘Friends and colleagues, but most importantly, trustworthy creative professionals.’ Ignacio Gentiluomo, Communications Officer IMA-Europe (European Industrial Minerals Association)

‘THE one-stop-shop for all my digital communication needs, with timely and tailored support that has helped us grow’. Philippe Vangeel, Secretary General, European Association for Electromobility (AVERE)

‘The creative and design is top class’. Wes Himes, President, SEAP

‘Great team with creative ideas!’ David Lundy, Head of Communications, The Left in the European Parliament

‘When I ask The Right Street to do something, I know it’s in good hands’. Carlos Lee, European Photonics Industry Consortium (EPIC)

‘Flexible, creative and responsive. More like a partner than a supplier’ Kristen Sukalac, Consulting Partner Prospero & Partners



We won’t take you down paths you don’t need to travel.

Let’s find the street that’s right for you.

@ hello@therightstreet.digital

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About Morris & Chapman

Firm Description
Morris & Chapman is a Brussels based design agency focused on developing bespoke issues-related communication solutions primarily for the public affairs community.

We work closely with our clients on creative solutions that deliver results by mixing a unique blend of advice, design, media and delivery across multiple platforms.

Our team goes beyond simply developing websites, designing publications or producing videos. Our strength and track record lie in our experience with translating complex policy messages into impactful communication tools. We deliver tailored, high-impact, content visualisation and solutions that help our clients get their message across to the right audiences.

Active in Brussels since 1999, we have an established and diverse in-house team that includes designers, developers, animators, editors and animators.

- Our services include:**
- BRANDING
- Brand development
 - Logo & visual ID design
 - Style guides & brand books
 - Brand benchmarking & positioning

- ONLINE COMMUNICATIONS
- Website design & development
 - SEO & content marketing
 - Social media strategy & deployment
 - Association extranets
 - Online advertising
 - Search Engine Optimisation
 - Support & system administration
 - Security & maintenance

- PHOTOGRAPHY, VIDEO AND ANIMATION
- Corporate video production
 - Social media focused content development
 - Event coverage
 - Video news releases
 - Policy & promotional animations
 - Infographic animations
 - Interactive presentations
 - Event, portrait & image library photography
- GRAPHIC DESIGN
- Annual reports, brochures and policy publications



your policy messages
delivered | seen | understood



Morris & Chapman is a Brussels based design agency focused on developing bespoke issues-related communication solutions primarily for the public affairs community.

www.morris-chapman.com

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Brussels Office Since

2009

Key Specialisms

- ☑ Member Platform
- ☑ CRM for associations
- ☑ Data Platform
- ☑ Cybersecurity
- ☑ Digital transformation

Firm Description

Symantra is a Brussels-based digital agency specialized in 360 degrees solutions for EU Associations. Symantra's innovative platforms are being used by many reputed Business and Trade Associations in Brussels.

Symantra has the reputation of being a market leader in Digital Transformation. Our platforms evolve continuously and are customizable to specific needs.

Symantra is focused on building digital skills into associations' culture and streamlining internal processes, resulting in significant productivity gains for the staff.

For more information, visit
www.symantra.com

About Symantra**Our Products****Member Platform/Extranet**

Symantra's Member Platform provides you a connected, agile, and modern digital workspace. It helps you build member relationships and open new possibilities for member engagement. It can be accessed anytime, anywhere, on any device.

It follows the highest cybersecurity standards, regularly audited by external cybersecurity agencies.

Every feature in the platform is built with the associations in mind, it is NOT a generic one-size-fits-all approach.

CRM platform for Associations

Not just another CRM focussed on Sales Teams.

Centralize all your contacts, whether members or external stakeholders. Take control of the complete lifecycle of membership management and outreach activities, by automating your daily tasks and interconnect all your digital tools. Deliver more value to your members & stakeholders.

Cybersecurity Audit tool

Cyberattacks on Associations and Thinktanks even in Brussels have been on the rise.

The Cyber Auditing tool of Symantra helps in a semi-automated way:

- To identify the main vulnerabilities across your digital ecosystem (Networks Vulnerability, Web, Databases, Firewall, Cloud security)
- To receive alerts on malicious or anomalous patterns
- To retain security signals to identify trends over time

Data Platform for smarter policy-making

Symantra's Data Platform helps EU associations put data at the core of their value proposition and services for their members and stakeholders. Unlock the potential of your data for smarter policy-making. Spend more time exploring Valuable Insights and less on managing manual data processes.

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

The Member platform developed by Symantra to manage members has been a game-changer for DIGITALEUROPE. For the first time, we have been able to provide a transparent, professional, and coherent service to all of our members while freeing up a lot of time from our staff to focus on the policy work instead of administrative procedures. Since Symantra's Member platform is used for several other Trade associations, it constantly evolves and we can benefit from best practices as we scale our operations.

CLEPA (European Association of Automotive Suppliers)

Symantra has been the best partner to reach our goal of a better member experience. Symantra's platform has helped us with insights into our members' needs and priorities. We have definitely gained time in administrative tasks, we are managing all the digital tools with a centralized interface. The fact that we are using a platform that addresses specific issues of other associations in Brussels is a huge benefit for us.

European Olympic Committee

We have used Symantra's platform for 300 organizations (Mainly National Olympic Committees and National Sports Federations) across 25 countries as part of a collaborative project. We highly recommend Symantra's platform as it is intuitive, cost-effective, and easily customizable to your needs.

We make digital transformation of EU associations simple.

- Membership management
- Invoice automation
- EU projects

- Member Platform
- CRM for associations
- Data Platform

Best Trainers



Best Trainers

European Centre for Public Affairs (ECPA)
Public Affairs Council (PAC)

The two Brussels' leading training organisations for public affairs practitioners are:

- European Centre for Public Affairs (ECPA)
- Public Affairs Council (PAC)

There also exist numerous private initiatives ranging from the relaunched European Training Institute (ETI) to Quadriga's public affairs courses.

Consultancies and Law Firms also offer bespoke sessions on any subject ranging from media training to comitology.

For instance, Cullen International provides regular training courses into communications sector regulation and competition law. DR2 Consultants has made EU Affairs Training a core area of their business and provides individual, in-house and open registration training at all levels.

European Centre for Public Affairs (ECPA)

The European Centre for Public Affairs (The ECPA) is a Brussels-based not-for-profit think-tank, whose mission is to promote excellence in public affairs through best practice sharing, professional development and dialogue between the various EU affairs actors.

The ECPA membership is primarily comprised of Corporates and Trade Associations, but also NGOs and Institutions, as well as Knowledge Partners (academics and consultants). In practice, the ECPA activities allow our members to:

"Share best practice": Our Corporate Circle enables our senior members to "stop and think" in small groups, discuss challenges facing their organizations/sectors in a safe environment and exchange best practice in managing these issues, whether internal or external.

Develop Professional & Organizational Skills: our regular one-day training courses are delivered by experienced public affairs practitioners and are limited in numbers to ensure the acquisition of practical skills across the organization and interaction between the participants. ECPA Members get priority seating as well as reduced training fee of 295 euros for a full day. The ECPA also provides dedicated "in-house" trainings upon request.

Acquire Knowledge: during our ECPA Insights, members have the opportunity to hear from external guests, including NGOs, the academic world, consultants and officials who share their latest insights from the world of public affairs and from their own sectors.

The specificity of the ECPA lies in the small size of all its events to ensure that participants are able to have a deep and fruitful exchange with one another.

Through this broad spectrum of activities and events, the ECPA provokes debate and improves understanding between business, NGOs, academia and institutions. The various events are open to all staff from member organisations, irrespective of levels and locations.

For more information on the ECPA membership benefits and events, please contact : Christophe Lécureuil, ECPA Executive Director (christophe.lecureuil@theecpa.eu).

For more information on the ECPA Training, please contact : Florence Ranson, ECPA Training Coordinator (florence.ranson@theecpa.eu).

Public Affairs Council (PAC)

The Public Affairs Council ("the Council") is the leading nonpartisan, nonpolitical association for public affairs professionals worldwide. Our mission is to advance the field of public affairs and provide tools and resources that help public affairs executives and managers to achieve their business and professional goals.

The Council was launched in 1954 when President Dwight D. Eisenhower convened a meeting of corporate executives to encourage them to become more active in their communities and in the political process. Headquartered in Washington, D.C. and first incorporated as the Effective Citizens Organization (ECO), the association changed its name to the Public Affairs Council in 1965.

Since 2013 our Brussels office has focused on public affairs and corporate communications best practices in the European context. More than 700 organizations (with nearly 10,000 active professionals) are members of the Council, including almost 200 based (or with offices) in Europe. Our European office offers nearly 50 events and training

workshops a year and access to unmatched expertise. Our aim is to maximize your effectiveness in every market you operate.

Why become a Public Affairs Council member?

The Council's value to members is three-fold:

Expertise

You can contact our 23-person US and European staff for advice or to request reports, case studies, background materials on advocacy. Our transatlantic team has experience and expertise in the various areas of the public affairs function, including Public Affairs Management, Strategic and Digital Communication, Issues and Stakeholder Management, EU Public Affairs and Advocacy, and others.

Executive education

Each year globally we organize some 150 webinars, in-person roundtables, full-day conferences and networking events, as well as customized training to address specific organizational needs. Our discussions address emerging topics and some of the major challenges faced by public affairs professionals, including lobbying the EU effectively and ethically, multi-level influencing for senior decision-makers, digital communication and crisis management, transatlantic trends, designing successful advocacy campaigns, and many others.

Community:

With a vast network in Europe, the United States and globally, we can put you in touch with public affairs peers in your industry and beyond, or provide tips on e.g. finding a qualified local consultancy, business partners, and others. There are also numerous opportunities for members to be involved, including through our networking groups, speaking opportunities, and collaboration on specific projects.

Top 5 Membership Benefits at a Glance

- More than 150 executive education programs on global public affairs and advocacy, of which 50 per year in Europe, including webinars on an increasing number of topics.
- We create customized training on public affairs management and strategy to help you expand internal expertise and elevate public affairs in your organization.
- Our transatlantic team provides you with strategic intelligence, benchmarking data, consultant referrals and best practices both in Europe and in the United States.
- Access to an unparalleled network of public affairs professionals at leading corporations, associations and consulting firms on both sides of the Atlantic
- We publish benchmarking reports, case studies, surveys, and studies on emerging issues, including our Public Affairs Pulse Survey and our 2019 "Opening Doors in Brussels"



Dober Partners
Executive Search
& Consultancy



We recruit better candidates, faster.

Dober Partners is an Executive Search & Consultancy firm operating in Brussels and around Europe, since 2010. From our offices in Brussels, we recruit senior communication and public affairs executives for corporates, associations, consultancies and law firms. We also provide strategic advice, research and other consultancy services. We are independent specialists who don't have to support an expensive HQ, costly network and outside shareholders. Our overheads are lower and our focus is clear.

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The Communication, Public Affairs &

Association Leadership Specialists

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