

September 11, 2025



Public Affairs
Council

Policy Communication for Public Affairs

From Strategy to Implementation

WHAT IS THE PUBLIC AFFAIRS COUNCIL?



PUBLIC AFFAIRS COUNCIL

1954
founded

14 000
individuals

750+
total members

≈ 120
events/year

**WASHINGTON
BRUSSELS**
office locations

**NONPARTISAN
NONPOLITICAL**
politics

23
total
staff



OUR MISSION

Our mission is to advance the field of public affairs, to bring leaders together and to provide members with the executive education and expertise they need to succeed while maintaining the highest ethical standards.

SPEAKERS



**João
Sousa**

Managing Director
European Office &
Global Practice at
Public Affairs Council



**Lukasz
Bochenek**

Deputy CEO
Leidar



**Michelle
Roverelli**

Director of Member
Relations and
Communications
EBU

DEFINITIONS

What Is Policy Communication?

What is...?

Google

is communication

- is communications a good major
- is communication a skill
- is communication a love language
- is communication
- is communication a soft skill
- is communication important in a relationship
- is communication a value
- is communications a social science
- is communications a easy major
- is communication a two way process

Google

is public affairs

- is army public affairs
- is public affairs a good career
- is public affairs the same as public relations
- is public affairs a good major
- is public affairs the same as public administration
- public affairs and lobbying
- is public affairs politics
- is public affairs communications
- is public affairs a major
- is public affairs an industry

Google

is advocacy


- is advocacy a skill
- is advocacy a value
- is advocacy and activism the same
- is advocacy a business
- is advocacy a noun
- is advocacy and platform the same
- is advocacy the same as lobbying
- is advocacy activism
- is advocacy a characteristic
- is advocacy and ethical principle

Google

is lobbying

- is lobbying legal
- is lobbying corruption
- is lobbying legal in uk
- is lobbying legal in india
- is lobbying legal in europe
- is lobbying legal in us
- is lobbying legal in canada
- is lobbying bad
- is lobbying good or bad
- is lobbying the same as bribery


Communication...



...is a strategic function that seeks to establish and maintain a mutual understanding inside a company and with external stakeholders. Identity, trust, image and reputation are key elements in a corporate communication program.

Public Affairs...

...is an organization's strategy to monitor, manage and impact its business environment. It integrates government affairs; advocacy; communications; ESG governance; and issues management to influence public policy, build a strong brand and find common ground with stakeholders.



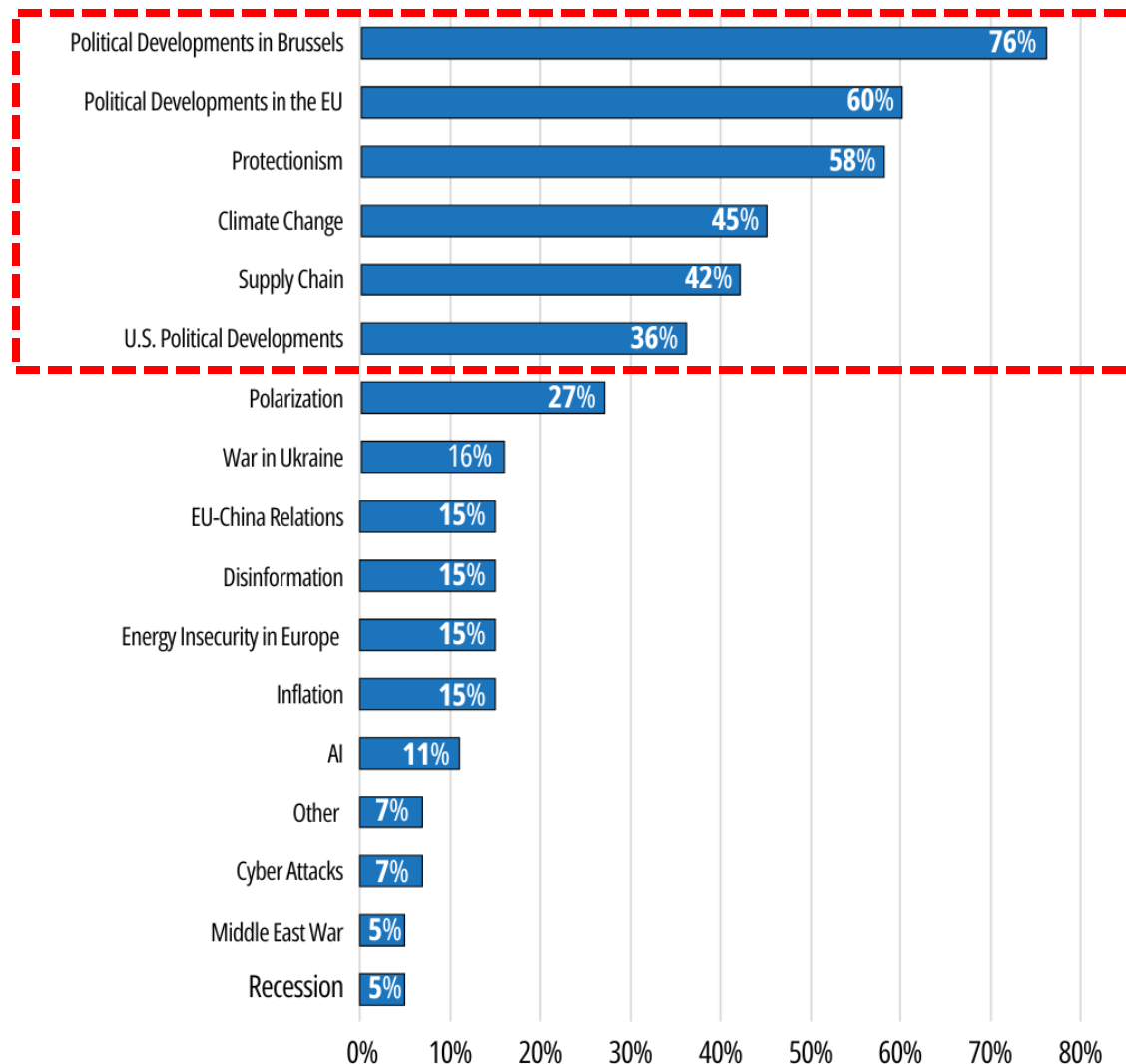
CONTEXT

What Worries Public Affairs Leaders?

Geopolitics is Back

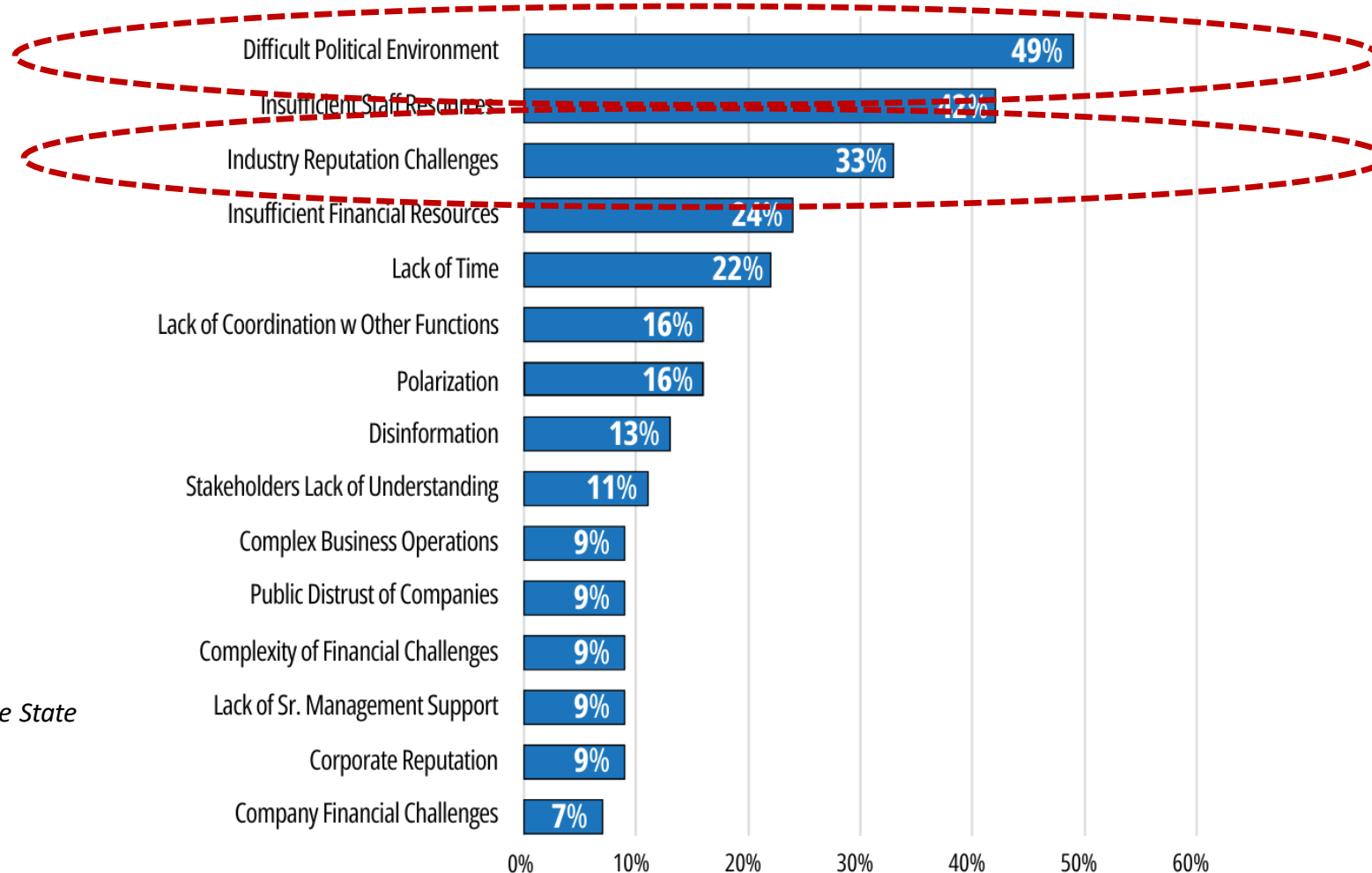


Key Factors Impacting Org's Environment (EU)



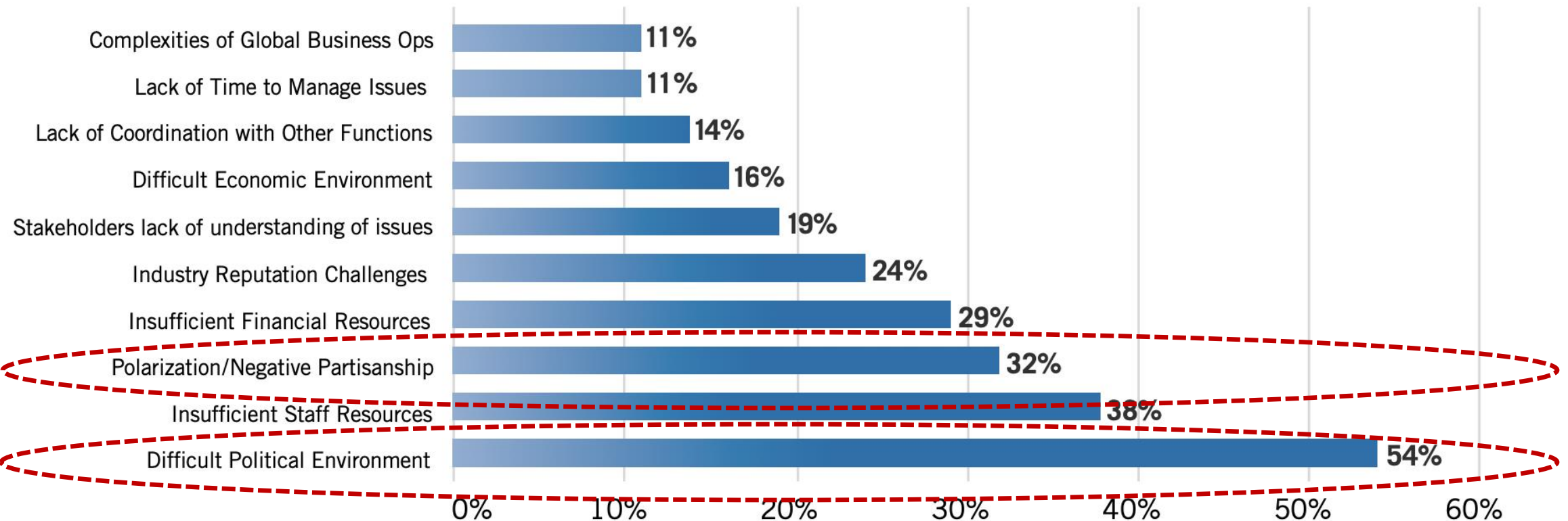
Source: Public Affairs Council, "The State of European Public Affairs", 2025

Most Common Public Affairs Challenges (EU)



Source: Public Affairs Council, "The State of European Public Affairs", 2025

Most Common Public Affairs Challenges (U.S.)



Source: Public Affairs Council, "The State of Corporate Public Affairs", 2023-2024

Less Trust = More Oversight

Which Industries Are Considered Most Untrustworthy

	2024	2023
Pharmaceuticals	43%	37%
Health Insurance	40%	33%
Energy	32%	27%
Banks and Financial Institutions	31%	25%
Technology	30%	24%
Automobiles	26%	19%
Large Retail	25%	19%
Food and Beverage	22%	15%
Manufacturing	22%	16%

Which Industries Need More Government Oversight?

	2024	2023
Pharmaceuticals	40%	37%
Health Insurance	37%	34%
Energy	33%	30%
Tech	31%	31%
Banks and Financial Institutions	29%	28%
Food and Beverage	27%	21%
Manufacturing	26%	23%
Large Retail	26%	23%
Automobiles	24%	21%

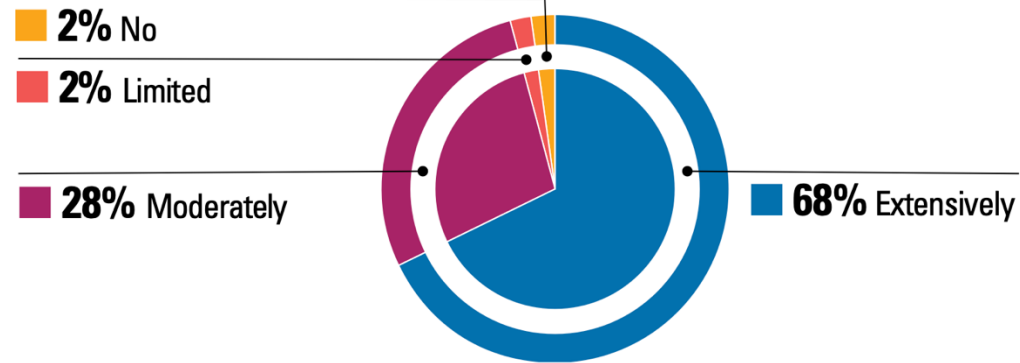
Source: Public Affairs Council, Public Affairs Pulse Report, Oct. 2024

TRENDS

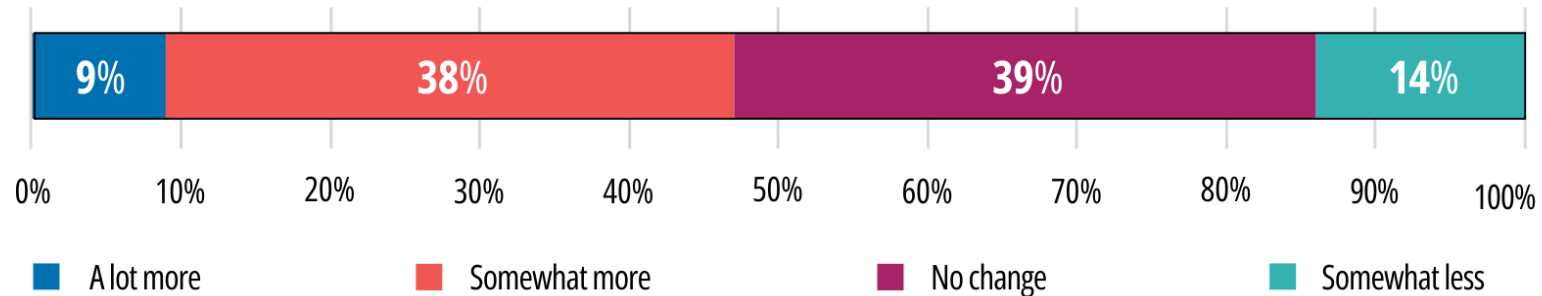
Tactics & Tools For Policy Communication

Working with Trade Associations (Europe)

Reliance on Trade Associations

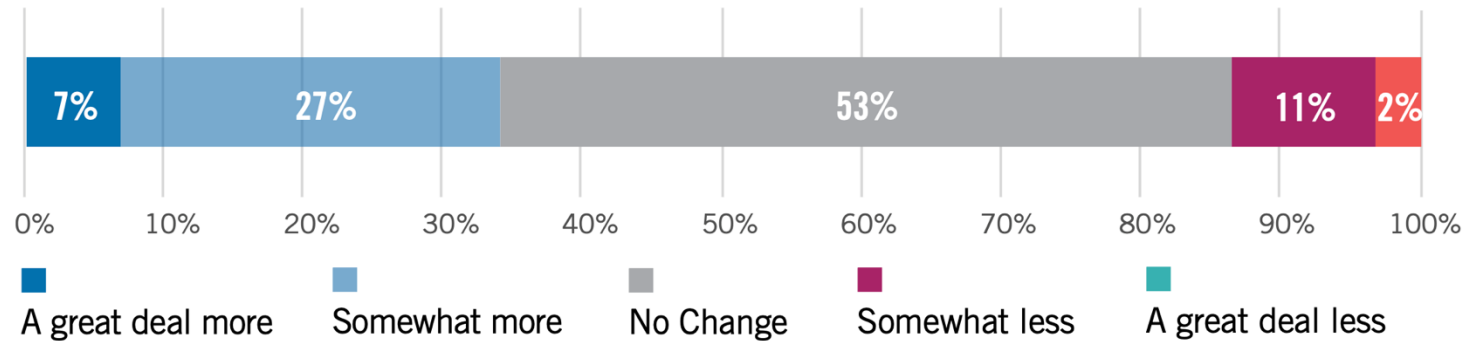


Three-Year Change in Reliance on Trade Associations

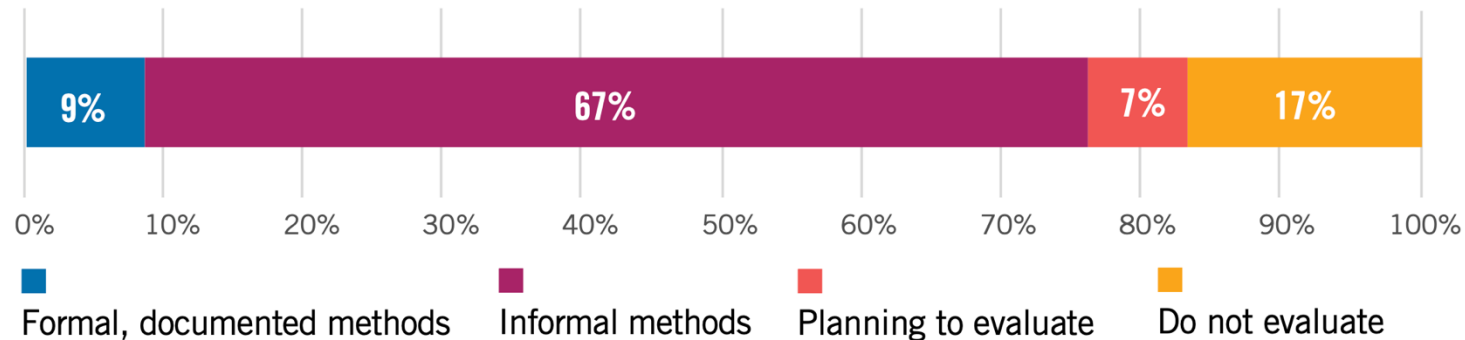


Working with Trade Associations (U.S.)

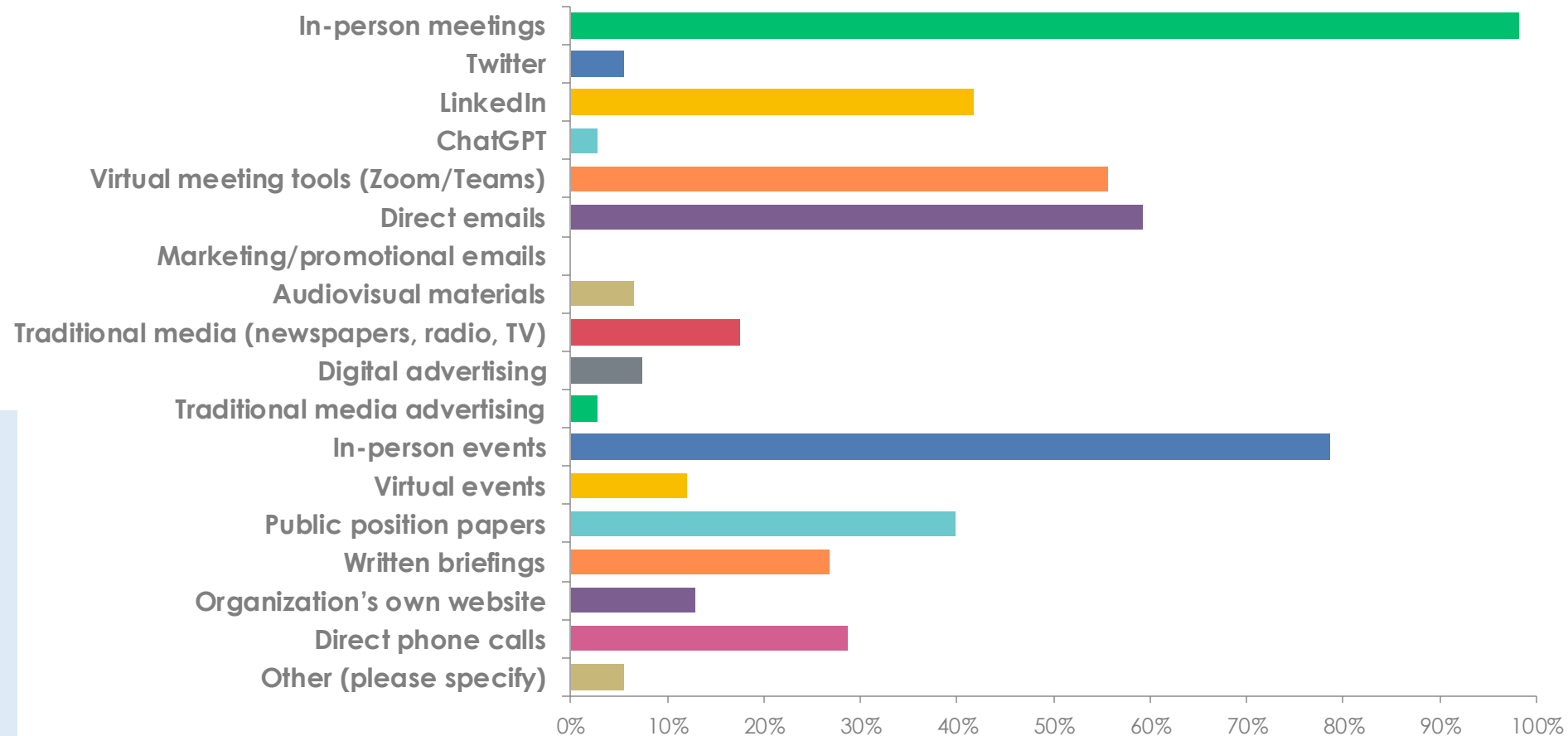
Reliance on Trade Associations Compared to Three Years Ago



Method for Evaluating Business Association Memberships

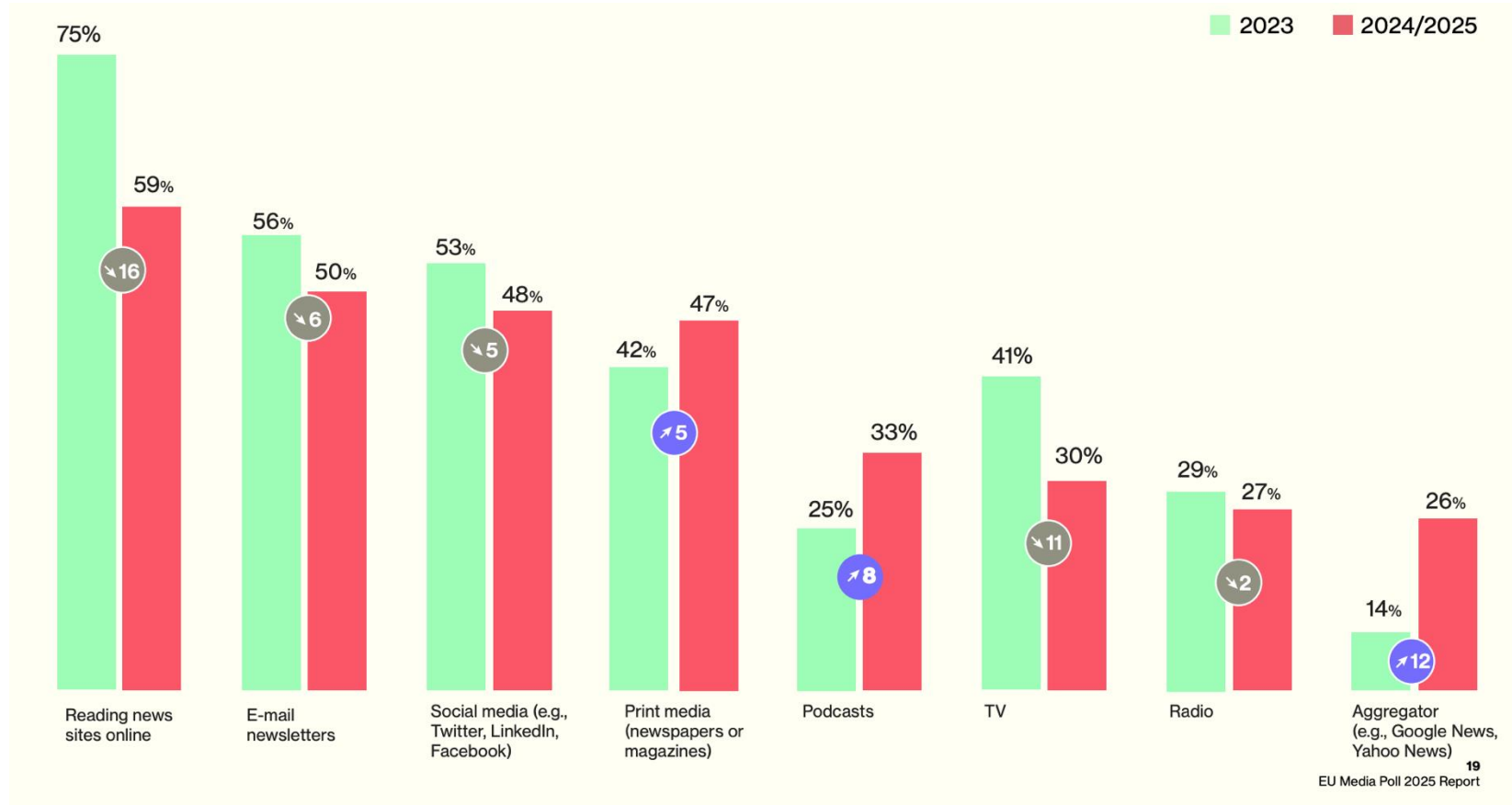


Most Effective Tools For External Engagement (EU)



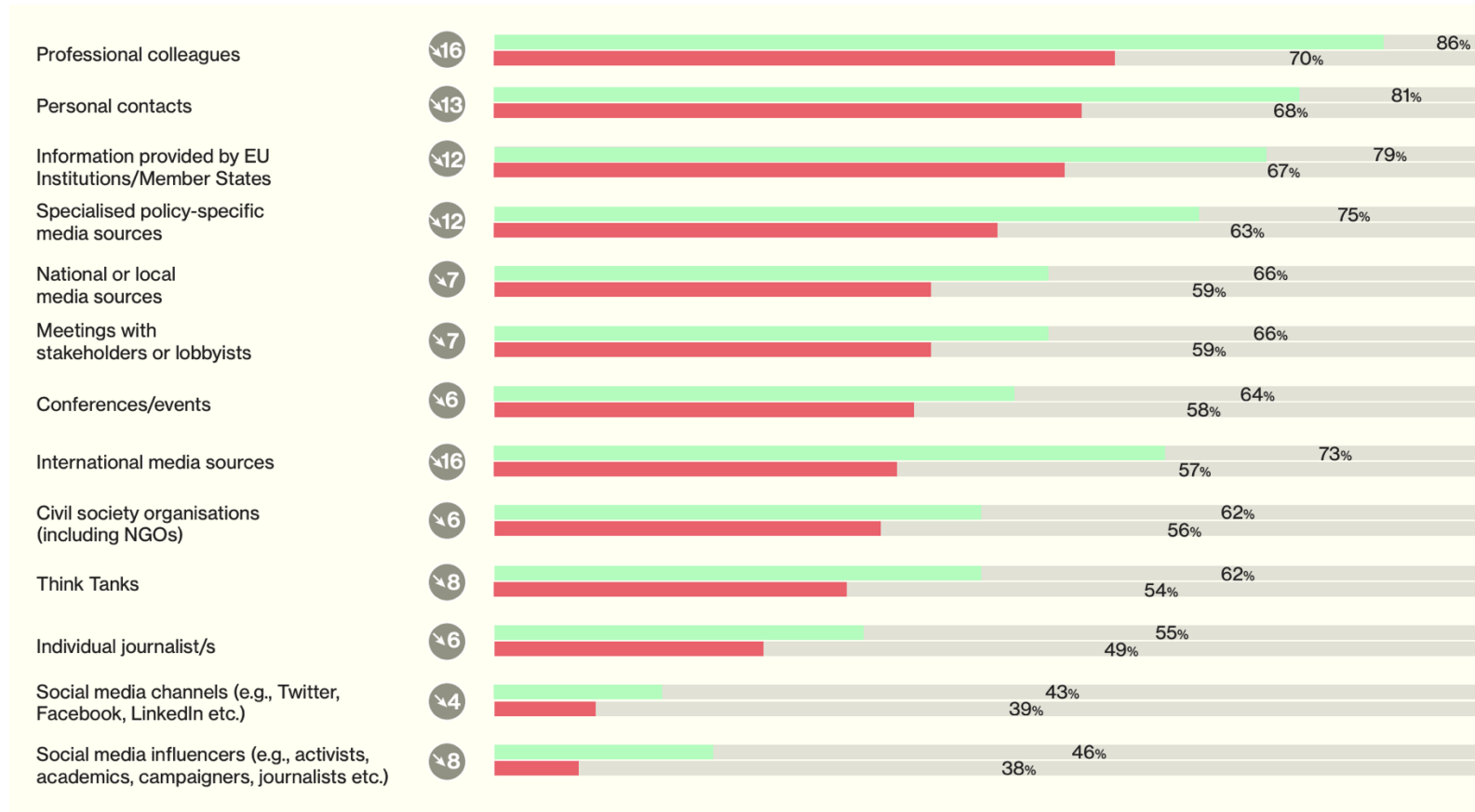
Source: Public Affairs Council, "Trends in European Public Affairs Survey 2024"

How Do Your EU Stakeholders Consume Information?



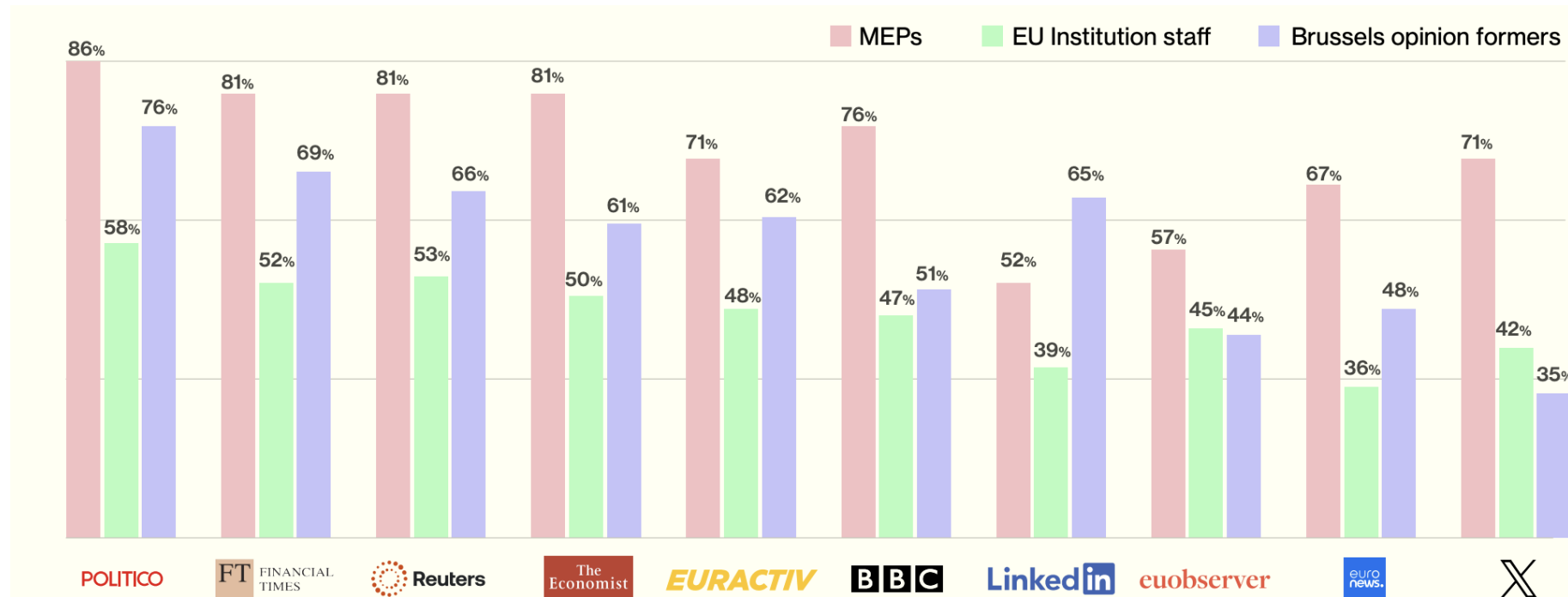
Source: Politico, BCW, Savanta, "EU Media Poll 2025"

Other Forms of Influence



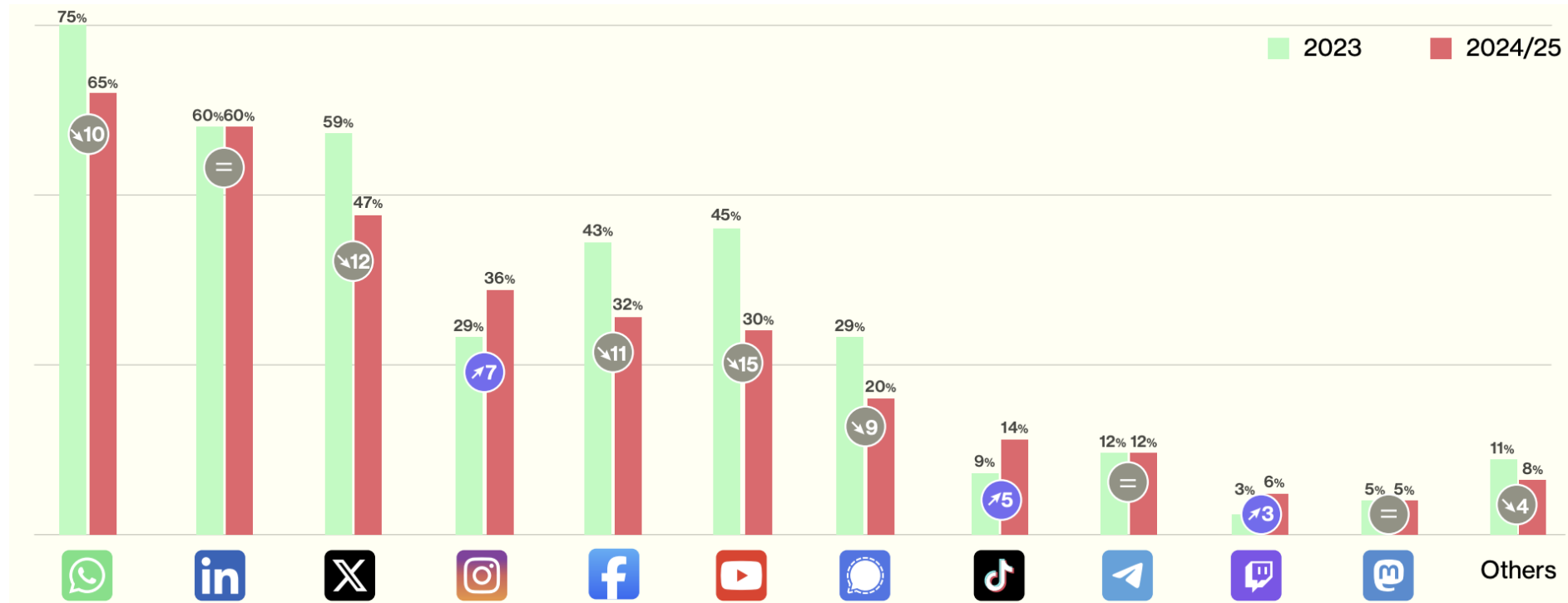
Source: Politico, BCW, Savanta, "EU Media Poll 2025"

Most Influential News Sources By Target Audience (EU)



Source: Politico, BCW, Savanta, "EU Media Poll 2025"

Most Used Social Media & Messaging Apps (EU)



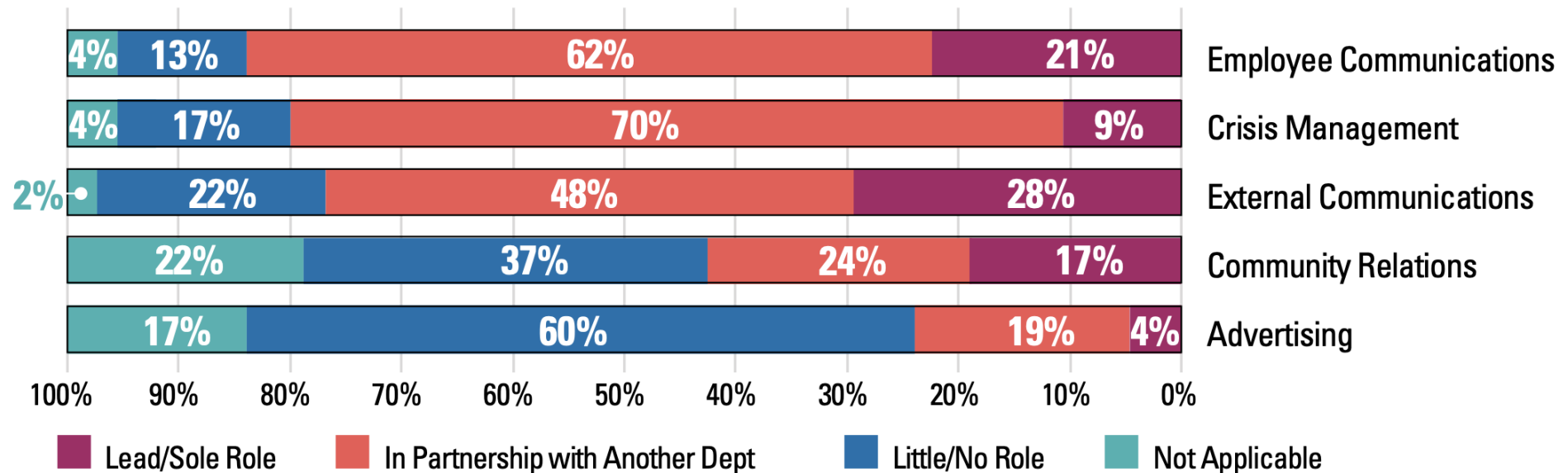
Source: Politico, BCW, Savanta, "EU Media Poll 2025"

STRATEGY

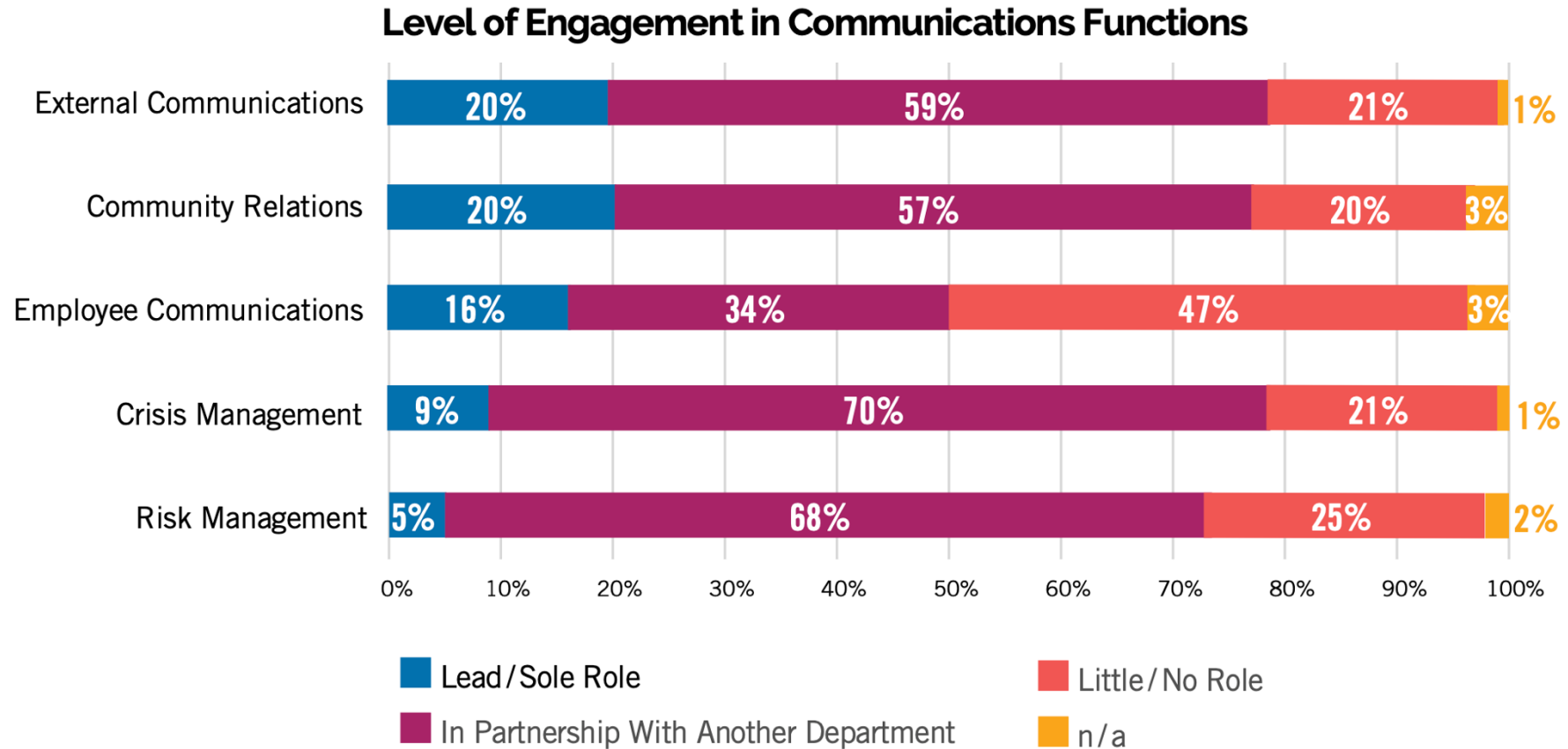
Setting Yourself Up for Success

PA Involvement in Communication Functions (Europe)

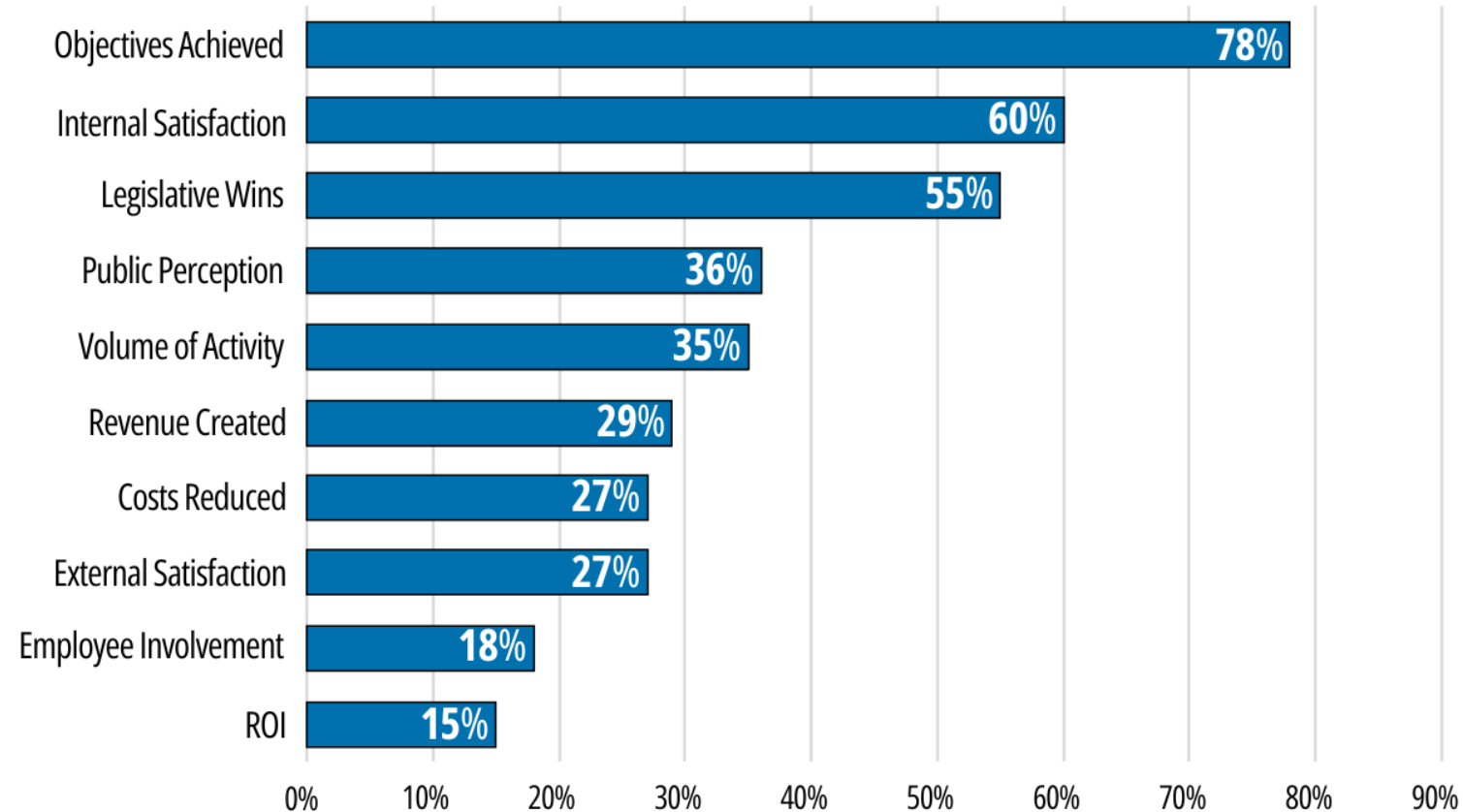
Public Affairs Involvement in Communications Functions



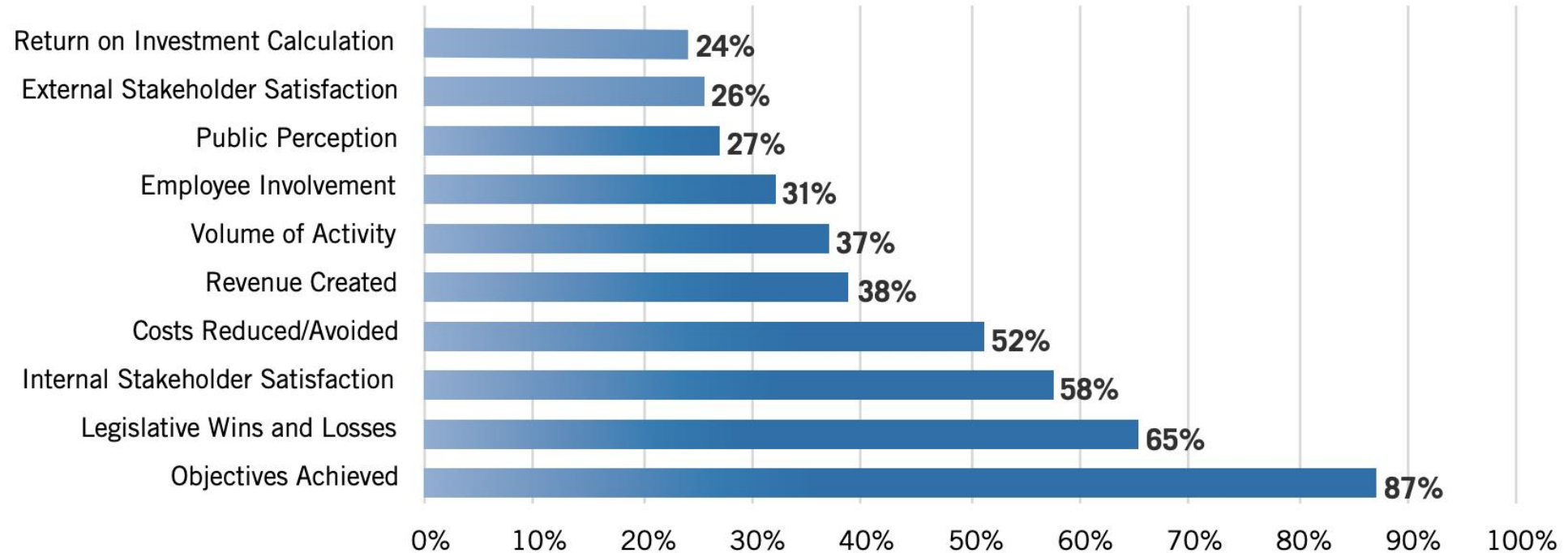
PA Involvement in Communication Functions (U.S.)



Measuring Public Affairs Performance (EU)



Measuring Public Affairs Performance (U.S.)



Questions for Discussion

Key questions for further discussion

1. **The broader context – are your "geopolitical antennas" synchronized?**
2. Are your public affairs and communication functions aligned with your objectives and structured to deal with complexity?
3. Are you leveraging the potential of your network & communication toolkit (trade associations, partnerships, coalitions)?
4. How do you measure and communicate impact internally?
5. Are you leveraging AI & other tools to improve productivity, optimize workflows and differentiate from your competitors?

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LET'S CONNECT!

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