

# Activity Plan and Budget **2026**

Date: December 2025





## RIPE NCC Activity Plan and Budget 2026

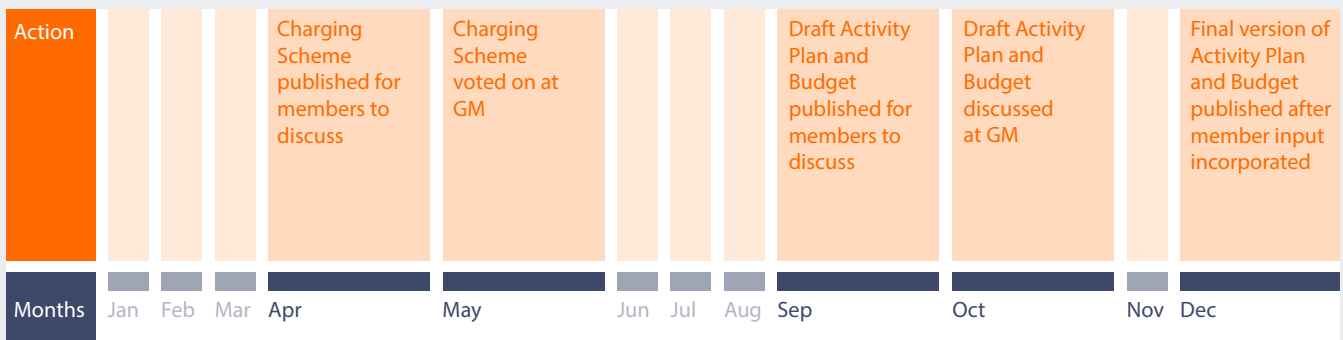
Our Activity Plan and Budget sets out our plans for 2026 along with the estimated costs. Costs are provided in terms of Full Time Equivalents (FTEs), Operational Costs (OPEX) and Capital Expenditure (CAPEX).

This document is the clearest way for members to learn about our plans and influence the direction we take next year. We see this as an integral part of maintaining the trust of our membership, by ensuring high standards of transparency and accountability.

It is important that members understand how to provide feedback. Each year, we publish a draft Activity Plan and Budget within four weeks of the Autumn RIPE NCC General Meeting (GM). At this meeting, time is allocated to discuss our services. We also invite members to ask questions and discuss our plans on the RIPE NCC Membership Discussion mailing list ([members-discuss@ripe.net](mailto:members-discuss@ripe.net)) and via the RIPE NCC Services Working Group ([ncc-services-wg@ripe.net](mailto:ncc-services-wg@ripe.net)).

The feedback received over this period is then incorporated into a final Activity Plan and Budget that is approved by our Executive Board and published in December.

### Shaping the RIPE NCC's Activities and Budget





## Executive Summary

In 2026, we expect an income of EUR 41.140 M. We are budgeting for costs of EUR 41.125 M, with a small positive operating result of 15 kEUR and a budgeted financial result of 800 kEUR. The result is an overall budgeted surplus of 815 kEUR. Our FTE count is budgeted to increase by 2%, from 197.2 to 202.1. The 2025 budget was based on an income of EUR 41.140 M, but we forecast around EUR 41.569 M. This is due in part to aligning our LIR budget with the number of members and to being conservative in our estimate of paying LIRs. This number was set deliberately low to reflect the consolidation of LIRs and income we are not able to collect from Ultra High-Risk Countries and from members awaiting clearance from potential sanctions matches.

We are budgeting that we will start 2026 with 20,000 contributing LIRs, which aligns with our number of members. As we focus on completing the commitments from our 2022-2026 strategy, our goal is to present a break-even budget, while incorporating adjustments for inflation and allowing for staff performance increases. We will also lay the groundwork for the next major efforts in the coming years as we enter our 2027-2031 strategy period. As we have promised not to spend more than our budgeted income, we will complete our work within that limit using cost efficiencies where possible.

We are planning for only a 1% increase in expenses for the Registry, as we will use more efficient processes and increased automation to undertake our heavy workload this year without greater expenditure. In Information Services, there will be a 5% increase in expenses. Part of this will be related to personnel, as we will add 0.7 FTEs to support the modernisation of the LIR Portal, the implementation of security measures and investments in RIS infrastructure. Other than this, the increase is found in IT Support due to work to further improve our IT infrastructure to mitigate threats.

Our efforts in External Engagement and Community will be budget-neutral, as we will reduce our operational budget here, allowing us to bring in slightly more FTEs without extra costs. In Organisational Sustainability, there will be a 5% increase. Some of this will be due to our work in Facilities, where we plan to modernise our office and will face increased rent and energy costs. There will also be some costs associated with our efforts to further operationalise RIPE NCC Middle East FZ-LLC. At the same time, there will be a reduction in costs for Information Security, Risk and Compliance as compliance efforts are spread through other activities in the organisation. And there will be a higher personnel cost budget due to increases in FTEs, such as in the Office of the Managing Director for new project management functions and in the RIPE Chair section for the remuneration of the incoming Vice-Chair.



## Overview of Staff Numbers

### Staff Numbers

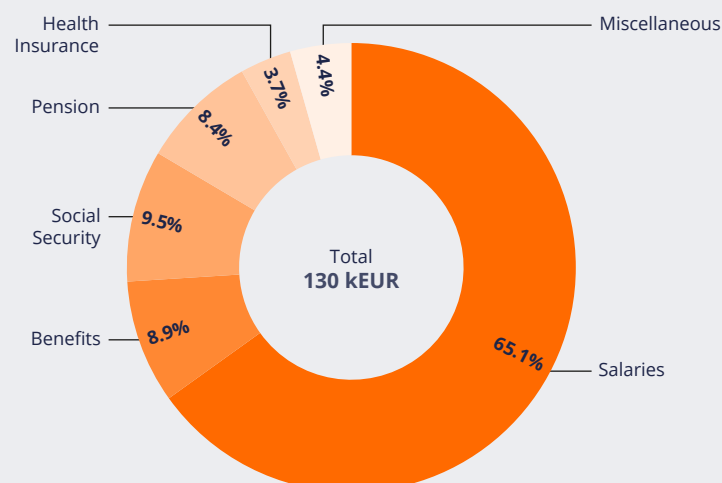
The full-time equivalent (FTE) numbers in this report include both employees directly employed by the RIPE NCC and staff contracted through our Employer of Record (for accounting transparency, EoR costs are shown under consulting costs rather than payroll). In 2026, our budgeted FTE count will grow by 2%, from 197.2 (193.4 FTEs plus 3.8 EoR contracts) to 202.1 (196.9 FTEs plus 5.2 EoR contracts). To stay compliant with Dutch and EU labour law, we will also continue our efforts to reduce the use of long-term consultancy contracts and replace them where we can with regular employment contracts, either directly or through our EoR. We will hire consultants only when we require specialty expertise for a limited time or to cover for staff on extended leave. Our consultancy budget will therefore be reduced by 2%, from 3,600 kEUR to 3,525 kEUR.

### Salary Scales Annually 2026 (in EUR)

(Gross salary before wage tax deductions)

Pay Scale	Mid Salary	% Staff
I	35,663	1%
II	43,228	2%
III	51,874	11%
IV	62,681	31%
V	75,649	30%
VI	90,779	13%
VII	109,151	5%
VIII	130,765	2%
IXa	156,702	2%
IXb	195,607	2%
X	288,547	1%

### Breakdown of Average Employee-Related Costs



For more information, visit the [careers page](#) on our website.



## Our Role

The Internet is built on two principles:

- › Open standards that ensure devices can communicate seamlessly across networks with different underlying technologies worldwide, to guarantee interoperability.
- › Registration of global Internet identifiers (names, numbers and ports), coordinated openly and without commercial control, to guarantee global uniqueness.

Together, they make the Internet a permissionless, global platform for innovation and communication.

The RIPE NCC plays a central role in upholding these principles. As the Regional Internet Registry for Europe, the Middle East and Central Asia, we:

- › Distribute Internet number resources according to policies developed by the RIPE community,
- › Maintain accurate Registry data,
- › Provide technical infrastructure, including K-root, resource public key infrastructure (RPKI) and measurement services,
- › Engage with our members and the wider community, keeping them informed and involved through transparent communication, events and collaborative initiatives,

all in support of a stable, resilient and secure Internet.

To do this, the RIPE NCC needs to remain in full control of the information and services we provide on behalf of our members.

We will do this with trustworthy and independent partners to:

- › Avoid single points of failure for critical services
- › Be resilient beyond national borders

This means that we will reassess our current architecture in the development of our next five-year strategy and will already start the most pressing initiatives in 2026.



## Our Contribution to Sustainable Development

As part of our engagement efforts with governments and intergovernmental organisations, the RIPE NCC has worked to build a common language between the technical community and policymakers. Part of this effort involves mapping our activities to the [United Nations Sustainable Development Goals \(UN SDGs\)](#).

Through our efforts to support Internet development in various areas, we contribute to a number of SDGs:

### UN SDG

### Relevant RIPE NCC Activities



- › The RIPE NCC contributes to Internet resilience by distributing ASNs, enabling operators to connect to multiple providers so that their networks can route around damage. The RIPE NCC also operates K-root, strengthening the resilience of the DNS.
- › The RIPE NCC promotes scalability by distributing and promoting IPv6, expanding the available address space. We also distribute and register IPv4 and ASNs under community-developed policies that ensure uniqueness and stability.



- › The RIPE NCC promotes routing security through RPKI, helping to prevent hijacks and misconfigurations that could disrupt the Internet.
- › By providing Internet measurement services, the RIPE NCC enables operators, researchers and policymakers to better understand routing, strengthening Internet stability.
- › We also participate in standards development and technical communities to support the evolution of the Internet and new Internet technologies.



- › The RIPE NCC provides accessible learning opportunities across our service region through our training programmes, the RIPE NCC Academy and the Certified Professionals programme, building technical capacity.



- › By offering initiatives like fellowships and by supporting national and regional technical and Internet governance forums, the RIPE NCC helps lower barriers to participation and creates opportunities for new voices.



- › Through our transparent governance documentation and open community processes like the RIPE Policy Development Process, the RIPE NCC strengthens confidence in the institutions that coordinate the Internet.



- › Through formal agreements like MoUs with governments, intergovernmental organisations, academic institutions and industry associations, we support Internet development through capacity building and the exchange of best practices.



## Overview of 2026 Strategic Focus Points

At a more granular level, our activities are intended to align with the objectives outlined in the RIPE NCC Strategy 2022-2026:

1	Support an open, inclusive and engaged RIPE community
2	Operate a trusted, efficient, accurate and resilient Registry
3	Enable our members and community to operate one secure, stable and resilient global Internet
4	Maintain a stable organisation with a robust governance structure
5	Attract engaged, competent and diverse staff

In 2026, we will focus on completing previously initiated activities to fulfill the objectives set in our 2022-2026 strategy.

In working with members, governments and the community at large in our service area, our staff will focus on:

Compliance	Resilience	Accuracy
Efficiency	Financial stability	

Our main focus across our Registry teams in 2026 will be increasing efficiency while maintaining and improving accuracy. It is essential that our Registry data is as accurate and up to date as possible, so part of our efforts next year will be to check the registration data of around 20,000 End Users with independent resources. We will also strengthen our framework for internal consistency checks to review member data. And we will once again conduct a high amount of Assisted Registry Checks (ARCs), aiming to complete 2,400. To achieve these goals, we will work on making our processes more efficient by introducing automation where we can so that our staff can focus on more complex cases. To improve our members' experience, we will streamline how we handle different resource types, and we will enhance our online chat service and billing process so that members have all the support they need to manage their resources.



For our Information Services activities, one focal point will be to strengthen our security so that it is up to date with the latest standards. To this end, we will work on improving the security of our authentication methods for the LIR Portal and RIPE Database. We will also look into implementing new IETF standards for RPKI infrastructure and the improvements suggested by the NRO RPKI programme. To enhance our data quality, we will explore the potential of machine learning and AI for RIPE Atlas and RIPEstat. We will also work on reducing our technical debt and modernising our infrastructure. Our goal here is to complete the shift from our on-premises Hadoop cluster to an infrastructure as a service provider within the EU in early 2026.

We will continue to generate high-quality data and insights on network resilience and interconnection, Internet scalability with IPv6, and routing security through RPKI. These insights will be integrated into training courses and used to expand our learning offerings, and will also support our engagements with the RIPE community and our members. To strengthen these connections, we will deliver a variety of events, learning activities, and community programmes, including an updated RIPE Fellowship with a more elaborate learning and coaching component. Internally, we will work on aligning terminology and style across our communications and technical, legal and membership documentation, prioritising the areas where alignment is most needed. We will also enhance our meeting websites for ease of use and will provide more language support where possible. Then, drawing on the combination of research, learning, and community engagement, we will actively engage with governments and policymakers, sharing our technical insights. This work is essential in an increasingly regulated environment, where new legislation could significantly impact the Internet as a permissionless platform.

We will continue implementing applicable Dutch and EU regulations and working to minimise the effects of political risks to our operations. Our Legal department will keep reviewing new legislation and monitoring upcoming legislation that may affect us. We will continue working to ensure compliance with applicable laws and with industry standards such as the ISO 27001 framework. These efforts will extend across a number of our services, such as the RIPE Database and DNS and K-root. We will also proactively carry out an ISAE 3000 Type 2 audit of our RPKI service and implement improvements as needed. To reduce the risk of cyber attacks and other threats, in 2026 we will operationalise our Governance, Risk and Compliance tooling, implement security best practices for managing vulnerabilities, and test our threat detection and response, part of our overall effort to build and operate a resilient and defensible security architecture. Detailed information about our Security and Compliance efforts can be found at our Trust Portal at [trust.ripe.net](https://trust.ripe.net). We will also review the security of using AI in our services.

Our planning will extend well into the future as we prepare our next five-year strategy for 2027-2031. This process will culminate in a draft strategy being shared with members before the May 2026 General Meeting, along with an overall consultation for member and community input on the document. We must ensure we will have a resilient and strong organisation for years to come. Part of this means re-opening discussions on our Charging Scheme, as we will prepare a draft of the scheme for the same General Meeting next year. RIPE NCC Middle East FZ-LLC is operational, and we will investigate its potential benefit for members in the region. And at our home office in Amsterdam, we will improve the health, safety and engagement of our staff. Lastly, we will continue to support the NRO NC/ASO AC in revising the ICP-2 document in an effort to strengthen the overall Regional Internet Registry system.

To be transparent about how each of our activity areas in this document contributes to achieving our current five-year strategy, we have outlined the specific strategic objectives and goals each area supports at the start of the relevant sections.





## Overview of the RIPE NCC Budget 2026

### Budget Changes (in kEUR)

Total budget 2025	40,000	5,600	12,200	9,800	11,375	1,025
Total budget 2026	41,125	5,665	12,800	9,800	11,945	915
		The Registry	Information Services	External Engagement and Community	Organisational Sustainability	Bad Debts and Depreciation

### The Registry

Total budget 2025	5,600	2,550	1,550	1,500
Total budget 2026	5,665	2,700	1,450	1,515
		Registration Services	Member Services	Registry Monitoring

### Information Services

Total budget 2025	12,200	2,700	1,150	700	1,050	1,550	600	850	3,600
Total budget 2026	12,800	2,880	1,160	700	840	1,700	550	950	4,020
		LIR Portal	RPKI	RIPE Database	DNS and K-Root	RIPE Atlas	RIPEstat	RIS	IT Support

### External Engagement and Community

Total budget 2025	9,800	3,700	2,150	1,050	800	1,600	500
Total budget 2026	9,800	3,620	2,330	1,050	850	1,450	500
		Community Building	Membership Engagement	Technical Training and Development	Curriculum Development	Public Policy and Internet Governance	Research
		■	■	▲	▲	●	●
		Community Building and Engagement		Learning and Development		Coordination and Collaboration	

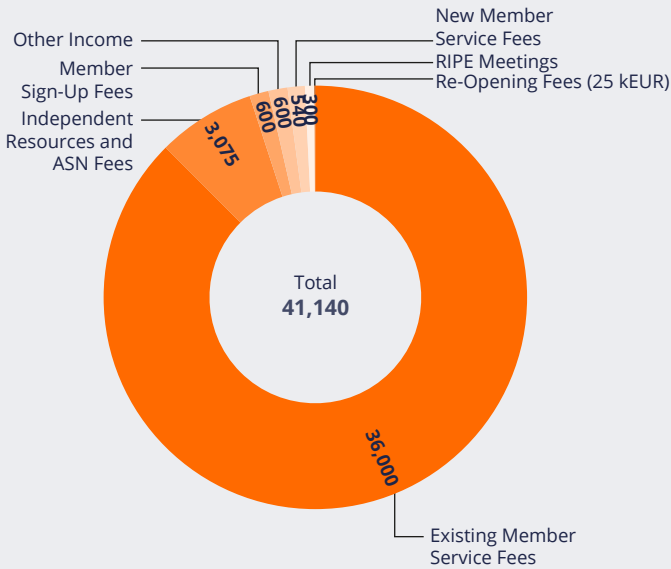
### Organisational Sustainability

Total budget 2025	11,375	2,150	1,100	1,200	1,700	3,000	1,900	325
Total budget 2026	11,945	2,400	1,200	1,300	1,865	2,800	2,000	380
		Facilities	Human Resources	Legal	Finance	Information Security, Risk and Compliance	Office of the Managing Director	RIPE Chair

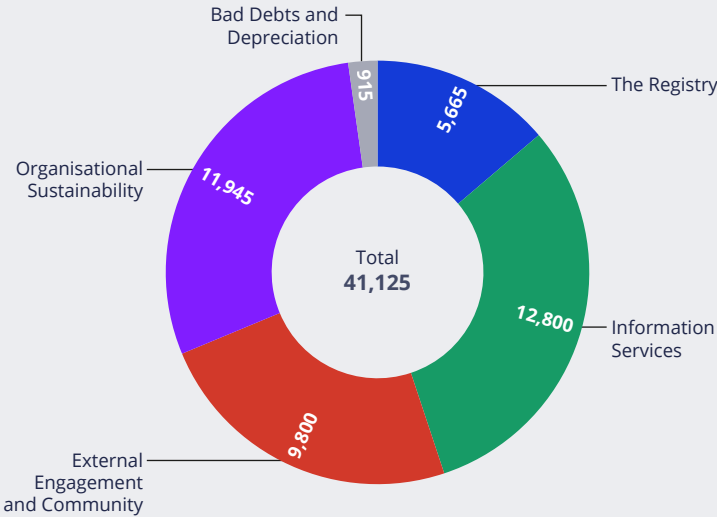


## Overview of the RIPE NCC Budget 2026

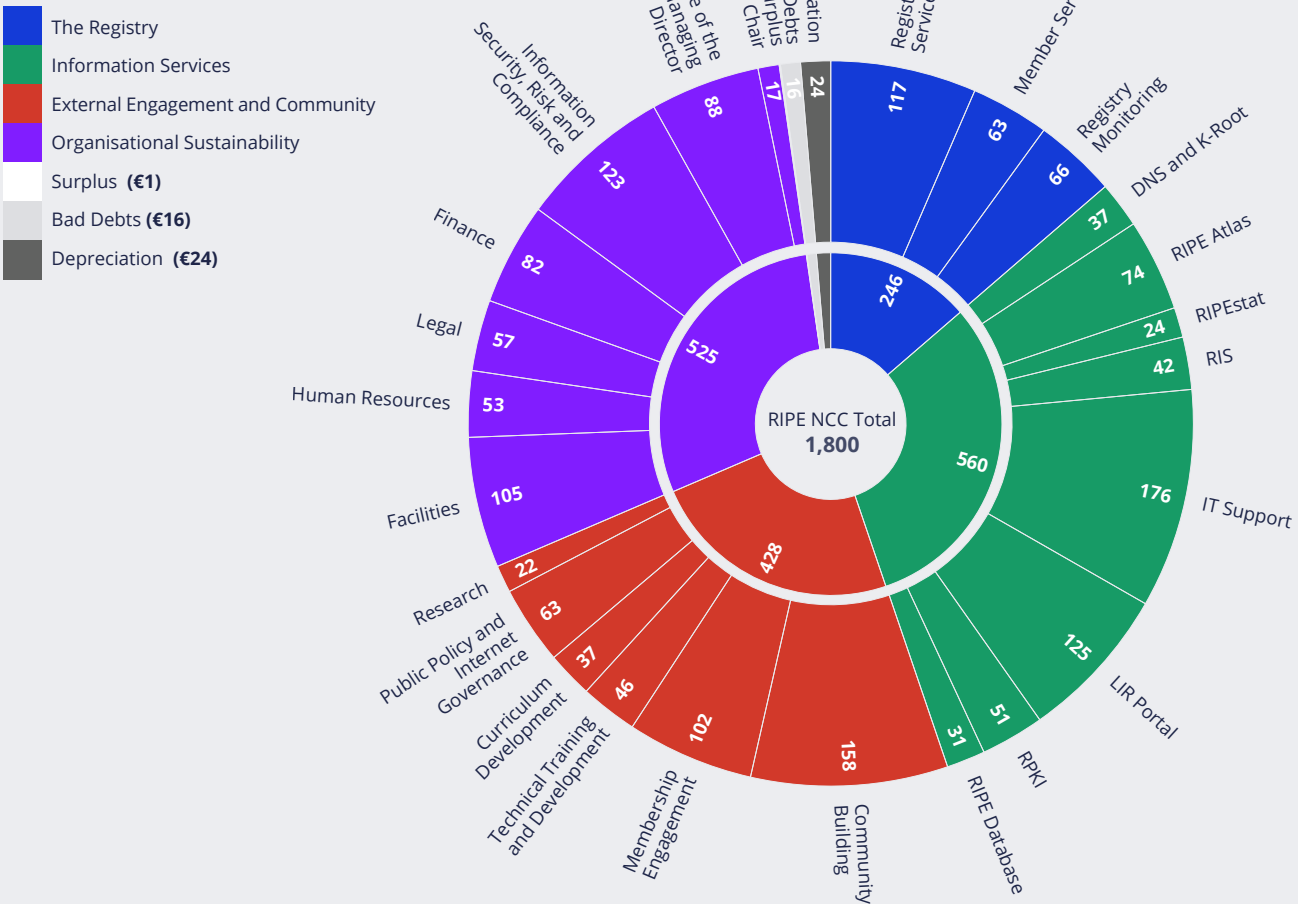
Income (in kEUR)



Budget Overview 2026 (in kEUR)



Where Your 1,800 Service Fee Goes (in €)





## Budget Figures 2026

### RIPE NCC Budgeted Statement of Income and Expenditure 2026 (in kEUR)

Income	B2026	B2025	FC2025	B26 vs B25		B26 vs FC25	
Service Fees Existing Members	36,000	36,000	36,012	-	-	(12)	-
Independent Resource Fees & ASN	3,075	3,075	3,433	-	-	(358)	(10%)
Service Fees New Members	540	540	804	-	-	(264)	(33%)
Re-Opening Fees	25	25	7	-	-	18	257%
<b>Members Fees</b>	<b>39,640</b>	<b>39,640</b>	<b>40,256</b>	-	-	<b>(616)</b>	<b>(2%)</b>
Member Sign-Up Fees	600	600	593	-	-	7	1%
RIPE Meeting	300	300	254	-	-	46	18%
Other Income	600	600	466	-	-	134	29%
<b>Total Income</b>	<b>41,140</b>	<b>41,140</b>	<b>41,569</b>	-	-	<b>(429)</b>	<b>(1%)</b>
<b>Expenditures</b>							
Wages and Salaries	19,850	18,950	18,690	900	5%	1,160	6%
Social Security Charges	2,450	2,350	2,348	100	4%	102	4%
Pension Contributions	2,150	2,100	2,215	50	2%	(65)	(3%)
Miscellaneous Employee Expenditures	1,100	1,000	800	100	10%	300	38%
<b>Subtotal Personnel</b>	<b>25,550</b>	<b>24,400</b>	<b>24,053</b>	<b>1,150</b>	<b>5%</b>	<b>1,497</b>	<b>6%</b>
Housing & Insurances	1,700	1,550	1,551	150	10%	149	10%
Office Expenses	800	800	751	-	-	49	7%
Contributions	900	950	721	(50)	(5%)	179	25%
Information Technology	4,250	3,700	3,368	550	15%	882	26%
Travel	1,200	1,005	1,006	195	19%	194	19%
Consultancy	3,375	3,600	3,700	(325)	(6%)	(225)	(9%)
Outreach & PR	2,050	2,600	2,191	(550)	(21%)	(141)	(6%)
Bank Charges	375	370	370	5	1%	5	1%
Depreciation	550	650	580	(100)	(15%)	(30)	(5%)
Bad Debt	375	375	375	-	-	-	-
<b>Subtotal Expenses</b>	<b>15,575</b>	<b>15,600</b>	<b>14,613</b>	<b>(25)</b>	-	<b>962</b>	<b>7%</b>
<b>Total Expenses</b>	<b>41,125</b>	<b>40,000</b>	<b>38,666</b>	<b>1,125</b>	<b>3%</b>	<b>2,459</b>	<b>6%</b>
EBITDA*	940	2,165	3,858	(1,225)	(57%)	(2,918)	(76%)
Surplus before Financial Result	15	1,140	2,903	(1,125)	(99%)	(2,888)	(99%)
Result on Interest Income	-	-	165	-	-	(165)	(100%)
Result on Exchange Differences	-	-	(44)	-	-	44	(100%)
Result Revaluation Financial Fixed Assets/Portfolio	800	800	477	-	-	323	68%
Result RIPE NCC Middle East FZ-LLC	-	-	(34)	-	-	-	-
<b>Financial Result</b>	<b>800</b>	<b>800</b>	<b>564</b>	-	-	<b>236</b>	-
<b>Surplus/Deficit</b>	<b>815</b>	<b>1,940</b>	<b>3,467</b>	<b>(1,125)</b>	<b>(58%)</b>	<b>(2,652)</b>	<b>(76%)</b>
FTEs	196.9	193.4	184.7	3.5	2%	12.2	7%
EoR	5.2	3.8	5.0	1.4	37%	0.2	4%
<b>Total EoR &amp; FTE</b>	<b>202.1</b>	<b>197.2</b>	<b>189.7</b>	<b>4.9</b>	<b>2%</b>	<b>12.4</b>	<b>7%</b>
Capital Expenditure (CAPEX)	930	800	725	130	16%	205	28%
Number of LIRs	20,000	20,000	20,500	-	-	(500)	(2%)
Expense per LIR	2,056	2,000	1,886	56	3%	170	9%
Average Personnel Costs per Employee	130	126	130	4	3%	-	-



## Budget 2026

### Budget 2026 (in kEUR)

	RIPE NCC	RIPE NCC Middle East FZ-LLC
Service Fees Existing Members	36,000	-
Independent Resource Fees & ASN	3,075	-
Service Fees New Members	540	-
Re-Opening Fees	25	-
<b>Members Fees</b>	<b>39,640</b>	<b>-</b>
Member Sign Up Fees	600	-
RIPE Meeting	300	-
Other Income	600	-
<b>Total Income</b>	<b>41,140</b>	<b>-</b>
<b>Expenditures</b>		
Wages and Salaries	19,260	590
Social Security Charges	2,450	-
Pension Contributions	2,150	-
Miscellaneous Employee Expenditures	830	270
<b>Subtotal Personnel</b>	<b>24,690</b>	<b>860</b>
Housing & Insurances	1,610	90
Office Expenses	735	65
Contributions	900	-
Information Technology	4,250	-
Travel	1,105	95
Consultancy	3,300	75
Outreach & PR	2,040	10
Bank Charges	375	-
Depreciation	550	-
Bad Debt	375	-
<b>Subtotal Expenses</b>	<b>15,240</b>	<b>335</b>
<b>Total Expenses</b>	<b>39,930</b>	<b>1,195</b>
EBITDA*	2,135	(1,195)
Surplus before Financial Result	1,210	(1,195)
Result on Interest Income	-	-
Result on Exchange Differences	-	-
Result Revaluation Financial Fixed Assets/Portfolio	800	-
Result RIPE NCC Middle East FZ-LLC	-	-
<b>Financial Result</b>	<b>800</b>	<b>-</b>
<b>Surplus/Deficit</b>	<b>2,010</b>	<b>(1,195)</b>
FTEs	192.9	4.0
EoR	5.2	-
<b>Total EoR &amp; FTE</b>	<b>198.1</b>	<b>4.0</b>
Capital Expenditure (CAPEX)	930	-
Number of LIRs	20,000	20,000
Expense per LIR	1,996	60
Average Personnel Costs per Employee	128	215

\*Earnings Before Interest Taxes Depreciations, Amortization and Bad Debt.



## Overview of RIPE NCC Costs per Activity 2026

On this page is an overview of the Full-Time Equivalents (FTEs), Operational Expenses (OPEX) and Capital Expenses (CAPEX) per activity. All amounts are in kEUR. The overview is presented on two levels. Each activity is linked to the relevant section in the document.

Part of our services will be offered by the RIPE NCC Middle East FZ-LLC. The 2026 Activity Plan and Budget shows the total plan for the two entities together as well as separate budgets for each.

### Overview of Costs per Activity 2026

	Budget 2026				Budget 2025		Bridging Statement			
	FTE Total	OPEX kEUR	Income	Result	FTE/EoR Total	OPEX kEUR	Budget 26 over Budget 25			
							Difference FTEs	Efficiency Gain	OPEX kEUR	Efficiency Gain
<b>The Registry</b>	<b>43.4</b>	<b>5,665</b>	<b>-</b>	<b>5,665</b>	<b>43.3</b>	<b>5,600</b>	<b>0.1</b>	<b>-</b>	<b>65</b>	<b>1%</b>
Registration Services	21.4	2,700	-	2,700	21.2	2,550	0.2	1%	150	6%
Member Services	11.5	1,450	-	1,450	11.5	1,550	-	-	(100)	(6%)
Registry Monitoring	10.5	1,515	-	1,515	10.6	1,500	(0.1)	(1%)	15	1%
<b>Information Services</b>	<b>70.5</b>	<b>12,800</b>	<b>250</b>	<b>12,550</b>	<b>70.4</b>	<b>12,200</b>	<b>0.2</b>	<b>-</b>	<b>600</b>	<b>5%</b>
LIR Portal	19.6	2,880	-	2,880	18.9	2,700	0.7	4%	180	7%
RPKI	7.1	1,160	-	1,160	7.1	1,150	-	(1%)	10	1%
RIPE Database	5.1	700	-	700	5.1	700	-	(1%)	-	-
DNS and K-Root	4.1	840	-	840	5.1	1,050	(1.0)	(20%)	(210)	(20%)
RIPE Atlas	8.5	1,700	250	1,450	7.9	1,550	0.6	8%	150	10%
RIPEstat	3.9	550	-	550	4.1	600	(0.2)	(6%)	(50)	(8%)
RIS	5.1	950	-	950	5.1	850	-	(1%)	100	12%
IT Support	17.2	4,020	-	4,020	17.1	3,600	0.1	1%	420	12%
<b>External Engagement and Community</b>	<b>48.3</b>	<b>9,800</b>	<b>650</b>	<b>9,150</b>	<b>46.7</b>	<b>9,800</b>	<b>1.6</b>	<b>3%</b>	<b>-</b>	<b>-</b>
Community Building and Member Engagement	28.4	5,950	650	5,300	25.8	5,850	2.6	10%	100	2%
Learning and Development	12.0	1,900	-	1,900	13.0	1,850	(1.0)	(8%)	50	3%
Coordination and Collaboration	7.9	1,950	-	1,950	7.9	2,100	-	-	(150)	(7%)
<b>Organisational Sustainability</b>	<b>40.0</b>	<b>11,945</b>	<b>-</b>	<b>11,945</b>	<b>36.9</b>	<b>11,375</b>	<b>3.1</b>	<b>8%</b>	<b>570</b>	<b>5%</b>
Facilities	4.8	2,400	-	2,400	4.7	2,150	0.1	2%	250	12%
Human Resources	5.8	1,200	-	1,200	5.8	1,100	-	-	100	9%
Legal	6.0	1,300	-	1,300	5.0	1,200	1.0	20%	100	8%
Finance	9.0	1,865	-	1,865	8.8	1,700	0.2	2%	165	10%
Information Security, Risk and Compliance	9.0	2,800	-	2,800	9.0	3,000	-	-	(200)	(7%)
Office of the Managing Director	4.2	2,000	-	2,000	2.6	1,900	1.6	62%	100	5%
RIPE Chair	1.2	380	-	380	1.0	325	0.2	20%	55	17%
<b>RIPE NCC</b>	<b>202.1</b>	<b>40,210</b>	<b>900</b>	<b>39,310</b>	<b>197.3</b>	<b>38,975</b>	<b>5.0</b>	<b>2%</b>	<b>1,235</b>	<b>3%</b>
Bad Debts	-	375	-	375	-	375	-	-	-	-
Depreciation	-	540	-	540	-	650	-	-	(110)	(17%)
<b>RIPE NCC Total</b>	<b>202.1</b>	<b>41,125</b>	<b>900</b>	<b>40,225</b>	<b>197.3</b>	<b>40,000</b>	<b>5.0</b>	<b>2%</b>	<b>1,125</b>	<b>3%</b>

	CAPEX 2026 kEUR	CAPEX 2025 kEUR	Difference CAPEX kEUR	Efficiency Gain
<b>The Registry</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Information Services</b>	<b>630</b>	<b>500</b>	<b>130</b>	<b>26%</b>
DNS and K-Root	170	10	160	1600%
RIS	70	90	(20)	(22%)
IT Support	390	400	(10)	(3%)
<b>External Engagement and Community</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Organisational Sustainability</b>	<b>300</b>	<b>300</b>	<b>-</b>	<b>-</b>
Facilities	300	300	-	-
<b>RIPE NCC Total</b>	<b>930</b>	<b>800</b>	<b>130</b>	<b>16%</b>

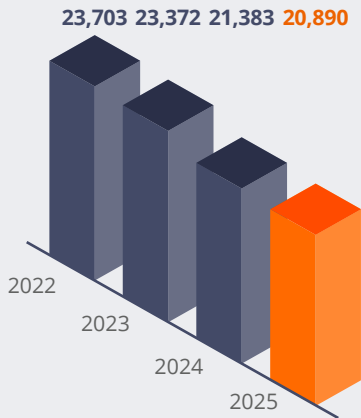


## RIPE NCC Activities 2026

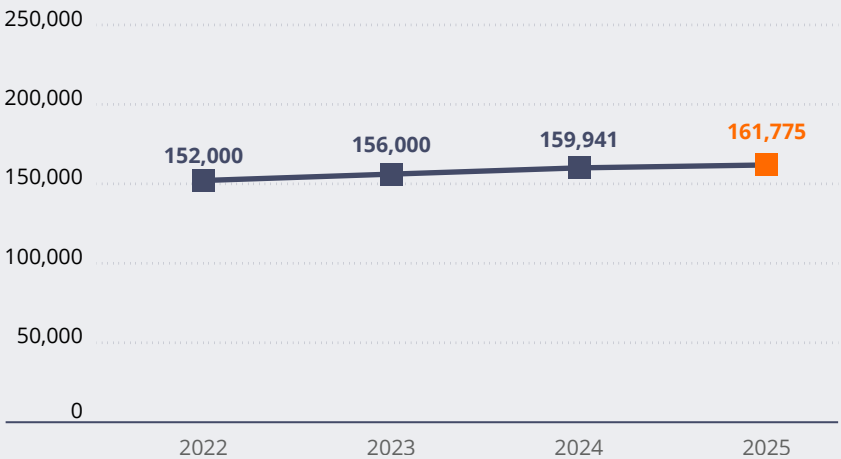
### RIPE NCC Service Region



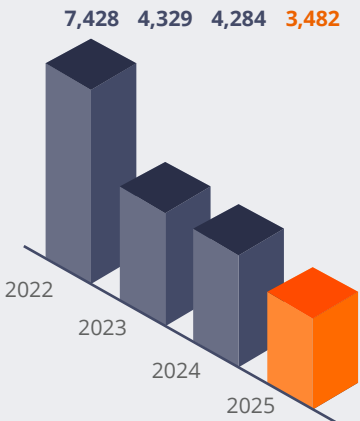
#### LIR Accounts



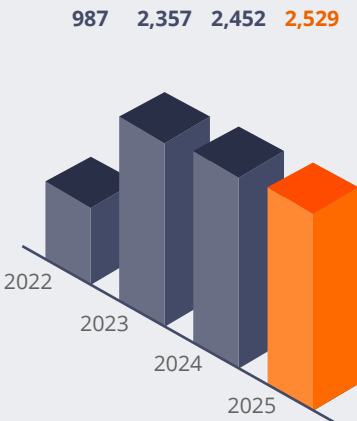
#### Internet Number Resource Records in the Registry



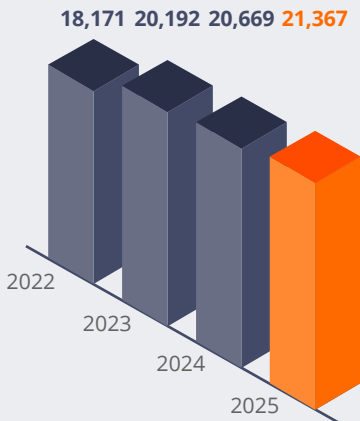
#### Allocations and Assignments (IPv4, IPv6 and ASNs)



#### Assisted Registry Checks Completed



#### Resource Certificates (RPKI)



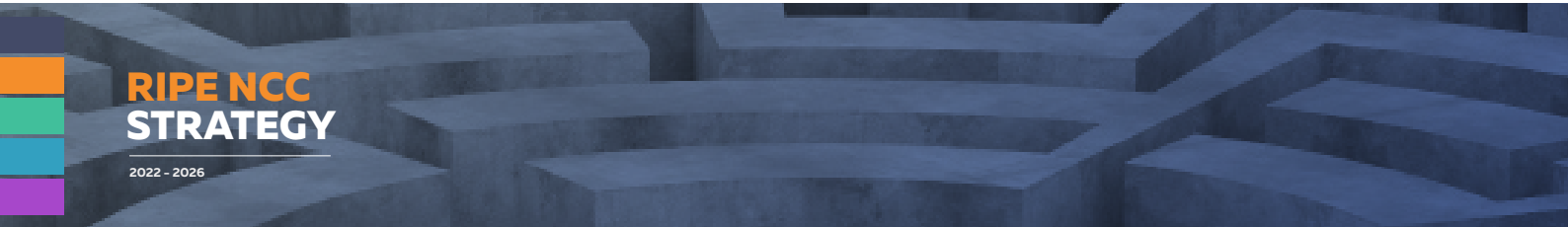


## Activity Overviews

For each of the main areas of activity, we have provided an overview that gives readers a summary of what to expect in that area for 2026. All statistics under ‘Measurable Usage’ relate to a specific period: numbers stated for 2025 are taken from 1 July 2024 - 30 June 2025. The same yearly period is used for 2022, 2023 and 2024 for consistency.

### 1. The Registry

At the heart of our work is our duty as a Regional Internet Registry to properly manage our members’ resources. As part of this, we ensure that all resources are registered to the appropriate parties and that registration details are updated as needed. We also make information available to our members and other users about the legitimate holdership of resources to help make routing more secure.



The Registry contributes to the following strategic objectives and goals from the RIPE NCC Strategy 2022-2026:

#### Strategic Objectives

- 1 Support an open, inclusive and engaged RIPE community
- 2 Operate a trusted, efficient, accurate and resilient Registry

#### Strategic Goals

- 1.1 Support the RIPE community’s open, bottom-up process of consensus-based decision-making
- 1.4 Maintain excellent relationships with technical, governmental and standards bodies
- 2.1 Ensure that the Registry and RIPE Database have the appropriate levels of accuracy, compliance, resiliency, and security
- 2.2 Allow updates to the Registry to be done by automated processes with legally accepted digital means
- 2.3 Improve Registry processes, service delivery and interfaces that allow members to carry out their operations with us quickly and effectively

### Key Takeaways

Across our Registry departments, we will continue to revise our processes in the coming year to enhance the accuracy and compliance of our data, while ensuring the satisfaction of our members. One main focus will be checking and maintaining accurate registration data of around 20,000 End Users with independent resources using automation. Where possible, we will implement automation and self-service in our processes to become more efficient. We will also streamline how we handle different resource types such as IPv4/IPv6 allocations, independent resources and legacy resources. And we aim to increase the visibility of the RIPE Policy Development Process and RIPE Policies.



To ensure a good experience for our members and increase our internal efficiency, we will work on improving our billing process to increase the number of on-time payments. And we will look for more ways to enhance our online chat service. Our work to increase the accuracy of our member data will include enhancing our framework for more internal consistency checks. And to assess the effectiveness of our efforts, we will check in with member input through surveys and metrics like NPS (Net Promoter Score) and CES (Customer Effort Score).

Lastly, we will once again aim to complete 2,400 Assisted Registry Checks. We will consider ways to streamline our process and bring in more automation in this area too. On top of this effort, we must continue to screen members for potential EU sanctions.





## 1.1 Registration Services

<b>FTEs:</b> 21.4 (+0.2)	<b>Cost:</b> 2,700 (+6%) ↑	<b>CAPEX:</b> -	<b>% of budget for staff expenses:</b> 96%
<b>Main Expenses:</b> Consultancy: 60 kEUR   Travel: 25 kEUR   Office Expenses: 5 kEUR			

### Description

Registration Services enables our members and others to operate and develop the Internet through responsible management of Internet number resources. As a Regional Internet Registry, the RIPE NCC supports the Internet's long-term scalability through the allocation, registration and promotion of IPv6, which vastly increases the available address space as demand grows. We further enhance the Internet's resiliency by the allocation and registration of AS Numbers (ASNs), which enable redundancy through multihoming, peering and the creation of robust interconnection between networks. These efforts ensure that the Internet remains globally interoperable and can evolve to meet the needs of a digital future built on continuous innovation.

Our day-to-day work includes evaluating and processing requests for IPv4, IPv6, and ASNs, facilitating resource transfers, implementing resource updates related to mergers and acquisitions and sponsorship changes of independent resources, as well as conducting due diligence checks to ensure compliance with RIPE Policies and legal requirements. We also follow up on changes in registration data for independent End Users through automated warnings generated by our integrations with national business registries and sanctions screening tools. These efforts help maintain accurate and up-to-date registration data for approximately 40,000 resource holders.

The team provides tailored support through ticketing and live chat. Besides resource distribution and registration changes, this includes guidance on RPKI, RIPE Policy interpretation and RIPE NCC procedure implementation. The team also applies its knowledge and hands-on experience to support other areas of the RIPE NCC, such as by being part of Learning and Development training activities for our members.

Further, we support the RIPE Policy Development Process (PDP). We provide assistance to RIPE Working Groups, analyse the impact of specific proposals and encourage participation from a wider group of stakeholders.

### Activities in 2026

In 2026, we will actively maintain and improve the accuracy of registration data of around 20,000 End Users with independent resources by verifying and, where necessary, updating their details. This will be based on indicators identified through our automated monitoring system, which is being extended to End Users, and other internal checks. A temporary increase of workload is expected, but we anticipate long-term benefits in data accuracy and operational efficiency. In parallel, we will continue to maintain the accuracy of registration data for around 20,000 members through our established processes and systems.

We will continue to identify and implement areas where automation can reduce the manual workload for our analysts, speed up processing times and improve the customer experience. This includes streamlining internal procedures, enhancing existing tools and introducing new automation where applicable. These efforts will be further supported by an external review scheduled for late 2025 or early 2026, which will offer additional recommendations to enhance operational efficiency and service delivery.

We will also examine how the handling of different resource types can be more closely aligned. This includes harmonising procedures and aligning internal and external documentation to reduce complexity for both staff and members and ensure consistency in service delivery.



## 1.1 Registration Services Continued

To support high levels of customer satisfaction (12-month averages of at least NPS 80 and CES 6.5 out of 7), we will regularly review user feedback gathered via surveys or direct communications. Our goal is to further improve the clarity and consistency of our communication, enhance the usability of our services, and identify opportunities for automation that do not compromise the high-quality, personalised support we provide.

We plan to support the RIPE community by further developing RIPE Policies through increased awareness of the Policy Development Process and by improving the visibility, clarity and accessibility of RIPE Policy documents.

### Commitments for 2026

- › Ensure accurate and up-to-date registration data for all ~20,000 End Users.
- › Use external and internal input to improve efficiency and service delivery through automation and process alignment.
- › Maintain high levels of customer satisfaction, measured by strong NPS and CES performance.
- › Improve the clarity and visibility of RIPE Policies and the Policy Development Process.

### Number of Resource Records the RIPE NCC is Responsible for

**2022:** 152,000 (+5%)  
**2023:** 156,000 (+3%)  
**2024:** 159,941 (+3%)

**2025:** 161,775 (+1%) 

### Resources Transferred

**2022:** 7,167 (+6%)  
**2023:** 6,200 (-13%)  
**2024:** 7,828 (+26%)

**2025:** 6,231 (-20%) 

### Company Mergers Processed

**2022:** 308 (-31%)  
**2023:** 319 (+4%)  
**2024:** 236 (-26%)

**2025:** 257 (+9%) 

### Sponsoring LIR Changes Processed\*

**2022:** 3,535  
**2023:** 3,060 (-13%)  
**2024:** 3,022 (-1%)

**2025:** 3,879 (+28%) 

### More Information

- › [Request IPv6](#)
- › [Request an AS Number](#)
- › [What is IPv4 Run-out?](#)
- › [How the IPv4 Waiting List Works](#)
- › [IPv4 Waiting List](#)
- › [Resource Transfers](#)
- › [Inter-RIR Transfers](#)
- › [RIPE Policy Development](#)
- › [RIPE Policies](#)
- › [Current Policy Proposals](#)

\* This is a new statistic as of this Activity Plan and Budget. It refers to changes in the sponsoring LIR for Provider Independent (PI) Internet number resources assigned to End Users.



## 1.2 Member Services

FTEs: 11.5 (+0)	Cost: 1,450 (-6%) ↓	CAPEX: -	% of budget for staff expenses: 81%
Main Expenses: Information Technology: 180 kEUR   Consultancy: 55 kEUR   Travel: 15 kEUR			

### Description

Our Member Services team provides personalised support to members, applicants and others who use our services. This includes responding to general queries and processing membership applications, administrative and contractual changes. The team also takes care of most communication and queries concerning our yearly service fee billing cycle, and we are the first point of contact for questions about the RIPE Database and RIPE Atlas. Member Services also follows up on all automated warnings regarding abuse-c and country online Registry updates for our member accounts to keep the accuracy of RIPE NCC membership information up to date. Overall, the team makes sure members are taken care of and are able to efficiently manage their membership and resources, with any changes quickly verified and put in place.

### Activities in 2026

In 2026, we will once again consider how to improve our billing process. By doing so, we aim to improve the CES and NPS metrics for billing, as well as reduce the workload associated with following up on unpaid invoices.

In addition, we will continue to carry out verification checks on members and make any necessary updates to their contact information. We set up a framework for internal consistency checks in 2025 and will continue to develop this in 2026 as a continuous cycle of assurance processes that keep our systems of records current.

We will continue enhancing our online chat service. We introduced some automation in 2025 with a start-up menu to ensure that the right chat ends up with the right team member. To enhance this further, during 2026 we plan to explore if and how AI could be useful to us, while ensuring data privacy. Finally, we will continue to review our procedures and optimise them where possible. This will include assessing other areas where automation could be effective in freeing up team members to handle more complex issues.

### Commitments for 2026

- › Improve our billing service, aiming to increase the number of membership payments within the 90 day-payment terms.
- › Continue to enhance our chat service.

### LIR Accounts

2022:	23,703 (+1%)	
2023:	23,372 (-1%)	
2024:	21,383 (-9%)	
2025:	20,890 (-2%)	↘

### RIPE NCC Members

2022:	20,381 (+1%)	
2023:	20,274 (-1%)	
2024:	20,176 (-1%)	
2025:	19,986 (-1%)	↘

### More Information

- › [New Membership Applications](#)
- › [Due Diligence Information](#)
- › [Billing Information](#)
- › [Closure of Members](#)



### 1.3 Registry Monitoring

FTEs: 10.5 (-0.1)	Cost: 1,515 (+1%) ↑	CAPEX: -	% of budget for staff expenses: 85%
Main Expenses: Information Technology: 190 kEUR   Travel: 25 kEUR   Consultancy: 5 kEUR			

#### Description

An important part of our work to maintain the accuracy of the RIPE Registry is to verify the information and supporting documents we receive and ensure compliance with RIPE Policies. We proactively check the accuracy of Registry data, primarily through our Assisted Registry Check (ARC) activity and investigations. This keeps our Registry information up to date and prevents fraudulent changes to Registry data. We also work to ensure that we comply with EU sanctions regulations, which require us to screen members and End Users.

#### Activities in 2026

In 2026, we will again complete 2,400 ARCs, both remotely and in person at RIPE NCC events. We will introduce additional automation and streamlined processes so we can deliver the best member experience. As extended due diligence measures are still in force to counter unauthorised requests, we will continue to use verification tools to help us resolve legitimate requests swiftly.

In accordance with EU regulatory requirements, we will continue to screen and continuously monitor our members and End Users against EU sanctions lists. Additionally, we screen members against OFAC sanctions lists, given that such sanctions are taken into account by banking institutions operating in the Netherlands.

#### Commitments for 2026

- › Complete 2,400 Assisted Registry Checks.
- › Provide ARC services in person at RIPE NCC events.
- › Enhance the ARC process with more automation and better user experience.
- › Continue extensive sanctions screening.

#### Investigations Completed

2022:	1,170 (+51%)
2023:	707 (-40%)
2024:	701 (-1%)
2025:	929 (+33%) ↑

#### Assisted Registry Checks Completed

2022:	987 (-64%)
2023:	2,357 (+139%)
2024:	2,452 (+4%)
2025:	2,529 (+3%) ↑

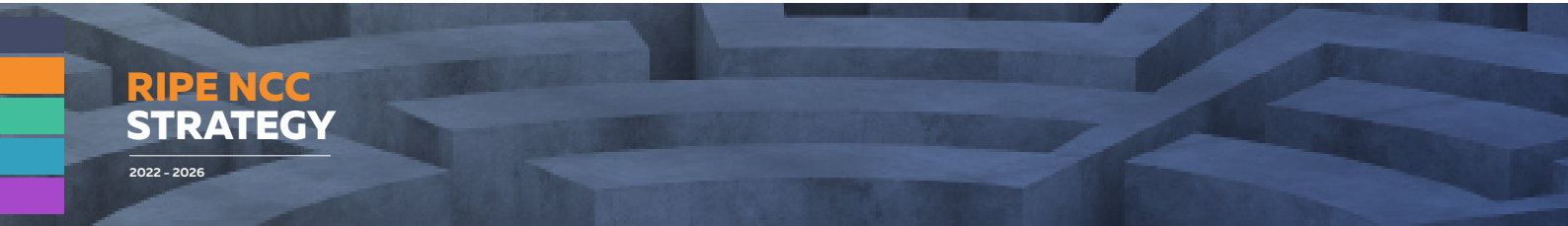
#### More Information

- › [abuse-c Information](#)
- › [Assisted Registry Check \(ARC\)](#)
- › [Address Hijacking](#)
- › [Sanctions Transparency Reports \(Q1, Q2 and Q3\)](#)



## 2. Information Services

At the RIPE NCC, we work for the good of the Internet. As part of this goal, we operate several pieces of infrastructure that are foundational to the Internet. These include K-root, our Domain Name System (DNS) support and the security protocol RPKI. Alongside this, we offer a number of associated services that provide insights into routing patterns, resource allocation and the DNS. Our members and the Internet community at large can use this information to guide them in building more resilient networks and a more connected world. To help ensure an accurate Registry, we also make it possible for members to efficiently manage their resources and contact information through our in-house tool, the LIR Portal. And we offer a public record of resource registration through the RIPE Database to make it easier for network operators to collaborate. To ensure our members experience minimal interruptions or delays that could impact their operations, we offer a 24/7 point of contact for our services including IT Support, RPKI, the RIPE Database, our Registry software, the LIR Portal, our single sign-on solution, email, K-root, AuthDNS, RIS and the RIPE Atlas backend.



Information Services contributes to the following objectives and goals from the RIPE NCC Strategy 2022-2026:

Strategic Objectives	Strategic Goals
<div>1</div> Support an open, inclusive and engaged RIPE community	<div>1.4</div> Maintain excellent relationships with technical, governmental and standards bodies
<div>2</div> Operate a trusted, efficient, accurate and resilient Registry	<div>2.1</div> Ensure that the Registry and RIPE Database have the appropriate levels of accuracy, compliance, resiliency, and security
<div>3</div> Enable our members and community to operate one secure, stable and resilient global Internet	<div>3.1</div> Secure Internet number resources by developing and operating a resilient, externally auditable and secure resource certification Trust Anchor
	<div>3.2</div> Support the global naming system by operating K-root and Authoritative DNS services
	<div>3.4</div> Be a centre of excellence for data, measurements and tools that provide insight on the Internet and its operations
	<div>3.5</div> Support the innovation and evolution of the Internet through contributing to initiatives meant for the good of the Internet

### Key Takeaways

In 2026, we will begin work on modernising our infrastructure, with a focus on providing a secure and robust on-premises setup. Next, ensuring compliance with standards such as ISO 27001 and ISAE 3000/SOC 2 will be a major effort for a number of our services, including RPKI, the RIPE Database, IT Support and DNS and K-root. The security of our authentication methods will also be a focal point for the LIR Portal and RIPE Database activities. And in RPKI, we will work on improving BGP information for ROA and ASPA management.



On top of maintaining excellent availability for our services, we will work on a number of enhancements. We will explore how to incorporate machine learning and AI in RIPE Atlas and RIPEstat. Data quality will be a top priority, as we will enhance useful features in these two services as well. In our RPKI service, we will work on implementing new standards recommended by the IETF to support infrastructure enhancements, as well as developing code to support the improvements discussed by the NRO RPKI programme in 2025. And we will consider where automation and other process improvements can be useful in activities such as the LIR Portal and IT Support.



2.1 LIR Portal

FTEs: 19.6 (+0.7)	Cost: 2,880 (+7%) ↑	CAPEX: -	% of budget for staff expenses: 83%
Main Expenses: Consultancy: 325 kEUR   Information Technology: 95 kEUR   Travel: 15 kEUR			

**Description**

The LIR Portal is our in-house tool for members to easily and securely manage their resources and related registration information. It is closely integrated with the RIPE Database, Registry software and our ticketing system. Having an accessible interface for members ensures their resource management goes as smoothly as possible and encourages members to keep their information up to date. This activity also includes the operation of the Registry backend behind the Portal, as well as several internal tools to support our work for the Registry, such as our single sign-on (SSO) solution, and the software we use for various RIPE Meeting and General Meeting processes.

**Activities in 2026**

For 2026, our main goals are to modernise internal systems, improve Registry processes and data quality, and enhance security across identity and access services. We will also be supporting the implementation of the 2027 Charging Scheme, which will be voted on by the membership in May 2026. If a category-based charging model is adopted, a significant engineering effort will be required from our teams.


To modernise our systems, we will focus on rebuilding and migrating legacy platforms to more contemporary and maintainable technologies. Following up from 2024, we will continue to adopt industry best practices to enhance the quality and reliability of our email communications, proactively adjusting our systems to maintain low spam thresholds. In 2026, we will conduct verification and cleaning of contact information, significantly reducing bounced or undeliverable emails.

To improve our Registry processes, we plan to introduce more automation, including new request forms for changes in sponsorship of Provider Independent (PI) resources, and we will enable self-service for Assisted Registry Checks (ARCs) and other Registry functions. We will also explore the usage of electronic identification and signatures to streamline some Registry processes and improve our data quality. With regards to our security plans, we aim to review and strengthen the security of our SSO solution and introduce new modern security features.

There will be an increase in our costs, with additional budget and 0.7 FTEs, which is an internal reallocation of resources, required to modernise the LIR Portal and implement security measures.

- Commitments for 2026**
- › Improve the user experience of the LIR Portal.
  - › Automate Registry workflows and data validation.
  - › Strengthen our identity management solution.

LIR Portal Uptime

2022:	99.81%
2023:	99.89%
2024:	99.80%
2025:	99.95% 

More Information

- › [LIR Portal](#)
- › [Requesting Resources Through the LIR Portal](#)
- › [Business Applications Quarterly Planning](#)



2.2 RPKI

FTEs: 7.1 (+0)	Cost: 1,160 (+1%) ↑	CAPEX: -	% of budget for staff expenses: 79%
Main Expenses: Information Technology: 115 kEUR   Consultancy: 75 kEUR   Contributions: 25 kEUR			

Description

RPKI is a certification system that network operators can use to establish that they are the legitimate holders of specific IP resources. As such, it plays an important role in BGP security, since it allows network operators to determine the authenticity of BGP announcements and route accordingly. As a Certification Authority, the RIPE NCC issues these certificates to resource holders and guarantees their authenticity. Our goal in doing so is to ensure a reliable and highly available RPKI service. This strengthens global routing security by reducing the risk of hijacks, helping to make the Internet more resilient.

Activities in 2026

In 2026, we plan to conduct an ISAE 3000/SOC 2 Type 2 audit in Q3 2026, the same as we conducted in Q3 2025. In addition, we will work toward achieving ISO 27001 certification.

In 2025, the NRO RPKI programme focused primarily on defining requirements and improvements for Trust Anchor resource constraints and measuring the robustness of RPKI services provided by Regional Internet Registries (RIRs). In 2026, we will continue to discuss improvements in the joint RIR RPKI space in the context of the NRO RPKI programme, while our RPKI team will begin to implement code to support the improvements discussed in 2025.

In terms of infrastructure, we plan to work on supporting signed TALs (RFC 9691) as a way to potentially migrate to another Trust Anchor HSM vendor in the future. Furthermore, we will spend some time on proof of concept code to support RPKI infrastructure enhancements being discussed in the IETF.

Finally, we will continue to improve the functionality of the service. For example, we will focus on enhancements to BGP information for ROA and ASPA management. For ROAs, this means getting close to real-time information on BGP, and for ASPA, this means having similar suggestions for ASPA objects based on who we think are their upstreams. And we will continue to engage with the community to determine what further enhancements are needed.

Our main costs, besides personnel, will be the CDNs we use for the RPKI repository, as well as support for our HSMs and the Publication-as-a-Service we offer to members. These costs are expected to be similar to 2025.

Commitments for 2026

- › Continue efforts for security and compliance (SOC 2 Type 2 and ISO 27001).
- › Support the joint NRO RPKI programme.
- › Work on supporting signed TALs.
- › Support RPKI infrastructure standard development in the IETF.
- › Increase RPKI usability with new features.

Uptime of RPKI Repositories

2023:	100%
2024:	100%
2025:	100% =

More Information

- › [NRO RPKI Programme](#)
- › [Resource Public Key Infrastructure](#)
- › [RPKI Quarterly Planning](#)





### 2.3 RIPE Database

FTEs: 5.1 (+0)	Cost: 700 (0%) =	CAPEX: -	% of budget for staff expenses: 96%
Main Expenses: Travel: 5 kEUR   Office Expenses: 1 kEUR			

#### Description

The RIPE Database contains public information about the IP addresses and AS Numbers used by networks in our service region. This includes contact details and related attributes. This information is vital for the stability of Internet routing as it allows users to find information for network troubleshooting and coordination.

While we are responsible for operating the RIPE Database, resource holders are responsible for maintaining their own information within it. Our work in this area also supports integration with the LIR Portal and includes related services such as the RIPE Database Proxy Service and Near Real Time Mirroring (NRTM).

#### Activities in 2026

Following the phase-out of MD5 hashed passwords in 2025, we plan to improve the authentication security for internal (override) users performing manual maintenance on the RIPE Database, as well as the authentication for internal applications making automated updates.

We will continue work on improving the resilience of our on-premises environment, including improved resistance to DDoS attacks. We will also modernise the deployment and management of our applications, including containerisation. And we will further improve the availability of the RIPE Database.

We will continue to work with the IETF community and other RIRs on implementing standards and improving our compliance, including improvements to RDAP. This will help keep the RIPE Database service consistent with similar services from other RIRs. In particular, we want to implement IRR object types to close the gap with Whois.

Finally, we will continue to work on achieving ISO 27001 compliance for the RIPE Database service.

#### Commitments for 2026

- › Improve internal authentication methods (override and inter-application updates).
- › Implement IRR data types in RDAP.
- › Improve the resilience of the RIPE Database Query and Update service.
- › Modernise the deployment and management of our applications.
- › Implement new standards and improve our compliance.

#### RIPE Database Uptime

2022:	100%
2023:	99.97%
2024:	99.99%
2025:	100%

#### More Information

- › [RIPE Database](#)
- › [Numbered Work Items](#)
- › [RIPE Database Quarterly Planning](#)
- › [Near Real Time Mirroring \(NRTM\)](#)
- › [RIPE Database Requirements Task Force](#)



## 2.4 DNS and K-Root

<b>FTEs:</b> 4.1 (-1)	<b>Cost:</b> 840 (-20%) ↓	<b>CAPEX:</b> 170	<b>% of budget for staff expenses:</b> 68%
<b>Main Expenses:</b> Information Technology: 180 kEUR   Travel: 25 kEUR   Contributions: 25 kEUR			

**Description**

Our DNS services are the foundation on which all our other services are built, since they all live under the ‘ripe.net’ domain name. We also provide DNS support for our registered resources and global secondary services to some ccTLDs.

On top of this, we provide reverse DNS services for the entire IPv4 and IPv6 address space we manage, which allows our members to configure reverse DNS entries for the IP addresses we allocate to them. And for reverse DNS associated with the address space managed by other RIRs, we provide secondary DNS services to support the reliability of these reverse lookups.

We also operate K-root, one of the Internet’s 13 root name servers. This service allows Internet users both in and outside of our service region to look up names in the DNS. Proper operation of this critical piece of Internet architecture supports the stability of the global Internet. We do this in coordination with the other root server operators in <https://root-servers.org/> and through participation within the ICANN Root Server System Advisory Committee (RSSAC).

### Activities in 2026

Our focus will be to continue operating our DNS service so that it remains solid and stable. To support this, we aim to achieve ISO 27001 certification. In addition, we will work towards full compliance with the NIS2 Directive.

In 2025, we carried out awareness and outreach activities that led to an increase in our hosted K-root nodes and AuthDNS instances, and we will continue this effort in 2026. Other than that, we anticipate normal system maintenance, security improvements and version upgrades. Additionally, we will refresh the K-root core sites in Amsterdam, London and Tokyo before the routers and servers reach their end of life. After seven years of continuous operation, these systems will be approaching the end of their warranty period and nearing the end of their expected lifecycle.

Our main costs will be for operating the DNS service and hosting, equipment and connectivity for our core DNS locations. The 20% budget reduction reflects internal restructuring and the redistribution of FTEs previously assigned to this activity to other teams.

### Commitments for 2026

- › Pass the ISO 27001 audit with no major deviations.
- › Achieve NIS2 compliance.
- › Refresh K-root core site hardware by July 2026.

### K-root Instances

<b>2022:</b>	95 (+12%)
<b>2023:</b>	108 (+14%)
<b>2024:</b>	121 (+12%)
<b>2025:</b>	136 (+12%) ↑

### AuthDNS Instances\*

<b>2023:</b>	15
<b>2024:</b>	23
<b>2025:</b>	35 (+52%) ↑

\*This is a new statistic as of the Activity Plan and Budget 2025.

### More Information

- › [DNS](#)
- › [K-root](#)
- › [DNS and K-root Quarterly Planning](#)
- › [AuthDNS](#)



## 2.5 RIPE Atlas

FTEs: 8.5 (+0.6)	Cost: 1,700 (+10%)	CAPEX: -	% of budget for staff expenses: 70%
Main Expenses: Information Technology: 480 kEUR   Office Expenses: 15 kEUR   Travel: 8 kEUR			

### Description

RIPE Atlas is a leading Internet measurement network that provides live and historical information about the connectivity of networks around the world. We run this globally distributed network to collect data on Internet infrastructure, usage and development. The data that RIPE Atlas provides can be used to analyse the operation and growth of the Internet. Operators can use RIPE Atlas to monitor network reachability from thousands of vantage points around the globe, investigate and troubleshoot network issues and conduct customised measurements for valuable data about their own networks. RIPE Atlas is also open to the Internet community at large to gain insight into global routing and incidents.

### Activities in 2026

We will continue working on supporting everyday use cases for network engineers and developing matching functionality or UI features. More specifically, we will experiment with data aggregations and visualisations to illustrate healthy and unhealthy situations. We will also implement features that improve data quality, such as tagging probes that are outliers or behave unexpectedly.

In collaboration with academics and interns, we will explore options to use AI with RIPE Atlas, as well as machine learning or statistical methods to detect behavioural changes based on the results the system provides.

We will evaluate alternative methods of hardware probe production and our options to make the probe firmware code easier to maintain.

Finally, we will upgrade RIPE IPmap to get closer to its intended purpose: IP infrastructure geolocation. To this end, we will make the results more accurate and explore the value of various methodologies (“engines”) that can supplement our data.

### Commitments for 2026

- › Improve support for everyday use cases for network operators.
- › Implement more proactive measures to recognise probe behaviour that can affect data quality.
- › Revamp RIPE IPmap.

### Connected RIPE Atlas Probes

2022:	11,800 (+3%)
2023:	12,900 (+9%)
2024:	12,720 (-1%)
2025:	13,400 (+5%)

### Measurement Results per Day

2022:	~1,100 million (+10%)
2023:	~1,300 million (+18%)
2024:	~1,200 million (-5%)
2025:	~1,420 million (+18%)

### RIPE Atlas Anchors

2022:	773 (+7%)
2023:	777 (+1%)
2024:	802 (+3%)
2025:	868 (+8%)

### More Information

- › [RIPE Atlas](#)
- › [RIPE Atlas Quarterly Planning](#)
- › [RIPE Atlas Network Coverage](#)
- › [RIPE IPmap](#)



## 2.6 RIPEstat

<b>FTEs:</b> 3.9 (-0.2)	<b>Cost:</b> 550 (-8%) ↓	<b>CAPEX:</b> -	<b>% of budget for staff expenses:</b> 94%
<b>Main Expenses:</b> Information Technology: 15 kEUR   Travel: 10 kEUR   Office Expenses: 1 kEUR			

### Description

RIPEstat is a web-based application that provides current and historical information about IP addresses, ASNs and related information for hostnames and countries. This includes registration information, routing and DNS data, geographical information, abuse contacts and more. RIPEstat draws from both internal RIPE NCC datasets and external sources. Operators can use RIPEstat to analyse global Internet events, get Internet statistics and compare data across multiple visualisations. Researchers and operators use RIPEstat as a data source to enrich other data. And our Registry teams can use RIPEstat to analyse the historical routing of a prefix and/or AS.

### Activities in 2026

We will continue work on the front- and backend of RIPEstat. Following major changes to the service in 2025, we will improve the UI and our observability setup. We will enhance features such as network naming, including user contributions, routing history and resource overview. At the same time, we plan to decommission features that are rarely used.

Before we re-design our data storage, we want to explore how RIPEstat can use machine learning. We will conduct experiments in collaboration with academic researchers and interns to see how best to do so.

Costs will remain similar to those in 2025.

### Commitments for 2026

- › Improve RIPEstat’s UI and observability setup.
- › Enhance the features of RIPEstat such as network naming.
- › Experiment with how RIPEstat can incorporate machine learning.

### More Information

- › [RIPEstat](#)
- › [RIPEstat Data API](#)
- › [RIPEstat Quarterly Planning](#)



## 2.7 RIS

FTEs: 5.1 (+0)	Cost: 950 (+12%) ↑	CAPEX: 70	% of budget for staff expenses: 80%
Main Expenses: Information Technology: 165 kEUR   Travel: 15 kEUR   Office Expenses: 1 kEUR			

### Description

The Routing Information Service (RIS) provides our members and the wider Internet community with a source of data about the state of the routing situation at any given moment, as well serving as a long-running record of routing development. This data can be used for historical analysis or for real-time insight into what is happening on the Internet. RIS is also an important source of data for RIPEstat, RIPE Atlas and other network monitoring tools. Another way to access RIS is through RIS Live, a feed that offers BGP messages in real time to monitor and detect routing events around the world.

### Activities in 2026

We plan to complete the migration of the data centre to rented metal servers by the end of the first quarter of 2026. We expect this migration to be costlier but with less capital expenditure than purchasing a new cluster. This will increase our long-term flexibility and is intended to achieve cost reductions over time. Once this stage is complete, we will work on the long-term maintainability of the RIS datasets used by RIPEstat.

We will publish an updated peering strategy, in which we plan to maintain a viable volume of data, with 400 to 500 complete peer tables in the long-term archive. We also aim to improve RIS data documentation, ideally by clearly communicating dataset artifacts.

Finally, after a major upgrade of the RIS route collectors, we plan to take a more comprehensive look at how the collectors are configured to see if we can improve them.

### Commitments for 2026

- › Transfer datasets to a new environment by early 2026.
- › Publish an updated peering strategy.
- › Produce public and collaborative documentation of data problems and outliers.
- › Make technical improvements to RIS route collectors.

### Peers

2022:	1,424 (+4%)
2023:	1,499 (+5%)
2024:	1,499 (0%)
2025:	1,481 (-1%) ↓

### More Information

- › [Routing Information Service \(RIS\)](#)
- › [RIS Live](#)
- › [RIS Quarterly Planning](#)



## 2.8 IT Support

FTEs: 17.2 (+0.1)	Cost: 4,020 (+12%) ↑	CAPEX: 390	% of budget for staff expenses: 57%
Main Expenses: Information Technology: 1,520 kEUR   Office Expenses: 165 kEUR   Travel: 20 kEUR			

### Description

With our many different systems and services, it is essential that we have a well-functioning technical backbone with trained staff available to quickly resolve any problems that arise. IT provides the backend, infrastructure and network support for all of our internal and external services through a state-of-the-art, secure and redundant IT platform with 24/7 support. Members can also flag technical emergencies outside regular office hours so they can be addressed directly. This ensures our members have access to the best-quality service with minimal interruptions or delays that could impact their operations. Our IT support team also manages the operations of all of the RIPE NCC’s internal systems, from our applications to our hardware and meeting room infrastructure, and provides technical support for RIPE Meetings.

### Activities in 2026

In 2026, IT will prioritise stability and security across core infrastructure and service delivery. A key focus will be maintaining our compliance posture. This means continued attention to policy enforcement, technical controls and automating workflows. Two major audits will shape this effort: the ISO 27001 certification audit in 2026 that follows the implementation of required controls in 2025, and the ISAE 3000/SOC 2 Type 2 audit, which will be conducted annually.

In line with our hardware lifecycle strategy, we will replace aging network infrastructure with modern, energy-efficient models. In addition, we will improve the way we manage and provision network configurations by adopting GitOps practices. This will allow for more automation and better traceability of changes across our environments. We will also prepare our on-premises infrastructure to support selected workloads currently running in the cloud.

We will continue developing and refining our business continuity plans, especially focusing on services hosted in, or dependent on, the cloud. This includes working developing exit scenarios for critical workloads to ensure that alternatives are documented and tested.

### Commitments for 2026

- › Pass ISAE 3000 and ISO 27001 audits with no major deviations.
- › Further develop business continuity plans and infrastructure.

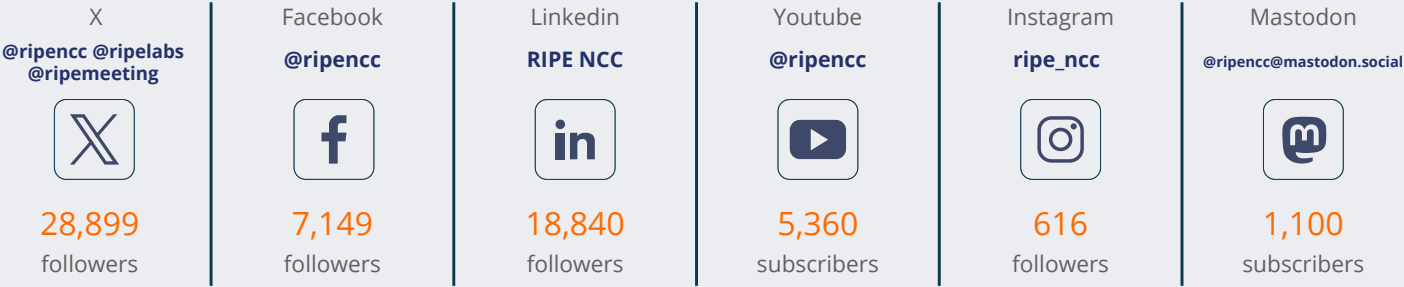
### More Information

- › [Service Announcements](#)
- › [Report Technical Emergency](#)
- › [Reducing the RIPE NCC’s Data Centre Footprint](#)
- › [RIPE NCC Cloud Technology Status](#)
- › [RIPE NCC Service Criticality Framework](#)



### 3. External Engagement and Community

#### Social Media



Follow us

for updates on RIPE NCC events, announcements, webinars, training courses and more.

#### RIPE Labs Statistics



117  
articles  
published



27,860  
unique page  
views per month  
(average)



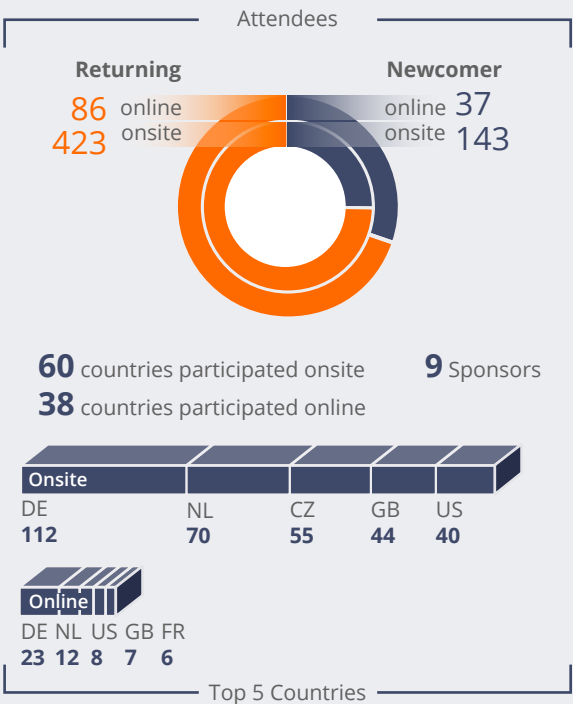
12,135  
unique visitors  
per month  
(average)



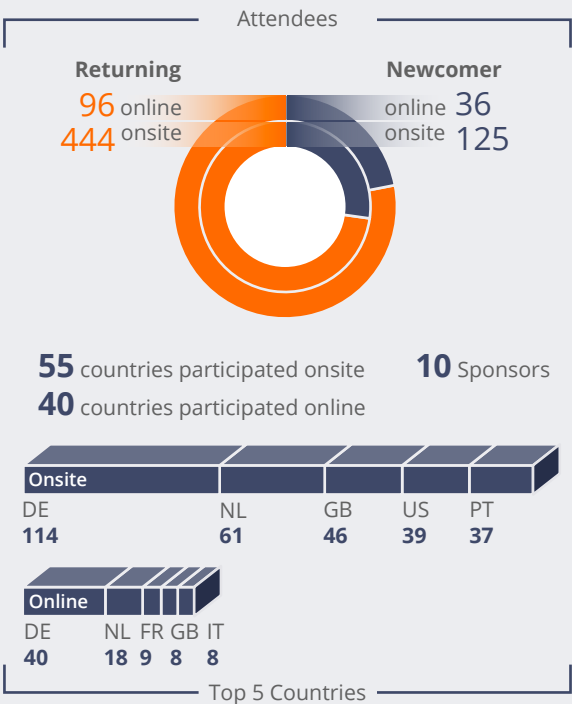
Popular content  
1. Outages  
2. Measurements and tools  
3. Internet infrastructure  
4. IPv6 5. Routing



#### RIPE 89 Prague



#### RIPE 90 Lisbon





### 3. External Engagement and Community *Continued*

The RIPE NCC is in a unique position to be able to dedicate a portion of its attention and budget to fostering cooperation and knowledge exchange through activities geared towards community building, development and collaboration. We therefore help to sustain the global digital commons by serving as the secretariat for the RIPE community and a representative of the overall consensus-based system of Internet governance, as we build relationships with governments and other regulators and share our technical perspective with them.

We generate high-quality insights on network resilience and interconnection, IPv6 scalability and routing security through RPKI. We incorporate those in our various training experiences and community engagements to our members and the wider community. We also maintain strong relationships with governments, regulators and standards-setting bodies, bringing our technical perspective to policy discussions and global Internet governance forums. Through this combination of research, learning and engagement, we help sustain the Internet as a permissionless platform.

#### RIPE NCC STRATEGY

2022 - 2026

This activity contributes to the following objectives and goals from the RIPE NCC Strategy 2022-2026:

#### Strategic Objectives

- 1** Support an open, inclusive and engaged RIPE community
- 3** Enable our members and community to operate one secure, stable and resilient global Internet
- 4** Maintain a stable organisation with a robust governance structure
- 5** Employ engaged, competent and diverse staff

#### Strategic Goals

- 1.1** Support the community in being recognised as inclusive and diverse and one that sees participation from all relevant groups
- 1.2** Create and foster environments and dialogues throughout the service region to maintain a highly engaged community
- 1.3** Support the RIPE community's open, bottom-up process of consensus-based decision-making
- 1.4** Maintain excellent relationships with technical, governmental and standards bodies
- 1.5** Increase community knowledge through learning and development activities
- 3.3** Support the growth of the Internet through promoting the use of best practices for Internet Resources and standards such as IPv6 and RPKI
- 3.4** Be a centre of excellence for data, measurements and tools that provide insight on the Internet and its operations
- 3.5** Support the innovation and evolution of the Internet through contributing to initiatives meant for the good of the Internet
- 4.1** Ensure the organisation's stability and financial strength
- 4.2** Be resilient in the face of political, legislative and regulatory changes that have the potential to affect our operations
- 4.3** Protect the Joint Internet Number Registry as developed by the Internet community
- 5.2** Maintain a healthy organisational culture with engaged staff aligned with the organisational values





## Key Takeaways

In 2026, we will engage with our members through hosting a number of meetings and providing support at other community events. We will work to include more people, including from underrepresented groups, through our programmes like RACI and the revamped RIPE Meeting Fellowship, for which we will develop more coaching to ensure participants are well-integrated in the community. For RIPE NCC members, we will hold consultations on important topics such as the development of our next five-year strategy from 2027-2031. We will also continue to expand our language support on our main and meeting websites and improve the user experience so it is easier for people to engage with us online. And we will improve consistency in our communications with members by aligning terminology and style across technical, legal and engagement documentation, prioritising the areas where alignment is most needed.

To help with capacity building, we will continue to provide high-quality learning experiences with insights on Internet resource management as well as network resilience and interconnection, IPv6 scalability and routing security through RPKI. We will continue to deliver a similar amount of training courses and webinars. We will pursue cost efficiencies such as through hosted courses, similar to what we did in 2025. And we will broaden the learning experiences we offer, such as by developing e-learning content for all RIPE community newcomers, including participants in the RIPE Fellowship programme, to help them engage effectively from the start. We also plan on completing the learning paths for IPv6 Advanced and Internet Measurements through the launch of the associated Certified Professionals exams.

We will also continue to engage with governments, regulators and standards bodies. After a busy year in this area in 2025, which saw the WSIS+20 process, we will follow up on the outcomes at the ITU Plenipotentiary Conference 2026 (PP-26). In this and all other policy engagements, we bring the perspective of the technical community to help shape regulation that reflects technical realities and needs. Our contributions are evidence-based, drawing on insights from our research and data storytelling teams and on reliable, real data collected through our measurement systems, to ensure policy discussions are informed by technical facts.



### 3.1 Community Building and Member Engagement

FTEs: 28.4 (+2.6)	Cost: 5,950 (+2%) ↑	CAPEX: -	% of budget for staff expenses: 53%
Main Expenses: Outreach & PR: 1,760 kEUR   Consultancy: 600 kEUR   Travel: 243 kEUR			

#### Description

The Internet Number System depends on an active, diverse and engaged technical community to provide guidance and direction. Supporting this community has always been a driving force behind what we do as an organisation in our role as RIPE secretariat. Our community building and member engagement activities are all designed to create environments where members and the RIPE community can come together to share expertise and coordinate their activities. These environments also bring us feedback that helps us to better understand members’ needs so we can deliver relevant information and services. Through these efforts, we also update and consult the community about the services, tools and ideas we are developing that could be useful to their operations, and we provide our members with transparent information and reporting on our governance and activities.



3.1.1 Community Building

FTEs: 12.5 (+2.2)	Cost: 3,620 (-2%) ↓	CAPEX: -	% of budget for staff expenses: 35%
Main Expenses: RIPE Meeting & Events: 1,565 kEUR   Consultancy: 430 kEUR   Travel: 220 kEUR			

Description

Our RIPE Meetings are the main forum in which we bring the RIPE community together, while the regional events we organise – MENOG (Middle East), CAPIF (Central Asia), SEE (South East Europe) and RIPE NCC Days – allow us to reach members and local communities that might find it difficult or costly to travel to RIPE Meetings. We also build awareness of our data and tools by organising hackathons and Internet Measurement Days. Another way that we connect with our membership and the RIPE community is through national NOGs. For these events, we provide funding and logistical support and send staff to attend or present. To engage with the academic community, we attend and sponsor academic conferences, collaborate with researchers, organise academic sessions for universities and sponsor students and academics to participate at RIPE Meetings through our RACI programme. We also support diversity in the Internet community through various fellowships and sponsorship initiatives.

Activities in 2026

Our engagements in 2026 will include two RIPE meetings: RIPE 92, which we plan to hold in Edinburgh, Scotland, and RIPE 93, which we plan to hold in Sofia, Bulgaria, and for which we will also support local hubs if organisers are available. We will also host our three regional meetings, SEE, CAPIF and MENOG.

In addition, we will host a number of specialised national events such as Internet Measurement Days and RIPE NCC Days. We will also present at NOGs and other events to promote our data services and measurement tools including RIS, RIPE Atlas, K-root and AuthDNS to help increase our global footprint. To achieve this, we will work with community members, RIPE Atlas ambassadors, our fellow RIRs and other partner organisations.

One of our major goals is to help members of underrepresented groups get involved in the RIPE community. One way we will do this is through our RIPE Fellowships, which provide financial support for individuals to attend our events. In 2026, we will offer a more elaborate learning and coaching component to the RIPE Fellowship programme so that recipients are more prepared to engage with the community. We will also help academics attend RIPE Meetings through our RACI programme, giving them the opportunity to share their research and connect with the technical community. We will also continue to develop our relationships with universities and NRENs and actively invite students to RIPE Meetings.

Finally, we will support community events in our service region like NOGs and national and youth IGFs with financial and/or technical contributions. And we will continue to organise our online Open Houses on a variety of topics.

In 2025, the RIPE NCC Executive Board temporarily paused the RIPE NCC Community Projects Fund (CPF) for the year to review its project management and goals. Following this review, the Board has decided to discontinue the CPF due to the amount of resources required to administer the Fund.

Our operating budget will remain roughly the same as in 2025. However, we will add two FTEs in this area: one new role to support community engagement, and one FTE transferred from Learning and Development to Community Building. This will help consolidate our engagements planning, as our main Events team will now be responsible for organising all of our events, including training workshops.



### 3.1.1 Community Building Continued

#### Commitments for 2026

- › Deliver RIPE 92 and 93.
- › Deliver SEE 14, CAPIF 5 and MENOG 26.
- › Deliver targeted national engagements including Internet Measurement Days and RIPE NCC Days.
- › Support NOGs and national/youth IGFs.
- › Expand the coaching component of the RIPE Fellowship.
- › Support RACI and academic engagements.

#### More Information

- › [Meetings and Events](#)
- › [Participate in the RIPE Community](#)
- › [RIPE Meetings](#)
- › [RACI](#)
- › [RIPE NCC Open House](#)



### 3.1.2 Membership Engagement

FTEs: 15.9 (+0.4)	Cost: 2,330 (+8%) ↑	CAPEX: -	% of budget for staff expenses: 81%
Main Expenses: Consultancy: 170 kEUR   Outreach & PR: 135 kEUR   Information Technology: 87 kEUR			

#### Description

We maintain a high standard of accuracy and transparency in our reporting and when responding to questions from our membership or the RIPE community. We provide platforms that allow people to access our information, including ripe.net and the RIPE Document Store, RIPE Labs, and the various membership and RIPE community mailing lists. We also publish key RIPE NCC governance documents, including the Annual Report and the Activity Plan and Budget. Our platforms and content keep members up to date with developments and serve as a forum for the RIPE community to coordinate on policies, planning and best practices.

#### Activities in 2026

2026 will be a big year for the governance of the RIPE NCC, and engaging our members around these issues will be important for the smooth running of the organisation and ensuring our members continue to support the mission of the organisation. We will finalise the RIPE NCC Strategy 2027-2031 using input from our members and community. We are also likely to have a new Charging Scheme model for the duration of that strategy cycle following the work carried out in 2025 by the RIPE NCC Charging Scheme Task Force. Getting the involvement of our members in the processes around these important documents will be very important. We will also put greater effort into increasing the vote for our GMs to ensure decisions are made with broader involvement from our membership.

We also worked in 2025 to develop our data pipelines, and we plan to make more statistics and analyses available to our members, especially around the Registry and the number resources that underpin our work and are of crucial importance to members.

We have started to involve the community in our translation project, and by the end of 2025, we will have published our important information in French and Ukrainian to join the existing translations in Spanish, Italian, Russian, Turkish, Arabic and Farsi. In 2026, we will continue to engage community volunteers who can help with expanding our language centre with more languages and more translations.

Increased limitations on bulk emails mean that we will need to continue exploring other ways to reach our members. To this end, we will prioritise our existing platforms like the RIPE NCC Forum and RIPE Labs, for which we will create podcasts and other multimedia content. We will also make greater use of the redesigned and improved LIR Portal to engage with members in a better way. And we will work to unify our internal processes and reduce information siloes between teams, such as by unifying our language and terminology to improve the clarity of our communications internally and externally.

Building on our work from 2025, we will continue to develop the platform that hosts the RIPE Meeting websites by expanding it to also host our regional meeting sites and to offer multi-language support. At the same time, we will continue improving features on our main website, such as by integrating it with related platforms and systems we use. We will also begin moving away from our current meeting registration system to a more modern, open-source platform.

Our operating budget will remain roughly the same as in 2025.



### 3.1.2 Membership Engagement Continued

#### Commitments for 2026

- › Support the development of the RIPE NCC Strategy 2027-2031 and the Charging Scheme 2027, on top of regular RIPE NCC governance documentation.
- › Provide more insights on member-related matters and the Registry.
- › Increase the number of languages supported in the RIPE NCC Language Centre.
- › Develop member engagement through the LIR Portal.
- › Develop our meeting website platform by hosting our regional meeting websites there and expanding multi-language support.
- › Improve [www.ripe.net](https://www.ripe.net) features by integrating it with our other platforms and systems.
- › Start the transition for our meeting registration system to a new platform.

#### More Information

- › [ripe.net](https://ripe.net)
- › [RIPE Labs](#)
- › [RIPE Labs Podcast](#)
- › [The RIPE NCC Forum](#)
- › [RIPE NCC Translations](#)
- › [RIPE NCC Organisational Documents](#)



### 3.2 Learning and Development

FTEs: 12 (-1)	Cost: 1,900 (+3%) ↑	CAPEX: -	Budget on staff expenses: 81%
Main Expenses: Outreach & PR: 255 kEUR   Travel: 90 kEUR   Information Technology: 25 kEUR			

#### Description

To our members, we offer in-person courses throughout our service region, and we give each member three Certified Professionals exam vouchers per year. To the broader Internet community, we offer learning options that scale better to a larger number of participants at the same cost for the RIPE NCC, such as e-learning courses and webinars. These learning experiences also help introduce operators to the RIPE community and the RIPE NCC.

Anyone using any of our training and certification services gets the benefit of learning about best practices and industry standards, acquiring practical knowledge that can be used at their jobs, help their career development and enable them to contribute more effectively to the operation of the Internet. Our certification exams allow learners to verify their knowledge and earn a digital badge in recognition of their expertise, boosting their professional profile.

Our learners have access to up-to-date and relevant knowledge that is offered through sound pedagogical, accessible and engaging experiences. We use open-source tools and material to maintain the neutrality of our learning experiences, with no dependence on any economic or political interests.

All Internet stakeholders benefit from others applying best practices, making informed decisions and using appropriate security measures. We believe in empowering operators through learning so they can contribute to a more stable, secure and resilient Internet. The Internet has many interdependencies, so it is vital that everyone connected to it has the skills to operate it effectively.

Across all our training and certification services, in 2026 we will focus on keeping the delivering the same quality and a similar quantity. We will continue our work on improving the user experience, especially in terms of access to our services under a unified RIPE NCC Academy. We will work on new learning experiences to complete our existing learning paths. We will keep working to maximise the impact of our services, activities and projects while using the same resources and budget. This will include internal efforts to keep our procedures and teamwork effective and up to our high standards.

Our operating budget will remain roughly the same as in 2025. However, one FTE will transfer from Learning and Development to Community Building, which now organises the logistics of all RIPE NCC events, including training workshops.



### 3.2.1 Technical Training and Development

FTEs: 6 (-1)	Cost: 1,050 (0%) =	CAPEX: -	% of budget for staff expenses: 78%
Main Expenses: Outreach & PR: 140 kEUR   Travel: 75 kEUR   Information Technology: 10 kEUR			

#### Description

Technical Training and Development is where the technical expertise and knowledge for Learning and Development resides. We deliver learning experiences all over our region and support and improve all of our learning experiences: webinars, in-person courses, e-learning courses and certification exams. This includes the development and maintenance of the different labs we use for the hands-on parts of our learning experiences. Our team is in direct contact with our members and the RIPE community at our in-person courses and when representing the RIPE NCC at events and conferences. We help participants understand our services and broader topics, inform them about our webinars and courses, bring their feedback back to the RIPE NCC, manage course registration and plan the travel and logistics for our learning events. We also prepare our pool of trainers to deliver learning experiences up to our high standards.

#### Activities in 2026

In the coming year, we will focus on applying efficiency measures for our in-person training courses whenever possible, using a similar budget. These measures include continuing our hosted courses, where collaborating organisations provide the training venue and promote the courses locally. With these efforts we will be able to deliver a similar amount of courses in a similar amount of locations as in 2025. We will also deliver a similar number of webinars as in 2025. And we will work on the quality of our hands-on labs by tackling technical debt and improving internal support.

Internally, we will continue our training efforts at the RIPE NCC to facilitate the onboarding of new staff members and expand organisational knowledge. We will also represent the RIPE NCC at events and conferences in coordination with our other activities. Lastly, we will provide our technical expertise as needed to governments and regulators, law enforcement agencies and academia, among others.

#### Commitments for 2026


- › Deliver 30-35 webinars.
- › Deliver around 45 in-person training courses in 20 locations.
- › Continue organising hosted courses.






3.2.1 Technical Training and Development Continued


Webinars

2022:	69
2023:	41
2024:	36
2025:	41 


Webinars NPS\*

2024:	61
2025:	48 

In-Person Training Courses and Workshops

2022:	7
2023:	47
2024:	31
2025:	56 

In-Person Training Courses and Workshops NPS\*

2024:	79
2025:	85 

More Information

- › [In-Person Training Courses](#)
- › [Webinars](#)

*\*These are new statistics as of the Activity Plan and Budget 2025.*



3.2.2 Curriculum Development

FTEs: 6 (+0)	Cost: 850 (+6%) ↑	CAPEX: -	% of budget for staff expenses: 84%
Main Expenses: Outreach & PR: 115 kEUR   Travel: 15 kEUR   Information Technology: 15 kEUR			

**Description**

Curriculum Development holds the pedagogical, user experience and visual design expertise for Learning and Development. We make sure that our learning experiences are of high quality by tailoring content to the learner’s needs, ensuring it is relevant and up to date, working with subject matter experts, utilising sound pedagogical methodologies and techniques and providing engaging, accessible learning experiences within each service. This includes webinars, in-person courses, e-learning courses and certification exams.

In addition to overseeing the development and maintenance of learning experiences, Curriculum Development runs two services: the RIPE NCC Academy e-learning platform and the Certified Professionals programme.

**Activities in 2026**

Next year, we will work on improving learners’ access to all of our training and certification services under a unified RIPE NCC Academy. To increase engagement, we will work on making our learning experiences accessible to more people and finding better ways to share relevant information about them. Internally, we plan to work on updating our procedures for maximum team efficiency. We will also keep up our regular activities of quality assurance, materials maintenance and service delivery for e-learning courses and certification exams.

New offerings we aim to deliver in 2026 will be e-learning content for all RIPE Meeting newcomers that will be used to support the RIPE Fellowship programme, an IPv6 Advanced certification exam and an Internet Measurements certification exam. This will allow us to complete the learning paths for the IPv6 Advanced and Internet Measurements topics.

**Commitments for 2026**

- › Deliver the IPv6 Advanced certification exam.
- › Deliver the Internet Measurements certification exam.
- › Finalise e-learning content for the RIPE Fellowship programme.

**E-learning Modules Completed (excluding microlearnings)**

2022:	29,182
2023:	35,030
2024:	19,612
2025:	21,923 ↑

**E-Learning Modules Rating**

2024:	4.71 out of 5*
2025:	4.70 out of 5*

**Certified Professionals Exams Completed**

2022:	1,077
2023:	1,139
2024:	515
2025:	548 ↑

**Certified Professionals Quality of Exam Platform/Questions**

2024:	3.5 out of 4 / 3.3 out of 4
2025:	3.2 out of 4 / 3.2 out of 4

**More Information**

- › [RIPE NCC Academy](#)
- › [RIPE NCC Certified Professionals](#)



### 3.3 Coordination and Collaboration

FTEs: 7.9 (+0)	Cost: 1,950 (-7%) ↓	CAPEX: -	% of budget for staff expenses: 61%
Main Expenses: Consultancy: 560 kEUR   Travel: 275 kEUR   Contributions: 2 kEUR			

#### Description

The RIPE NCC is part of a much larger Internet governance system. We work to support and defend this system, often using the RIPE community as an example of how well it works in practice. Geopolitical tensions as well as the increasing rate of conflicting regulatory developments across our service region have a huge impact on the RIPE NCC and our operations. We have to constantly prepare for and mitigate potential challenges in this area.

Our work here requires maintaining excellent relationships with technical, governmental and standards bodies. We draw on our expertise and reputation as a trusted source of data to inform key decision makers about the needs of the technical community. We also find effective ways to deliver these data insights to diverse audiences through a variety of channels and events. And we coordinate with other technical bodies to ensure the stable operation and governance of the Internet.

Drawing on the combination of research, learning and community engagement, we actively engage with governments and policymakers, sharing our technical insights. This work is essential in an increasingly regulated environment, where new legislation could significantly impact the Internet as a permissionless platform.



3.3.1 Public Policy and Internet Governance

FTEs: 5 (+0)	Cost: 1,450 (-9%) ↑	CAPEX: -	% of budget for staff expenses: 51%
Main Expenses: Consultancy: 530 kEUR   Travel: 250 kEUR   Contributions: 2 kEUR			

**Description**

Together with the RIPE community, we engage with public authorities in our service region. We work with governments to find solutions that allow us to serve our members and convey information between the technical community and policymakers, facilitating mutual understanding and consideration of both perspectives in Internet governance discussions.

Through targeted events, publications and outreach, we provide policymakers and relevant agencies with informed perspectives on issues relevant to our membership and the RIPE community. Early engagement with policymakers allows the RIPE NCC to address potential issues. And the RIPE NCC's participation in Internet governance events and our policymaker engagement ensures that the technical community's voice is heard in global discussions.

We collaborate with the other Regional Internet Registries (RIRs) under the umbrella of the Number Resource Organization (NRO), as well as with the Internet Corporation for Assigned Names and Numbers (ICANN), the Internet Engineering Task Force (IETF) and the Internet Society (ISOC). We also contribute to community-driven Internet governance events, including the global Internet Governance Forum (IGF), where we participate both as the RIPE NCC and as part of the NRO. We also cooperate with UN agencies such as the International Telecommunication Union (ITU) and various industry leaders and associations.

Activities in 2026

In 2026, we will continue to identify political tensions and risks in our service region. This will inform our strategy planning and how we carry out our daily work. We will also keep our members and community informed about Internet governance developments that have the potential to affect their operations.

One major event in this area will be the ITU Plenipotentiary Conference 2026 (PP-26), which will be held in Doha, Qatar, from 9-27 November 2026. This conference will follow up on the work done during the processes for the Global Digital Compact and WSIS+20.

We plan on holding at least three roundtables in locations including the Middle East, South East Europe and Brussels. These roundtables, as well as presentations, discussions and bilateral engagement, help policymakers understand the operational realities behind Internet technical coordination, ensuring that governance and regulation are informed by the technical community's experience.

We also support, both financially and through active participation, Regional Internet Governance Forums and summer schools, recognising their role in fostering inclusive, multi-stakeholder dialogue and capacity building. These include EuroDIG, SEEDIG, the Central Asian IGF and the Arab IGF, where we contribute by organising sessions, sharing technical expertise and engaging with regional stakeholders. We also take part in a number of Internet governance summer schools across Europe and the Middle East, helping to introduce the next generation of community members, policymakers and technical experts to key Internet governance issues.

We carry out similar engagements at the IETF. Here, we support the policymakers' track by providing technical knowledge on the RIR system, covering how it works, its role in the distribution and registration of Internet number resources, and why it is important to maintain and support this community-driven model.

Our main expenses will be our outreach efforts and engagements.



### ***3.3.1 Public Policy and Internet Governance Continued***

#### **Commitments for 2026**

- › Hold at least three roundtables in locations including the Middle East, South East Europe and Brussels.
- › Participate in bilateral and preparatory meetings with relevant governments and international organisations.
- › Support and participate in Regional Internet Governance Forums and summer schools.
- › Actively engage in preparatory UN meetings on the national, regional and global level.

#### **More Information**

- › [RIPE NCC Roundtable Meetings for Governments and Regulators](#)
- › [RIPE NCC Internet Governance Activities](#)
- › [Internet Technical Community Coordination](#)
- › [Number Resource Organization \(NRO\)](#)
- › [RIPE Cooperation Working Group](#)



3.3.2 Research

FTEs: 2.9 (+0)	Cost: 500 (0%) =	CAPEX: -	% of budget for staff expenses: 90%
Main Expenses: Consultancy: 30 kEUR   Travel: 25 kEUR   Office Expenses: 1 kEUR			

**Description**

By developing and delivering high-quality insights from the RIPE NCC’s data services, tailored for specific audiences, we can better support informed decision-making and highlight the value of the Internet measurements, Registry data and analysis we provide. This is crucial to make informed decisions on topics related to peering, IPv6 deployment and routing security. Our methodological analyses and data storytelling about Internet events can also act as early warnings, enabling the community to take proactive measures to address potential issues before they escalate. Our research also helps members to optimise their operations by making more efficient use of available resources and information to enhance overall network performance.

These insights are also used to expand our learning offerings, integrate them into training courses and support our engagements with the RIPE community and our members, fostering a collaborative environment where information is shared clearly and openly.

**Activities in 2026**

In 2026, we will produce more insights in a number of reports, focusing on three key areas. First, for network resilience, we will measure how packets route around damage and will analyse trends for IXPs, sharing these findings with our members and the wider community to support informed operational decision-making. For IPv6 scalability, we will examine deployment and penetration patterns alongside best current practices. Finally, for routing security, we will analyse deployment trends and investigate incidents of hijacks and route fluttering.

In 2025, we developed a number of data pipelines, and in 2026 we plan to make more statistics and analyses available to our members, especially around the Registry and data services that we operate, which are of crucial importance to the community. By combining these richer datasets with our data storytelling efforts, we will be able to present this information in more accessible and engaging ways, helping members and stakeholders see not just the numbers, but the narratives and operational insights behind them.

We will also experiment with the use of AI for detection and pattern recognition, aiming to enhance our research capabilities and improve early identification of Internet deployments and events, as well as connectivity loss or damage.

In addition, we plan to integrate our hackathon work more closely with our research and data activities, using them as open spaces to think differently, experiment with unconventional approaches and cross-pollinate ideas between technical experts, newcomers, and unexpected collaborators. By embedding elements of permissionless innovation and creativity into these activities, we aim to spark fresh approaches to networking and interconnectivity. These initiatives will not only connect diverse expertise but will also strengthen the Internet as a permissionless platform.

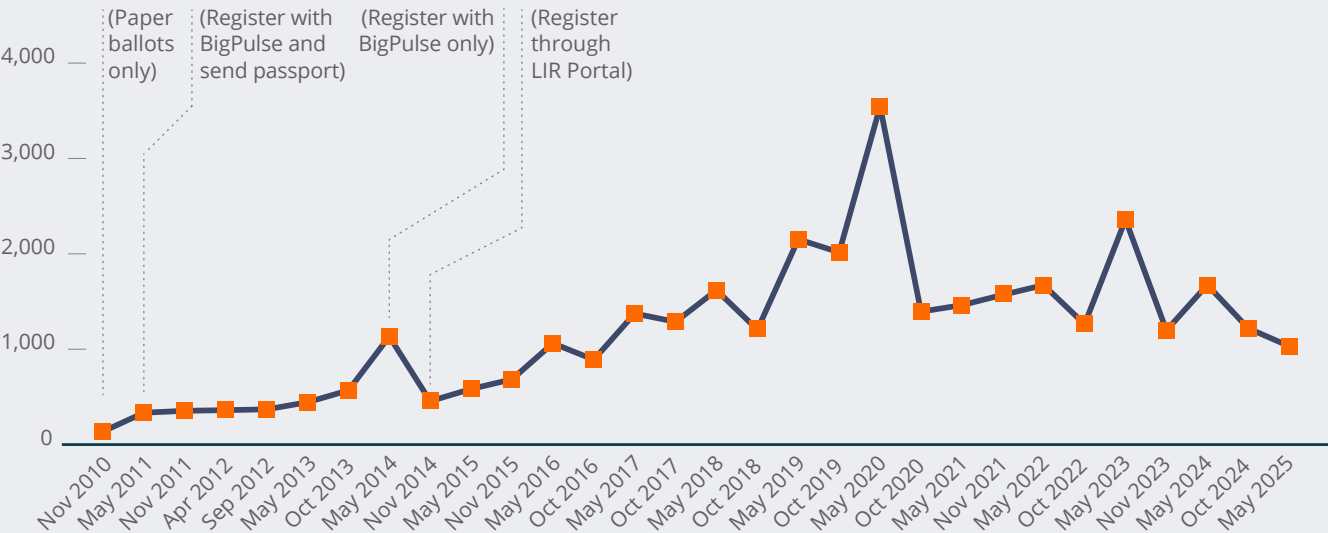
- Commitments for 2026**
- › Produce reports on the “state of the Internet.”
  - › Produce three regional reports.
  - › Produce national reports.

- More Information**
- › [RIPE NCC Reports](#)
  - › [RIPE NCC Prototype Tools and Visualisations](#)

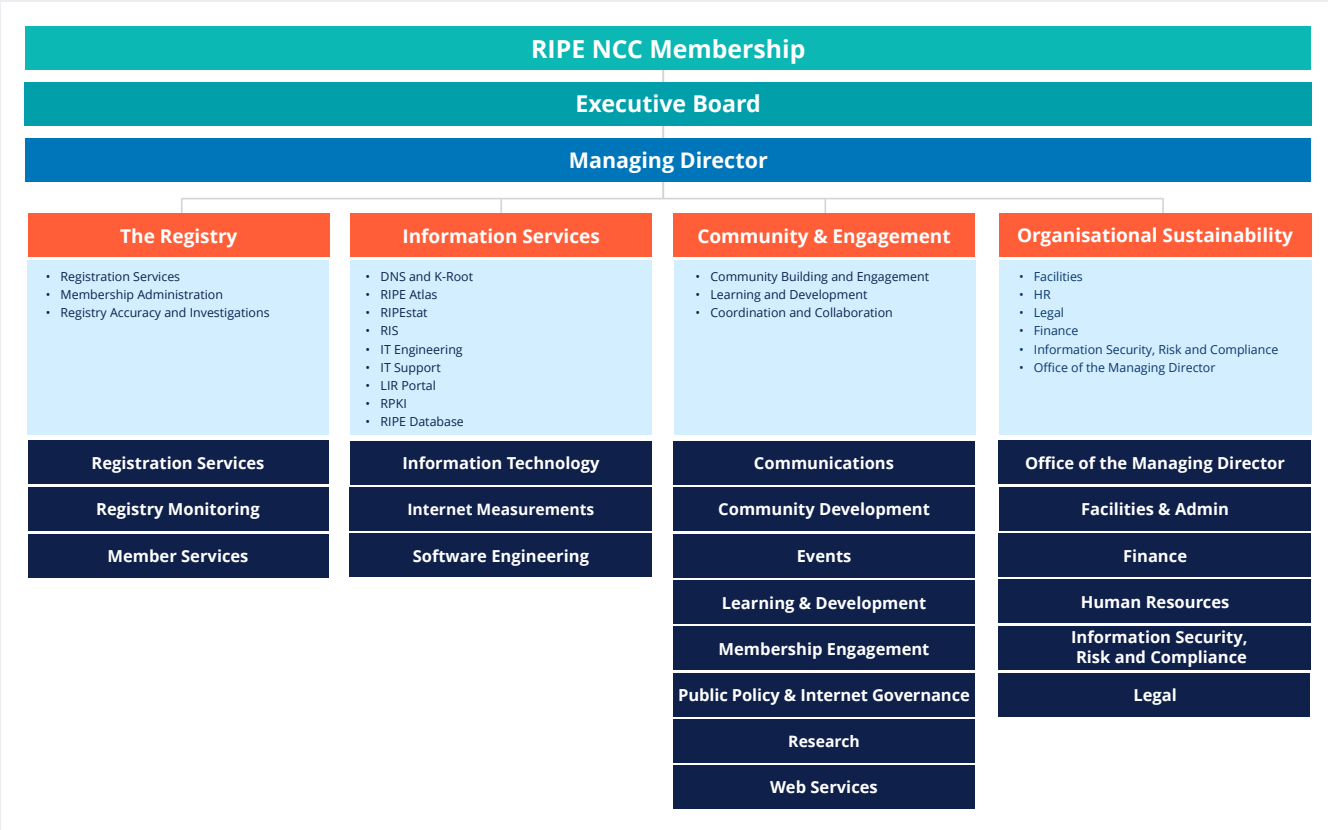


## 4. Organisational Sustainability

GM Votes



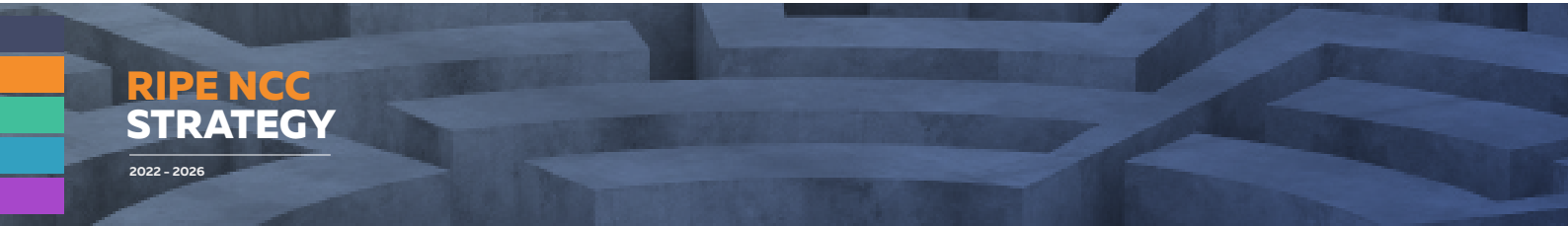
RIPE NCC Organisation Structure





## 4. Organisational Sustainability *Continued*

In order to carry out our mission, we must be resilient to regulatory, political and financial challenges. We must ensure that we are compliant with relevant legislation and secure against any external threats. Internally, we must develop policies and procedures that will create the most effective environment for staff to do their work.



This activity contributes to the following objectives and goals from the RIPE NCC Strategy 2022-2026:

Strategic Objectives	Strategic Goals
<div>4</div> Maintain a stable organisation with a robust governance structure	<div>4.1</div> Ensure the organisation's stability and financial strength
	<div>4.2</div> Be resilient in the face of political, legislative and regulatory changes that have the potential to affect our operations
	<div>4.3</div> Protect the Joint Internet Number Registry as developed by the Internet community
	<div>4.4</div> Maintain necessary levels of security and compliance with best practices and applicable regulations
<div>5</div> Employ engaged, competent and diverse staff	<div>5.1</div> Attract, develop and retain talented people from across the service region
	<div>5.2</div> Maintain a healthy organisational culture with engaged staff aligned with the organisational values
	<div>5.3</div> Offer working mobility within the service region to support staff and our vision, mission and strategic objectives

### Key Takeaways

It is absolutely essential that we keep the RIPE NCC functional at the administrative level, in such a way that we are also prepared for the years ahead. We have been evaluating the fit of our current office and considering alternatives, and we will execute our decision to stay in our office and make necessary renovations in 2026. To ensure staff engagement and long-term development, we will take steps to enhance the health and safety of our staff. We will also continue our overall company culture and our change management and succession planning processes.

Alongside ensuring staff resilience, we must also ensure our overall organisation's resilience. We will continue to review the applicability of any new EU legislation and amend our legal framework accordingly, as well as screen members for potential sanctions. And we will continue to support the NRO NC/ASO AC in its work to update the requirements in the ICP-2 document. We must also guarantee the long-term financial security of the RIPE NCC, for which one of our main challenges will be to find a solution to collect our income at risk. And we will undertake an important effort in drafting proposed models for the Charging Scheme 2027, to be shared for member approval at the May 2026 General Meeting.





Across the organisation, to protect our information security and manage risk, we will continue our work to align with the ISO 27001 standard. We will also operationalise our Governance, Risk and Compliance (GRC) platform to streamline management and reporting. Finally, we will look further ahead into the future as we continue work on planning our five-year strategy cycle for 2027-2031. We will produce a draft version in 2026 for members to vote on at the May 2026 General Meeting.



### 4.1 Facilities

FTEs: 4.8 (+0.1)	Cost: 2,400 (+12%) ↑	CAPEX: 300	% of budget for staff expenses: 16%
Main Expenses: Housing & Insurances: 1,615 kEUR   Office Expenses: 410 kEUR   Consultancy: 30 kEUR			

**Description**  
Facilities covers our daily internal administrative functions along with the rent, insurance and maintenance for all facilities and equipment. This activity provides efficient and centralised staff support, such as travel booking for meetings and events. This streamlines the work of our staff and helps the overall organisation run smoothly.

We have our head office in Amsterdam under a lease contract from 2015-2026, with the option to prolong the contract for another five plus five years. We also have external storage in Amsterdam and a legal entity with an office in Dubai. Our goal is that our offices are well-maintained and set up to ensure a safe, secure, healthy and appealing environment for our staff that allows them to perform at their best.

We support a hybrid way of working, where we give staff the option to work from home and from the office. While working from home offers the option to fully focus on individual work behind our laptops, our office is the essential place where we meet our colleagues, connect, collaborate and bring new ideas to life.

#### Activities in 2026

In 2026, the term of our current rental contract for our Amsterdam office will end, with the option to prolong the contract for another five plus five years. Therefore, our main effort in 2025 has been deciding whether to renew this contract and stay in our current office or move to a new office location. After reviewing the options, we have decided to stay in our current office and carry out renovation necessary for staff to work most effectively. We will therefore focus on planning these office improvements in 2026 and 2027 based on a detailed plan that we are currently working on.

Our other main goals for the year will be improving our office security, reviewing our suppliers and contracts for cost effectiveness and documenting and enhancing our processes, possibly by introducing automation.

Our CAPEX in this activity will be 300 kEUR for the start of necessary office renovations based on the plan currently being created. Renovation works will begin later in 2026 and will continue into 2027.

#### Commitments for 2026

- Execute the decision for staying in our current office by making a detailed improvement plan to ensure a healthy, safe and secure working environment.

#### More Information

- [Office Information](#)



4.2 Human Resources

FTEs: 5.8 (+0)	Cost: 1,200 (+9%) ↑	CAPEX: -	% of budget for staff expenses: 61%
Main Expenses: Consultancy: 250 kEUR   Housing & Insurances: 110 kEUR   Office Expenses: 75 kEUR			

Description

Keeping our operations running at their best, with world-class service for members, requires attracting and maintaining talented staff from across our service region. Human Resources (HR) coordinates the recruitment of new staff members to the RIPE NCC, onboards them and initiates efforts to keep them engaged and help them develop professionally at all levels of the organisation. HR also leads activities to foster a healthy and inclusive organisational culture in line with our values for all staff members to ensure they have the fuel they need to be their most productive.

Activities in 2026

In 2026, one of our main focus points will be ensuring the health and safety of our staff. First, we will follow up on a Periodic Medical Examination conducted for all staff in Q3/Q4 2025. We will implement the recommendations made by the third party carrying out the examination about how to improve overall staff health and safety. We will also continue to assess the impact of our overall company culture from the leadership perspective, the staff perspective and the perspective of collaboration between and within teams. And we will work on increasing awareness regarding our policies related to the code of conduct for staff and how to effectively handle complaints and infractions.

Another focus point will be reviewing the RIPE NCC’s change management process due to new regulations and compliance standards that we must implement. On top of this, we will implement succession planning for key positions we designed in 2025 to increase business continuity.

Budget-wise, our costs will not change significantly except for increased vendor costs due to inflation.

Commitments for 2026

- › Implement our succession planning process.
- › Improve the overall health and safety of our staff.
- › Carry out an organisation-wide effort to improve our company culture.
- › Support the development of staff leadership.

More Information

- › [Staff](#)
- › [Careers at the RIPE NCC](#)

Overview of Employment Legislation Applicable to the RIPE NCC

Dutch employment legislation applicable to the RIPE NCC and already implemented in our policies and procedures	Upcoming legislation applicable to the RIPE NCC
<a href="#">Dutch Employment Law as described in BW7</a>	<a href="#">New legislation regarding the reforming of the Dutch pension system</a> - implementation deadline 1/1/2028
<a href="#">Dutch ARBO Law (Dutch Working Conditions Act)</a>	<a href="#">The EU Pay Transparency Directive: as of 2027, reporting on pay equity of previous year</a>
<a href="#">Whistleblower Protection Act</a>	<a href="#">Law Clarifying the assessment of employment relationships and legal presumption (Vbar)</a>



### 4.3 Legal

<b>FTEs:</b> 6 (+1)	<b>Cost:</b> 1,300 (+8%) ↑	<b>CAPEX:</b> -	<b>% of budget for staff expenses:</b> 61%
<b>Main Expenses:</b> Consultancy: 500 kEUR   Travel: 20 kEUR   Office Expenses: 2 kEUR			

#### Description

We uphold a strong and accountable legal framework for the provision of our services. Our aim is to maintain a trustworthy legal entity that, as part of the Internet self-regulatory system, can defend the accountability of this system and the existing Internet governance structures. By doing so, we ensure a stable legal environment, within which our members are confident to operate and develop their networks and their services, and within which the RIPE community can contribute to the growth of the Internet.

To this end, it is important to ensure that our legal framework is robust, consistent, compliant with applicable national and international legislation and limits our exposure to liability. It is also important to support RIPE community discussions by providing legal analysis for policy proposals and other suggestions related to the operations of the RIPE NCC and the overall Regional Internet Registry (RIR) system.

As we operate within an evolving geopolitical environment, this work becomes challenging. We face more national and international legislation that impacts our operations or our members'. An example of that is our obligation to implement EU sanctions for some of our members. Despite that, we strive to allow as little disruption as possible, while we demonstrate full compliance with relevant legislation.

#### Activities in 2026

In 2026, we will continue reviewing the applicability of any new EU legislation and amending our legal framework accordingly. This includes NIS2, the eEvidence framework and the Cyber Resilience Act. Additionally, we will monitor the revisions of GDPR and eIDAS. On top of this, we must also maintain our compliance with EU sanctions by investigating potentially sanctioned members and applicants.

We will continue to support the NRO NC/ASO AC's revision of the ICP-2 document ("Governance Document for the Recognition, Operation, and Derecognition of Regional Internet Registries"). And we will support RIPE community discussions by providing legal analysis for policy proposals and other suggestions related to the operations of the RIPE NCC and the overall RIR system.

To help our organisation remain strong and resilient, we will continue improving the RIPE NCC's legal framework in 2026, and we will provide legal support to all projects of the organisation as described in this Activity Plan.

Apart from staff costs, our main cost will be for legal consultancy. We plan to add one FTE but will reduce legal consultancy expenses.

#### Commitments for 2026

- › Continue work on the ICP-2 revision.
- › Implement new pieces of EU/Dutch legislation, such as NIS2 and eEvidence.

#### More Information

- › [Legal Information](#)
- › [Revising the Criteria for the Accreditation of Regional Internet Registries](#)



### 4.3 Legal Continued

#### Overview of EU Legislation (Current and Upcoming) Applicable to RIPE NCC Services\*

<i>EU legislation currently applicable to RIPE NCC services</i>	<i>Upcoming EU legislation (not yet adopted/not yet implemented in the Dutch legislation/not yet in force) - to be reviewed and implemented if applicable to RIPE NCC services</i>
GDPR ( <a href="#">Council Regulation (EU) 2016/679</a> )	Network and Information Security - NIS2 ( <a href="#">Council Directive (EU) 2022/2555</a> )
ePrivacy Directive ( <a href="#">Council Directive (EU) 2002/58</a> processing of personal data and the protection of privacy in the electronic communications sector)	Critical Entities Resilience Directive - CER ( <a href="#">Council Directive (EU) 2022/2557</a> )
Digital Services Act - DSA ( <a href="#">Council Regulation (EU) 2022/2065</a> )	European Data Act ( <a href="#">Council Regulation (EU) 2023/2854</a> )
Radio Equipment Directive ( <a href="#">Council Directive (EU) 2014/53</a> )	New Radio Equipment Directive
Directive on the restriction of the use of certain hazardous substances in electrical and electronic equipment ( <a href="#">Council Directive (EU) 2011/65</a> )	Updates to the Directive on the restriction of the use of certain hazardous substances in electrical and electronic equipment
Directive on waste electrical and electronic equipment ( <a href="#">Council Directive (EU) 2012/19</a> )	Updates to the Directive on waste electrical and electronic equipment
EU sanctions on the “freezing of funds and economic resources of designated persons and entities” and a “a prohibition on making funds and economic resources available to such persons and entities” ( <a href="#">Council Regulation (EU) No 36/2012</a> <a href="#">Council Regulation (EC) No 305/2006</a> <a href="#">Council Regulation (EU) No 359/2011</a> <a href="#">Council Regulation (EU) No 267/2012</a> <a href="#">Council Regulation (EU) 2023/1529</a> <a href="#">Council Regulation (EU) No 208/2014</a> <a href="#">Council Regulation (EU) No 269/2014</a> <a href="#">Council Regulation (EC) No 765/2006</a> <a href="#">Council Regulation (EU) 2023/888</a> <a href="#">Council Regulation (EU) 2019/1890</a> <a href="#">Council Decision 2011/173/CFSP</a> <a href="#">Council Regulation (EC) No 1210/2003</a> <a href="#">Council Regulation (EU) No 1352/2014</a> <a href="#">Council Regulation (EU) 2021/1275</a> <a href="#">Council Regulation (EU) 2020/1998</a> <a href="#">Council Regulation (EU) 2018/1542</a> <a href="#">Council Regulation (EU) 2019/796</a> <a href="#">Council Regulation (EC) No 2580/2001</a> <a href="#">Council Regulation (EU) 2016/1686</a> <a href="#">Council Regulation (EC) No 881/2002</a> <a href="#">Council Regulation (EU) 2024/386</a> )	Product Liability Directive ( <a href="#">Council Directive (EU) 2024/2853</a> )
	Cyber Resilience Act (CRA)
	eEvidence Regulation and Directive ( <a href="#">Council Regulation (EU) 2023/1543</a> ; <a href="#">Council Directive (EU) 2023/1544</a> )
	Updates to the Regulation on the European Digital Identity Framework (eIDAS)

\*This list gives an indication of EU legislation that has a direct impact on RIPE NCC services or the provision thereof, known as per 17 September 2025. It does not include legislation that is applicable to our general operations or administration (e.g. applicable tax law legislation, labour law legislation) or the generally applicable legislation in the Dutch jurisdiction (e.g. Dutch civil law, criminal law, etc). It also does not include laws that may affect us indirectly (because they affect our suppliers, members, etc.) or laws applicable to individual members' cases (e.g. national bankruptcy laws).



## 4.4 Finance

<b>FTEs:</b> 9 (+0.2)	<b>Cost:</b> 1,865 (+10%) ↑	<b>CAPEX:</b> -	<b>% of budget for staff expenses:</b> 55%
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**Main Expenses:** Bank Charges: 375 kEUR | Consultancy: 325 kEUR | Information Technology: 115 kEUR

### Description

High-quality administrative processes ensure that we make efficient use of our resources. Our accounting, administration and reporting adhere to the General Dutch Accounting Standards and aim to provide a true and fair view of our financial situation, beyond what is required by law. This is how we offer financial transparency to our members, who provide the resources for us to operate, while ensuring the organisation can be managed effectively. We also maintain processes to ensure effective cost control and produce useful financial reports to facilitate informed management decisions.

We have three priorities in our work. First, we provide efficiency by securing high-performance, low-cost expenditures. Second, we ensure effectiveness by evaluating the utility of expenditures for achieving organisational goals. Third, we comply with legislation as well as RIPE NCC procedures and RIPE Policies. This strategy is key for us to keep the RIPE NCC's finances resilient for years to come.

### Activities in 2026

Efficiency and effectiveness remain our focus for 2026. We will continue to look for cost savings without sacrificing the necessary resources to deliver high-quality services. As part of this, we will facilitate proper control and financially informed decision-making across the organisation. We will work on enhancing our enterprise resource planning (ERP) system to provide the most useful information for our decision-making. And we will aim to maximise the return on our investment portfolio, within the risk appetite described in our Treasury Statute.

We also hope and expect to implement a new Charging Scheme model for 2027, using the report of the RIPE NCC Charging Scheme Task Force as a basis for the model. First, we will initiate a discussion with members on draft models for the Charging Scheme in 2025 and 2026 to ensure we have their input and impressions. Then, members will vote on their preferred model at the May 2026 General Meeting, after which we will implement their decision.

Looking into long-term financial planning, it remains a challenge for us to receive payments from our members in what Dutch banks have designated Ultra High-Risk Countries. The amount of compliance efforts required for each payment and the number of small payments that need to be processed have made it difficult for us to find financial partners willing to assist. We will continue to postpone invoicing these members until we can find an acceptable solution. Collecting this income is important for the RIPE NCC's long-term stability, but we will not pursue any option that creates risk for our organisation. We will continue to research ways that our legal entity in Dubai, RIPE NCC Middle East FZ-LLC, might be able to help us to collect this income. A separate budget report about this entity has been included in this document in addition to the combined budget.

### Commitments for 2026

- › Develop the RIPE NCC Charging Scheme 2027.

### More Information

- › [Billing, Payment and Fees](#)



## 4.5 Information Security, Risk and Compliance

<b>FTEs:</b> 9 (+0)	<b>Cost:</b> 2,800 (-7%) ↓	<b>CAPEX:</b> -	<b>% of budget for staff expenses:</b> 45%
<b>Main Expenses:</b> Information Technology: 1,030 kEUR   Consultancy: 470 kEUR   Travel: 35 kEUR			

### Description

Not only do our services have to be secured against intrusion, we also need to make sure our infrastructure is not used to attack others. We have the responsibility to protect our members' data and their access to the relevant RIPE NCC systems. We also need to provide a secure computing platform for our staff that allows them to perform their duties from the office, at home or abroad. In short, we must ensure the security of our network, information and systems.

### Activities in 2026

As part of our ongoing commitment to strong security and operational resilience, we will complete our annual SOC 2 Type 2/ISAE 3000 audit for RPKI. We are also advancing our alignment with the ISO/IEC 27001 standard by further developing our information security management practices and preparing for auditing. To meet the evolving requirements of the NIS2 Directive, we will continue to strengthen our security posture and demonstrate regulatory readiness through targeted improvements. To validate our ability to respond to potential incidents, we will carry out crisis management and disaster recovery exercises, including simulated attacks, aimed at enhancing team coordination and refining our response capabilities.

To enhance risk management and strengthen stakeholder trust, we plan to operationalise our Governance, Risk and Compliance (GRC) platform to streamline the management and reporting of risks, policy and compliance activities. In parallel, we will expand the content of our public-facing Trust Portal to provide greater transparency into our security posture, governance practices and ongoing initiatives.

We maintain our focus to build and operate a resilient and defensible security architecture to support our evolving technology landscape. Key priorities include accelerating our detection and response capabilities to reduce risk exposure and enforcing strong identity assurance and least-privilege principles across our network design to enhance access control and reduce our attack surface.

We will also proactively focus on emerging technologies by designing security controls for AI systems, ensuring alignment with established privacy and security standards.

Costs will increase by 29% (800 kEUR), but the overall reduction in the budget is due to our reserves here shifting to one FTE for the legal department and the partial funding of the Project Management Office.

### Commitments for 2026

- › Obtain the ISAE 3000/SOC 2 Type 2 assurance report for the RPKI service.
- › Achieve ISO 27001 certification.
- › Expand 24/7 monitoring for our infrastructure.
- › Enhance identity governance and administration, including Privileged Access Management (PAM).
- › Operationalise a Governance, Risk and Compliance platform.

### More Information

- › [Responsible Disclosure Policy](#)
- › [Information Security, Risk and Compliance Quarterly Planning](#)
- › [RIPE NCC Trust Portal](#)



### 4.6 Office of the Managing Director

FTEs: 4.2 (+1.6)	Cost: 2,000 (+5%) ↑	CAPEX: -	% of budget for staff expenses: 41%
Main Expenses: Contributions: 830 kEUR   Travel: 265 kEUR   Office Expenses: 55 kEUR			

#### Description

The Managing Director/Chief Executive Officer of the RIPE NCC is responsible for the day-to-day operation of the organisation and is invited to attend meetings of the Executive Board as set out in the Articles of Association. In 2026, the Managing Director will serve as Secretary on the Executive Council of the Number Resource Organization (NRO), which is the coordinating body for the world’s Regional Internet Registries (RIRs), and on ICANN’s Route Server System Advisory Committee (RSSAC).

The Office of the Managing Director includes a Senior Executive Assistant who supports the Managing Director and the Executive Board, as well as the contributions we make to external organisations (see table below). The Founder of the RIPE NCC will retire in 2026 but will continue as an adviser to the MD on a part-time basis in this area. The Ondernemingsraad (OR), or Works Council, the RIPE NCC’s elected representative board of employees, is also under this activity, as the Managing Director liaises with this body to discuss staff policies and advice.

The Managing Director/Chief Executive Officer is supported by an executive team for the planning and execution of RIPE NCC strategy and the Activity Plan. The team consists of:

- › Chief Registry Officer
- › Chief Technology Officer
- › Chief Community Officer
- › Chief Legal Officer
- › Chief Human Resources Officer
- › Chief Financial Officer
- › Chief Information Security Officer
- › Senior Executive Assistant

The team advises the Managing Director and has delegated powers to act on behalf of the RIPE NCC within their areas.

The RIPE NCC Executive Board is elected by RIPE NCC members to represent the membership and provide guidance to the RIPE NCC executive team. The Board is responsible for the overall financial position of the RIPE NCC and for keeping records that allow the current financial situation to be evaluated at any moment. Additionally, the Board approves the RIPE NCC Activity Plan and Budget, appoints the RIPE NCC’s Managing Director, calls RIPE NCC General Meetings and proposes a Charging Scheme to the General Meeting. At the beginning of 2026, the members of the Executive Board will be Ondřej Filip, Piotr Strzyżewski, Raymond Jetten, Maria Häll, Harald A. Summa, Sander Steffann and Randy Bush. There will be an election in May 2026 following the end of the three-year terms of Raymond Jetten, Maria Häll and Harald A. Summa.

As our environment becomes more uncertain, with more contradictory challenges and different political developments, we need to adapt and respond quickly. We have developed and will continue to improve our leadership philosophy and remain geared towards resilience, high performance and quality service delivery. An important part of this is having a clear vision and mission and a five-year strategic plan that provides direction for all of our activities.





### 4.6 Office of the Managing Director Continued

#### Activities in 2026

In 2026, the Executive Board plans to hold at least four regularly scheduled Executive Board meetings and two General Meetings. The Board will also participate in RIPE NCC regional meetings and Roundtable Meetings for governments and regulators. The RIPE NCC executive team will continue to collaborate with the Board and implement the Board's guidance for the organisation.

This year, we will continue the 2027-2031 strategic planning cycle, which we began in 2025, in order to produce a plan that will be submitted for member approval at the May 2026 General Meeting. This strategy will give us our direction for the coming five-year period.

We will also recruit two Project Managers to form a new Project Management Office so we can better align projects and increase the agility and predictability of project execution across the whole organisation.

We will also continue to participate in the development of a Governance System for root server operators based on the recommendations from the ICANN Root Server System Governance Working Group ([RSS GWG](#)).

Our contributions will be the same as in 2025. To promote cooperation between the CSIRT community and the RIPE community, we will continue to support the OPEN CSIRT Foundation by serving on the organisation's Supervisory Board and funding specific initiatives aligned with our mission. And we will remain a member of the Internet Society to collaborate on joint capacity-building in our region. We have also committed to supporting the IETF for a ten-year period from 2017-2026 to ensure its long-term sustainability. Lastly, we will continue to offer travel support to the three NRO NC/ASO AC representatives to visit ICANN meetings and other RIR meetings. We will also work with the NRO NC/ASO AC on a review of the ICP-2 document ("Governance Document for the Recognition, Operation, and Derecognition of Regional Internet Registries") to develop clear requirements for the continuous operation of all RIRs.

We will continue to make a series of annual contributions to organisations that play an important administrative role in global Internet governance. For transparency, all contributions are listed in the table below.

<a href="#">NRO shared costs contribution</a>	350 kEUR
<a href="#">NRO ICANN contribution for IANA Numbering Services</a>	320 kEUR
IANA number functions*	
<a href="#">IETF Endowment contribution</a>	100 kEUR
<a href="#">ISOC Platinum membership</a>	50 kEUR

*\*This is a commitment we have made under the Service Level Agreement for IANA Numbering Services.*

#### Commitments for 2026

- › Hold at least four Executive Board Meetings and two General Meetings.
- › Executive Board members attend regional meetings and roundtables.
- › Share a proposal for the 2027-2031 strategy with members at the May 2026 General Meeting.
- › Establish a Project Management Office.
- › Participate in an effort to establish a more formal Root Server Governance System.



### 4.7 RIPE Chair

FTEs: 1.2 (+0.2)	Cost: 380 (+17%) ↑	CAPEX: -	% of budget for staff expenses: 85%
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#### Description

The RIPE Chair Team is responsible for ensuring that RIPE functions properly and plays an important role in its development as a community. The Team oversees RIPE Meeting planning, from selecting the location to setting the agenda. They also support the Working Group Chair Collective and confirm that working groups are created and have chairs selected following relevant RIPE procedures. The RIPE Chair Team ensures RIPE Policies and procedures are being followed so that community processes run smoothly and reports from the RIPE community at events.

#### Activities in 2026

As secretariat for the RIPE community, we fund the work of the RIPE Chair Team. This entails remuneration for the RIPE Chair Team, travel and other expenses incurred by the team in carrying out their duties. In 2026, the RIPE NCC will also work with the team to support a smooth transition following the nomination of a new RIPE Chair Team in 2025. The total financial commitment for this activity is budgeted at 380 kEUR for 2026.

#### Commitments for 2026

- › Attend meetings and events to present to and support the RIPE community.
- › Intensify collaboration and coordination with other organisations.
- › Help develop activities to keep the community open and accessible, especially to newcomers.

#### More Information

- › [RIPE Chair Team](#)
- › [RIPE Chair Job Description](#)
- › [RIPE Community](#)



## RIPE NCC Middle East FZ-LLC

### Description

We have long had an office in Dubai as a branch of the main RIPE NCC legal entity established in the Netherlands. In 2024, we opened a separate legal entity in Dubai to enhance our presence in the Middle East. This entity is fully owned by the RIPE NCC and allows us to more easily support members locally and interact with governments and regulatory bodies in the region. The Activity Plan for 2026 presents the consolidated plan and budget for both legal entities.



## 5. Unforeseen Activities

There may be activities that were not entirely foreseen at the time of writing this document or that started recently and are not at the stage where they can be estimated to have a material financial impact. Reacting quickly to changes in the environment or new requirements of the RIPE NCC membership and other stakeholders is always a goal of the RIPE NCC. In line with good corporate governance, any unforeseen activities that arise are developed in close consultation with the RIPE NCC Executive Board. When there is any material financial impact, the Executive Board must approve the resulting action.

The Joint RIR Stability Fund is also in place to mitigate and prepare for unforeseen regional and global disruptions or threats and to safeguard the stability of the RIR system. The RIPE NCC is committed to a maximum contribution of EUR 1 M via the fund, which would come out of our reserves if activated.



## Development of the RIPE NCC Reserves

The Table below shows the RIPE NCC's capital development. The RIPE NCC Capital consists of the Clearing House and any addition to the Clearing House, either from capital gains or from an accumulation of the surplus.

### Development of the RIPE NCC Reserves With a Redistribution in 2026 (in kEUR)

Year	Surplus	Addition to Capital	Capital at 31 December	Expenses Per Year	% of Expenses
2015	(262)	-	25,063	21,978	114%
2016	325	-	25,388	23,528	108%
2017	(173)	-	25,215	25,848	98%
2018	245	-	25,460	28,089	91%
2019	6,774	6,774	32,234	32,118	100%
2020	238	-	32,472	29,093	112%
2021	2	-	32,474	29,612	110%
2022	(342)	(342)	32,132	34,610	93%
2023	546	546	32,678	37,259	88%
2024	385	385	33,063	36,250	91%
2025 Forecast	2,903	564	33,627	38,666	87%
2026 Budget	15	800	34,427	41,125	84%

### Development of the RIPE NCC Reserves Without a Redistribution in 2026 (in kEUR)

Year	Surplus	Addition to Capital	Capital at 31 December	Expenses Per Year	% of Expenses
2015	(262)	-	25,064	21,978	114%
2016	325	-	25,389	23,528	108%
2017	(173)	-	25,216	25,848	98%
2018	245	-	25,461	28,089	91%
2019	6,774	6,774	32,235	32,118	100%
2020	238	-	32,473	29,093	112%
2021	2	-	32,475	29,612	110%
2022	(342)	(342)	32,132	34,610	93%
2023	546	546	32,678	37,259	88%
2024	385	385	33,063	36,250	91%
2025 Forecast	2,903	2,968	36,031	38,666	93%
2026 Budget	15	800	36,831	41,125	90%



## Appendix 1: Membership Services

The following is a list of services provided to RIPE NCC members as per the Standard Service Agreement.

- › Distribution and Management of Internet Number Resources
- › IPv4 Waiting List
- › Assisted Registry Check (ARC)
- › LIR Portal
- › Training Courses



## Appendix 2: Activity Plan and Budget 2026 Compared to Forecast 2025

### Overview of Costs per Activity

	Budget 2026				Forecast 2025				Bridging Statement			
	FTE Total	OPEX kEUR	Income	Result	FTE/EoR Total	OPEX kEUR	Income	Result	Budget 2026 over Forecast 2025			
									Difference FTEs	Efficiency Gain	OPEX kEUR	Efficiency Gain
<b>The Registry</b>	<b>43.4</b>	<b>5,665</b>	<b>-</b>	<b>5,665</b>	<b>42.6</b>	<b>5,350</b>	<b>-</b>	<b>5,350</b>	<b>0.8</b>	<b>2%</b>	<b>315</b>	<b>6%</b>
Registration Services	21.4	2,700	-	2,700	21.1	2,450	-	2,450	0.3	1%	250	10%
Member Services	11.5	1,450	-	1,450	11.2	1,450	-	1,450	0.3	2%	-	-
Registry Monitoring	10.5	1,515	-	1,515	10.3	1,450	-	1,450	0.2	2%	65	4%
<b>Information Services</b>	<b>70.5</b>	<b>12,800</b>	<b>250</b>	<b>12,550</b>	<b>66.1</b>	<b>12,400</b>	<b>150</b>	<b>12,250</b>	<b>4.3</b>	<b>6%</b>	<b>400</b>	<b>3%</b>
LIR Portal	19.6	2,880	-	2,880	18.2	2,800	-	2,800	1.4	8%	80	3%
RPKI	7.1	1,160	-	1,160	7.1	1,350	-	1,350	-	-	(190)	(14%)
RIPE Database	5.1	700	-	700	5.1	700	-	700	-	-	-	-
DNS and K-Root	4.1	840	-	840	5.1	1,100	-	1,100	(1.0)	(20%)	(260)	(24%)
RIPE Atlas	8.5	1,700	250	1,450	7.5	1,200	150	1,050	1.0	14%	500	42%
RIPEstat	3.9	550	-	550	4.0	350	-	350	(0.1)	(4%)	200	57%
RIS	5.1	950	-	950	4.0	850	-	850	1.1	27%	100	12%
IT Support	17.2	4,020	-	4,020	15.2	4,050	-	4,050	2.0	13%	(30)	(1%)
<b>External Engagement and Community</b>	<b>48.3</b>	<b>9,800</b>	<b>650</b>	<b>9,150</b>	<b>46.3</b>	<b>9,200</b>	<b>340</b>	<b>8,860</b>	<b>2.0</b>	<b>4%</b>	<b>600</b>	<b>6%</b>
Community Building and Member Engagement	28.4	5,950	650	5,300	27.4	5,450	340	5,110	1.0	4%	500	9%
Learning and Development	12.0	1,900	-	1,900	12.0	1,800	-	1,800	-	-	100	6%
Coordination and Collaboration	7.9	1,950	-	1,950	6.9	1,950	-	1,950	1.0	14%	-	-
<b>Organisational Sustainability</b>	<b>40.0</b>	<b>11,945</b>	<b>-</b>	<b>11,945</b>	<b>34.6</b>	<b>10,740</b>	<b>-</b>	<b>10,740</b>	<b>5.4</b>	<b>16%</b>	<b>1,205</b>	<b>10%</b>
Facilities	4.8	2,400	-	2,400	4.8	2,350	-	2,350	-	-	50	2%
Human Resources	5.8	1,200	-	1,200	5.8	1,160	-	1,160	-	-	40	3%
Legal	6.0	1,300	-	1,300	5.0	1,300	-	1,300	1.0	20%	-	-
Finance	9.0	1,865	-	1,865	8.2	1,750	-	1,750	0.8	10%	115	7%
Information Security, Risk and Compliance	9.0	2,800	-	2,800	7.2	2,000	-	2,000	1.8	25%	800	40%
Office of the Managing Director	4.2	2,000	-	2,000	2.6	1,800	-	1,800	1.6	62%	200	11%
RIPE Chair	1.2	380	-	380	1.0	380	-	380	0.2	20%	-	-
<b>RIPE NCC</b>	<b>202.1</b>	<b>40,210</b>	<b>900</b>	<b>39,310</b>	<b>189.7</b>	<b>37,690</b>	<b>490</b>	<b>37,200</b>	<b>12.4</b>	<b>7%</b>	<b>2,520</b>	<b>6%</b>
Bad Debts	-	375	-	375	-	376	-	376			(1)	-
Depreciation	-	540	-	540	-	600	-	540			(60)	(10%)
<b>RIPE NCC Total</b>	<b>202.1</b>	<b>41,125</b>	<b>900</b>	<b>40,225</b>	<b>189.7</b>	<b>38,666</b>	<b>490</b>	<b>38,116</b>	<b>12.4</b>	<b>7%</b>	<b>2,459</b>	<b>6%</b>

	CAPEX 2026 kEUR	Forecast CAPEX 2025 kEUR	Difference CAPEX kEUR	Efficiency Gain
<b>The Registry</b>	-	-	-	-
<b>Information Services</b>	<b>630</b>	<b>710</b>	<b>(80)</b>	<b>(11%)</b>
DNS and K-Root	170	10	160	1600%
RIS	70	50	20	40%
IT Support	390	650	(260)	(40%)
<b>External Engagement and Community</b>	-	-	-	-
<b>Organisational Sustainability</b>	<b>300</b>	<b>15</b>	<b>285</b>	<b>1900%</b>
Facilities	300	15	285	1900%
<b>RIPE NCC Total</b>	<b>930</b>	<b>725</b>	<b>205</b>	<b>28%</b>



## Appendix 3: Changes to the Draft Activity Plan and Budget 2026

Amendments to the Activity Plan:

- › Minor editorial changes
- › Minor rounding changes in the Overview of Costs per Activity 2026 and in the Budget and Budget Figures 2026
- › Page six, "Our Contribution to Sustainable Development," added