RIPE NCC
RIPE NETWORK COORDINATION CENTRE

Draft Activity Plan and Budget 2025

Date: October 2024

RIPE NCC Draft Activity Plan and Budget 2025

Our Activity Plan and Budget sets out our plans for 2025 along with the associated 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) and via the RIPE NCC Services Working Group (ncc-services-wg@ripe.net).

More information for members, including visualisations and answers to common questions, is available on the Activity Plan and Budget 2025 consultation page and in RIPE Labs articles published by the RIPE NCC Managing Director and CEO and the Chief Financial Officer.

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

Action				Charging Scheme published for members to discuss		Charging Scheme voted on at GM					Draft Activity Plan and Budget published for members to discuss Draft Activity Plan and Budget discussed at GM			Final version of Activity Plan and Budget published after member input incorporated
Months	Jan	Feb	Mar	Apr		May	Jun	Jul	Aug	Sep	Oct		Nov	Dec

Executive Summary

In 2025, we are budgeting for an income of EUR 41.1M. We are budgeting for costs of EUR 40M, with a positive operating result or potential redistribution of 1,140 kEUR and a budgeted financial result of 800 kEUR. The result is an overall budgeted surplus of 1,940 kEUR. Our FTE count will increase by 3%, from 192.2 to 197.2. The 2024 budget was based on an income of EUR 38M, but we only forecast around EUR 35.6M. This is due in part to having fewer new LIR accounts than budgeted, meaning a lower number of sign-up fees and less yearly new membership fee income. Another reason for the reduced income is the number of members we are not able to receive funds from due to sanctions-related issues. In response, we have continued to focus on cost efficiency and continue to pursue a solution to be able to receive funds from all members.

We are budgeting that we will start 2025 with 20,000 LIR accounts, and we estimate our income to be EUR 41.1M, 8% up from our EUR 38M income budget for 2024. The increased income is due to a number of factors, including the increase in the membership fee from EUR 1,550 to EUR 1,800, as well as the increase in the independent resource fee from EUR 50 to EUR 75 and the newly-added ASN fee of EUR 50. At the same time, we lowered the budgeted number of new LIR accounts we anticipate in 2025 from 1,600 to 600.

Over the course of 2024, we held (or will hold) consultations with our members on our Charging Scheme and Activity Plan. We heard some members express discontent with our fee model and ask for alternatives. In 2025, we will focus on enhancing all of our services to ensure their value is demonstrated to our members, as the RIPE NCC's role in the Internet ecosystem goes beyond just being a Registry. And while our Registry work is central, all of our services work to support this activity, by strengthening the RIPE NCC internally, getting members and the community involved, and offering important tools and services that help network operators create a stable and secure Internet.

As we operate a number of critical services for our members and the broader Internet community, we need to ensure we comply with the latest requirements and best practices in information security. In 2025, we will be working on achieving ISO 27001 compliance, streamlining our risk management and compliance activities, and improving our vulnerability management and threat detection as well as our response processes and tooling. We can only achieve this with sufficient resources and the relevant expertise. For this reason, we will add a new FTE to our Information Security, Risk and Compliance activity, as well as an additional 900 kEUR to fund this work. These funds will be used for acquiring and implementing relevant tooling, managed security services, expert consultancy support, and designing and implementing organisation-wide process improvements.

Ensuring an accurate and resilient Registry will continue to be a major focus in 2025. We aim to complete 2,400 Assisted Registry Checks (ARCs) this year to check the accuracy of our Registry data. We will add an FTE to our Registry Monitoring team to help carry out these ARCs and support our other activities here, including in-depth Registry accuracy investigations and more extensive sanctions screening. The Registry will also continue to support efforts from our training, research and engagement teams to push for deployment of IPv6.

We will also add an FTE to our Finance team to support our efforts in optimising our enterprise resource planning (ERP) system. This new FTE will help us become more efficient in our internal administrative processes, which will allow us to decrease our use of consultancy in the future. Additionally, the FTE will help us develop our ERP system to achieve our enhanced information security requirements.

In our technology departments, listed under Information Services, we have increased the budget by 200 kEUR compared to 2024. This will allow us to focus on enhancing the security of our services, especially for our Single Sign-On solution and the LIR Portal. We will also implement data warehousing to improve our decision-making capabilities, automate certain Registry processes and improve the UI and user experience of our services, starting

with RIPEstat and the LIR Portal. We also want to improve the technical infrastructure for many of our services. We will have an increase in FTE count partly due to converting some consultants into FTEs.

Across the organisation, we will also increase our staff budget by 6%. This increase is explained by the 3% increase in FTEs and average salary increases. Keeping salaries competitive for staff is important to ensure we attract and retain the necessary talent for our activities.

In our efforts for cost efficiency, we have achieved some savings in our 2025 budget compared to the actual costs from 2024. One major area of savings will be in reducing our data centre costs. We will downsize our storage from 46 to 22 racks, and our actual costs will decrease from around 850 kEUR per year to 360 kEUR. We anticipate further cost reduction as we go down to 10 racks by the end of 2025, although higher cloud costs will offset some of these savings.

The top areas for budget savings compared to 2024 are:
› 250 kEUR (21%) Contributions
› 100 kEUR (13%) Depreciation

We have reduced our contributions overall by 250 kEUR as we shift our strategy to more targeted initiatives. These are financial contributions we make to various organisations and efforts for the purpose of strengthening different aspects of the Internet ecosystem (for a complete list, see activity overview 4.6). The major change here is that we will not offer the Community Projects Fund (CPF) in 2025, resulting in a significant cost reduction. We will review the effectiveness of the CPF in achieving its goals and how we can improve it in the years to come. We will also significantly reduce the budget for our contribution to the OPEN CSIRT Foundation. This is because we have come to the end of our initial three-year commitment for 2022-2024 to support the transition of the "Trusted Introducer" service for CSIRTs from GÉANT to the OPEN CSIRT Foundation. Going forward, we will focus on directing our funding here towards specific initiatives aligned with our mission. We have also reduced the depreciation budget by 100 kEUR due to less capital investment.

Our overall plan for 2025 is to make the RIPE NCC resilient and ensure our organisation is fit for purpose as we prepare for the next phase of our strategy cycle. We will need to guarantee we have sufficient income, which requires finding a solution to collect our income at risk. We will work on a robust security profile with minimal risk, and we will enhance our legal framework for changes in legislation. We will also review the structure of the RIPE NCC itself and how it can be improved to function at its best.

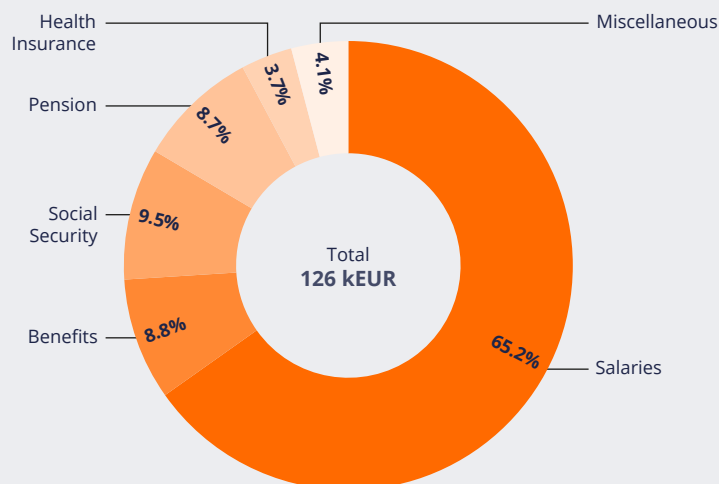# Overview of Staff Numbers

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 2025, our FTE count will grow by 3%, from 192.3 (187.3 FTEs plus 5 EoR contracts) to 197.2 (193.4 FTEs plus 3.8 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.

Salary Scales Annually 2024 (in EUR)
(Gross salary before wage tax deductions)

Pay Scale	Mid Salary	% Staff
I	35,663	0%
II	43,228	2%
III	51,874	10%
IV	62,681	34%
V	75,649	28%
VI	90,779	13%
VII	109,151	5%
VIII	130,765	2%
IXa	156,702	3%
IXb	195,607	2%
X	288,547	1%

Breakdown of Average Employee-Related Costs

Health Insurance 3.7%
Miscellaneous 4.1%
Pension 8.7%
Social Security 9.5%
Benefits 8.8%
Salaries 65.2%

Total
126 kEUR

For more information, visit the careers page on our website.

Overview of 2025 Strategic Focus Points

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**

To accomplish these long-term goals while addressing more immediate challenges, we have decided on the following focus points for 2025:

Strategic Objectives

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

Strategic Goals

2.1 Ensure that the Registry and RIPE Database have the
+ appropriate levels of accuracy, compliance, resiliency, and
2.3 security as well as improve Registry processes

3.4 Be a centre of excellence for data, measurements and tools that provide insight on the Internet and its operations

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
4.4 Maintain necessary levels of security and compliance with best practices and applicable regulations

Central to our planning for the future is making sure that all of our data and services are well secured, and that our processes are compliant with both regulations and best practices. In 2025, we will dedicate significant effort to meet international compliance standards like the ISO 27001 series and ISAE 3000 audits. We will also put great emphasis on our information security and risk mitigation efforts, with a comprehensive strategy ranging from improving the security of our tooling and services to training our staff through a holistic security awareness programme.

Our Registry and RIPE Database contain vital member information, so keeping these secure and compliant with personal data privacy regulations is essential. In the RIPE Database, we will phase out less secure password formats,

will review our data breach procedure and will confirm consent to store personal data. We will also implement more extensive sanctions screening in the Registry. To ensure the accuracy of our data, we will carry out verification checks on members who contact us, automate the monitoring of registration details for independent End Users, and conduct ARCs and other Registry accuracy investigations with extended due diligence. We will also refine our metrics to measure the accuracy of our Registry data.

Our efforts in security and compliance also help to make us resilient to the many changes that we face as an organisation. Geopolitical developments consistently present challenges we must overcome to treat our members equally, as we need to accommodate politically driven legislation such as sanctions while remaining fundamentally neutral. We believe the Internet should be part of the global commons, so this means we work with governments to find solutions that allow us to serve all of our members. We also follow regulatory developments. One of our major efforts here in 2025 will be to review the applicability of new EU and Dutch legislation and comply accordingly. We will participate in consultations on upcoming legislation, and contribute to the World Summit on the Information Society (WSIS)+20 review. We will also enhance our legal framework, improving our own accountability and limiting liability, and continue to investigate potentially sanctioned entities.

Our data, measurements and tools are the power behind many of our services, and they strengthen our relationships with Internet stakeholders. These measurements help us make our own data-driven decisions, informing us about the impact of our services and where we can improve. Our tools are also available to members and the Internet community at large to conduct measurements on their own networks, to get insights into routing patterns or incidents, and to generally have a picture of the networking ecosystem. This allows users to make better decisions when setting up their networks or making routing choices, contributing to a more resilient and secure routing infrastructure. And we process our data into pieces of storytelling that we share with different stakeholders, both our membership and the RIPE community as well as non-technical audiences to help them better understand technical topics. We also engage with policymakers and governments to explain the role of the RIPE NCC and build stronger relationships. This year, we will continue to improve our data measurement services with enhanced data quality, greater functionality, more efficient data storage and a more accessible user experience.

But underlying all of these focus points is the central question of where we go from here. Our 2022-2026 strategy is approaching its endpoint, so the time has already come for us to prepare for the next five-year strategy from 2027-2031. Before we can define this, we must conduct a deeper review of the RIPE NCC as an organisation. This past year saw the creation of a RIPE Charging Scheme Task Force, and it also set the stage for a separate initiative that will review the overall governance of the RIPE NCC and how well this aligns with the principles we stand for. For our part, we will review our Articles of Association and voting procedure to clarify members' rights. We are also collaborating with the RIPE Chair to clarify the relationship between RIPE and the RIPE NCC and how we can best work together. This comprehensive analysis of the RIPE NCC will help us re-evaluate our direction so that we can go ahead knowing more clearly what our goals are. From this, we can develop a sound financial, legal and risk reduction strategy that keeps our newly evolved organisation robust throughout the next five-year cycle. And beyond the RIPE NCC, we also assisting the NRO NC/ASO AC and ICANN with a review of the ICP-2 document ("Criteria for Establishment of New Regional Internet Registries") that will help define our role generally and bolster the whole Regional Internet Registry system.

To be transparent about how each of our activity areas in this document contributes to achieving our 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 and Savings 2025

Budget Savings (in kEUR)*

	The Registry	Information Services	External Engagement and Community	Organisational Sustainability	Bad Debts and Depreciation
Total budget 2024 — 38,200	5,000	12,000	9,600	10,500	1,100
	↑	↑	↑	↑	↓
Total budget 2025 — 40,000	5,600	12,200	9,800	11,375	1,025

The Registry

	Registration Services	Member Services	Registry Monitoring
Total budget 2024 — 5,000	2,300	1,350	1,350
	↑	↑	↑
Total budget 2025 — 5,600	2,550	1,550	1,500

Information Services

	LIR Portal	RPKI	RIPE Database	DNS and K-Root	RIPE Atlas	RIPEstat	RIS	IT Support
Total budget 2024 — 12,000	2,350	1,550	700	850	1,350	550	900	3,750
	↑	↓	=	↑	↑	↑	↓	↓
Total budget 2025 — 12,200	2,700	1,150	700	1,050	1,550	600	850	3,600

External Engagement and Community

	Community Building	Membership Engagement	Technical Training and Development	Curriculum Development	Public Policy and Internet Governance	Research
Total budget 2024 — 9,600	3,700	2,050	1,000	800	1,550	500
	=	↑	↑	=	↑	=
Total budget 2025 — 9,800	3,700	2,150	1,050	800	1,600	500
	▪	▪	▲	▲	●	●

▪ *Community Building and Engagement*   ▲ *Learning and Development*   ● *Coordination and Collaboration*
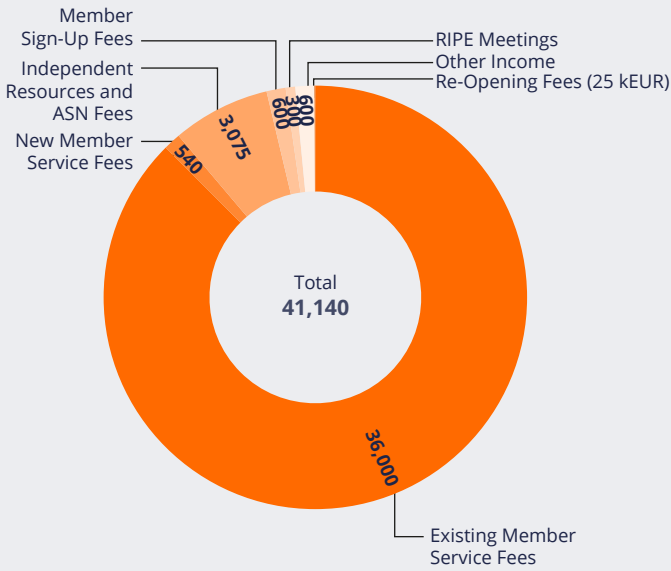
Organisational Sustainability

	Facilities	Human Resources	Legal	Finance	Information Security, Risk and Compliance	Office of the Managing Director	RIPE Chair
Total budget 2024 — 10,500	2,150	1,100	1,100	1,650	2,000	2,200	300
	=	=	↑	↑	↑	↓	↑
Total budget 2025 — 11,375	2,150	1,100	1,200	1,700	3,000	1,900	325

Our Registry-related technology activities, the LIR Portal, RPKI and the RIPE Database, were presented under the Registry in 2024 and are now under Information Services in 2025.
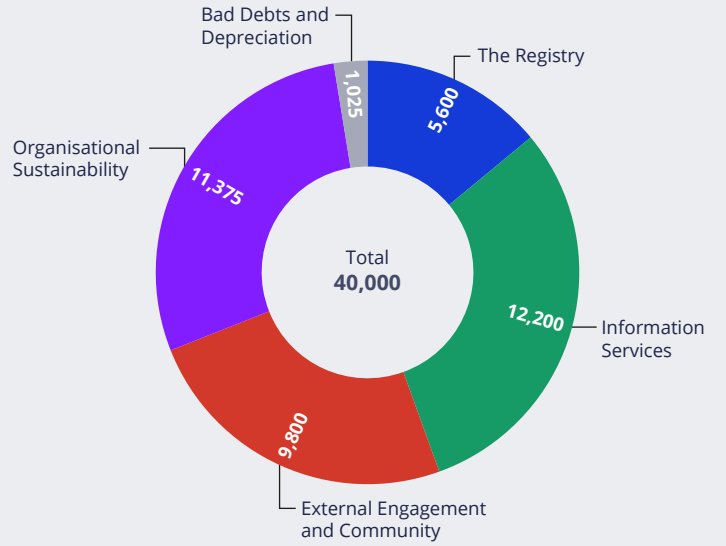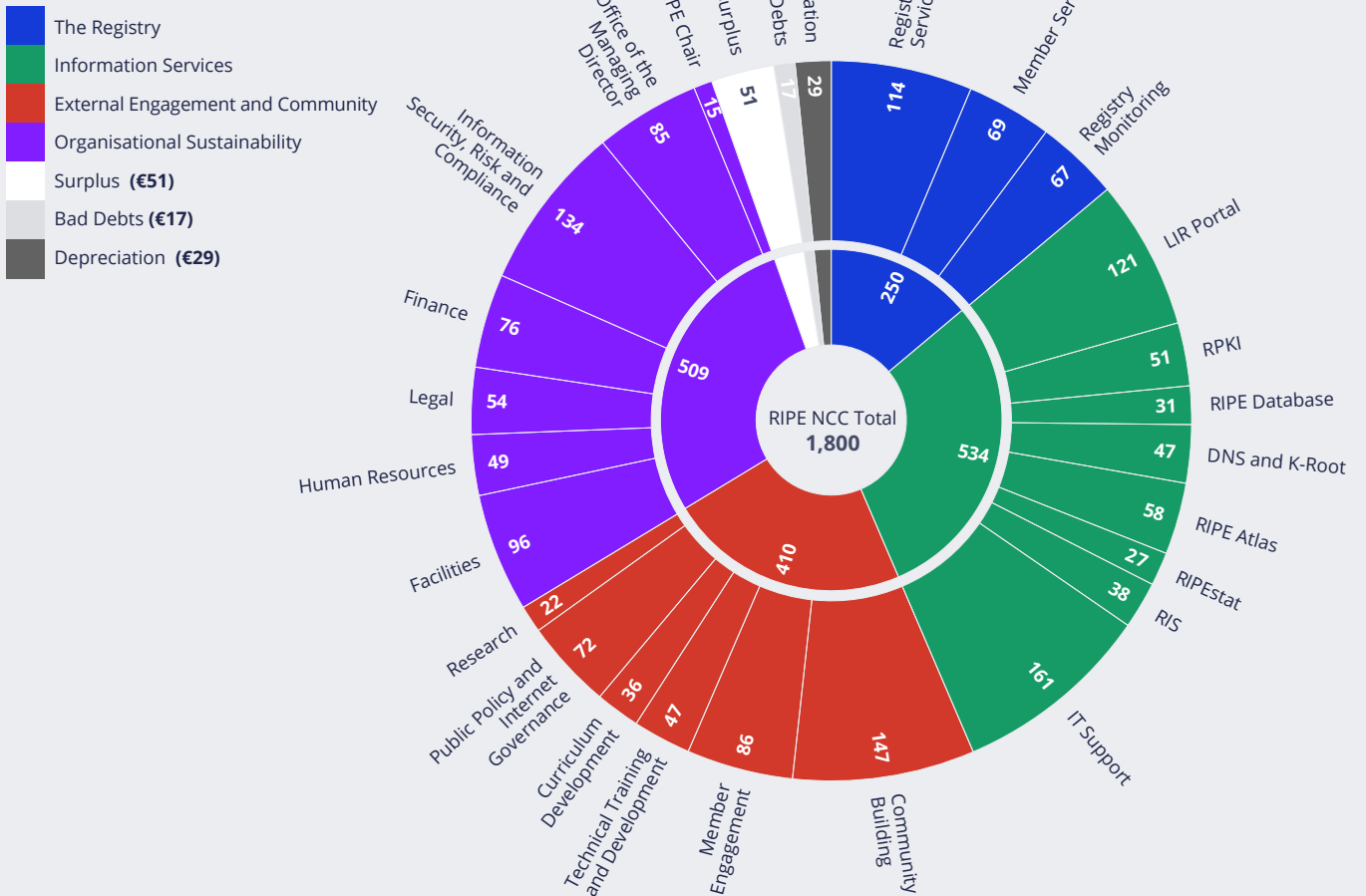
Overview of the RIPE NCC Budget 2025

Income (in kEUR)

Member Sign-Up Fees
Independent Resources and ASN Fees
New Member Service Fees — 540
3,075
RIPE Meetings
Other Income
Re-Opening Fees (25 kEUR)
600
600
600

Total
41,140

36,000

Existing Member Service Fees

Budget Overview 2025 (in kEUR)

Bad Debts and Depreciation — 1,025
The Registry — 5,600

Organisational Sustainability — 11,375

Total
40,000

Information Services — 12,200

9,800

External Engagement and Community

Where Your 1,800 Fee Goes (in €)

- **The Registry** (blue)
- **Information Services** (green)
- **External Engagement and Community** (red)
- **Organisational Sustainability** (purple)
- **Surplus** (€51) (white)
- **Bad Debts** (€17) (light grey)
- **Depreciation** (€29) (dark grey)

Office of the Managing Director — 85
RIPE Chair — 15
Surplus — 51
Bad Debts — 17
Depreciation — 29
Registration Services — 114
Member Services — 69
Registry Monitoring — 67
Information Security, Risk and Compliance — 134
LIR Portal — 121
RPKI — 51
RIPE Database — 31
DNS and K-Root — 47
RIPE Atlas — 58
RIPEstat — 27
RIS — 38
Finance — 76
Legal — 54
Human Resources — 49
Facilities — 96
Research — 22
Public Policy and Internet Governance — 72
Curriculum Development — 36
Technical Training and Development — 47
Member Engagement — 86
Community Building — 147
IT Support — 161

509
534
410
250

RIPE NCC Total
1,800

Budget Figures 2025

RIPE NCC Budgeted Statement of Income and Expenditure 2025 (in kEUR)

Income	B2025	B2024	FC2024	B25 vs B24		B25 vs FC24	
Service Fees Existing Members	36,000	33,325	32,186	2,675	8%	3,814	12%
Independent Resource Fees & ASN	3,075	1,010	1,020	2,065	204%	2,055	201%
Service Fees New Members	540	1,240	834	(700)	(56%)	(294)	(35%)
Re-Opening Fees	25	25	25	-	-	-	-
Members Fees	**39,640**	**35,600**	**34,065**	**4,040**	**11%**	**5,575**	**16%**
Member Sign-Up Fees	600	1,600	787	(1,000)	(63%)	(187)	(24%)
RIPE Meeting	300	300	248	-	-	52	21%
Other Income	600	500	500	100	20%	100	20%
Total Income	**41,140**	**38,000**	**35,600**	**3,140**	**8%**	**5,540**	**16%**
Expenditures							
Wages and Salaries	18,950	17,800	17,438	1,150	6%	1,512	9%
Social Security Charges	2,350	2,150	2,181	200	9%	169	8%
Pension Contributions	2,100	2,100	1,973	-	-	127	6%
Miscellaneous Employee Expenditures	1,000	900	801	100	11%	199	25%
Subtotal Personnel	**24,400**	**22,950**	**22,393**	**1,450**	**6%**	**2,007**	**9%**
Housing & Insurances	1,550	1,425	1,658	125	9%	(108)	(7%)
Office Expenses	800	800	711	-	-	89	13%
Contributions	950	1,200	1,117	(250)	(21%)	(167)	(15%)
Information Technology	3,700	3,500	3,687	200	6%	13	-
Travel	1,005	950	950	55	6%	55	6%
Consultancy	3,600	3,300	3,170	300	9%	430	14%
Outreach & PR	2,600	2,600	2,351	-	-	249	11%
Bank Charges	370	375	375	(5)	(1%)	(5)	(1%)
Depreciation	650	750	644	(100)	(13%)	6	1%
Bad Debt & Unforeseen	375	350	350	25	7%	25	7%
Subtotal Expenses	**15,600**	**15,250**	**15,013**	**350**	**2%**	**587**	**4%**
Total Expenses	**40,000**	**38,200**	**37,406**	**1,800**	**5%**	**2,594**	**7%**
EBITDA*	2,165	900	(812)	1,265	141%	2,977	(367%)
Surplus before Financial Result	1,140	(200)	(1,806)	1,340	(670%)	2,946	(163%)
Result on Interest Income	-	-	368	-	-	(368)	-
Result on Exchange Differences	-	-	(56)	-	-	56	-
Result Revaluation Financial Fixed Assets/Portfolio	800	400	314	400	-	486	-
Financial Result	**800**	**400**	**626**	**400**	**100%**	**174**	**28%**
Surplus/Deficit	**1,940**	**200**	**(1,180)**	**1,740**	**870%**	**3,120**	**(264%)**
FTEs	193.4	187.3	182.7	6.2	3%	10.7	6%
EoR	3.8	5.0	3.8	(1.2)	(24%)	0.0	0%
Total EoR & FTE	**197.2**	**192.3**	**186.5**	**5.0**	**3%**	**10.7**	**6%**
Capital Expenditure (CAPEX)	800	760	487	40	5%	313	64%
Number of LIRs	20,000	21,500	20,500	(1,500)	(7%)	(500)	(2%)
Expense per LIR	2,000	1,777	1,825	223	13%	175	10%
Average Personnel Costs per Employee	126	123	123	3	2%	3	2%

*EBITDA: Earnings before interest, taxes, depreciation and amortisation

Overview of RIPE NCC Costs per Activity 2025

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.

We have updated how we present our technical departments by including the Registry-related technology activities–the LIR Portal, RPKI and RIPE Database–under Information Services, as these activities are under the budget and supervision of our Chief Technology Officer. We have also added an activity under Organisational Sustainability for our new legal entity, the RIPE NCC Middle East FZ-LLC, although this activity is not budgeted separately and so does not appear in this overview. Instead, the FTEs for this activity come from the External Engagement and Community budget, and the costs are under the Organisational Sustainability budget.

Overview of Costs per Activity 2025

| | Budget 2025 | | | | Budget 2024 | | Bridging Statement | | | |
| | | | | | | | Budget 25 over Budget 24 | | | |
	FTE/EoR Total	OPEX kEUR	Income	Result	FTE/EoR Total	OPEX kEUR	Difference FTEs	Efficiency Gain	OPEX kEUR	Efficiency Gain
The Registry	**43.3**	**5,600**	**-**	**5,600**	**41.2**	**5,000**	**2.1**	**5%**	**600**	**12%**
Registration Services	21.2	2,550	-	2,550	19.8	2,300	1.3	7%	250	11%
Member Services	11.5	1,550	-	1,550	11.4	1,350	0.1	1%	200	15%
Registry Monitoring	10.6	1,500	-	1,500	10.0	1,350	0.6	6%	150	11%
Information Services	**70.4**	**12,200**	**250**	**11,950**	**67.4**	**12,000**	**3.0**	**4%**	**199**	**2%**
LIR Portal	18.9	2,700	-	2,700	16.9	2,350	2.0	12%	350	15%
RPKI	7.1	1,150	-	1,150	7.1	1,550	-	-	(400)	(26%)
RIPE Database	5.1	700	-	700	5.1	700	-	-	-	-
DNS and K-Root	5.1	1,050	-	950	5.1	850	-	(1%)	200	23%
RIPE Atlas	7.9	1,550	250	1,300	7.9	1,350	-	7%	200	15%
RIPEstat	4.1	600	-	600	4.1	550	-	(1%)	50	9%
RIS	5.1	850	-	850	5.1	900	-	(1%)	(50)	(6%)
IT Support	17.2	3,600	-	3,600	16.2	3,750	1.0	7%	(150)	(4%)
External Engagement & Community	**46.7**	**9,800**	**650**	**9,150**	**48.4**	**9,600**	**(1.7)**	**(4%)**	**200**	**2%**
Community Building & Member Engagement	25.8	5,850	650	5,200	27.5	5,750	(1.7)	(6%)	100	2%
Learning & Development	13.0	1,850	-	1,850	13.0	1,800	-	-	50	3%
Coordination & Collaboration	7.9	2,100	-	2,100	7.9	2,050	-	-	50	2%
Organisational Sustainability	**36.9**	**11,375**	**-**	**11,375**	**35.3**	**10,500**	**1.6**	**4%**	**876**	**8%**
Facilities	4.7	2,150	-	2,150	4.9	2,150	(0.2)	(4%)	-	-
Human Resources	5.8	1,100	-	1,100	5.8	1,100	-	-	-	-
Legal	5.0	1,200	-	1,200	5.0	1,100	-	-	100	9%
Finance	8.8	1,700	-	1,700	8.0	1,650	0.8	9%	50	3%
Information Security, Risk and Compliance	9.0	3,000	-	3,000	8.0	2,000	1.0	13%	1,000	50%
Office of the Managing Director	2.6	1,900	-	1,900	2.6	2,200	-	-	(300)	(14%)
RIPE Chair	1.0	325	-	325	1.0	300	-	-	25	8%
RIPE NCC	**197.2**	**38,975**	**900**	**38,075**	**192.3**	**37,100**	**4.9**	**3%**	**1,875**	**5%**
Bad Debts	-	375	-	375	-	350	-	-	25	7%
Depreciation	-	650	-	675	-	750	-	-	(75)	(13%)
RIPE NCC Total	**197.2**	**40,000**	**900**	**39,100**	**192.3**	**38,200**	**4.9**	**3%**	**1,800**	**5%**

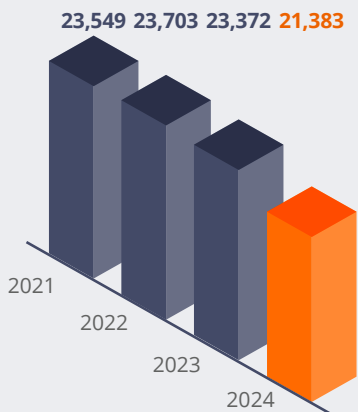|	CAPEX 2025 kEUR	CAPEX 2024 kEUR	Difference CAPEX kEUR	Efficiency Gain
The Registry	**-**	**-**	**-**	**-**
Information Services	**500**	**460**	**40**	**9%**
DNS and K-Root	10	100	(90)	(90%)
RIPEstat	-	60	(60)	(100%)
RIS	90	-	90	100%
IT Support	400	300	100	33%
External Engagement & Community	**-**	**-**	**-**	**-**
Organisational Sustainability	**300**	**300**	**-**	**-**
Facilities	300	300	-	-
RIPE NCC Total	**800**	**760**	**40**	**(5%)**

RIPE NCC Activities 2025

RIPE NCC Service Region

LIR Accounts

23,549 23,703 23,372 **21,383**

2021
2022
2023
2024

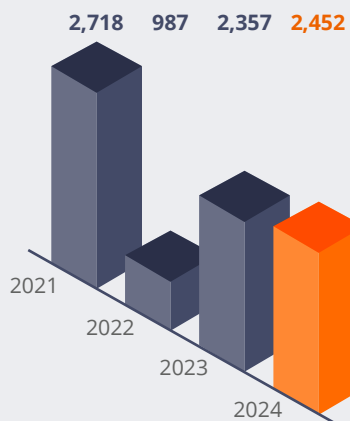## Internet Number Resource Records in the RIPE Registry

250,000

200,000

150,000   145,000   152,000   156,000   **159,941**

100,000

50,000

0

2021   2022   2023   2024
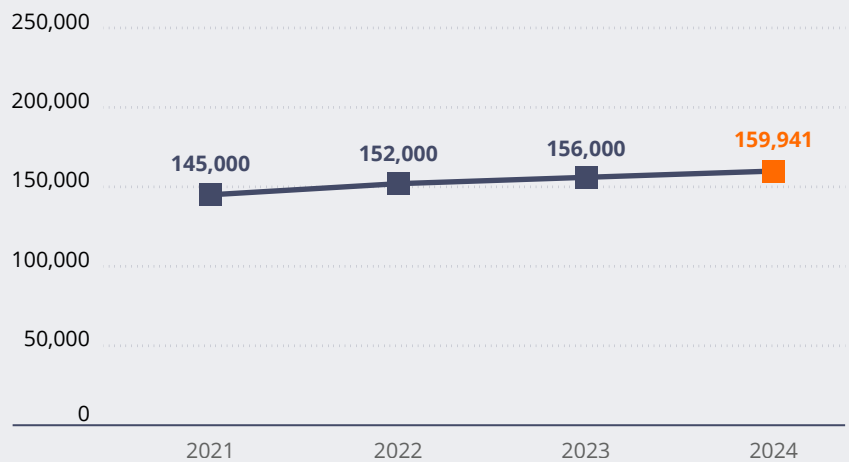
Allocations and Assignments (IPv4, IPv6 and ASNs)

7,295   7,428   4,329   **4,284**

2021
2022
2023
2024

Assisted Registry Checks Completed

2,718   987   2,357   **2,452**

2021
2022
2023
2024
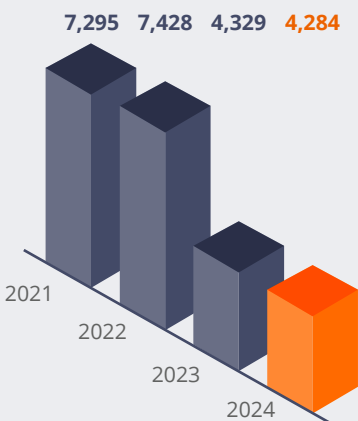
Resource Certificates (RPKI)

15,355 18,171 20,192 **20,669**

2021
2022
2023
2024
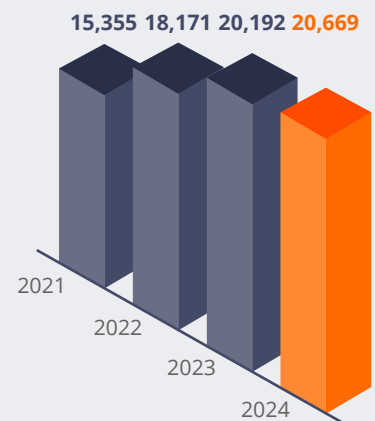
Activity Overviews

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 2025. All statistics under 'Measurable Usage' relate to a specific period: numbers stated for 2024 are taken from 1 July 2023 - 30 June 2024. The same yearly period is used for 2021, 2022 and 2023 for consistency.

1. The Registry

At the heart of our work at the RIPE NCC 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.

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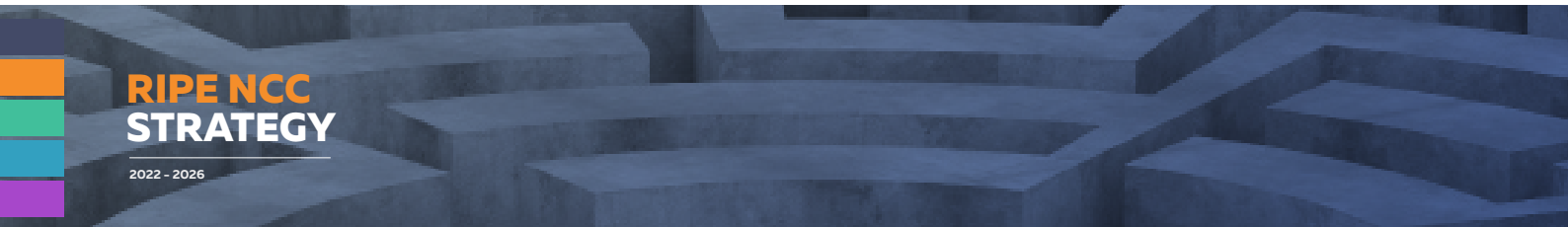
The Registry contributes to the following strategic objectives and goals from the RIPE NCC Strategy 2022-2026:

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

Enhancing the accuracy, compliance and resilience of Registry data is a top priority for the coming year. As part of this, we aim to shorten the re-verification period for legal registration data for all of our members and independent resource holders from five to two years, achieving a nearly 100% verification rate. We will also continue to automate our procedures where we can to speed up our processing time. And we will work to better evaluate the accuracy of our Registry data.

We will keep our focus on resolving tickets with a high level of quality, timeliness and service. We are using NPS and CES measurements to assess our performance and have maintained an NPS of 84 and a CES of 6.6 for 2024.

We want to maintain these high service levels during 2025. We also aim to offer multi-language support for phone calls and in-person support during RIPE NCC events, particularly for languages where we have identified an increased demand. This will be offered depending on availability, although we will strive to offer support in the local language for our meeting locations.

Our main costs in these activities, aside from personnel, will be 543 kEUR to cover the software subscriptions needed to support our Registry compliance activities. We will also have expenses for staff training and travel expenses to provide support at events. We will also budget for a recurring external review of our procedures for resource holder changes.

1.1 Registration Services

FTEs: 21.1 (+1.3)	**Cost:** 2,550 (+11%) ↑	**CAPEX:** -	**% of budget for staff expenses:** 98%
Main Expenses: Consultancy: 60 kEUR | Travel: 22 kEUR | Office Expenses: 5 kEUR			

Description

As an authority on unique Internet number resources, we enable our members and others to operate and develop the Internet. We are responsible for maintaining the RIPE Registry and allocating and assigning IP addresses and AS Numbers within our service region, according to policies that have been set by the RIPE community.

The Internet landscape is dynamic and constantly changing. Much of this change needs to be reflected in our Registry. When resources are transferred to another network, or when a resource holder changes their company structure or legal name, we review and process updates to the associated Registry information. A big part of this work is about avoiding conflicts over who holds specific resources. Since the IPv4 run-out in 2019, the number of IPv4 address transfers is still increasing, and we continue to deal with fraud cases and disputes over holdership.

We also 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 2025

In 2025, we will enhance some of our processes, following the recommendations of an external audit that was conducted on the integrity of the Registry. We received the audit report in 2024 and have already implemented some of its suggestions. We expect to fully complete the recommended improvements in 2025.

We will also automate the monitoring of company registration details for End Users. This project was scheduled for 2024 but had to be pushed to 2025 due to other priorities. We already monitor the registration details of our members, receiving automatic notifications of significant changes, and we will start doing this for approximately 20,000 independent resource holders as well. This will help us achieve faster processing for requests, as there will be no need to cross-check and potentially correct outdated registration data if it has already been verified.

We will look for opportunities to automate our processes wherever possible to enhance consistency, efficiency and customer satisfaction. While some automation is already in place, a significant portion is still handled manually, as many of our procedures are highly complex and require multiple checks in various systems. Our aim is to automate some of these steps so we can focus on those that must be done manually. For this project, we expect we might have to implement new systems and tools.

We will also refine our current metrics to better measure the accuracy of Registry data. We will work on improving the way we record registration data and updates by centralising our records in one authoritative system and will find ways to more effectively present it. This will make it easier to use our data for analysis and planning.

As RIPE secretariat, we will also support the RIPE community in the development of RIPE Policies, should the need arise. This includes supporting the proposers of any policy changes, working groups, and their co-chairs. We will also continue to share our observations and highlight trends related to Internet Number Resources, with the goal of providing a comprehensive overview for consideration by the RIPE community

1.1 Registration Services Continued

We will have some expenses for staff training. We are also budgeting for a recurring external review of our procedures for resource holder changes. Finally, we will have some travel expenses, as we send Registry staff to RIPE NCC events to support our members and coordinate with other RIRs on our activities. However, we anticipate that we can reduce costs once we have automated more of our processes, leading to less manual work and faster processing time. The additional FTE here is due to correcting our budget rather than a new hire.

Commitments for 2025
> Increase the number of End Users that are verified every two years.

Number of Resource Records the RIPE NCC is Responsible for
2021:   145,000 (+4%)
2022:   152,000 (+5%)
2023:   156,000 (+3%)

2024: 159,941 (+2.5%) ↗

Resources Transferred
2021:   6,759 (+59%)
2022:   7,167 (+6%)
2023:   6,200 (-13%)

2024: 7,828 (+26%) ↗

Company Mergers Processed
2021:   424 (-3%)
2022:   308 (-31%)
2023:   319 (+4%)

2024: 236 (-26%) ↘

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
> Mergers and Acquisitions
> RIPE Policy Development
> Current Policy Proposals

1.2 Member Services

FTEs: 11.5 (+0.1)	Cost: 1,550 (+15%) ↑	CAPEX: -	% of budget for staff expenses: 73%

Main Expenses: Information Technology: 365 kEUR **|** Travel: 10 kEUR **|** Office Expenditure: 4 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. We also follow up on all automated warnings regarding Abuse-C and country online Registry updates. Overall, Member Services makes sure members are taken care of and are able to quickly and easily manage their membership and resources, with any changes quickly verified and put in place.

Activities in 2025

In 2025, we will continue looking for ways to improve our billing process, building on our successful efforts in 2024, which led to a reduction in the number of members who did not pay their invoices on time.

In addition, we will carry out verification checks on members and update their account contact information when needed. As part of this process, we will set up a framework for internal consistency checks.

We will also work to further enhance our online chat service, which has proved to be very popular with members and other users. We will introduce some automation in the service to ensure that queries are immediately assigned to the correct department, speeding up our response times.

Finally, we will do a broad review of our procedures to look for ways to optimise them, especially in terms of where we can bring in automation. This will enable our team to focus on more complex issues that need extra attention and make our processes more efficient overall.

Commitments for 2025

› Set up a framework for internal consistency checks.
› Improve our chat service.

LIR Accounts

2021: 23,549 (-8%)
2022: 23,703 (+1%)
2023: 23,372 (-1%)

2024: 21,383 (-8.5%) ↘

RIPE NCC Members

2021: 20,203 (-0.5%)
2022: 20,381 (+1%)
2023: 20,274 (-0.5%)

2024: 20,176 (-0.5%) ↘

More Information

› Abuse-c Information
› New Membership Applications
› Due Diligence Information
› Billing Information
› Closure of Members

1.3 Registry Monitoring

FTEs: 10.6 (+0.6)	**Cost:** 1,500 (+11%) ↑	**CAPEX:** -	**% of budget for staff expenses:** 84%

Main Expenses: Information Technology: 180 kEUR **|** Travel: 18 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 2025

As part of our Registry auditing activities, we plan to complete 2,400 ARCs over 2025. This will be supported by our automation of ARCs and by adding new features. We will also conduct Registry accuracy investigations involving extended due diligence.

We will implement more extensive sanctions screening. We will also carry out continuous reviews of our procedural controls that help to identify any unauthorised actions and streamline the completion of legitimate requests.

180 kEUR of our budget for this activity covers the software subscriptions needed to support our Registry compliance activities.

Commitments for 2025

> Complete 2,400 Assisted Registry Checks.
> Implement more extensive sanctions screening.

Investigations Completed

2021: 692 (+175%)
2022: 1,170 (+51%)
2023: 707 (-40%)

2024: **701** (-1%) ↘

Assisted Registry Checks Completed

2021: 2,718 (-35%)
2022: 987 (-64%)
2023: 2,357 (+139%)

2024: **2,452** (+4%) ↗

More 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, our RIPE Meeting software, K-root, AuthDNS, RIS and the RIPE Atlas backend.

RIPE NCC
STRATEGY
2022 - 2026

Information Services 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

2   Operate a trusted, efficient, accurate and resilient Registry

3   Enable our members and community to operate one secure, stable and resilient global Internet

Strategic Goals

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

3.1   Secure Internet number resources by developing and operating a resilient, externally auditable and secure resource certification Trust Anchor

3.2   Support the global naming system by operating K-root and Authoritative DNS services

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

Key Takeaways

We have updated how we present our technical departments by including the Registry-related technology activities–the LIR Portal, RPKI and RIPE Database–under Information Services, as these activities are under the budget and supervision of our Chief Technology Officer. Though they support the work of the Registry, they also serve a purpose as a service of their own, alongside our other Information Services.

This year, we will continue to modernise the data storage and infrastructure behind several of our services. This is a large project that we expect to lead to significant cost savings. Under the IT Support activity, we will reduce our actual data centre costs from around 850 kEUR per year, given the footprint in the first half of 2024, to 360 kEUR in 2025. However, this will be partially offset by increased cloud costs. In IT Support, these costs will be increased by 70 kEUR, and in RIPE Atlas cloud costs will increase by 250 kEUR. There will also be a shift in where data storage is budgeted, as some costs that were under the RIS and IT Support budgets have moved under the RIPE Atlas budget. We will also carry out an effort to containerise our applications, which may result in some costs moving from IT Support to RIPEstat.

In addition, in 2025 we will look into improving data quality for RIS. And we will improve the user experience, such as by offering more functionality for RPKI. We are also improving our work processes, such as by introducing more automation in the LIR Portal and in Registry procedures in order to increase efficiency. We are particularly looking at increased security in services with member information like the LIR Portal and the RIPE Database. Part of this involves efforts to ensure we comply with international security standards, which is a company-wide effort. Some of our main costs will be hosting and operating a number of services and equipment across our activities, as well as up-front costs for data migration.

2.1 LIR Portal

FTEs: 18.9 (+2)	**Cost:** 2,700 (+12%) ↑	**CAPEX:** -	**% of budget for staff expenses:** 89%

Main Expenses: Consultancy: 300 kEUR **|** Information Technology: 30 kEUR **|** Travel: 14 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 2025

Our three main objectives for this activity are enhanced security, improved Registry accuracy and efficiency, and supporting the organisation in making decisions based on data.

To enhance the security of various services, we plan to standardise the SSO protocol in RIPE NCC Access, enabling more security-related features such as better protection against leaked credentials and strengthened code quality. We also plan to continue improving the security of our internal and external APIs, which we began in 2024 and plan to finish in 2025.

To improve Registry accuracy and efficiency, we will look to automate processes, such as the way we measure the accuracy of Registry data. We also plan to improve the user experience in the LIR Portal in order to make updates to the Registry easier. And to support the organisation in making decisions based on data, we will implement data warehousing that can be used in different parts of the organisation, beginning in 2024 and continuing in 2025.

Our costs will not change significantly, but we will need added budget to perform a security audit of the LIR Portal and of our SSO. We will also reduce our consultancy budget and replace these consultants with permanent staff in a cost-neutral way.

Commitments for 2025
› Make security improvements to RIPE NCC Access.
› Improve the LIR Portal user experience.
› Implement data warehousing.

LIR Portal Uptime
2022:   99.81%
2023:   99.89%

2024: 99.80% ↘

More Information
› LIR Portal
› Requesting Resources Through the LIR Portal
› Business Applications Quarterly Planning

2.2 RPKI

FTEs: 7.1 (0)	**Cost:** 1,150 (-26%) ↓	**CAPEX:** -	**% of budget for staff expenses:** 87%

Main Expenses: Consultancy: 110 kEUR | Information Technology: 65 kEUR | Travel: 12 kEUR

Description

Resource Public Key Infrastructure (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 resilient, reliable and highly available RPKI service.

Activities in 2025

In 2025, we will have three focus points for RPKI. First, continuing the work that was carried out in 2024 with Type 1 ISAE 3000/SOC 2 compliance, our focus for 2025 will be the Type 2 audit, which has been postponed from Q4 2024 to Q2 2025. SOC 2 Type 1 and 2 audits verify that the controls for data security, availability, processing integrity and confidentiality of the RPKI service are appropriately designed (Type 1) and effectively operational over a specified period (Type 2).

Second, in 2024, the NRO launched the joint NRO RPKI programme with the objective of providing a more consistent and uniformly secure, resilient, and reliable RPKI service to make it easier for network operators who create RPKI objects through multiple RIRs. The NRO RPKI Steering Group is working on translating this high-level goal into concrete objectives for 2025, which our RPKI team will then implement.

We will continue to improve the usability and functionality of the service. This includes enhanced ROA history insights, supporting new RPKI object types such as ASPA, and further improvements in ROA and ASPA operator support, e.g. by the use of near real-time BGP information.

Our main costs besides staff expenses will be the CDNs we use for the RPKI repository, as well as support for our HSMs and the Publication-as-a-Service we provide for members. These costs are expected to be similar to 2024. Costs have been lower in the past couple of years since we have now established a solid foundation for the service and can focus on maintaining stable operations and development.

Commitments for 2025

› Carry out a Type 2 ISAE 3000/SOC 2 audit.
› Support the joint NRO RPKI programme.
› Increase RPKI usability with new features.

Uptime of RPKI Repositories

2023: 100%

2024: 100% =

Address Space the RIPE NCC is Responsible for That is Covered by ROAs

2021: 49% IPv4 addresses; 32% IPv6 addresses
2022: 55% IPv4 addresses; 34% IPv6 addresses
2023: 64% IPv4 addresses; 37% IPv6 addresses

2024: 68% IPv4 addresses ↗

41% IPv6 addresses ↗

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: 94%

Main Expenses: Consultancy: 25 kEUR **|** Information Technology: 15 kEUR **|** Travel: 4 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 2025

There are four main activities planned for 2025. First, to improve security in the RIPE Database, we will phase out MD5 hashed passwords by mid-2025. These hashes have known security vulnerabilities and may cause maintainer passwords to be compromised if there is a data breach or leak, creating a risk of malicious updates that would take significant work to resolve. We will replace these passwords with API keys.

We will also review our data breach procedure to better plan our response if RIPE Database data were to be exposed. We will continue to work on our internal risk framework to identify and resolve problem areas. Part of our work will be clarifying the responsibilities of maintainers with regards to their processing of personal data in the RIPE Database.

We have stopped work on a planned cloud migration for the RIPE Database. Instead, we will focus 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 the use of Kubernetes. And we will further improve the availability of the Database.

Finally, we will continue to work with the IETF community and other RIRs on implementing standards and improving our compliance, including improvements to RDAP and NRTMv4. This will help keep the RIPE Database service consistent with similar services from other RIRs.

Commitments for 2025
› Remove MD5 hashed passwords from the RIPE Database.
› 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%** ↗

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

FTEs: 5.1 (0)	**Cost:** 1,050 (+23%) ↑	**CAPEX:** 10 (-90%) ↓	**% of budget for staff expenses:** 73%

Main Expenses: Information Technology: 220 kEUR | Contributions: 50 kEUR | Travel: 28 kEUR

Description

Our DNS services are the foundation on which all our other services are built, since they are all living 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.

Activities in 2025

Our focus will be to continue operating our DNS service so that it remains solid and stable. In 2024, 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 2025. Other than that, we anticipate normal system maintenance, security improvements and version upgrades.

We started the process of sunsetting our ns.ripe.net service in mid-2024, after consulting with the community. This project will run through the remainder of the year, and we plan to decommission the service completely in January 2025.

Our main costs will be for operating the DNS service and hosting, equipment and connectivity for our core DNS locations. The 2025 budget for this activity has increased because a significant rounding difference was applied in the 2024 budget.

Commitments for 2025

› Complete the sunsetting of ns.ripe.net by January 2025.

K-root Instances

2021:	84 (+7%)
2022:	95 (+12%)
2023:	108 (+14%)

2024: **121 (+12%)** ↗

AuthDNS Instances*

2023:	15

2024: **23 (+53%)** ↗

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
› Retiring ns.ripe.net

2.5 RIPE Atlas

FTEs: 7.9 (-)	**Cost:** 1,550 (+15%) ↑	**CAPEX:** -	**% of budget for staff expenses:** 71%

Main Expenses: Information Technology: 430 kEUR (including 100 kEUR for new probes) | Consultancy: 30 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 2025

Our goal for 2025 will be to improve the usefulness of the system for all users, including probe hosts, the community and RIPE NCC members. To this end, we will work on better support for known use cases and providing more benefits to members. In particular, we will evaluate the features for probe and anchor hosts to see where we can provide better insights into the behaviour of their probes and anchors. We will also look into what data is already collected, and what still could be collected, to be able to give insights into the networks of RIPE NCC members. We will consider how to clearly display this information, such as through integration with the LIR Portal. We will also investigate what valuable measurements could be done with just a few (or even no) clicks for RIPE NCC members.

We will evaluate how various use cases, like connectivity debugging or network monitoring, can be supported by RIPE Atlas, and create APIs and/or user interface components to support these. We will also continue our efforts to make a measurement firmware package easily available throughout 2025. And we will develop an enhanced probe distribution strategy.

We will work on improving the availability of DNSMON, our domain monitoring service based on RIPE Atlas. And we will keep RIPE IPmap, our infrastructure geolocation service, available.

Budget-wise, we have changed how infrastructure costs are reported. Some data storage costs that were previously included in the RIS and IT Support budgets have moved under the RIPE Atlas budget, leading to a 250 kEUR increase in costs for this activity and a corresponding decrease in costs for RIS and IT Support. The overall savings will be greater than the cost increase here.

Commitments for 2025

❯ Provide more insights to hosts about probe and anchor behaviour.
❯ Give members easier access to information about their networks as seen in RIPE Atlas.

Connected RIPE Atlas Probes

2021:	11,500 (+5%)
2022:	11,800 (+3%)
2023:	12,900 (+9%)

2024: **12,720 (-1%)** ↘

RIPE Atlas Anchors

2021:	723 (+11%)
2022:	773 (+7%)
2023:	777 (+1%)

2024: **802 (+3%)** ↗

2.5 RIPE Atlas Continued

Measurement Results per Day

2021: ~1,000 million (+11%)
2022: ~1,100 million (+10%)
2023: ~1,300 million (+18%)

2024: ~1,200 million (-5%) ↘

More Information

› RIPE Atlas
› RIPE Atlas Quarterly Planning
› RIPE Atlas Network Coverage
› RIPE IPmap

2.6 RIPEstat

FTEs: 4.1 (0)	**Cost:** 600 (+9%) ↑	**CAPEX:** - (-100%) ↓	**% of budget for staff expenses:** 85%

Main Expenses: Information Technology: 40 kEUR **|** Travel: 12 kEUR **|** Office Expenditure: 1 kEUR

Description

RIPEstat is a web-based application that provides current and historical information about IP addresses, AS Numbers 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 data sets and external sources. Operators can use RIPEstat to analyse global Internet events, get Internet statistics and compare query results across multiple widgets. Our own Registry Monitoring team also makes use of RIPEstat during ARCs and investigations.

Activities in 2025

Our main focus in 2025 is to improve both the user interface (UI) and user experience (UX) of RIPEstat. Based on our user research, we have decided to move to a single user interface for RIPEstat. To achieve this, we will decommission the new UI, built in 2020, and focus our attention on improving the old one, built in 2013. We will iteratively update this to make it a more modern, user-friendly application. Our goal is to help users better understand what is happening with the Internet. We also plan to start using containers in our infrastructure.

Budget-wise, our main costs will be infrastructure. Depending on how we decide to implement containers, some of the costs from IT Support may move to RIPEstat, leading to increased costs in this activity and a corresponding decrease in costs for IT Support.

Commitments for 2025

> Transition RIPEstat to a single, enhanced UI.
> Implement containers in our infrastructure.

More Information

> RIPEstat
> RIPEstat Data API
> RIPEstat Quarterly Planning

2.7 RIS

FTEs: 5.1 (0)	**Cost:** 850 (-6%) ↓	**CAPEX:** 90 (+100%) ↑	**% of budget for staff expenses:** 77%

Main Expenses: Information Technology: 110 kEUR **|** Consultancy: 50 kEUR **|** Travel: 14 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 2025

In 2025, our focus will be migrating RIS data from our on-premises storage cluster to an alternative solution, so that by the end of the year we will have gone from having all RIS equipment on premises to having almost no hardware for RIS in our data centre space. Our primary goal is to ensure we have a more cost-effective solution for storage, so we will be investigating alternatives that meet our needs. In preparation for the move to another solution, we have migrated the RIS and RIPEstat datasets to an intermediate environment, thus already consolidating our data centre usage.

In parallel, we will focus on data quality, as we will continue our selective peering strategy where we look for peers from geographical areas that lack coverage and other relevant networks rather than increasing the overall number of peers.

The main costs in this activity are data centre usage. There will be some up-front costs due to the migration of the data storage, but this will be offset by some data storage costs for RIS moving under the RIPE Atlas budget.

Commitments for 2025

> Migrate RIS data storage out of RIPE NCC data centre space.

Route Collectors

2021: 22 (+5%)
2022: 23 (+4%)
2023: 23 (0%)

2024: 23 (0%) =

Peers

2021: 1,371 (+9%)
2022: 1,424 (+4%)
2023: 1,499 (+5%)

2024: 1,499* (0%) =

Although the number of peers has not changed, in many cases the peers themselves are different, as we have changed our peering strategy.

More Information

> Routing Information Service (RIS)
> RIS Live
> RIS Quarterly Planning

2.8 IT Support

FTEs: 17.2 (+1)	**Cost:** 3,600 (-4%) ↓	**CAPEX:** 400 (+33%) ↑	**% of budget for staff expenses:** 62%

Main Expenses: Information Technology: 1,130 kEUR **|** Office Expenditure: 185 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 2025

In 2025, we will continue our security and compliance efforts, as we will work to achieve ISO 27001 certification and pass the ISAE 3000 Type 2 audit in 2025. We will also continue to containerise our applications, support the migration of the RIS backend and replace old hardware with modern, more efficient models. In addition, we will continue improving cost efficiency as we streamline our IT operations by reducing the number of software licences in use where possible. We will also extend our Kubernetes utilisation, both in the cloud and on premises, while decreasing our data centre footprint.

As we go from 46 to 22 racks, our data centre costs will decrease by roughly half – from 850 kEUR per year to 360 kEUR – and this cost reduction will continue throughout the year as we reach a total footprint of 10 racks by the end of 2025. Higher cloud costs will offset some of our savings, but some of these costs will shift to the RIPE Atlas budget, so the total cost increase here will only be 70 kEUR.

We will also have extra costs to put in place an internal ticketing system that will ultimately be more cost-effective than our current tool. Our containerisation efforts may however lead to a decrease in costs for this activity, as some of the costs for this may shift to RIPEstat.

Commitments for 2025

› Reduce data centre footprint to 10 racks.

More Information

› Service Announcements
› Report Technical Emergency
› Reducing the RIPE NCC's Data Centre Footprint
› RIPE NCC Cloud Strategy Framework
› RIPE NCC Service Criticality Framework

3. External Engagement and Community

Social Media

X	Facebook	Linkedin	Youtube	Instagram	Mastodon
@ripencc @ripelabs @ripemeeting	@ripencc	RIPE NCC	@ripencc	ripe_ncc	@ripencc@mastodon.social
27,589 followers	7,149 followers	16,220 followers	4,410 subscribers	410 followers	609 subscribers

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

RIPE Labs Statistics

116 articles published

30,890 unique page views per month (average)

Popular content
1. RIPE Atlas 2. IPv6
3. Measurements and tools
4. Routing 5. Internet number resources

Articles published by
staff **58**   external **58**
total **116**

RIPE 87 Rome

Attendees

Returning		Newcomer	
137 online		online 37	
446 onsite		onsite 113	

41 countries participated onsite   **8** Sponsors
58 countries participated online

Onsite				
DE	IT	NL	GB	US
100	**62**	**5**	**32**	**29**

Online				
DE	NL	US	IN	GB
27	**24**	**10**	**10**	**10**

Top 5 Countries

RIPE 88 Kraków

Attendees

Returning		Newcomer	
143 online		online 34	
414 onsite		onsite 131	

59 countries participated onsite   **9** Sponsors
47 countries participated online

Onsite				
DE	NL	PL	US	GB
94	**54**	**45**	**31**	**26**

Online				
DE	NL	FR	US	GB
30	**19**	**9**	**8**	**8**

Top 5 Countries

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 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 community's perspectives with them.
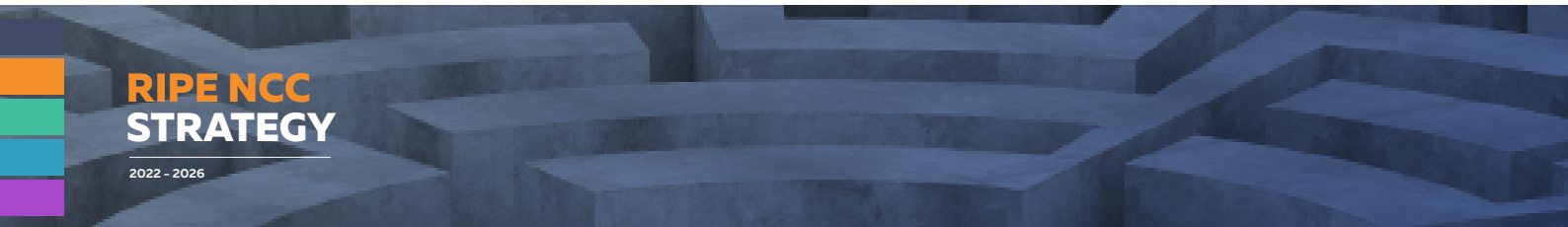
RIPE NCC STRATEGY
2022 - 2026

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

We have been optimising our budget and workload for the past few years, which means we do not need to increase our FTEs or budget beyond market correction, nor launch any new services or activities in this area.

Instead, we will focus on our ongoing projects and on developing more refined processes, more value for our membership and automated reporting. Our main costs will be our meetings and events, which also require staff travel for support, as well as public policy and Internet governance engagements.

We will engage with members on important topics like the Charging Scheme and our planning for the years ahead. We will host numerous meetings and other events to hear from members, and we will put effort into other community initiatives like NOGs and hackathons to build bridges between different parts of our community. And we will make it easier for members to get involved through improved website functionality and language support.

We will also work on capacity-building for our members and the community through our Community Learning and Development initiatives. These will include many different types of learning experiences, some online, some in-person, to accommodate different learners in their efforts to build knowledge and strengthen their networks. We are working on improving our current offerings while also developing new courses to continuously broaden learners' expertise on topics such as IPv6 and Internet measurements and tools.

We will also focus on developing and maintaining excellent relationships with technical, governmental and standards bodies by sharing our own data insights and storytelling, which we tailor for the benefit of different audiences. One key upcoming event where we will engage with these bodies will be the World Summit on the Information Society (WSIS)+20, taking place in 2025, for which we will contribute during the various consultation processes.

3.1 Community Building and Member Engagement

FTEs: 25.8 (-1.7)	**Cost:** 5,850 (+2%) ⬆	**CAPEX:** -	**% of budget for staff expenses:** 48%
Main Expenses: Outreach and PR: 1,945 kEUR **|** Consultancy: 540 kEUR **|** Travel: 265 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: 10.3 (-1.3)	**Cost:** 3,700 (0%) =	**CAPEX:** -	**% of budget for staff expenses:** 28%

Main Expenses: RIPE Meetings and Regional Meetings: 1,850 kEUR | Consultancy: 590 kEUR (including EoR) | Travel: 225 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. We provide funding and logistical support for NOGs 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 2025

We will have a number of activities in 2025, from meetings to other events and initiatives. In terms of meetings, we will deliver RIPE 90 and RIPE 91, for which we will also help coordinate local hubs if organisers are available. And we will host three regional meetings: SEE, CAPIF and MENOG. Although we had to pause our RIPE NCC Days in 2024 due to budget cuts, our efforts to improve cost efficiency have allowed us to find the budget to host a RIPE NCC Day in Moldova in 2025.

Alongside this, we will also host some specialised events including hackathons, Internet Measurement Days and deployathons. One of our major goals is to increase the coverage of RIPE Atlas to make it even more useful to members. To achieve this, we will present at NOGs and other events in countries with poor coverage, primarily within our service region. As this is a global measurements tool, we are also aiming to deploy probes in some countries further away, such as in the APNIC, AFRINIC and LACNIC regions, so that our membership can see how their network looks from any part of the world.

We will work to promote the attendance of underrepresented groups at our events. One such effort will be to fund RIPE Fellowships this year at various events to get experts involved in the community who might not otherwise be able to afford to do so. Through our RACI programme, we will send academics to RIPE Meetings in 2025 to share their research and connect with the technical community. To further promote academic attendance at our events, we will strengthen our relationships with universities and NRENs, actively invite students and academics to RIPE Meetings, such as by giving local students free tickets, and organise student webinars and Academic and NREN sessions parallel to each RIPE Meeting.

We will also support other community events in our service region, including NOGs and national and youth IGFs, by attending, sending speakers and possibly giving sponsorship. Our goal is to foster dialogue throughout our service region and build connections with other technical organisations. Finally, we will continue to organise online Open Houses, some for a specific country and others on a specific topic. These have proven to be a low-cost, travel-free way for community members to come together for useful discussions.

The RIPE NCC Executive Board recently resolved to temporarily pause the RIPE NCC Community Projects Fund (CPF) for the year 2025. This will allow for a thorough review of the project management and goals of the Fund. This will not impact the External Engagement and Community budget, as our role is limited to operations, with the funding coming from the Organisational Sustainability budget.

3.1.1 Community Building Continued

Budget-wise, we will work to secure 600 kEUR in sponsorship to cover some of the costs for these events and initiatives.

The main costs for this activity are the RIPE Meetings, for which we budget roughly 1.4 M EUR, the three regional meetings we budget roughly 350 kEUR for and the national engagements that will cost 200 kEUR, of which 100 kEUR is budgeted under travel.

Commitments for 2025
> Deliver RIPE 90 and 91, including local hubs.
> Deliver SEE 13, CAPIF 4, MENOG 25 and the RIPE NCC Day in Moldova.
> Deliver Internet Measurement Days, hackathons and deployathons.
> Send academics to RIPE Meetings.
> Send fellows to RIPE Meetings and regional meetings.

More Information
> RIPE NCC Open House
> Meetings and Events
> Participate in the RIPE Community
> RIPE Meetings
> RACI
> RIPE NCC Hackathons
> RIPE NCC Community Projects Fund Paused for 2025

3.1.2 Membership Engagement

FTEs: 15.5 (-0.4)	**Cost:** 2,150 (+5%) ↑	**CAPEX:** -	**% of budget for staff expenses:** 83%

Main Expenses: Consultancy: 150 kEUR | Outreach and PR: 95 kEUR | Information Technology: 70 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 2025

In 2025, we will continue our work supporting the regional and RIPE Meetings, as well as the General Meetings (GMs). For the GMs, we will review our processes and reporting to make sure we engage with members as effectively as possible. Alongside these events, we will host Open Houses for members on key topics such as the Charging Scheme 2026 and Activity Plan and Budget 2025, as well as the election to fill two seats on the Executive Board. We will also support the work of the Charging Scheme Task Force, which started at the end of 2024. And we will carry out consultations with the membership on other key matters. One discussion we will initiate is about planning our new five-year strategy, as our 2022-2026 strategy is drawing to a close. We aim to facilitate a plan that meets the needs of members and that also solidifies the RIPE NCC's position as a key player in the global Internet ecosystem.

Building on work to improve our data provisioning processes and to offer insights for members on topics that matter to them, we will focus on providing much more data on the Registry and on key topics such as resource usage, transfers, RPKI and IPv6 deployment, ASNs and much more. We also have a wealth of excellent content that has been presented by both RIPE NCC staff and community members over the years. Much of this material is difficult for people to find, so we will make this content more discoverable so that members and the community can benefit from this industry expertise.

An area of focus will be seeing how we can compensate for new restrictions on bulk emails that were put in place by big email providers. This means we will have to find alternative means to reach our members, likely through a combination of efforts, such as new opt-in mailing lists and a more varied social media presence. Other than that, we will continue to develop existing platforms like the RIPE NCC Forum, RIPE Labs, and will create podcasts and other multimedia content, as well as publishing corporate governance documents and other reports on various topics.

We will also be updating the design of the RIPE Meeting websites as we move these websites to a new platform, which will allow for improved security and streamlined maintenance. We will also work on multi-language support to make these websites more accessible to all members, and we will onboard some of our regional meetings to the same platform, namely CAPIF and SEE. We will then move our focus to enhancements to www.ripe.net, specifically around search and the discoverability of content, along with performance improvements that enhance the user experience. Additionally, we will review accessibility across all of our sites to ensure we comply with the European Accessibility Act (EAA).

We have heard many requests from members to offer more language support, and with the move of our translated material to www.ripe.net, we will be in a position to add more content and involve members in our translations. This will allow more languages and more translation work to be supported, while bringing members throughout our region closer to the content that matters to them.

3.1.2 Membership Engagement Continued

Our main costs for this activity are related to consultancy for marketing/design and PR, as well as costs for the RIPE Meeting streaming platform. We also have costs for our General Meetings, especially our third-party voting platform, although the costs here are generally low. We will also have some expenditure for cloud data storage and travel for staff supporting our events.

Commitments for 2025
> Carry out consultations with the membership on key topics.
> Transition the RIPE and regional meeting websites to a new platform.
> Improve www.ripe.net in terms of search, discoverability and performance.
> Achieve EAA compliance for our websites.

More Information
> ripe.net
> RIPE Labs
> RIPE Labs Podcast
> The RIPE NCC Forum
> RIPE NCC Translations
> RIPE NCC Organisational Documents

3.2 Learning and Development

FTEs: 13 (0)	Cost: 1,850 (+3%) ↑	CAPEX: -	Budget on staff expenses: 83%

Main Expenses: Training: 210 kEUR **|** Travel: 85 kEUR **|** Information Technology: 20 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.

In 2025, we will continue with our training courses, for which we will work more closely with local hosts to make the course delivery more efficient. We will deliver webinars and will review our webinar portfolio for improvements, as well as working on improving and expanding numerous learning experiences such as our e-learning and Certified Professionals exams.

3.2.1 Technical Training and Development

FTEs: 7 (0)	Cost: 1,050 (+2%) ↑	CAPEX: -	% of budget for staff expenses: 81%

Main Expenses: Training Event Costs: 115 kEUR | Travel: 74 kEUR | Information Technology: 12 kEUR

Description

Technical Training and Development is where the technical expertise and knowledge for Community 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 in 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 2025

In 2025, we will work more closely with local hosts to make the delivery of our in-person training courses more efficient. Local hosts can help us by providing a venue and promoting the training to their local community. This reduces our costs and ensures good attendance for our training. We aim to deliver a few more in-person courses this year, with a slight increase in locations. Alongside this, we plan to deliver between 35 and 40 webinars, the same as in 2024. We will review our webinar portfolio to look for improvements. We will also carry out internal training to support the onboarding of new RIPE NCC staff members. In our learning experiences, we will keep providing our expertise to the development, improvement and maintenance of all of our portfolio.

We will continue to represent the RIPE NCC at events and conferences when we can. We will also provide technical expertise to contribute to other engagement activities with relevant stakeholders like governments/regulators, competent authorities/ LEAs and academia, amongst others.

The main cost for this activity is in-person training courses, at approximately 189 kEUR.

Commitments for 2025

› Deliver 35-40 webinars.
› Deliver around 40 in-person training courses in 20 locations.
› Continue organising hosted courses.

Webinars

2021:   97
2022:   69
2023:   41

2024: 36 ↘

Webinars NPS*

2024: 61

3.2.1 Technical Training and Development Continued

In-Person Training Courses and Workshops

2021: 0
2022: 7
2023: 47

2024: 31 ↘

In-Person Training Courses and Workshops NPS*

2024: 79

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:** 800 (0%) =	**CAPEX:** -	**% of budget for staff expenses:** 85%

Main Expenses: E-learning Improvements: 95 kEUR **|** Travel: 12 kEUR **|** Information Technology: 8 kEUR

Description

Curriculum Development holds the pedagogical, user experience and visual design expertise for Community 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 2025

In 2025, our focus will be improving the quality of our courses, from user experience to materials and exams, ensuring they are relevant, up to date and engaging. As part of this, we will implement the findings of a needs assessment we have conducted. We will also develop more courses to complete our learning paths and will try to make our training more accessible to learners of different backgrounds and resources. And we will work on improving the features and user experience of the RIPE NCC Academy. All of this will help increase learner engagement without increasing the cost for members.

We plan to deliver several new learning experiences in 2025, such as an IPv6 Advanced e-learning course, which will help our learners design an IPv6 infrastructure. We will also deliver an Internet Measurements e-learning course, explaining the different measurements that can be performed on the Internet and why they are useful, and an LIR Fundamentals certification exam for our members. We will also update the LIR Fundamentals in-person training course. Based on data collected in 2024, we will update the content for some of our learning paths, such as BGP, RIPE Database, LIR Fundamentals and Internet Measurements, and will continue development of the overall IPv6 learning path, based on the needs assessed and the analysis of our current portfolio.

The cost of maintaining the quality of our learning experiences across our entire portfolio will be 95 kEUR, down from 109 kEUR in the 2024 budget.

Commitments for 2025

> Deliver an IPv6 Advanced e-learning course, an Internet Measurements e-learning course and an LIR Fundamentals certification exam.
> Update the LIR Fundamentals in-person course.

3.2.2 Curriculum Development Continued

E-learning Modules Completed (excluding microlearnings)

2021:   20,176
2022:   29,182
2023:   35,030

2024: 19,612 ↘

E-Learning Modules Rating

2024: 4.71 out of 5*

Certified Professionals Exams Completed

2021:   1,372
2022:   1,077
2023:   1,139

2024: 515 ↘

Certified Professionals Quality of Exam Platform / Questions

2024: 3.5 out of 4 / 3.3 out of 4*

More Information

› RIPE NCC Academy
› RIPE NCC Certified Professionals

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

3.3 Coordination and Collaboration

FTEs: 7.9 (0)	**Cost:** 2,100 (+2%) ⬆	**CAPEX:** -	**% of budget for staff expenses:** 51%
Main Expenses: Consultancy: 680 kEUR **|** Outreach and PR: 190 kEUR **|** Travel: 124 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.

3.3.1 Public Policy and Internet Governance

FTEs: 5 (0)	**Cost:** 1,600 (+3%) ↑	**CAPEX:** -	**% of budget for staff expenses:** 40%

Main Expenses: Consultancy: 650 kEUR | Outreach: 190 kEUR | Travel: 100 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 Telecommunications Union (ITU) and various industry leaders and associations.

Activities in 2025

In 2025, we will develop a comprehensive outreach plan to identify and engage key stakeholders within governments and intergovernmental organisations. We will then schedule regular bilateral meetings with policymakers to discuss ongoing and emerging issues related to Internet governance. We will continue our efforts to make sure we are in compliance with laws and regulations and to inform members about regulatory developments that could affect their operations. Building and maintaining good relationships with all governments in our service region helps us anticipate and raise awareness of any upcoming legislation.

We will continue our Roundtable meetings to discuss Internet management issues relevant to government, regulators and industry partners. Agendas will typically include presentations related to IP address management, policymaking, Internet governance and our technical activities. We will also continue to build better and more meaningful relationships and collaborations with governments and intergovernmental organisations such as the International Telecommunications Union (ITU) and the European Commission (EC).

The World Summit on the Information Society (WSIS)+20 serves as a platform to review the progress made since the original WSIS summits in 2003 and 2005. It assesses how the goals set during those summits, particularly related to bridging the digital divide and promoting the development of the Information Society, have been met. We will actively participate in the preparatory processes and discussions in anticipation of WSIS+20. Our goal is to represent the interests and perspectives of our community, ensuring that the outcomes support a secure, stable, and resilient global Internet. We will provide input on issues related to Internet coordination and governance, aligning our contributions with our mission and values.

The major expenses will be for travel to events and other engagements and consultancy costs.

3.3.1 Public Policy and Internet Governance Continued

Commitments for 2025
› Develop a comprehensive outreach plan to identify and engage key stakeholders.
› Actively contribute to WSIS+20 and other UN processes and discussions.
› Continue enhancing and hosting four RIPE NCC Roundtable Meetings per year.

More Information
› RIPE NCC Roundtable Meetings for Governments and Regulators
› 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:** 84%

Main Expenses: Consultancy: 30 kEUR | Travel: 24 kEUR | Office Expenditure: 1 kEUR

Description

By developing and providing data insights for specific audiences, the RIPE NCC helps policymakers and the technical community make better-informed decisions. This is crucial to effectively manage processes like routing, peering, IPv6 deployment and routing security. Our methodological analyses of 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 activities strengthen our engagement with the RIPE community and beyond, fostering a collaborative environment where insights and information are shared clearly and openly.

Activities in 2025

In 2025, we are planning to implement a more automated approach to insight production. This covers historical analysis of the development of the Internet to modern-day snapshots of the security, stability and resilience of the global Internet. We have already completed much of the foundational work for this and expect that the bulk of this will have been automated by the end of 2024. What we will need to do in 2025 is develop the storytelling and presentation of our data for different target audiences. Our aim in doing so is to help policymakers and the technical community make more informed decisions related to routing, peering, IPv6 deployment and routing security.

Commitments for 2025

› Produce regional and national reports tailored for different target audiences, such as policymakers and the technical community.
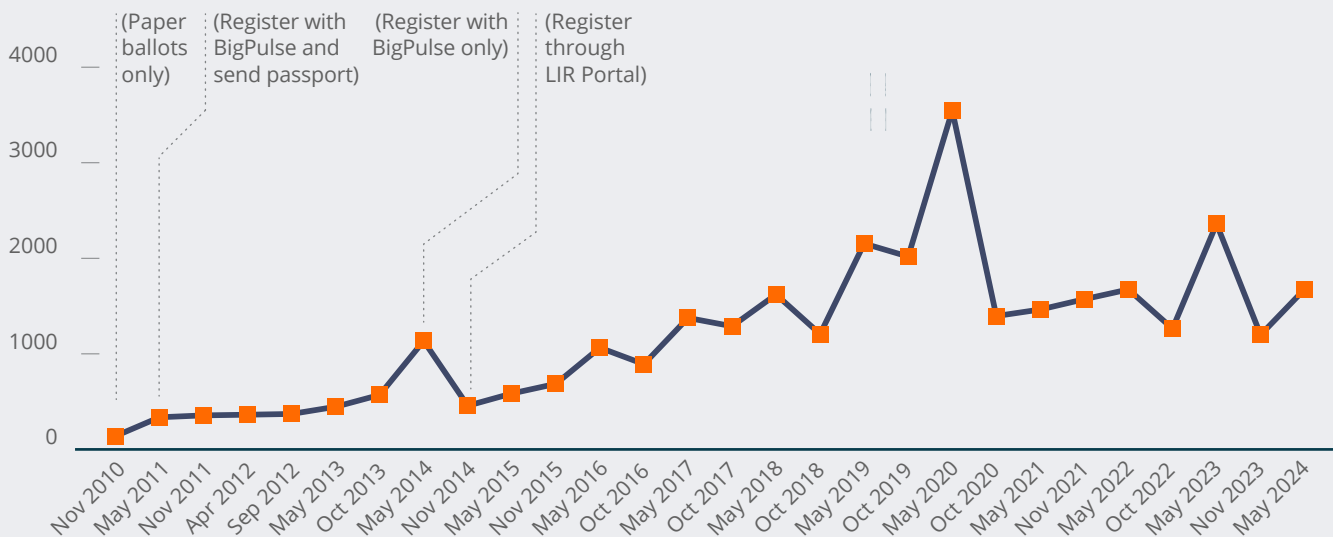
More Information

› RIPE NCC Reports
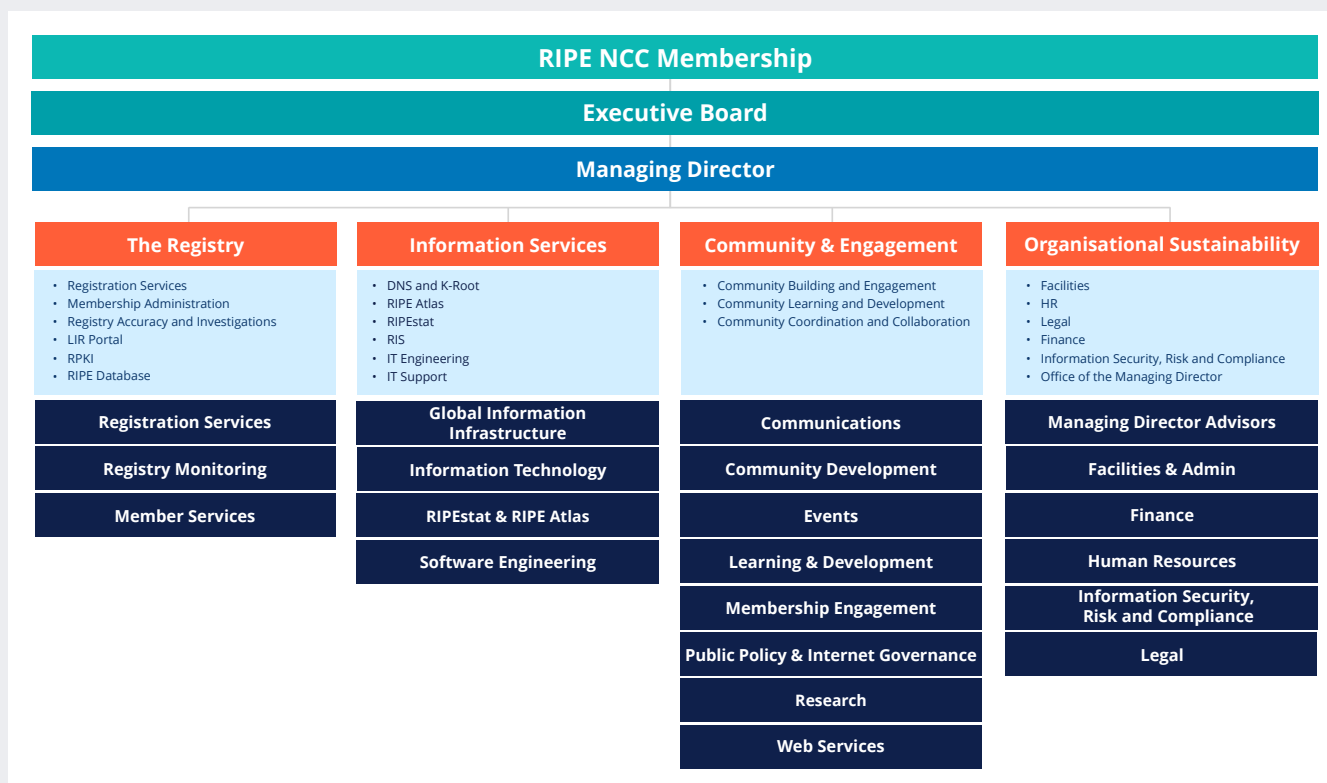› RIPE NCC Prototype Tools and Visualisations

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 this work.

RIPE NCC
STRATEGY
2022 – 2026

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

Strategic Objectives

4 Maintain a stable organisation with a robust governance structure

5 Employ engaged, competent and diverse staff

Strategic Goals

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

4.4 Maintain necessary levels of security and compliance with best practices and applicable regulations

5.1 Attract, develop and retain talented people from across the service region

5.2 Maintain a healthy organisational culture with engaged staff aligned with the organisational values

5.3 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 are currently evaluating the fit of our current office and working on improving staff engagement. This includes offering more development opportunities for staff and leadership, as well as efforts to bring in a more diverse workforce.

Alongside maintaining a safe and healthy environment for the RIPE NCC, we must future-proof it. We will implement new legislation and enhance our legal framework so that we stay compliant and resilient to future legal and geopolitical developments. We must also secure our funding despite inflation, income at risk and lack of member appetite for fee increases. This will require finding alternate options to collect income from certain countries and generating a return on our clearing house reserves, while ensuring we do not put the RIPE NCC at risk. And we must manage risks generally, strengthening our security profile with staff training, improved access management systems and monitoring for threat detection and remediation. We are particularly focused on achieving compliance in 2025 with international frameworks like ISO 27001 and ISAE 3000.

Finally, we must work at a more existential level. We will support the Charging Scheme Task Force to find a solution for a Charging Scheme that is financially viable while meeting members' needs. We will also work with the RIPE Chair to re-evaluate the relationship between RIPE and the RIPE NCC, and the very principles on which the RIPE NCC was founded. This will be important as we begin planning our next five-year strategy cycle, from 2027-2031.

Some of our main costs will be consultancy, as we require external legal and financial advice, extra budget for our wide-ranging compliance efforts this year, and our yearly contributions.

4.1 Facilities

FTEs: 4.7 (-0.2)	**Cost:** 2,150 (0%) =	**CAPEX:** 300 (0%) =	**% of budget for staff expenses:** 17%

Main Expenses: Housing and Insurance: 1,460 kEUR **|** Office Expenses: 385 kEUR **|** Consultancy: 50 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 extend. We also have external storage in Amsterdam and a legal entity with an office in Dubai. Our offices are set up to ensure a safe, secure, healthy and appealing environment for our staff that allows them to perform at their best.

We foster a hybrid way of working, where we give staff the option to choose to work from home or from the office. Where 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 2025

In 2025, we will continue to maintain a healthy, safe and pleasant workplace for all staff. At our office in Amsterdam, our landlord will start major renovations to our building at the beginning of 2025 that will continue until mid-2026. This will require us to engage in additional coordination and communication with our landlord so that we can agree on time frames that will allow us to maintain an effective work environment.

Our current rental contract for our Amsterdam office expires in 2026, with the option to extend. During 2024, we conducted an analysis of our workplace and now have several options to consider regarding the future of our office, taking into account staff needs and office costs. By the beginning of 2025, we will decide whether to renew our office rental agreement, and we will then plan the implementation of whatever option we decide to take.

We will also investigate more sustainable travel options for our business travel in 2025. In addition, we will review our current insurance portfolio. There will be no significant changes to our budget in this activity, as we expect typical costs for our rent, catering, cleaning and travel.

Commitments for 2025

> Decide whether or not to stay in our current office.

More Information

> Office Information

4.2 Human Resources

FTEs: 5.8 (0)	**Cost:** 1,100 (0%) =	**CAPEX:** -	**% of budget for staff expenses:** 64%

Main Expenses: Consultancy: 135 kEUR	Insurances: 100 kEUR	Office Expenditure: 70 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 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. Human Resources also leads activities to foster a healthy and inclusive organisational culture for all staff members to ensure they have the fuel they need to be their most productive.

Activities in 2025

In 2025, in line with Dutch labour legislation, we will introduce a low-barrier programme for mental health support for our staff, along with a Periodic Medical Assessment and different awareness efforts, to support and enhance our staff's well-being. We will also build on some projects we already initiated in the previous year. This includes implementing our new performance management system, which we built in 2024. We will also introduce and carry out the talent and succession planning processes we developed in 2024. Our staff and leadership development programme will continue as well, with a focus on building resilience, and we will work to increase staff's overall awareness of our policies and procedures. We will also continue our compliance efforts for ISAE 3000 and for ISO 27001 by ensuring we implement and maintain all relevant controls in our area.

During the second part of 2025, we will work on our strategy to further advance our staff diversity, as we aim to attract more female candidates to our technical and middle management roles, as well as younger candidates to the organisation overall. We will also continue optimising and automating our processes to increase efficiency.

Budget-wise, there will be some costs due to the necessary health and safety efforts. Our other projects will not require additional expenses. Throughout the organisation, personnel costs will increase slightly due to annual increases and market developments.

Commitments for 2025

› Implement initiatives for staff health and safety.
› Introduce and effectively implement our performance and talent management processes.
› Report on CO_2 emissions for business travel in the Netherlands and on pay equity.
› Complete required compliance activities.

More Information

› Staff
› Careers at the RIPE NCC

4.2 Human Resources Continued

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*
Dutch Employment Law as described in BW7	New legislation regarding the reforming of the Dutch pension system
Dutch ARBO Law (Dutch Working Conditions Act)	CO_2 reporting obligations for work-related staff mobility of previous year
Whistleblower Protection Act	The Pay Transparency Directive: as of 2027, reporting on pay equity of previous year

4.3 Legal

FTEs: 5 (0)	**Cost:** 1,200 (+9%) ↑	**CAPEX:** -	**% of budget for staff expenses:** 58%

Main Expenses: Consultancy: 500 kEUR | Travel: 20 kEUR | Office Expenditure: 2 kEUR

Description

We maintain 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 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 2025

In 2025, we will continue to work on the revision of the ICP-2 document ("Criteria for Establishment of New Regional Internet Registries"). This document, developed in 2001, set the criteria for the accreditation of an RIR. The criteria are now being revised through a broad community-led consultation that began in 2024. This work is important in order to demonstrate that the RIRs, as self-regulatory bodies, maintain adequate checks and balances, ensuring the stability and self-governance of the Internet Numbers Registry System.

We will review our Articles of Association and voting procedure to improve the ability of members to exercise their rights. We will also amend our Articles of Association in order to allow virtual General Meetings, following recent legal developments in Dutch legislation.

With regards to new EU legislation that will be in force in 2025 or later (see table below), we will review its applicability and amend our legal framework accordingly. When necessary we will participate in EU and Dutch public consultations on upcoming legislation or the implementation thereof. We also follow the development of non-EU/non-Dutch legislation that could potentially affect our activities or the activities or our members.

We will keep focusing on our compliance with EU sanctions by investigating potentially sanctioned members and applicants. This work is very challenging as the list of entities under investigation is very dynamic, not only due to the changes on the actual EU list of directly sanctioned entities, but also due to constant changes in shareholders and managers of entities under investigation. The latter is critical for the identification of the controlling party of an entity and the determination of whether this entity is indirectly sanctioned (due to sanctions on the controlling party).

4.3 Legal Continued

The geopolitical situation in our service region has not helped our efforts to achieve an exemption from all EU sanctions regulation for Internet number resources. We appreciate that we should pause these efforts for next year and re-evaluate at a later stage, when the circumstances are more positive for this discussion. Having said that, we will continue investigating ways to support all of our members, while remaining compliant with EU sanctions and other national or international legislation that may affect the provision of our services.

Finally, we will keep enhancing our legal documents, improving our own accountability and limiting liability. We will support all projects of the organisation as described in this Activity Plan, membership task forces and community discussions (including in working groups and task forces) by providing legal advice and producing legal documentation.

In addition to internal resources, we will use external legal advice for these tasks. Our main cost will be legal consultancy. While the number of FTEs will remain the same, our legal consultancy expenses are expected to increase by 150 kEUR due to the new EU and Dutch legislation we are obliged to implement in 2025.

Commitments for 2025
› Complete the ICP-2 revision.
› Implement a number of new pieces of EU/Dutch legislation.

More Information
› Legal Information
› Criteria for the Accreditation of Regional Internet Registries

4.3 Legal Continued

EU legislation currently applicable to RIPE NCC services	*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*
GDPR (Council Regulation (EU) 2016/679)	Network and Information Security - NIS2 (Council Directive (EU) 2022/2555)
ePrivacy Directive (Council Directive (EU) 2002/58 processing of personal data and the protection of privacy in the electronic communications sector)	Critical Entities Resilience Directive - CER (Council Directive (EU) 2022/2557)
Digital Services Act - DSA (Council Regulation (EU) 2022/2065)	European Data Act (Council Regulation (EU) 2023/2854)
Radio Equipment Directive (Council Directive (EU) 2014/53)	New Radio Equipment Directive
Directive on the restriction of the use of certain hazardous substances in electrical and electronic equipment (Council Directive (EU) 2011/65)	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 (Council Directive (EU) 2012/19)	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 prohibition on making funds and economic resources available to such persons and entities" (Council Regulation (EU) No 36/2012 Council Regulation (EC) No 305/2006 Council Regulation (EU) No 359/2011 Council Regulation (EU) No 267/2012 Council Regulation (EU) 2023/1529 Council Regulation (EU) No 208/2014 Council Regulation (EU) No 269/2014 Council Regulation (EC) No 765/2006 Council Regulation (EU) 2023/888 Council Regulation (EU) 2019/1890 Council Decision 2011/173/CFSP Council Regulation (EC) No 1210/2003 Council Regulation (EU) No 1352/2014 Council Regulation (EU) 2021/1275 Council Regulation (EU) 2020/1998 Council Regulation (EU) 2018/1542 Council Regulation (EU) 2019/796 Council Regulation (EC) No 2580/2001 Council Regulation (EU) 2016/1686 Council Regulation (EC) No 881/2002 Council Regulation (EU) 2024/386)	New Product Liability Directive - update of Product Liability Directive (Council Directive 85/374/EEC) - to be adopted
	Cyber Resilience Act - to be adopted
	eEvidence Regulation and Directive (Council Regulation (EU) 2023/1543; Council Directive (EU) 2023/1544)
	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 2 October 2024. 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.

4.4 Finance

FTEs: 8.8 (+0.8)	**Cost:** 1,700 (+3%) ⬆	**CAPEX:** -	**% of budget for staff expenses:** 59%

Main Expenses: Bank Charges: 368 kEUR **|** Consultancy: 180 kEUR **|** Information Technology: 125 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 2025

Our priorities in 2025 will be a continued focus on effectiveness. We have focused on cost efficiency for the past couple of years and have successfully found ways of saving money while maintaining our high service quality for our members, and we will continue with this approach in 2025. As part of this, we will work with our investment partner to continue to protect and optimise our clearing house reserves to generate a return to offset the effects of inflation, while retaining our conservative risk profile.

We will also support the Charging Scheme Task Force as they discuss and develop Charging Scheme principles for the years ahead. In this way, we will work with our membership to address the different concerns members expressed over the past couple years. We intend to produce a Charging Scheme that works the best for all members while remaining feasible financially.

We will also work on optimising the new RIPE NCC Middle East FZ-LLC that we established in 2024. This means ensuring efficient administration, operations and reporting procedures to the RIPE NCC and our members. We will need to make sure it is well-integrated with the RIPE NCC and that it has a robust financial administrative setup. This entity will help us better serve this part of our service region.

Another priority is trying to secure income from Ultra High Risk Countries, as designated by Dutch banks. We have a number of members whom we have not been able to invoice due to caution on the part of our banks related to sanctions. We will continue to look for a viable solution in 2025 that will allow us to receive money from members in these countries, so they can pay their membership fees the same as any other member. It is also important to collect this revenue for our long-term stability. However, we will not pursue any option that puts the RIPE NCC at risk, and future geopolitical developments may present limitations.

Finally, we will continue to improve our internal reporting and our enterprise resource planning (ERP) system where possible so that it provides the most useful information for decision-making. We will achieve the improvements in our ERP system by hiring a specialist who can help develop the setup for Finance and Human Resources. This specialist will also assist in improving information security for the ERP system. And we will align our financial procedures with our company-wide increased compliance requirements, per audit schemes like ISAE and SOC.

4.4 Finance Continued

Our main costs will be bank charges, at 368 kEUR, which are connected to receiving bank transfers, bank fees and credit card charges. We will also use consultancy for financial audits, VAT advice and general advice to execute financial responsibilities, at a total cost of 180 kEUR. Our ERP system and other financial licences will cost 125 kEUR.

Commitments for 2025

> Pursue a low-risk solution to collect Income from Ultra High Risk Countries.
> Implement the outcome of the Charging Scheme Task Force.

More Information

> Billing, Payment and Fees

4.5 Information Security, Risk and Compliance

FTEs: 9 (+1)	**Cost:** 3,000 (+50%) ↑	**CAPEX:** -	**% of budget for staff expenses:** 40%

Main Expenses: Consultancy: 880 kEUR **|** Information Technology: 860 kEUR **|** Travel: 36 kEUR

Description

Our services not only have to be secured against intrusion, but 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 2025

In 2024, we received an ISAE 3000/SOC 2 Type 1 assurance report for RPKI. Continuing this compliance effort, we aim to obtain the ISAE 3000/SOC 2 Type 2 assurance report for RPKI in 2025, demonstrating robust continuous security controls.

Our goal for 2025 is to achieve and maintain ISO 27001 compliance. This includes the implementation of a comprehensive security controls monitoring programme designed to promptly identify and address potential gaps. We will maintain and continually improve our information security management system (ISMS).

We will continue to focus on maturing our risk management approach. Our policy governance framework will support audit activities for compliance certifications, and we will maintain a thorough control testing and monitoring initiative to detect and rectify potential gaps.

To streamline all risk management and compliance activities, we will implement a Governance, Risk, and Compliance (GRC) platform. This platform will enable us to better mitigate risks by ensuring a cohesive approach to compliance and risk management across the organisation.

We will expand our security awareness programme for RIPE NCC staff and will roll out new digital components of this throughout 2025, alongside targeted training for specific roles. We will also continue to perform regular in-person training for new employees. We will ensure all relevant staff members receive training on compliance control implementation, control testing and audit preparations.

In 2025, we will continue to refine our vulnerability management processes to ensure timely detection and remediation of critical vulnerabilities. Granular dashboards and tracking of critical and high-risk vulnerabilities as well as compliance with policies are going to be our top vulnerability management priorities.

We aim to enhance our Identity Governance and Administration and implement Privileged Access Management (PAM) to ensure secure and controlled access to critical systems and data.

We will also introduce around-the-clock security monitoring for our infrastructure, ensuring continuous threat detection and response capabilities. This will enhance our current capabilities to promptly identify and mitigate potential security incidents.

Finally, we will expand our application security efforts to ensure robust security practices are integrated throughout our software development lifecycle. This will involve incorporating comprehensive security assessments and best practices into our development processes to enhance the security of our applications.

4.5 Information Security, Risk and Compliance Continued

We will add one FTE and 900 kEUR to our budget to carry out our activities this year. These funds will allow us to acquire and implement the tools, managed security services and process improvements needed for these activities as well as any necessary consultant expertise.

Commitments for 2025

> Obtain the ISAE 3000/SOC 2 Type 2 assurance report for the RPKI service.
> Achieve ISO 27001 compliance.
> Implement 24/7 monitoring for our infrastructure.
> Enhance identity governance and administration.
> Deploy a Governance Risk and Compliance platform.

More Information

> Responsible Disclosure Policy
> Information Security, Risk and Compliance Quarterly Planning

4.6 Office of the Managing Director

FTEs: 2.6 (0)	**Cost:** 1,900 (-14%) ⬇	**CAPEX:** -	**% of budget for staff expenses:** 33%

Main Expenses: Contributions: 880 kEUR **|** Travel: 210 kEUR (includes Executive Board travel) **|** Consultancy: 100 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 2025, the Managing Director will serve as Chair 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 Governance Working Group (RSS GWG) and 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. This activity also involves one part-time advisor, the Founder of the RIPE NCC, as well as the contributions we make to external organisations (see table below). 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 a:

> 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 2025, the members of the Executive Board will be Ondřej Filip, Piotr Strzyżewski, Raymond Jetten, Remco van Mook, Maria Häll, Harald A. Summa and Sander Steffann. There will be an election in May 2025 following the end of the three-year terms of Ondřej Filip and Remco van Mook.

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.

Activities in 2025

In 2025, 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. And as a follow-up to Board media training in 2024, the Executive Board will follow a training course in 2025 on Dutch Corporate Governance and Board Structures, Legislation and Risk Management and Board Effectiveness. The RIPE NCC executive team will continue to collaborate with the Board and implement the Board's guidance for the organisation.

4.6 Office of the Managing Director Continued

This year, we will begin the 2027-2031 strategic planning cycle and will produce a plan that will be submitted for approval at the Spring 2026 General Meeting. This plan will give us our direction for the coming five-year period. We will also support the development of the Charging Scheme Task Force, which will define the principles of future Charging Schemes and propose an improved process for Charging Scheme discussions and adoption. Our goal for this task force is to help devise a charging model for 2027-2031 that provides the RIPE NCC with sustainable funding.

We will also work to align our strategic objectives with our funding, following a RIPE community initiative begun by Executive Board member Remco van Mook. This initiative will require reviewing whether the overall governance structures of RIPE and the RIPE NCC are fit for purpose. This will coincide with our efforts to work with the RIPE Chair in documenting the relationship between RIPE and the RIPE NCC and finding ways to evolve it so that we can most effectively harness our community's power.

We will adjust the amount of some of our contributions in 2025. The primary change is that we will not offer the Community Projects Fund (CPF) this year, resulting in a cost reduction of 250 kEUR. In collaboration with the CPF Selection Committee, we will review whether the fund is achieving the goals we set out for it, namely to support projects that contribute to the development of the Internet. We will then make a decision on how to improve the CPF going forward.

We have come to the end of our initial three-year commitment for 2022-2024 to support the transition of the "Trusted Introducer" service for CSIRTs from GÉANT to the OPEN CSIRT Foundation. Going forward, we aim to promote closer cooperation between the CSIRT community and the RIPE community by contributing financially and serving on the organisation's Supervisory Board. However, we will reduce the budget for our contribution from 50 kEUR to 10 kEUR and will direct it towards specific initiatives aligned with our mission.

The RIPE NCC 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. And 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 and ICANN on a review of the ICP-2 document ("Criteria for Establishment of New 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.

NRO shared costs contribution	400 kEUR
NRO ICANN contribution for IANA Numbering Services IANA number functions*	320 kEUR
Community Projects Fund	0 kEUR (-250 kEUR)
IETF Endowment contribution	100 kEUR
ISOC Platinum membership	50 kEUR
Open CSIRT Foundation	10 kEUR (-40 kEUR)

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

Commitments for 2025
› Hold at least four Executive Board Meetings and two General Meetings.
› Executive Board members attend regional meetings and roundtables.
› Begin the 2027-2031 strategic planning cycle.

4.7 RIPE Chair

FTEs: 1 (0)	Cost: 325 (+8%) ↑	CAPEX: -

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 elected following relevant RIPE procedures. The RIPE Chair Team ensures RIPE Policies and procedures are being followed so that community processes run smoothly and represents the RIPE community at events.

Activities in 2025

As secretariat for the RIPE community, we fund the work of the RIPE Chair Team. In 2020, our Executive Board agreed to remunerate this role in a five-year contract that stipulates the independence of the chair from the RIPE NCC. We also fund the travel and expenses incurred by the RIPE Chair Team in carrying out their duties. The total financial commitment for this activity is budgeted at 325 kEUR for 2025.

Commitments for 2025

> Support the election of a new RIPE Chair for the next five-year period.
> Travel to represent and support the RIPE community.
> Document procedures and decision-making models for RIPE and clarify the relationship between RIPE and the RIPE NCC.

More Information

> RIPE Chair Team
> RIPE Chair Job Description
> RIPE Community

RIPE NCC Middle East FZ-LLC

Description

For some time, we have 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.

This activity is not budgeted separately. It includes 4 FTEs that are included under External Engagement & Community. The budget for this activity is 1,180 kEUR. From this amount, the budget of the FTEs and the local events comes to 1,030 kEUR, which sits under the External Engagement & Community budget. The budget for the office space come to 150 kEUR, which comes from the Organisational Sustainability budget. There is no CAPEX associated with this activity.

Activities in 2025

In 2025, now that this entity is operational, our focus will be on optimising its setup. We will plan its administration and operations and define its reporting procedures to the RIPE NCC and our members.

Commitments for 2025

> Optimise the setup for the RIPE NCC Middle East FZ-LLC.

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 1,000 kEUR 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 2025 (in kEUR)

Year	Surplus	Addition to Capital	Capital at 31 December	Expenses Per Year	% of Expenses
2014	3,414	-	25,325	21,224	119%
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 Forecast	(1,806)	626	33,304	37,406	89%
2025 Budget	1,140	800	34,104	40,000	85%

Development of the RIPE NCC Reserves Without a Redistribution in 2025 (in kEUR)

Year	Surplus	Addition to Capital	Capital at 31 December	Expenses Per Year	% of Expenses
2014	3,414	-	25,326	21,224	119%
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 Forecast	(1,806)	(1,180)	31,498	37,406	84%
2025 Budget	1,659	1,659	33,157	40,000	83%

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 2025 Compared to Forecast 2024

Overview of Costs per Activity

| | Budget 2025 | | | | Forecast 2024 | | | | Bridging Statement | | | |
| | | | | | | | | | Budget Over Forecast 2024 | | | |
	FTE/EoR Total	OPEX kEUR	Income	Result	FTE Total	OPEX kEUR	Income	Result	Difference FTEs	Efficiency Gain	OPEX kEUR	Efficiency Gain
The Registry	**43.3**	**5,600**	**-**	**5,600**	**42.3**	**5,161**	**-**	**5,141**	**1.0**	**2%**	**439**	**8%**
Registration Services	21.2	2,550	-	2,550	20.1	2,311	-	2,301	1.1	5%	239	10%
Member Services	11.5	1,550	-	1,550	11.6	1,459	-	1,459	(0.1)	(1%)	92	6%
Registry Monitoring	10.6	1,500	-	1,500	10.5	1,392	-	1,382	0.1	1%	108	8%
Information Services	**70.4**	**12,200**	**250**	**11,950**	**67.6**	**12,194**	**60**	**12,134**	**2.8**	**4%**	**5**	**-**
LIR Portal	18.9	2,700	-	2,700	16.8	2,430	-	2,430	2	12%	270	11%
RPKI	7.1	1,150	-	1,150	7.1	1,423	-	1,423	-	-	(273)	(19%)
RIPE Database	5.1	700	-	700	5.1	639	-	639	-	-	61	10%
DNS and K-Root	5.1	1,050	-	1,050	6.1	1,032	-	1,032	(1.0)	(17%)	17	2%
RIPE Atlas	7.9	1,550	250	1,300	8.8	1,489	55	1,434	(0.8)	(10%)	61	4%
RIPEstat	4.1	600	-	600	3.5	480	3	478	0.6	17%	120	25%
RIS	5.1	850	-	850	4.1	648	3	646	1.0	25%	201	31%
IT Support	17.2	3,600	-	3,600	16.2	4,051	-	4,051	1.0	6%	(452)	(11%)
External Engagement & Community	**46.7**	**9,800**	**650**	**9,150**	**44.5**	**9,336**	**464**	**8,772**	**2.3**	**5%**	**463**	**5%**
Community Building & Member Engagement	25.8	5,850	650	5,200	24.8	5,824	464	5,310	1.0	4%	26	-
Learning & Development	13.0	1,850	-	1,850	12.8	1,707	-	1,707	0.3	2%	143	8%
Coordination & Collaboration	7.9	2,100	-	2,100	6.9	1,806	-	1,756	1.0	15%	294	16%
Organisational Sustainability	**36.9**	**11,375**	**-**	**11,375**	**32.5**	**9,720**	**-**	**9,687**	**4.4**	**14%**	**1,655**	**17%**
Facilities	4.7	2,150	-	2,150	3.6	2,159	-	2,159	1.1	30%	(9)	-
Human Resources	5.8	1,100	-	1,100	6.1	1,278	-	1,278	(0.3)	(5%)	(178)	(14%)
Legal	5.0	1,200	-	1,200	5.0	1,022	-	1,022	-	-	178	17%
Finance	8.8	1,700	-	1,700	7.7	1,472	-	1,439	1.1	14%	228	16%
Information Security, Risk and Compliance	9.0	3,000	-	3,000	6.5	1,583	-	1,583	2.5	39%	1,417	90%
Office of the Managing Director	2.6	1,900	-	1,900	2.6	1,938	-	1,938	-	-	(38)	(2%)
RIPE Chair	1.0	325	-	325	1.0	268	-	268	-	-	57	21%
RIPE NCC	**197.2**	**38,975**	**900**	**38,075**	**186.8**	**36,412**	**524**	**35,735**	**10.3**	**6%**	**2,562**	**7%**
Bad Debts		375		375		350		350			25	7%
Depreciation		650		650		644		644			6	1%
RIPE NCC Total	**197.2**	**40,000**	**900**	**39,100**	**186.8**	**37,406**	**524**	**36,729**	**10.3**	**6%**	**2,593**	**7%**

	CAPEX 2025 kEUR	CAPEX 2024 kEUR	Difference CAPEX kEUR	Efficency Gain
The Registry	**-**	**-**	**-**	**-**
Information Services	**500**	**169**	**331**	**66%**
DNS and K-Root	10	10	-	-
RIS	90	19	71	79%
IT Support	400	140	260	65%
External Engagement & Community	**-**	**-**	**-**	**-**
Organisational Sustainability	**300**	**20**	**280**	**93%**
Facilities	300	20	280	93%
RIPE NCC Total	**800**	**189**	**611**	**76%**