

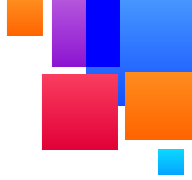


2025

annual report

eaqa

EUROPEAN ASSOCIATION OF
COMMUNICATIONS AGENCIES



CONTENTS



We set the **standards**,
creating **relevancy** and **visibility** for the industry.



We exist to serve **our members**.
To help them **grow** and sustain **their business**.



And in doing so, we enhance its **value** and **reputation**
across **Europe**.

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We listened, we learned and we acted

We have learned to live with uncertainty. But in 2025, that uncertainty felt deeper and more complex: geopolitically, economically, and culturally. From ongoing regulatory shifts to the transformative rise of AI, agencies are being asked to do more, adapt faster, and lead through complexity, all while proving our value in bold and measurable ways.

We've spent 2025 listening to our members, visiting markets all over Europe and beyond, and understanding both the pain points and the power of our industry. What's clear is this: Our strength lies in our community, and being part of EACA means you are not navigating these shifts alone.

But it's not without its challenges. Here is a snapshot of what we are seeing, hearing, and planning for, as we navigate together what's next.

The downside

There is no denying the headwinds. The effects of the OMG and IPG merger are already being felt. Sadly, we are seeing the disappearance of iconic agency brands that have built our industry for decades as consolidation reshapes the landscape. That's never easy to watch.

Looking ahead, consolidation is fundamentally changing the conditions under which pitches take place. Major holding group mergers are multiplying competitive reviews and intensifying demands on agency teams. This comes at a time when pitching itself has become a serious financial strain: our [2025 Cost of Pitching report](#) shows that agencies in Europe are now spending well over €650.000 a year simply to compete for new business, meaning many firms must win accounts worth upwards of €7 million just to break even. This model is not sustainable, neither creatively nor commercially.

All of this is happening against a backdrop of geopolitical uncertainty, trade tension, and tightening budgets, especially in markets where localisation is no longer optional. And in Brussels, the regulatory agenda isn't slowing down. Agencies are asked to move fast and still deliver bold, effective, responsible work.

But that's not the full story. Far from it.

The upside

Earlier in 2025, one major step forward was launching the [Agency Selection Guiding Principles](#) alongside WFA at Cannes Lions. We have all seen first-hand how unsustainable the traditional pitch process has become. This new framework offers a smarter, more respectful way for agencies and clients to build lasting partnerships, and the response so far has been incredibly encouraging. We will continue working for fairer pitches.

This year, we also saw agencies move beyond experimenting with AI to actually operationalising it for better service and real business impact. This has inevitably led to conversations about agency remuneration which has been, and will continue to be, a major focus for EACA and its' members. It's no secret that the old models are creaking, and with AI fundamentally changing how work gets done, how we price the value we deliver has to change too. These conversations have not been easy for some, but they were long overdue. It has become clear now that the appetite for transformation and disruption within the agency business model is there for our members and is already happening all across the globe.

What we are excited for in 2026

Looking to 2026, we see new roles emerging, new ways of thinking, and agency models continuing to evolve that reflect the true value we bring. The lines between disciplines are dissolving fast, with more agencies stepping up to offer full-spectrum solutions across creativity, media, data, and tech. But the more AI does, the more human intelligence matters to guide it with empathy and intention.

With this in mind, we are continuing to work on the transformation of the agency model on a global scale with our VoxComm colleagues, identifying agencies that have already developed new, scalable approaches that reflect the value of agencies IP. The 2026 Voxcomm Guidance Paper on New Agency Models, will be published in Q1, and will share case studies that provide inspiration and hope for agencies large and small as they pave the way for discussions between agencies, CMOs and Procurement leaders. They focus on the true value agencies bring to brands, businesses and the economy.

Using this seminal paper, we will continue to invest in better relationships between agencies and marketing procurement leaders. The appetite for collaboration is growing, and it's clear that the future lies in shared understanding and value-based partnerships that benefit both sides.

2026 also marks a major milestone: the 30th Anniversary of the Effie Awards Europe, for which we will have some unique initiatives to share throughout the year, culminating at our Conference and Gala on 3rd December in Brussels. Mark your calendar now for this extra special celebration!

On the policy front, we are deepening our engagement with the EU. We have already kicked

That's why we were so excited to bring [Tim Williams to our members in 2025](#), for a hands-on session on evolving pricing models beyond time sheets.


Another major highlight in 2025 was the unique strengthening of EACA's relationship with policy makers in the European Commission and the European Parliament. No less than 8 MEPs attended the EACA and 5Rights [Strasbourg dinner in October](#) for the launch of our Campaign4Good, followed by [Commissioner Michael McGrath awarding the winning creative team at the Effie Gala](#) in December. The Commissioner also hosted the first ever delegation of leaders from media holding companies in the European Parliament last May.

off the year by bringing together policymakers, tech giants, and creative leaders at the EACA AI Hub Gathering in Brussels on 27th January. And on 3rd March, our Value of Advertising Breakfast, hosted by MEP Manuela Ripa at the European Parliament, will spotlight the essential role advertising and marketing play in Europe's economy and society. In a context where Europe has been under growing geopolitical pressure from even its historical allies (as illustrated by the pressure on the Digital Services Act at the end of 2025), we will remain extremely vigilant and committed to defending the interests of our industry and citizens alike. EACA will continue to work closely with EU policymakers to ensure that the regulatory framework upholds the principles of a free and fair market, and that advertising remains a powerful and responsible force in European society.

We should all be proud of what our community achieved in 2025. And grateful to rest of our hard-working Board and the EACA team for ensuring your voices are represented, your work is celebrated, and your challenges are met with practical solutions

There's more to do and we will continue listening. We go into 2026 with creativity, courage, and ambition.

Thank you for your trust.


Christian De la Villehuchet
Global Chief Client &
Integration Officer, Havas
EACA President


Charley Stoney
Chief Executive Officer
EACA

Q1

Q2

Q3

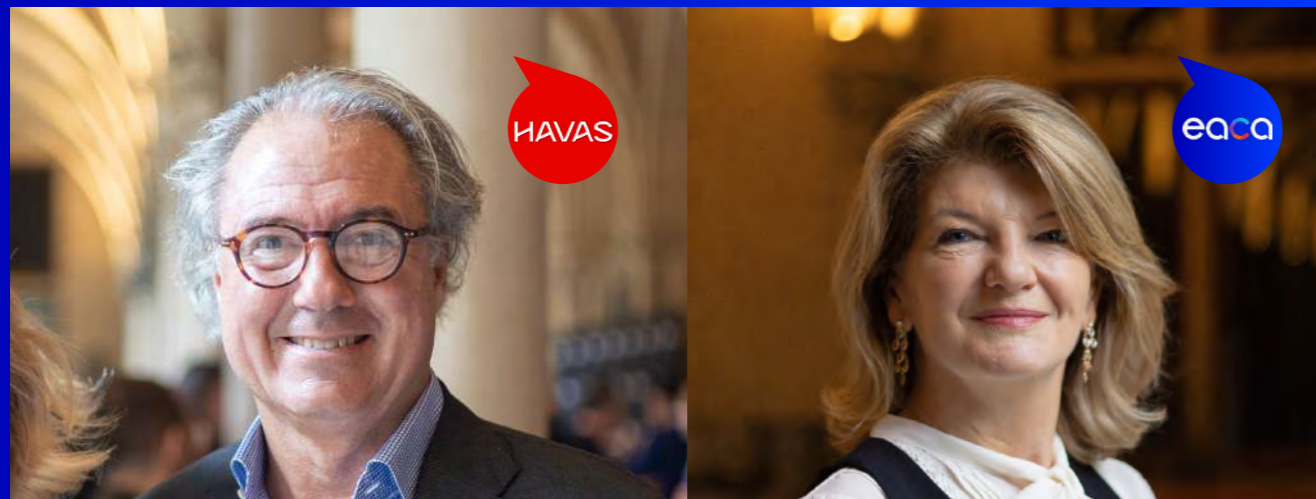
Q4

21 Jan EACA Chats x Ad Net Zero (online)	3 Apr EACA Best Practice Awards Ceremony, Milan	29 May EACA visit to KreaKom to celebrate the Danish Presidency of the EU, Copenhagen
23 Jan EACA 2024/2025 Sentiment Report Launch	3-4 Apr NAC meeting, Milan	3 Jun Morocco Joins EACA
12 Feb Effie Steering Committee Meeting, Paris	10 Apr MAC Media Auditing Guidelines release	12 Jun EACA Cost of Pitching Report Launch
25 Feb Hungary Joins EACA	25 Apr Ad Venture Winners announcement during edcom's meeting, the Hague	18 Jun VoxComm & WFA launch Global Agency Selection Guidelines at Cannes festival
26 Feb Edcom Graduation Competition Winners Announced	6 May EACA DEI Task Force Meeting in London	18 Jun EACA x Kantar Panel Discussion at Cannes LIONS International Festival of Creativity
3 Mar EACA Political Advertising Regulation Practitioners Guide Launch	7 May EACA Chat x PixelChat	26 Jun Laure Jolibois Keynote Speech at 22nd Advertising, Marketing, Media and Communication Conference, Nicosia
12 Mar EACA Chats x McDermott Will & Emery	14 May Caroline Howe (HCC) Joins the EACA Board	
17-21 Mar EACA & VoxComm at ICAS Mumbai	20 May Commissioner Michael McGrath hosts meeting in European Parliament with EACA Media Leaders	
26 Mar Ad Accessibility Miniguide Launch		

2 Jul EACA x Tim Williams Exclusive Session on Evolved Agency Models	12 Sep IMPACT Awards Open for Entries	1 Oct Public Affairs Hub Launch	2-3 Dec Charley Stoney speaks at ProcureCon Marketing Connect, Hertfordshire
3 Jul Understanding the CAN Children's Code Explainer Launch	15 Sep Launch of EACA x LBB Series Highlighting Female Creatives	7 Oct C4G Launch Dinner with MEPs and partners, Strasbourg	4 Dec Innocean team wins Campaign4Good: Safety by Design
3 Jul EACA protecting minors online / Age verification guidelines Launch	16 Sep Charley Stoney at "Creativity4Better" IAA Panel, Brussels	9 Oct Charley Stoney Keynote, Casablanca	10 Dec EACA Councils & Edcom in person meetings, Brussels
8 Jul EACA Chats x European Commission	18 Sep EACA Chats x EASA	21 Oct EACA Chats x EDAA	11 Dec All Members Meeting, Brussels
	23 Sep Campaign4Good competition launch with 5Rights Foundation	13 Nov EACA visits SDEK ahead of the Cyprus Presidency of the EU, Nicosia	11 Dec Effie Day "The Super Powers of Effectiveness" Conference
		26 Nov EACA x TikTok Webinar "Cut the Steps, Not the Results"	11 Dec EU Commissioner Michael McGrath Recognises C4G winners at Effie Europe Gala
			11 Dec 29th Effie Awards Europe Gala

- EACA
- Campaign4Good
- Effies
- Edcom
- Public Affairs
- EACA Chats

YEAR IN REVIEW
2025 RECAP



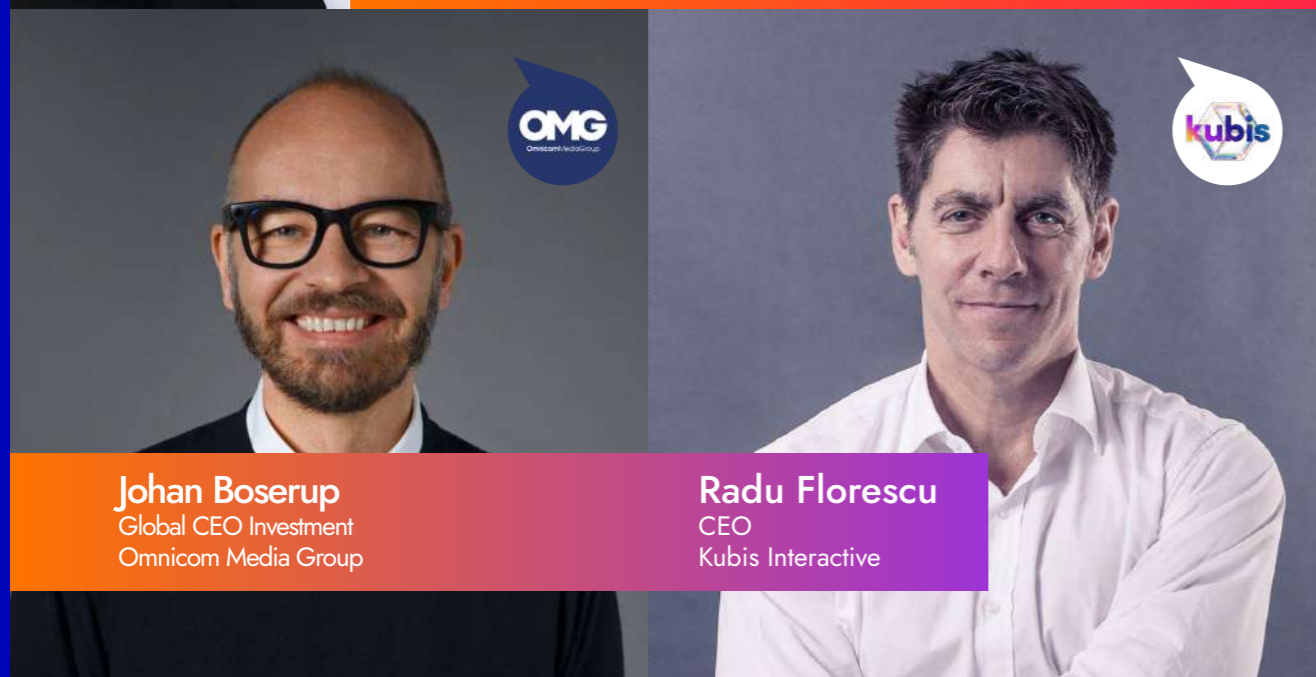
Christian De la Villehuchet
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Officer, Havas
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Charley Stoney
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Malene Birkebæk
Chief Executive Officer
KreaKom Denmark

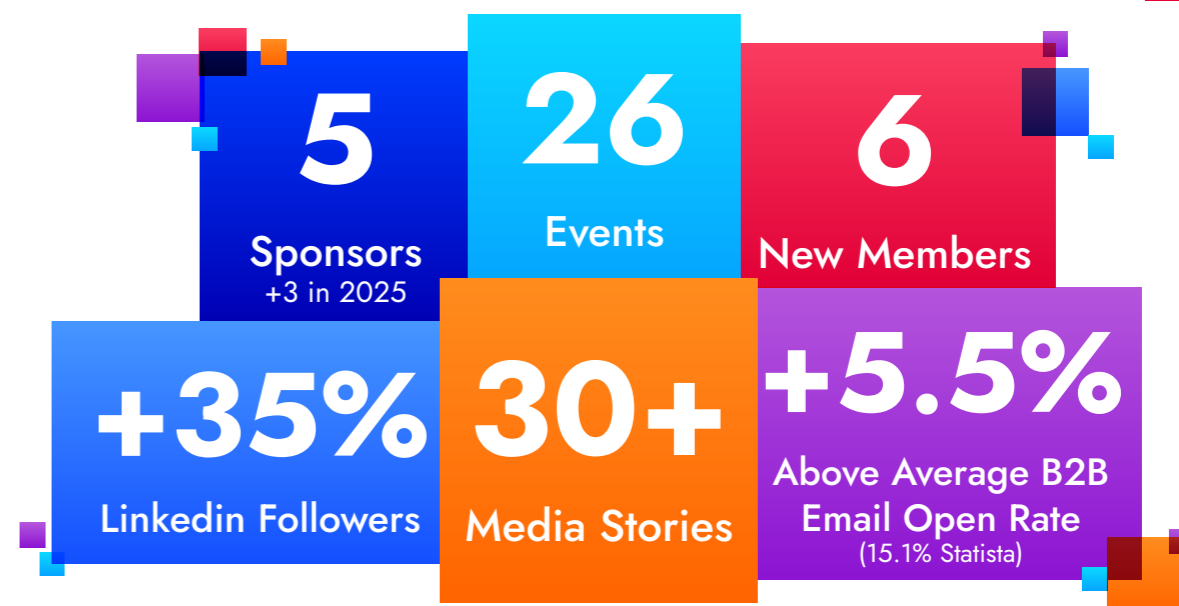
Caroline Howe
Chief Executive Officer
Ogilvy Health EMEA & UK



Johan Boserup
Global CEO Investment
Omnicom Media Group

Radu Florescu
CEO
Kubis Interactive

EACA in Numbers



EACA Management Committee

Corporate Members

Johan Boserup
Global CEO Investment
Omnicom Media Group
MAC Chair

Caroline Howe
Chief Executive Officer EMEA & UK
Ogilvy Health
HCC Chair

Ryan Storrar
Chief Executive Officer
GroupM Nexus EMEA & UK
MAC Member

Patou Nuytemans
Chief Executive Officer EMEA
Ogilvy
IAC Member

Christian de la Villehuchet
Global Chief Integration Officer, Havas
Chief Executive Officer, Havas Belgium
EACA President

John Wright
Chief Growth Officer, Regional Officer UK & Europe
McCann EMEA
IAC Vice Chair

Association Members

Malene Birkebæk
Chief Executive Officer
Kreakom (Denmark)
NAC Chair

Paul Bainsfair
Director General
The Institute of Practitioners in Advertising (IPA)
NAC Member

Riikka-Maria Lemminki
Managing Director
Marketing Finland
NAC Member

Radu Florescu
Vice-President
Uniunea Agentiilor de Publicitate din Romania
NAC Member & Treasurer

Peter Kerr
Executive Chairman
Multi Resource Marketing (MRM)
IMPACT Chair, United Kingdom

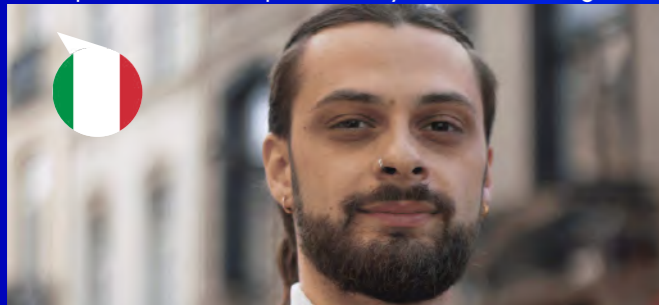
Paweł Tyszkiewicz
Director General
Stowarzyszenie Komunikacji Marketingowej (SAR)
NAC Member, Poland



Laure Jolibois
European Membership & Industry Relations Manager



Dr. Mónika Magyar
Senior Public Affairs & Legal Advisor



Francesco Bottegal
Project Management Officer



Kasia Gluszak
Project Manager



Myriam Domínguez Seda
Communications Manager



Elva de Castro
Coordinator, Impact Council



Tsvetelina Mihaylova
Membership Officer



Elena Wind
Public Affairs Assistant



Panayiota Christou
Graphic Design & Web Assistant



Anna Fanchini
Project Management Assistant

NATIONAL ASSOCIATIONS COUNCIL

In 2025, Malene Birkebæk (KreaKom, Denmark) was appointed Chair of the National Associations Council (NAC), assuming leadership at a pivotal moment for the Danish communications industry, particularly in light of Denmark's 2025 Presidency of the Council of the European Union.

As she stepped into the role, Malene underscored the enduring value of EACA membership – the power of shared experience, continuous knowledge exchange, and learning opportunities, alongside the strength of a unified European voice.

A central focus for the NAC throughout the year was the EACA CMOs' Expectations Study, a near year-long initiative designed to capture fresh insight into what advertisers truly expect from their agency partners. The study revealed a rapidly evolving and increasingly complex ecosystem, with advertisers now working with an average of 4.7 different agency types. At the top of CMOs' priorities sit trust, deep business involvement, and creative excellence, factors that continue to define successful agency relationships. Crucially, the findings also outlined a clear blueprint for the agency of the future – AI-native, strategic, transformative, and culturally intelligent.



2025 Best Practice Awards

Beyond this flagship project, NAC members remained actively engaged, exchanging perspectives on key industry challenges, including AI-driven disruption, pitching practices, and the growing impact of EU regulation. In the spirit of collaboration and knowledge sharing, EACA showcased and promoted a number of local initiatives, among them The Price Isn't Right (IPA, UK), the AI Adoption Scan (ACC, Belgium), and UDECAM's new CSR Charter (France).

These efforts culminated in the second edition of the [EACA Best Practice Awards](#), which recognised four outstanding initiatives:

- Gold: IPA – People First Promise
- Silver: ACC – #AgencyVibes
- Bronze: Marketing Finland – Cannes LIONS with Marketing Stars
- Special Mention: AACC – Creativity for Change

MEDIA AGENCIES COUNCIL



Mónika Magyar (EACA), Laure Jolibois (EACA), Dan Keat (IPG), Demet Ikiler (Publicis Groupe), Johan Boserup (OMG), Stevan Randjelovic (WPP), Joanna Lawrence (Havas Media Network), Ben Angove (Amplifi global), Lea Furio (Havas Media Network), Susan Kingston Brown (IPG) / Susanne Wallraff (Publicis Media), Michael Karg (GroupM - WPP), Commissioner Michael McGrath, Charley Stoney (EACA) and Dan Clays (OMG)

May, 2025

2025 proved to be a dynamic and productive year for the Media Agencies' Council (MAC). The year began with the publication of updated [Global Third-Party Media Consultancy & Auditing Guidelines](#), reflecting the realities of today's rapidly evolving auditing landscape and incorporating new insights on recent acquisitions and the expansion of consultancy services.

The year also marked a step change in the MAC's engagement with policy and regulation. On [20 May, global leaders from the Big Six media holding companies convened in Brussels](#) for a dedicated day of policy dialogue, meeting with key figures including Krisztina Stump, Head of Unit at DG CONNECT; Barbara Moens, EU Correspondent for the Financial Times; and Michael McGrath,

European Commissioner for Democracy, Justice, the Rule of Law and Consumer Protection. This visit represented a significant milestone for EACA, underlining its commitment to translating complex EU legislation into practical, actionable guidance for the industry, while strengthening its advocacy efforts at European level.

Building on this momentum, the MAC continued its engagement with DG CONNECT, with a particular focus on disinformation. Members of the Media Quality Task Force held further discussions with Commission representatives on brand safety and transparency in monetisation. This work is set to continue into 2026, with MAC members participating in a range of Commission subgroups to help shape future policy discussions.



Media Leaders meeting with the Commissioner and DG Connect in Brussels

May, 2025

INTERNATIONAL AGENCIES COUNCIL



Charley Stoney, CEO, EACA presenting the highlights from the Cost of Pitching Report

Cannes, June 2025



Recognising that creativity, innovation, and influence increasingly extend beyond traditional network structures, the IAC was rebranded as the Creative Agencies' Council (CAC). This deliberate move sought to create a more inclusive platform for internationally active agencies, including independent players with a proven creative track record, fresh energy, and cultural relevance.

The Council's work culminated in the publication of the [Cost of Pitching report](#), an initiative firmly aligned with the group's role in advocating for fair,

transparent, and sustainable industry practices. Drawing on responses from 412 agencies, the study revealed that agencies now spend an average of €650,937 per year on pitching for new business, highlighting a significant escalation in resource demands and raising serious concerns about the long-term sustainability of the current model. Equally striking was the finding that only four out of ten winning creative ideas are ultimately implemented by clients, underscoring the urgent need for greater mutual respect, clearer expectations, and more effective collaboration between agencies and clients.

HEALTH COMMUNICATIONS COUNCIL



Laure Jolibois (EACA), Matthias Moreau (Publicis Health), Joerg Hempelmann (IPG Health), Florian Bernsdorf (Serviceplan), Caroline Howe (Ogilvy Health), Kasia Gluszk (EACA), Jennifer Lambert (Klick) and Anna-Maria Marra (Havas)

Paris, July 2025



New in 2025
HEALTH EFFECTIVENESS EFFIE

In line with its mission to elevate the healthcare communications industry across Europe, the Health Communications Council (HCC) collaborated with Effie Europe to launch a new award category: Health Effectiveness. Distinct from traditional Effie categories that primarily focus on sales performance, the Health Effectiveness Effie recognises marketing initiatives that demonstrably improve health outcomes, delivering measurable impact at both individual and societal levels. In this inaugural year, two trophies were awarded – Silver Effie to Ogilvy Health UK and Bronze Effie to McCann Health London – marking an important first step in celebrating effectiveness where it matters most.

Beyond this landmark initiative, the HCC continued to advance its broader mission to shape and strengthen the healthcare communications sector across Europe. Looking ahead, the Council will focus on further articulating the specialist nature of health communications and the value of agencies' work through a dedicated op-ed. Building on the momentum generated by EACA's Cost of Pitching report, the HCC will also seek closer collaboration with procurement, with the aim of establishing a shared set of procurement standards tailored specifically to health communications.

IMPACT COUNCIL

2025 marked a strategic evolution for the IMPACT Council, with a refreshed identity and a sharper focus on championing bold ideas, effective activations, and impactful stories, regardless of agency size, resources, or budgets. The IMPACT Awards Europe continue to spotlight campaigns that often go unseen on the international stage, giving a vital platform to independent agencies, local studios, and smaller creative teams.

This year's edition saw 67 entries across nine categories from six countries (UK, Ireland, Ukraine, Spain, Czech Republic, and Moldova). The newly announced 2025 shortlist recognises campaigns that reflect the very essence of strategic creativity, innovation, and brand experience done right. Final winners will be revealed in January 2026, and with them, another powerful proof point that great work doesn't require big budgets, just big ideas.



EDCOM

This year, the European Institute for Commercial Communications Education (edcom) brought together a vibrant network of 42 universities across Europe, with students, academics, and industry leaders engaging more actively than ever. 2025 saw two standout student competitions that showcased the energy and creativity of Europe's next generation of talent: the Ad Venture Student Competition, and the inaugural Ad Net Zero x edcom Competition.

The 2024–25 Ad Venture edition, held in partnership with Taylors of Harrogate, challenged over 85 student teams to develop strategic, insight-led campaigns. The winning team, Worth the Wait

from Fontys University (Netherlands), impressed the jury with their clarity, originality, and flair. The competition finale in The Hague highlighted strong ideas and real readiness for the agency world. Looking ahead, the 2025–26 edition will partner with Heinz, and Tinder is confirmed for 2026–27. Meanwhile, the Ad Net Zero x edcom competition invited students to tackle Ad Net Zero's Action 5: Inspire Sustainable Behaviour Change, with ISCOM students Rory Harrison and Lélia Bterrani taking first prize for their authentic, Gen Z-focused campaign. Together, these initiatives reflect edcom's mission: to bridge academia and industry and to nurture creative excellence.

Ad Venture winners Charlotte van Roessel and Giulia Nora Wolf
December 2025



Ad Net Zero x edcom competition winners Rory Harrison and Lélia Bterrani

December, 2025

VOXCOMM

In 2025, VoxComm laid the foundations for a series of initiatives targeting agency remuneration, particularly in light of AI advancements. Early in the year, we began working with Tim Williams (Ignition Consulting Group) and Brian Kessman (Lodestar) on a guidance paper examining how agency business models are evolving beyond legacy, effort-based approaches towards value- and outcome-based systems. Through this collaboration, we are identifying practical, real-world models and equipping C-suite leaders with a clear roadmap for transformation. The strong appetite for change across the industry confirms that this topic will remain a central focus for VoxComm in the first half of 2026.

The year also saw the continued growth of the VoxComm community, with the Association for Communication & Advertising (South Africa) and the Union des Agences Conseil en Communication

(Morocco) joining our membership. With their arrival, all continents are now represented, reinforcing VoxComm's position as a truly global alliance spanning more than 30 markets. In parallel, we deepened our collaboration with the World Federation of Advertisers through the launch of the [Agency Selection Guiding Principles](#). Jointly developed by agency and client representatives, this guide promotes a more structured, respectful, and people-first approach to agency selection. Building on this momentum, VoxComm also updated its Partnership Principles, introducing a strengthened framework for client–agency relationships centred on transparency, fair commercial terms, respect for intellectual property, and payment for expertise. Together, these initiatives aim to reinforce value across the advertising ecosystem, safeguard creative talent, and foster sustainable, trust-based partnerships between clients and agencies.



Mollie Rosen (4As), Onie Chu (4As HK) and Paweł Tyszkiewicz (SAR)

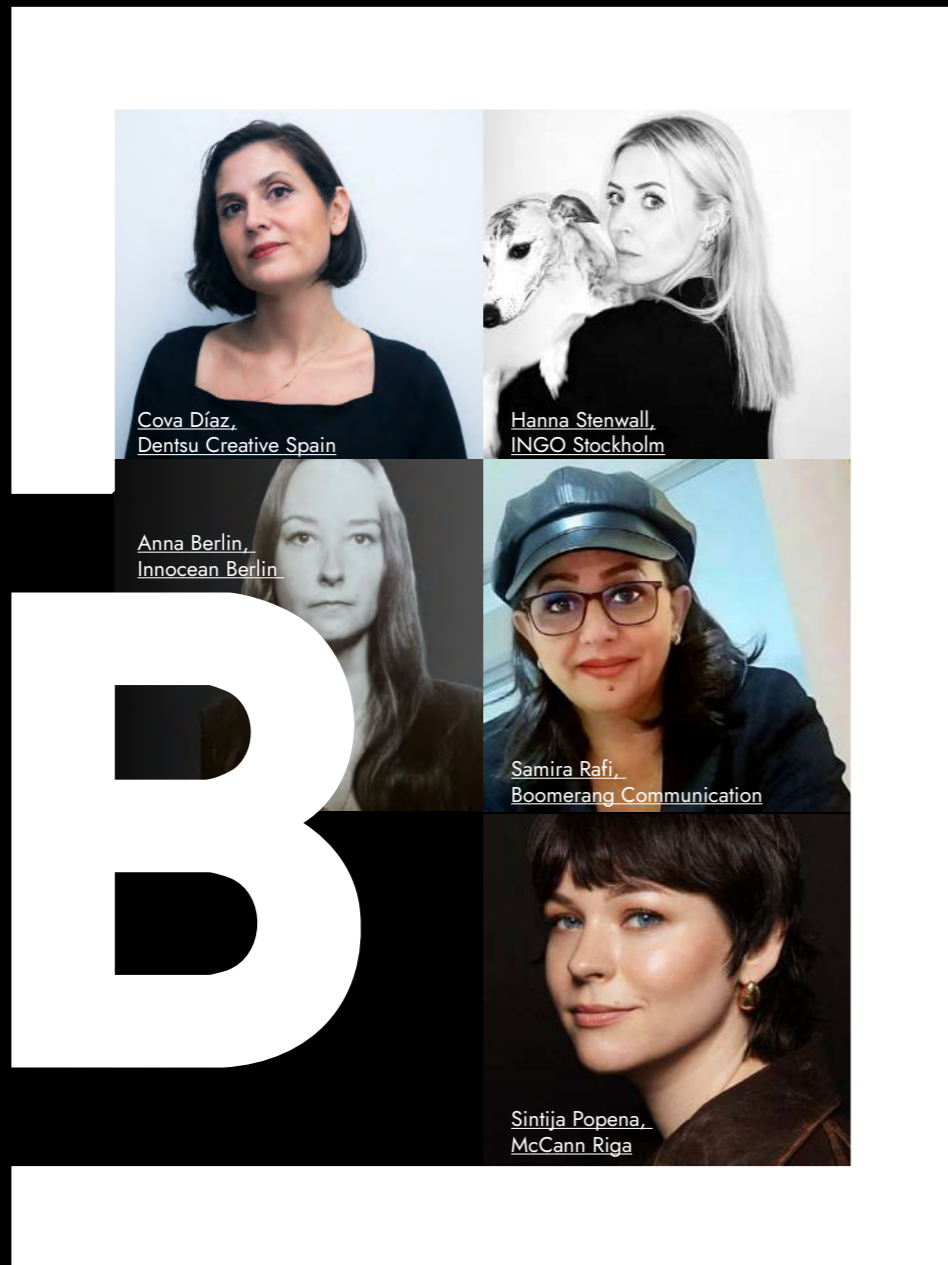
Cannes, June 2025



Paul Bainsfair, CEO, IPA UK and Board Member, VoxComm together with Stephan Loerke, CEO, WFA launching the Global Agency Selection Principles

Cannes, June 2025

THE FEMALE CREATIVE LEADERS SERIES



In 2025, the DEI Task Force met in person for the first time in London, joined by Charley Stoney. Designed as a safe space for agency representatives leading DEI efforts, the session focused on how Europe can lead with confidence and consistency on diversity, equity, and inclusion. The group reaffirmed the importance of "inclusion" as a guiding principle, with strong support for maintaining the Task Force's identity.

Staying true to EACA's mission to foster a diverse, inclusive, and ethically grounded industry, the International Agencies' Council collaborated with Little Black Book to launch a series of interviews spotlighting outstanding female creative leaders from across its membership. Featured voices included Covadonga Díaz (Dentsu Creative Spain), Sintija Popena (McCann Riga), Anna Berlin (Innocean Berlin), Hanna Stenwall (INGO Stockholm) and Samira Rafi (Boomerang Communications), with further profiles planned in the year ahead.

ACCESSIBILITY TASK FORCE

2025 marked a significant milestone for accessibility, particularly with the full implementation of the European Accessibility Act (EAA) in late June. The EAA aims to harmonise accessibility standards across products and services, and it requires that digital products and services meet accessibility requirements, in accordance with WCAG standards. Concurrently, industry studies such as the 2025 Global Accessibility Maturity Index revealed that only about 10% of TV advertisements incorporate accessibility features, despite the high usage of captions among viewers. This underscores a clear gap between regulatory focus and industry practice.

In this context, EACA's Ad Accessibility Task Force launched its [Accessibility Mini-guide](#). This practical tool is designed to support agencies across Europe in integrating accessibility into every stage of their advertising processes. The mini-guide, the result of months of collaboration, provides actionable strategies, expert insights, and real-world examples, offering agencies a comprehensive roadmap for creating more inclusive advertising. From digital design to inclusive language, it sets a gold standard for accessible communication in the industry.

AD NET ZERO EUROPE

As the industry looks to 2026, Ad Net Zero Europe is doubling down on collaboration to ensure advertising leads on climate action as a driver of growth and resilience. In 2025, Ad Net Zero Europe worked with EACA, IAB Europe, and national associations to build a unified voice, adopt the Global Media Sustainability Framework, and roll out AI-powered measurement through AdGreen. The momentum is clear: 62% of supporters report stronger client relationships, and 52% improved talent retention.

AD NET ZERO ALL FOR NONE

A key highlight of the year was the launch of the first-ever Ad Net Zero Europe x European Institute for Commercial Communications Education (edcom) Student Competition. Congratulations to Rory Harrison and Lélia Bterrani (ISCOM), whose winning video brought ANZ's Action 5 (Inspire Sustainable Behaviour Change) to life. Presented at the EACA All Hands Meeting in Brussels during the Effie Day, their work is a powerful reminder of how the next generation is ready to lead sustainable transformation in our industry.



Kirstie Riedl (edcom), edcom x ANZ winners Rory Harrison and Lélia Bterrani and Mary O'Sullivan (Ad Net Zero Europe)

EU POLICIES: THIS YEAR'S UPDATES

PROTECTION OF MINORS ONLINE

Major priority for EU institutions + Danish EU Presidency
07/07/25 Commission Guidelines
26/11/25 EP Own-Initiative Resolution

EU AI ACT

01/08/24 Entered into force
19/11/25 Digital Omnibus

- High-risk AI phased in 2027–2028
- AI literacy encouraged (not mandatory)
- Stronger AI Office oversight (GPAI focus)
- Proportionate penalties for mid-caps

POLITICAL ADVERTISING REGULATION

08/10/25 Commission Guidelines

- Applies across online/offline, AV + print
- Ongoing debate on platform ad limits & possible democratic blackout

DEMOCRACY SHIELD

Presented **11/11/25**

- Aims to counter disinformation + foreign interference

AVMSD

Ex post evaluation by 2026

EU MEDIA FREEDOM ACT

08/08/25 Entered into force



Charley Stoney and Mónica Magyar (EACA)

January, 2026

EU PRESIDENCIES IN 2025

For the first time, EACA conducted in-country visits ahead of upcoming EU Presidencies, beginning with Denmark and Cyprus in 2025. These visits are designed to build early dialogue with national policymakers, share industry perspectives, and ensure that the voice of Europe's communications

agencies is considered in the policymaking process. With strong support from local associations and open engagement from government officials, these first exchanges laid the foundation for closer collaboration and mutual understanding as future EU priorities take shape.



Christiana Paschalides (SDEK), Costantinos Daltas (SDEK) and Mónica Magyar (EACA)

Nicosia, May 2025



Tenna Hjortnæs Petersen (KreaKom), Sine Schlüter (Danish Ministry of Culture), Mónica Magyar (EACA), Amalie Jørgensen (Danish Ministry of Culture) and Cécilie Kunz Paulsen (KreaKom)

Copenhagen, May 2025

AI HUB

Launched in 2024, the EACA AI Hub is a dedicated forum bringing together agency experts to explore the evolving impact of artificial intelligence on the advertising industry. What began as an internal discussion platform has quickly grown into a strategic initiative shaping industry guidance and advocacy.

A key achievement of the AI Hub has been its contribution to the development of a comprehensive EU AI Act Guide for Agencies, a practical resource designed to help members understand and apply the new legislation in their daily operations.

The Hub also participated in a public consultation submission, ensuring that the voice of the communications industry is heard in ongoing EU-level policymaking. Its latest milestone is the creation of AI Ethics Guidelines tailored to agency professionals, offering clear recommendations to support responsible and transparent AI adoption.

PUBLIC AFFAIRS GUIDELINES

At EACA, we represent the voice of communications agencies in Brussels and beyond, ensuring that practitioners are equipped to navigate the ever-evolving regulatory landscape of the European Union. Our Public Affairs department produces targeted guides and explainers to support agencies in understanding legislative developments and

aligning their practices with compliance standards. These resources are exclusively available to EACA members and aim to simplify complex regulations, offering actionable insights tailored to our sector.

This year, we published four key guides addressing some of the most pressing regulatory developments:



EACA CHATS



[Click here to watch our recorded webinars](#)

In 2025, EACA Chats continued as a member-exclusive series offering a trusted space for open, solution-focused conversations on the key issues shaping agency life across Europe. This year's sessions explored topics such as AI adoption, sustainable agency growth, talent retention, and

building inclusive workplace cultures. Designed to foster peer learning and practical exchange, EACA Chats remains a vital platform for members to connect, share challenges, and gain insights from experts and fellow leaders within the European communications community.

ALLIANCES

Collaboration is at the heart of meaningful progress, and in 2025, EACA was proud to continue working alongside our valued alliances to champion the interests of communications agencies across Europe. Whether advocating for fairer regulation, advancing sustainability, promoting DEI, or future-

proofing our industry through innovation, these partnerships have been essential in turning shared goals into real impact. We extend our sincere thanks to all our Brussels partners for their ongoing commitment to building a stronger, more resilient communications sector together.



CAMPAIGN 4 GOOD: SAFETY BY DESIGN

The EACA Young Board channelled its full creative energy into the launch of [Campaign4Good](#), a landmark, youth-led creative competition designed to drive positive change across both the advertising industry and wider society. What sets Campaign4Good apart is its commitment to real-world impact: the winning idea will not remain theoretical, but will be developed, produced, and launched with the support of EACA members and partners. For this inaugural edition, EACA partnered with the 5Rights Foundation, an international NGO dedicated to improving the online environment for children, and ACT Responsible, the leading voice for purpose-driven advertising in Europe and beyond.

The mission? To shine a spotlight on children's digital safety and wellbeing, and to mobilise civil society around the principle of safety by design. Campaign4Good was officially launched in Strasbourg in October, [with the support of eight MEPs](#) including Brando Benifei, Vice-Chair of the Intergroup on Children's Rights, and Dóra Dávid, Shadow Rapporteur on the Protection of Minors Online. The launch dinner marked a significant milestone in EACA's ongoing efforts to position advertising as a constructive force at the heart of the European Union's social and digital agendas.



EACA, 5Rights, Members of the European Parliament and EACA partners during the C4G dinner

Strasbourg, October 2025

The result?

Nearly 50 entries from young creatives across EACA membership, reflecting an impressive level of creative ambition and strategic maturity. A high-level, cross-industry jury, bringing together MEPs Manuela Ripa, Hristo Petrov, and Dóra Dávid, selected six standout projects:

- Break the Loop** **Dentsu Creative Italy** **dentsu**
- Terms, Conditions and Children** **Innocean Worldwide Europe GmbH** **INNOCEAN**
- When You're Not Around, Someone Else Is** **Klick Health UK** **klick HEALTH**
- Playing by the Rules** **Hvíta húsið (Iceland)** *Hvíta Húsið*
- Clean Time** **Mito, feat. and DDB Hungary** **DDB**
- #RewriteTheStory** **Maverick Azerbaijan** **Maverick COMMUNICATIONS AGENCY**

Following not one, but two grand jury sessions, Terms, Conditions and Children, developed by Mario Andric, Linda Neumann, and Axel Fonteyne, was ultimately crowned the winner. The project stood out for its fresh thinking, emotional clarity,



EU Commissioner Michael McGrath
December, 2025

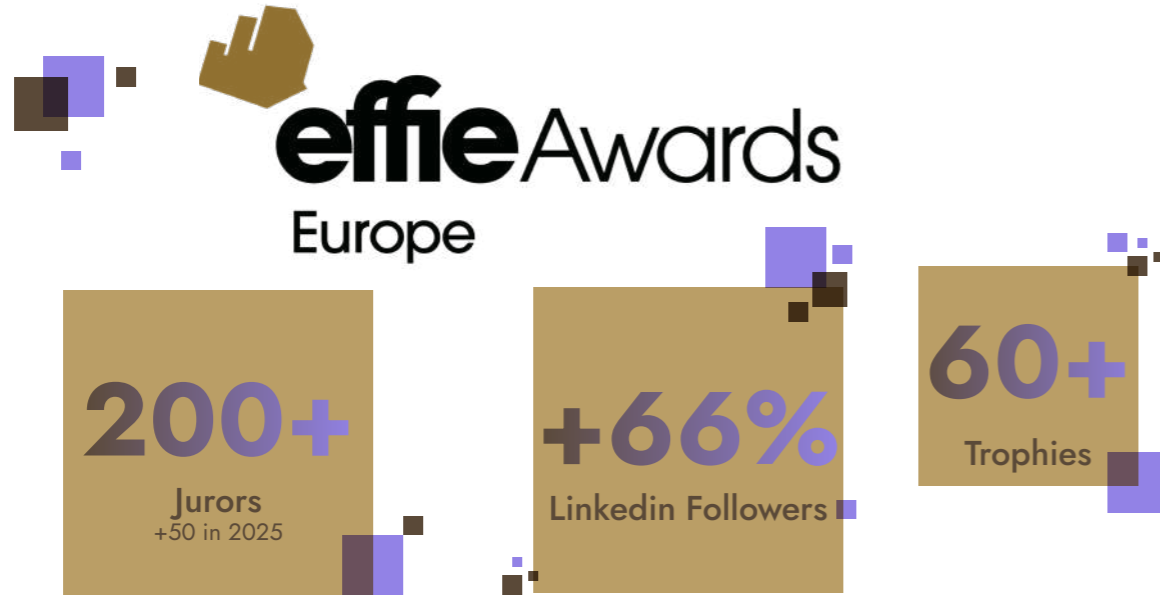
and powerful message. The winning team joined the celebrations at the Effie Awards Gala in Brussels, where they were [formally honoured by European Commissioner Michael McGrath](#), responsible for Democracy, Justice, the Rule of Law, and Consumer Protection.



Leanda Barrington-Leach (5Rights), Linda Neumann (Innocean), Axel Fonteyne (Innocean), EU Commissioner Michael McGrath, Mario Andric (Innocean), Christian de la Villehuchet (EACA) and Charley Stoney (EACA)

December, 2025

EFFIE IN NUMBERS



EFFIE EUROPE EFFECTIVENESS EXPLAINED

In Q2 2025, EACA launched Effie Effectiveness Explained, a practical, [four-part video series recorded in London](#) to demystify what it takes to build and submit a winning Effie Awards Europe entry. Moderated by Charley Stoney, the session featured expert insights from Claire Miller, Global Head of Strategy and Analytics at the LEGO Agency (The LEGO Group), Neal Davies, Chairman of TBWA Ireland, and Luella Ben Aziza, Strategy Director at

dentsu Creative. Drawing on their experience as jurors and past winners, the speakers explored the mindset behind effectiveness, offered strategic tips for crafting standout entries, and highlighted why a culture of effectiveness is more important than ever. Designed for both newcomers and seasoned entrants, the series provides valuable, behind-the-scenes insights to help agencies elevate their work and results.



EFFIE DAY CONFERENCE "THE SUPERPOWERS OF EFFECTIVENESS"



On 10 December 2025, the [Effie Europe Conference, themed "The Superpowers of Effectiveness"](#), brought together Europe's top marketers, creatives, and strategists at Brussels' Art & History Museum for an afternoon of insight and inspiration. Hosted by EACA and Effie Europe, the event featured powerful sessions from industry leaders such as Amber Casey and Nicola Wood (adam&eveDDB) on brand truth in creativity, Věra Šídlová (Kantar) on modern brand building, and Gráinne Wafer (Diageo) on strategic storytelling. Panels on influencer

strategy and media effectiveness featured voices from L'Oréal, Heineken, Google, Danone, Havas Media, and more, with expert moderation by Sven Huberts (Dentsu) and Pathman Ruthirapathy (Havas Media), and a standout session from Dimitri O (Loop Earplugs) showcased brand transformation in action. This day of celebration and shared learning concluded with the Effie Awards Europe Gala in the evening, honouring the most effective marketing campaigns of the year.



EFFIE GALA



Sven Huberts
2025 Effie Europe Jury Chair



Iva Bennefeld-Stepanic
2025 Effie Europe Grand Jury Chair

The [Effie Awards Europe Gala 2025](#) brought the day to a close with a celebration of the most effective marketing campaigns from across the region. A total of 63 trophies were awarded, recognising outstanding creativity and strategic impact. While [no Grand Effie was awarded in this edition](#), McCann was named Agency Network of the Year for the third year in a row, reinforcing its continued leadership in delivering results-driven creativity. Bettersvit made history as the first recipient of the newly introduced Independent Agency of the Year award, spotlighting the growing influence of agile,

high-impact players in the industry. The evening also featured key findings from a [new Kantar research study commissioned by Effie Europe](#), revealing that 50% of winning campaigns stemmed from brand-agency partnerships lasting five or more years, and that such relationships were over twice as likely to produce award-winning work as those formed within the past year. Held at Brussels' Art & History Museum, the Gala was a powerful close to a day devoted to celebrating the ideas (and partnerships) that truly work.



Méabh Mc Mahon, Effie Europe Gala Host
December 2025



Rob Mayhew
December 2025



Charley Stoney (EACA), Christian de la Villehuchet (EACA) and Simon Cook (LIONS)
December 2025



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European Association of Communication Agencies
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