

Draft Activity Plan and Budget 2027

September 2026



Welcome to the Activity Plan and Budget 2027

Our Activity Plan and Budget sets out our plans for 2027 along with the estimated costs. Costs are provided in terms of Full Time Equivalents (FTEs), Operational Costs (OPEX) and Capital Expenditure (CAPEX).

This document is the clearest way for members to learn about our plans and influence the direction we take next year. We see this as an integral part of maintaining the trust of our membership, by ensuring high standards of transparency and accountability. As we enter a new five-year strategy period, we are also starting with a new and more streamlined approach to the Activity Plan. Here we aim to present the tasks planned for each activity as clearly as possible to help our members and community weigh in with their thoughts.

Members are encouraged 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, and at the RIPE NCC Services Working Group, time is allocated to discuss our services.

We also invite members to ask questions and discuss our plans on the RIPE NCC Membership Discussion (members-discuss@ripe.net) and RIPE NCC Services Working Group (ncc-services-wg@ripe.net) mailing lists.

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

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
			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



Executive Summary

In 2027, we expect an income of EUR 42.5 M. We are budgeting for costs of EUR 44.2 M, resulting in an operating deficit of EUR 1.7 M. A budgeted financial result of 600 kEUR partly offsets the operating deficit, leaving an overall budgeted deficit of EUR 1.1 M. Our combined FTE and Employer of Record (EoR) count is budgeted to increase by 2.5%, from 202.1 to 207.2.

We are budgeting that we will start 2027 with 20,000 LIR accounts, the same number used for the 2026 Budget. Our income in 2027 also reflects the Charging Scheme approved by the membership at the General Meeting in May 2026, including the introduction of fees for legacy IPv4 resources and changes to ASN fees.

As we enter our 2027-2031 strategy period, the main change in our budget is the investment required to renew our technical infrastructure. Our infrastructure renewal project has already begun in 2026 and will run until 2028. This is reflected in capital expenditure, which increases from 930 kEUR in the 2026 Budget to EUR 10.5 M in 2027.

This includes EUR 7.7 M CAPEX for infrastructure renewal, which over a five-year depreciation period represents approximately EUR 1.5 M OPEX per year, which is roughly EUR 77 per LIR. It also includes EUR 2.2 M CAPEX for office repairs and renovation, which over a nine-year* depreciation period represents approximately 243 kEUR OPEX per year, or roughly EUR 12 per LIR account. This infrastructure is essential to the delivery of all RIPE NCC services. Renewing it is therefore a critical investment in the resilience, security and independence of our organisation. For more information, see 'Renewing our Infrastructure' on page 18. The remaining 480 kEUR is for K-root and authDNS, RIS, additional networking equipment, and staff laptops.

Personnel costs will also increase in 2027 due to general performance increases and additional capacity needed for Technology work, mainly to support the new infrastructure. Our overall FTE and Employer of Record count will increase by around 2.5% to 207.2, with most of the increase concentrated in Technology. We will also see higher Facilities costs, driven by the need to make repairs and renovate our office after renewing our lease. This office investment is included in the capital expenditure total mentioned above.

The overall budgets for Registry, External Engagement & Community, and Organisational Sustainability remain at the same level as 2026. General personnel increases and inflation on other operating costs have been incorporated, meaning that savings have been achieved within these divisions through a continuous emphasis on cost optimisation and control. We will continue to make greater use of automation, reduce consultancy and external infrastructure costs where possible, and focus resources on the areas where they add the most value.

Overall, the 2027 budget allows us to make the significant investments needed to renew our infrastructure and strengthen the resilience of our services, while continuing to look for efficiencies across the organisation. This work will provide a stronger foundation for the coming years as we begin delivering on our 2027-2031 strategy.

*Depreciation is set at nine-years corresponding to expiry of office lease. This is in-line with applicable Dutch accounting practices.



Strategic Overview

The [RIPE NCC Strategy 2027-2031](#) sets out our main strategic vision to remain a trusted steward of Internet number resources and a central contributor to the stability and resilience of the Internet across our service region. In this document, we outline the specific activities we will undertake to support this overall strategy.

Our work in 2027 will address each of the main strategic areas, namely:

Registry Accuracy

Ensuring the accuracy and integrity of our Registry remains a priority. To support this, we will ramp up our Registry Monitoring efforts, by both sustaining our Assisted Registry Check (ARC) target of 2,800 as well as initiating automated monitoring initiatives. This can be seen in the introduction of self-service Registry Checks, further increasing the number of verification checks without increasing our workload, as members will be able to update their information without needing to schedule an ARC. Next to this, we will extend our automation in repetitive processes, reducing the risk of human error. And we will improve our interactions with members by streamlining our ticket workflows and enhancing our online chat support. We will also automate selected LIR Portal processes.

Internet Resilience, Scalability and Routing Security

As we support Internet development, we must strengthen the resilience, security and long-term sustainability of the RIPE NCC's services and infrastructure. A key part of this effort will be the renewal and modernisation of our infrastructure to ensure it remains robust, secure and fit for the future. We find it essential to build our independence here so we can be in full control of the information and services we provide on behalf of our members. Therefore, over the coming years, we will be investing in a major renewal as we move away from cloud architectures, minimise interdependencies between our current data centres and possibly set up new data centres as needed. We will also work with trustworthy partners to avoid single points of failure for critical services and be resilient beyond national borders. This major rebuild will require a significant financial investment.

We will also work on a number of process and hardware improvements in our other services that support network operations. We will improve Route Origin Authorization (ROA) and Autonomous System Provider Authorization (ASPA) guidance to strengthen routing security and will maintain SOC 2 assurance for RPKI. We will replace outdated K-root, AuthDNS and AS112 infrastructure in key locations. And we will enhance the security and resilience of the RIPE Database through better DDoS protection, deployment modernisation, containerisation and overall service availability.



Data and Insights

Our measurement services and insights are a key way of supporting network operators in determining what's best for their operations and infrastructure and in advising the broader community, such as policymakers and Law Enforcement Agencies. Therefore we will work on enhancing the usability and integration of RIPEstat, RIS dataset stability and insights into RIPE Atlas data use. We will also improve self-service for RIPE Atlas anchors. We will look into measurement-based alerting, bring-your-own-device probes, improved data-storage solutions and more efficient repository synchronisation. And we aim to focus on producing more targeted insights.

Community Partnership and Trust

As RIPE secretariat, the community is at the heart of what we do. We will continue to provide support through organising RIPE and regional meetings, delivering training, offering programmes like the RIPE Academic Cooperation Initiative (RACI) and the RIPE Fellowship and supporting NOGs, but we will be more selective with our engagements and look for other ways to lower our expenditures. We will make it easier for members to engage with us through enhanced user experience across our online platforms, such as by replacing our meeting registration software. And we will support new members of the community getting more involved through initiatives like support for Local Hubs alongside RIPE Meetings and growing the RIPE Fellowship network.

RIPE NCC Governance

As usual, we will maintain robust and effective governance processes in collaboration with the Executive Board and the RIPE Chair Team. We will also engage with the wider Internet governance community, with the goal of making our role clear through more plain language texts. We will also attend to governance needs in the broader Internet registry system by implementing the RIR Governance Document (which replaces ICP-2), which will need some financial and time investments. We must be resilient to changes in the geopolitical environment as well and will prepare for upcoming legislation that could affect our operations. For our members, we will offer more clarity about their rights and responsibilities. Finally, we will update our legal framework to promote automation.

As our budget gets tighter, we will review our major vendors and insurance portfolio. We will strengthen security, risk and compliance across the organisation by maturing risk and third-party management, maintaining our SOC 2 Type II/ISAE 3000 assurance for RPKI and ISO/IEC 27001 certification in order to meet evolving cybersecurity regulatory requirements. Risk and compliance processes will be further automated for efficiency gains. We will continue to operate and improve our core security services in step with the evolving threat landscape.

Agility and Execution Culture

A key part of ensuring we are fit for purpose is maintaining an organisation agile enough to adapt and be decisive enough to act. In 2027, we will therefore strengthen the RIPE NCC's operational foundations, improve our efficiency and prepare for future needs. To ensure our staff have the optimal working conditions, we will renovate our Amsterdam office so that it can continue to be an effective and safe working environment for the coming years. We will also support staff development through introducing a new performance management system, a personnel continuity plan and new processes for succession planning and employee skills development, as well as preparing for new pension legislation in 2028.



Overview of the RIPE NCC Budget 2027



Budget Figures 2027

RIPE NCC Budgeted Statement of Income and Expenditure 2027 (in kEUR)

B: Budget, FC: Forecast

Income	B2027	B2026	FC2026	B27 vs B26		B27 vs FC26	
Service Fees Existing Members	37,880	36,000	35,400	1,880	5%	2,480	7%
ASN Fees	900	1,560	1,800	(660)	(42%)	(900)	(50%)
Independent Resource Fees	1,462	1,515	1,600	(53)	(3%)	(138)	(9%)
Legacy IPv4 Fees	173	-	30	173	-	143	477%
Service Fees New Members	568	540	950	28	5%	(382)	(40%)
Re-Opening Fees	17	25	30	(8)	(32%)	(13)	(43%)
Members Fees	41,000	39,640	39,810	1,360	3%	1,190	3%
Member Sign-Up Fees	600	600	750	-	-	(150)	(20%)
RIPE Meeting	300	300	250	-	-	50	20%
Other Income	600	600	500	-	-	100	20%
Total income	42,500	41,140	41,310	1,360	3%	1,190	3%
Expenditures							
Wages and Salaries	20,750	19,850	19,850	900	5%	900	5%
Social Security Charges	2,550	2,450	2,550	100	4%	-	-
Pension Contributions	2,350	2,150	2,400	200	9%	(50)	(2%)
Miscellaneous Employee Expenditures	1,150	1,100	300	50	5%	850	283%
Subtotal Personnel	26,800	25,550	25,100	1,250	5%	1,700	7%
Housing & Insurances	1,850	1,700	1,400	150	9%	450	32%
Office Expenses	820	800	650	20	3%	170	26%
Contributions	800	900	660	(100)	(11%)	140	21%
Information Technology	5,100	4,250	3,250	850	20%	1,850	57%
Travel	1,070	1,200	1,250	(130)	(11%)	(180)	(14%)
Consultancy	3,080	3,375	4,800	(295)	(9%)	(1,720)	(36%)
Outreach & PR	2,250	2,050	1,800	200	10%	450	25%
Bank Charges	245	375	375	(130)	(35%)	(130)	(35%)
Depreciation	1,785	550	650	1,235	225%	1,135	175%
Bad Debt	375	375	375	-	-	-	-
Subtotal Expenses	17,375	15,575	15,210	1,800	12%	2,165	14%
Total Expenses	44,175	41,125	40,310	3,050	7%	3,865	10%
Surplus Before Financial Result	(1,675)	15	1,000	(1,690)	(11,268%)	(2,675)	(268%)
Result on Interest Income	-	-	320	-	-	(320)	(100%)
Result on Exchange Differences	-	-	40	-	-	(40)	(100%)
Result Revaluation Financial Fixed Assets/Portfolio	600	800	200	(200)	(25%)	400	200%
Financial Result	600	800	560	(200)	(25%)	40	7%
Surplus/Deficit	(1,075)	815	1,560	(1,890)	(232%)	(2,635)	(169%)
FTEs	201.1	196.9	191.4	4.2	2%	9.7	5%
EoR	6.1	5.2	5.2	0.9	17%	0.9	17%
Total EoR & FTE	207.2	202.1	196.6	5.1	2%	10.6	5%
Capital Expenditure (CAPEX)	10,480	930	600	9,550	1,027%	9,880	1,647%
Number of LIRs	20,000	20,000	20,000	-	-	-	-
Expense per LIR (in EUR)	2,209	2,056	2,016	153	7%	193	10%
Average Personnel Costs per employee	133	130	131	4	3%	2	2%



Overview of RIPE NCC Costs per Activity 2027

RIPE NCC Costs per Activity 2027 (in kEUR)

	Budget 2027				Budget 2026		Bridging Statement			
	FTE/ EoR Total	OPEX kEUR	Income kEUR	Result kEUR	FTE/ EoR Total	OPEX kEUR	B27 vs B26			
							FTE/ EoR	%	OPEX kEUR	%
The Registry	42.9	5,680	-	5,680	43.4	5,665	(0.5)	(1%)	15	-
Registration Services	20.8	2,650	-	2,650	21.4	2,700	(0.6)	(3%)	(50)	(2%)
Member Services	11.8	1,480	-	1,480	11.5	1,450	0.3	3%	30	2%
Registry Monitoring	10.3	1,550	-	1,550	10.5	1,515	(0.2)	(2%)	35	2%
Technology	75.5	14,590	250	14,340	70.5	12,800	5.0	7%	1,790	14%
Business Applications	20.9	3,030	-	3,030	19.5	2,880	1.4	7%	150	5%
RPKI	7.0	1,160	-	1,160	7.1	1,160	(0.1)	(1%)	-	-
RIPE Database	5.0	700	-	700	5.1	700	(0.1)	(2%)	-	-
DNS and K-root	4.0	840	-	840	4.1	840	(0.1)	(2%)	-	-
RIPE Atlas	8.4	1,700	250	1,450	8.5	1,700	(0.1)	(1%)	-	-
RIPEstat	3.8	550	-	550	3.9	550	(0.1)	(3%)	-	-
RIS	5.0	950	-	950	5.1	950	(0.1)	(2%)	-	-
IT	21.4	5,660	-	5,660	17.2	4,020	4.2	24%	1,640	41%
External Engagement and Community	48.3	9,800	650	9,150	48.3	9,800	-	-	-	-
Community Building and Engagement	28.4	6,250	650	5,600	28.4	5,950	-	-	300	5%
Community Learning and Development	12.0	1,700	-	1,700	12.0	1,900	-	-	(200)	(11%)
Community Coordination and Collaboration	7.9	1,850	-	1,850	7.9	1,950	-	-	(100)	(5%)
Organisational Sustainability	40.5	11,945	-	11,945	40.0	11,945	0.5	1%	-	-
People & Culture	6.0	1,250	-	1,250	5.8	1,200	0.2	3%	50	4%
Information Security, Risk and Compliance	9.0	2,650	-	2,650	9.0	2,800	-	-	(150)	(5%)
Legal	6.0	1,280	-	1,280	6.0	1,300	-	-	(20)	(2%)
Finance	9.0	1,775	-	1,775	9.0	1,865	-	-	(90)	(5%)
Facilities	5.0	2,500	-	2,500	4.8	2,400	0.2	4%	100	4%
Office of the Managing Director	2.3	1,800	-	1,800	4.2	2,000	(1.9)	(45%)	(200)	(10%)
Project Delivery & Agility	2.0	300	-	300	-	-	2.0	-	300	-
RIPE Chair	1.2	390	-	390	1.2	380	-	-	10	3%
RIPE NCC	207.2	42,015	900	41,115	202.1	40,210	5.0	2%	1,805	4%
Bad Debts	-	375	-	375	-	375	-	-	-	-
Depreciation	-	1,785	-	1,785	-	540	-	-	1,245	231%
RIPE NCC Total	207.2	44,175	900	43,275	202.1	41,125	5.0	2%	3,050	7%



RIPE NCC Costs per Activity 2027 (in kEUR) - Continued

	CAPEX 2027 kEUR	CAPEX 2026 kEUR	Difference CAPEX kEUR	Change vs B2026 (%)
The Registry	-	-	-	-
Technology	8,290	630	7,660	1,216%
DNS and K-Root	300	170	130	76%
RIS	70	70	-	-
IT*	7,920	390	7,530	1,931%
External Engagement & Community	-	-	-	-
Organisational Sustainability	2,190	300	1,890	630%
Facilities	2,190	300	1,890	630%
RIPE NCC Total	10,480	930	9,550	1,027%

*IT CAPEX Breakdown

	CAPEX 2027 kEUR	CAPEX 2026 kEUR	Difference CAPEX kEUR	Change vs B2026 (%)
IT - Infrastructure Renewal	7,680	-	7,680	-
IT - Other (Laptops, RIPE Meeting network)	240	390	(150)	(38%)
Total	7,920	390	7,530	1,931%



Budget Figures 2027

Budget Changes (in kEUR)

Total budget 2026	5,665	12,800	9,800	11,945	915
41,125					
Total budget 2027	5,680	14,590	9,800	11,945	2,160
44,175					
	The Registry	Technology	External Engagement and Community	Organisational Sustainability	Bad Debts and Depreciation

The Registry

Total budget 2026	2,700	1,450	1,515
5,665			
Total budget 2027	2,650	1,480	1,550
5,680			
	Registration Services	Member Services	Registry Monitoring

Technology

Total budget 2026	2,880	1,160	700	840	1,700	550	950	4,020
12,800								
Total budget 2027	3,030	1,160	700	840	1,700	550	950	5,660
14,590								
	Business Applications	RPKI	RIPE Database	DNS and K-Root	RIPE Atlas	RIS	RIPEstat	IT

External Engagement and Community

Total budget 2026	3,620	2,330	1,050	850	1,450	500
9,800						
Total budget 2027	4,000	2,250	840	860	1,400	450
9,800						
	Community Building	Membership Engagement	Technical Training and Development	Curriculum Development	Public Policy and Internet Governance	Research
	■	■	▲	▲	●	●
	■ Community Building and Engagement ▲ Learning and Development ● Coordination and Collaboration					

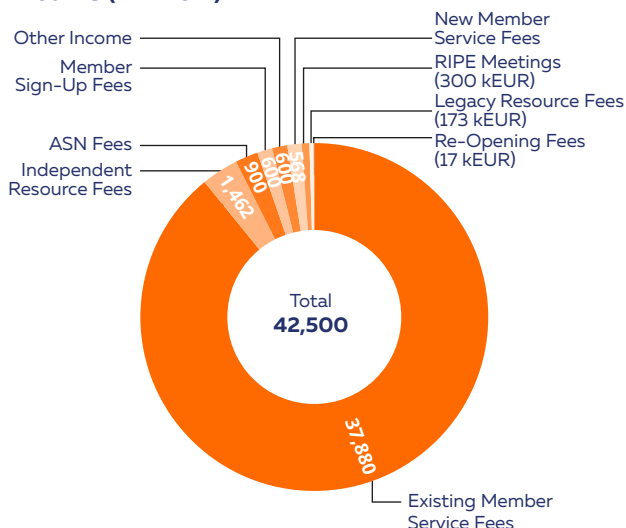
Organisational Sustainability

Total budget 2026	1,200	2,800	1,300	1,865	2,400	2,000	0	380
11,945								
Total budget 2027	1,250	2,650	1,280	1,775	2,500	1,800	300	390
11,945								
	People & Culture	Information Security, Risk and Compliance	Legal	Finance	Facilities	Office of the Managing Director	RIPE Chair	Project Delivery & Agility

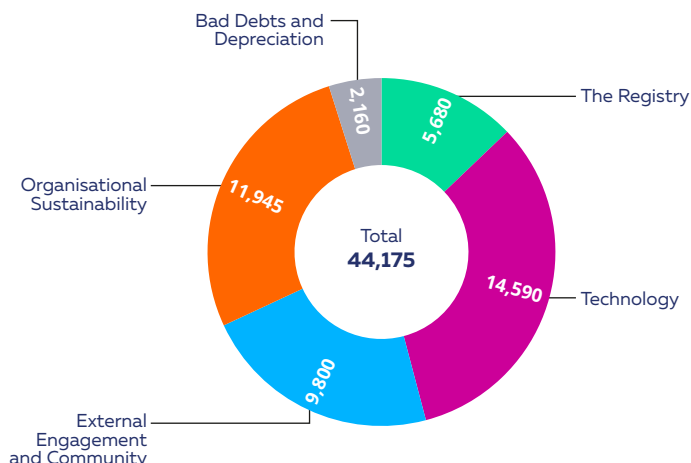


Overview of RIPE NCC Costs per Activity 2027

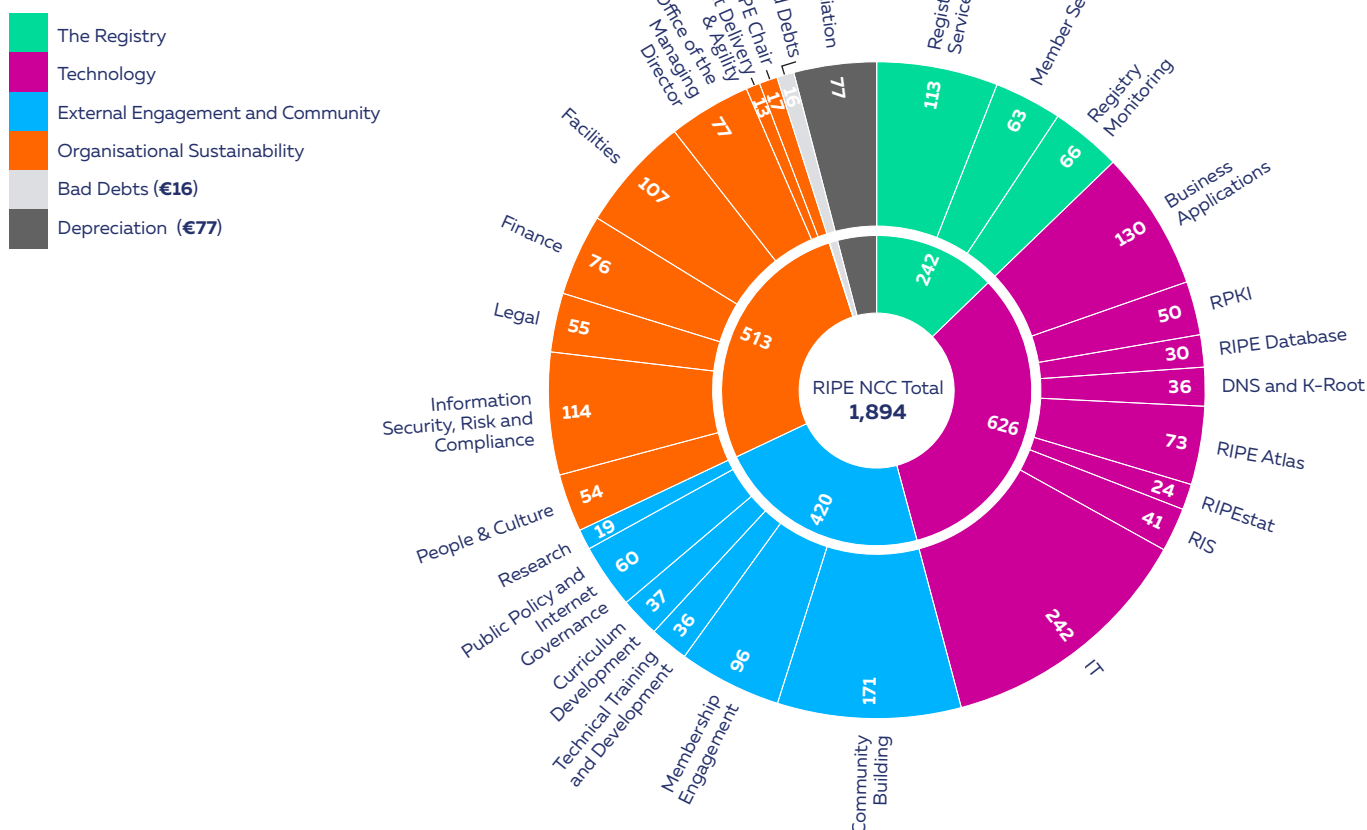
Income (in kEUR)



Budget Overview 2027 (in kEUR)



Where Your 1,894 Service Fee Goes (in €)





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 2027.



1. The Registry

As a Regional Internet Registry, one of our main areas of work is allocating and managing IP addresses and Autonomous System Numbers. This requires working with members and End Users to ensure data in the Registry is accurate and up to date.

In 2027, we plan to execute 2,800 Assisted Registry Checks (ARCs). We will also introduce self-service Registry Checks to further increase registry accuracy without increasing our manual workload. And we will further improve our compliance and fraud detection by working with third parties and specialised vendors. To improve our support for members, we will continue to implement automation in our workflows for more efficiency in processing requests. We will also streamline our communications with members regarding billing and improve online chats.

Budget Overview

Our overall Registry budget will remain broadly stable at EUR 5.7 M, which is consistent with 2026. Within this, we will reduce the consulting budget in Member Services to allow us to hire one FTE, while using further optimisation, automation and self-service to absorb inflation and support increased Registry Monitoring activity.



1.1 Registration Services

Registration Services provides support for our members and others to operate and develop the Internet through responsible management of Internet number resources. This includes processing resource and transfer requests, changes to the sponsorship of independent resources, and updates related to mergers and acquisitions.



FTEs

20.8 (-0.6)



Cost (in kEUR)

2,650 (-2%)



CAPEX

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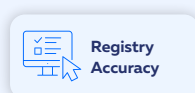
% of budget for staff

94%

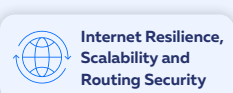
Other expenses

► Consultancy: 100 kEUR ► Travel: 25 kEUR

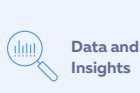
Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

At a glance

We will focus on maintaining high levels of service quality while implementing process improvements through automation.

Ongoing

- » Ensure accurate and up-to-date registration data for all End Users and members through audits and automated monitoring.
- » Maintain high levels of customer satisfaction, measured by strong NPS and CES performance and supported by a world-class service-level objective.
- » Support the RIPE Policy Development Process.

New

- » Extend automation for selected repetitive manual tasks by introducing new tools where applicable.

*Please note that other expenses below 10 kEUR are not listed throughout this document.



1.2 Member Services

Our Member Services team provides personalised support to members, applicants and others who use our services. This includes processing membership applications, administrative and contractual changes, and responding to general queries. The team also takes care of most communication and queries concerning our yearly billing cycle.



FTEs

11.8 (+0.3)



Cost (in kEUR)

1,480 (+2%)



CAPEX

–

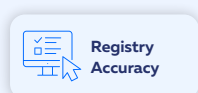
% of budget for staff

84%

Other expenses

► Information Technology: 190 kEUR ► Travel: 15 kEUR

Applicable strategic focus areas



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

At a glance

This year, we will create more efficient processes for contact with members in our billing and online chat interactions.

Ongoing

- » Improve our billing service, aiming for an increase in membership payments within the 30-day payment term.
- » Enhance members' online chat experience.

New

- » Increase efficiency by integrating our ticketing system with other tools.
- » Simplify contact with the RIPE NCC by streamlining ticket workflows for all services.



1.3 Registry Monitoring

The Registry Monitoring team proactively checks the accuracy of Registry data, primarily through Assisted Registry Checks (ARCs), and continuous investigations into suspected fraudulent activities. The team also ensures compliance with EU sanctions regulations by screening members and End Users.



FTEs

10.3 (-0.2)

% of budget for staff

84%



Cost (in kEUR)

1,550 (+2%)

Other expenses

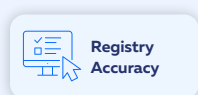
► Information Technology 200 kEUR ► Travel: 25 kEUR



CAPEX

–

Applicable strategic focus areas



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

At a glance

We will increase our auditing activities by conducting more ARCs and introducing new self-service Registry Checks. We will also further strengthen our fraud detection capabilities.

Ongoing

- » Provide in-person ARC services at RIPE NCC events.
- » Complete 2,800 ARCs.
- » Continue sanctions screening/maintaining sanctions compliance.
- » Investigate suspected fraud cases and handle enquiries from law enforcement.

New

- » Introduce self-service Registry Checks, increasing the overall number of verification checks for members and End Users.
- » Strengthen compliance and fraud detection capabilities by moving to new third-party tools and specialised vendors.



2. Technology

In 2027, the Technology teams will focus on strengthening the resilience, security and long-term sustainability of the RIPE NCC's services and infrastructure. A major part of this work will be a large-scale infrastructure renewal effort. This project, which has already begun in 2026 and will run until 2028, will see us migrate from our current setup to an entirely new deployment. It will be a key focus for our Technology teams in the coming years and will require significant investment in people, time and resources.

Automation and operational efficiency will be another key focus. We will continue automating Registry workflows and processes in the LIR Portal, improve self-service for RIPE Atlas anchors, strengthen automated patching and compliance evidence collection, and make the management of DNS and other infrastructure more efficient.

We will also improve the usability of our services and the quality of our data. Planned work includes clearer ROA and ASPA guidance in RPKI, a more usable and better integrated RIPEstat interface, stronger RIPE Database standards compliance, more stable RIS dataset production and better insight into how RIPE Atlas measurement data is used. Where appropriate, we will explore new approaches such as measurement-based alerting, bring-your-own-device probes, improved data-storage solutions and more efficient repository synchronisation.

Underlying these activities is a continued focus on accountability and compliance. The teams will support ISO 27001, SOC 2, GDPR and the RIR Governance Document requirements, while maintaining reliable day-to-day operations and technical support.

Budget Overview

In terms of budget, Technology expenditure will increase from EUR 12.8 M in 2026 to EUR 14.6 M in 2027, mainly due to the infrastructure renewal effort and the additional capacity needed to deliver it. The largest increase is in IT, where the budget rises by 41% to EUR 5.7 M and CAPEX increases to EUR 8.1 M. We are looking for savings through greater standardisation, automation and cooperation across teams. Filling vacant IT management positions will increase personnel costs but reduce our reliance on consultants, while bringing additional work in-house will save around 50 kEUR in consultancy costs. We also expect around 27 kEUR in cloud savings across RIPE Atlas, RIS and RIPEstat.



Renewing Our Infrastructure

As we begin the 2027-2031 strategy period, we need infrastructure that can support our services securely and reliably as external conditions change. Over the past several years, we have increased our use of cloud services. More recently, changes in the geopolitical environment and regulatory requirements have led us to reassess the risks of relying on large external providers for parts of our infrastructure.

At the same time, much of our existing infrastructure has developed over many years and now includes complex interdependencies and technical debt. The infrastructure renewal project has already begun in 2026 and will run until 2028. The goals of this project are to:

Create independent data centres to improve resilience	Spread our geographical footprint and increase independence from vendors	Strengthen security, threat intelligence and actionability while applying zero trust	Standardise our architecture and decommission legacy systems to improve maintainability	Increase automation and self-service to support the modernisation of how we work
--	---	---	--	---

Maintaining more of this capability in-house will also help us retain critical infrastructure knowledge within the RIPE NCC and give our engineers much greater ownership of the systems our services depend on. It should also ensure sufficient control over operating costs, including opportunities to reduce recurring cloud expenditure where alternative infrastructure is more efficient.

In 2027, this is the largest area of investment for Technology. We plan around EUR 7.7 M in hardware CAPEX for two data centres, and EUR 1 M in migration costs in 2027 including overlap costs for the period in which the new and existing environments both need to run in parallel. Once established, the two data centres are expected to have recurring operating costs of around EUR 1.4 M per year, excluding depreciation. This increase from our initial estimate of EUR 5 M reflects changes in the required software, more detailed sizing, and significant increases in the cost of servers and related infrastructure.

Funding this project will require us to balance between making important long-term investments in our infrastructure, ensuring our financial stability as an organisation, and respecting the desire of our members to see greater cost control and discipline. Membership fees are not the only lever available in this context. Our substantial Clearing House reserve may provide some portion of the funding, and we also plan to discuss the remaining recommendations from the RIPE NCC Charging Scheme Task Force with members, which could provide additional sources of funding. Any specific proposals will be raised through our existing annual planning and Charging Scheme processes.

This will be a major focus for our Technology teams. The work will affect several services and will require significant investment in people, time and resources while we continue to maintain reliable day-to-day operations. Success will mean fewer critical dependencies, stronger recovery options, more control over our infrastructure and the internal expertise to operate and adapt it throughout the 2027-2031 strategy period.



High level architecture

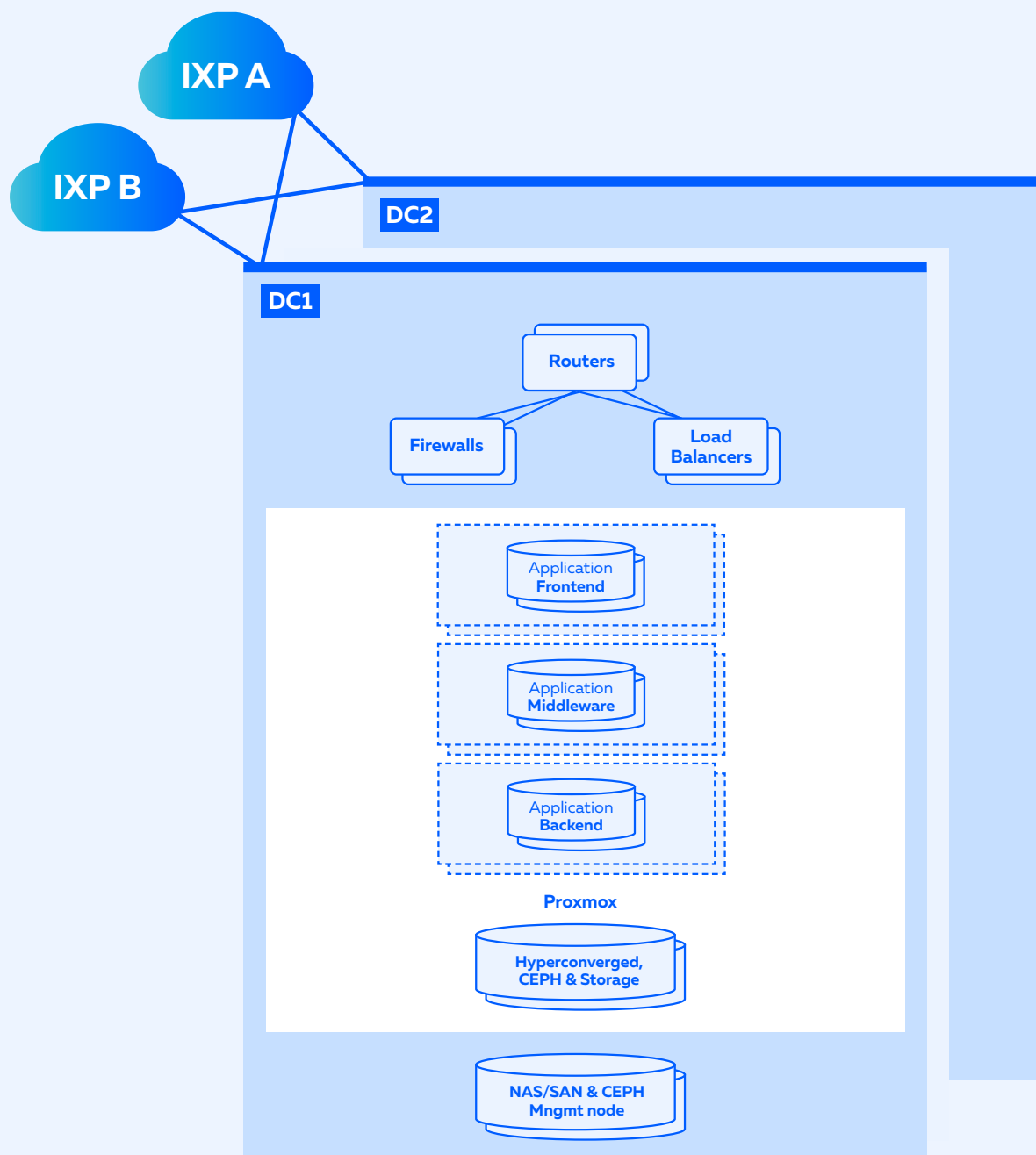


Table of costs

Category	Description
Hardware CAPEX	EUR 7.7M for two data centres
Recurring OPEX	EUR 1.4M annually for two datacenters (for 2027 this will be 1.2M, as not all costs will start from Jan 2027); excluding depreciation.
Migration	EUR 1.0M for two data centres in 2027, including overlap costs with the current infrastructure

Please note that this is a budget. The exact CAPEX/OPEX ratio can change. We also estimate a reduction in old “networking” costs as the project develops.



2.1 Business Applications

Business Applications are responsible for the software and tools that help members securely manage resources and registration data, including the LIR Portal, Registry backend and SSO.



FTEs

20.9 (+1.4)



Cost (in kEUR)

3,030 (+5%)



CAPEX

–

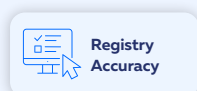
% of budget for staff

87%

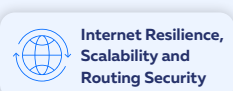
Other expenses

- Consultancy 230 kEUR ► Information Technology 100 kEUR
- Travel 10 kEUR

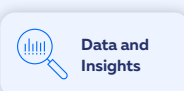
Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

At a glance

We will be improving workflows and automating processes in the LIR Portal and related applications where possible, while additional work will be required to support the development of our new infrastructure.

Ongoing

- » Maintain operational availability, security and risk treatment across services.
- » Complete a scan of our architecture to identify areas for improvement.
- » Support compliance with ISO 27001, RIR Governance Document and GDPR requirements.
- » Continue Registry automation to improve efficiency and reduce manual work.
- » Revamp and modernise the LIR Portal by consolidating all functionality into one up-to-date platform and retiring the legacy portals.

New

- » Migrate to the new infrastructure, which requires additional team capacity.



2.2 RPKI

RPKI is a certification system that network operators can use to establish that they are the legitimate holders of specific IP resources. As a Certification Authority, the RIPE NCC issues these certificates to resource holders and guarantees their authenticity.



FTEs

7 (-0.1)



Cost (in kEUR)

1,160 (=)



CAPEX

–

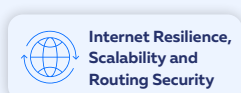
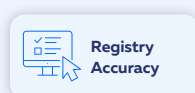
% of budget for staff

81%

Other expenses

- ▶ Information Technology 120 kEUR ▶ Consultancy 70 kEUR
- ▶ Contributions 20 kEUR

Applicable strategic focus areas



At a glance

We will focus on ISO 27001 and SOC 2 compliance, infrastructure resilience, RIR Governance Document planning, and better ROA and ASPA guidance.

Ongoing

- » Maintain compliance with ISO 27001 by addressing audit recommendations, maintaining the required controls and preparing for surveillance audits.
- » Maintain SOC 2 compliance for the RPKI service through ongoing control monitoring, evidence collection, external audit activities and follow-up actions.
- » Continue the infrastructure renewal effort to increase the security, capacity, availability and resilience of the systems supporting the RPKI service.
- » Develop the implementation plan for the RIR Governance Document requirements, including assessing their impact on the RPKI service, processes and supporting infrastructure.

New

- » Improve the RPKI service by providing clearer ROA and ASPA suggestions that help users identify routing issues and manage their authorisations more easily.



2.3 RIPE Database

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



FTEs

5 (-0.1)



Cost (in kEUR)

700 (=)



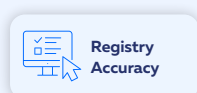
CAPEX

–

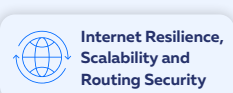
% of budget for staff

98%

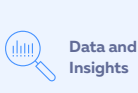
Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

At a glance

We will strengthen the security, resilience and availability of the RIPE Database and modernise its infrastructure, improve standards compliance and interoperability, and continue cleaning up non-authoritative data with the community.

Ongoing

- » Improve authentication security for internal (override) users performing manual RIPE Database maintenance and for internal applications making automated updates.
- » Continue improving the resilience of our on-premises environment, including resistance to DDoS attacks, and modernise application deployment and management through containerisation.
- » Further improve the availability of the RIPE Database.
- » Continue working with the IETF community and other RIRs on standards implementation and compliance, including improvements to RDAP and support for IRR object types.
- » Continue work on ISO 27001 compliance for the RIPE Database service.

New

- » Expand the cleanup of non-authoritative data in the RIPE-NONAUTH database in collaboration with the community.



2.4 DNS and K-Root

Our DNS services are the foundation on which all our other services are built, and we provide DNS support for registered resources, selected ccTLDs and reverse DNS services. We also operate K-root, one of the Internet's 13 root name servers, supporting the stability of the global Internet.



FTEs
4 (-0.1)



Cost (in kEUR)
840 (=)



CAPEX
300 (+76%)

% of budget for staff
69%

Other expenses

- ▶ Information Technology 190 kEUR
- ▶ Travel 30 kEUR
- ▶ Contributions 20 kEUR

Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

At a glance

We will replace ageing K-root, AuthDNS and AS112 infrastructure in key locations and improve the deployment, automation, monitoring and alerting of our DNS services.

Ongoing

- » Continue operating K-root, AuthDNS and the AS112 node.
- » Replace the K-root servers in London and Tokyo in 2027. This work was delayed because hardware prices rose sharply in 2026.
- » Continue improving how we deploy, automate, monitor and manage alerts for our DNS infrastructure, with more focus and effort in 2027.

New

- » Replace the AuthDNS equipment in London, Amsterdam and Stockholm.
- » Replace the AS112 equipment in Amsterdam.



2.5 RIPE Atlas

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.



FTEs

8.4 (-0.1)



Cost (in kEUR)

1,700 (=)



CAPEX

–

% of budget for staff

71%

Other expenses

► Information Technology 500 kEUR ► Office Expenses 20 kEUR

Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

At a glance

We will improve RIPE Atlas operations through infrastructure renewal, greater automation and a more agile probe firmware process, while exploring alerting, bring-your-own-device probes and better use of measurement data.

Ongoing

- » Migrate to the new infrastructure, improve service availability and reduce infrastructure costs.
- » Improve the user experience for hosting RIPE Atlas anchors by automating more procedures and providing better self-service support.
- » Continue work to make our probe firmware development process more agile.

New

- » Investigate alternatives to supplying 'branded' hardware probes, including support for a wider range of bring-your-own-device options.
- » Support the review of the RIPE Atlas Ambassadors programme.
- » Better understand how users interact with collected results, particularly for real-time and heavy data use.
- » Investigate options for providing alerting on measurements requested by users.



2.6 RIPEstat

RIPEstat is a web-based application that provides current and historical information about IP addresses, ASNs and related information for hostnames and countries.



FTEs

3.8 (-0.1)

% of budget for staff

91%



Cost (in kEUR)

550 (=)

Other expenses

► Information Technology 10 kEUR ► Travel 10 kEUR



CAPEX

–

Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

At a glance

We will focus on RIPEstat's stability, performance, data quality and usability, while improving its interface, infrastructure and API usage tracking.

Ongoing

- » Use our recent work on observability to focus on service stability, performance and data quality.

New

- » Improve the usability and structure of pages and the user interface.
- » Support the infrastructure renewal effort.
- » Improve how we ask for user feedback and how we track API usage.
- » Redesign how we store small datasets in a database managed by RIPEstat, without using big-data technologies, including user contributions where appropriate.



2.7 RIS

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 as serving a long-running record of routing development.



FTEs
5 (-0.1)



Cost (in kEUR)
950 (=)



CAPEX
70 (=)

% of budget for staff
81%

Other expenses

► Information Technology 170 kEUR ► Travel 10 kEUR

Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

At a glance

We will focus on improving dataset and service stability, reducing reliance on HBase, and supporting ASPA recommendations in RPKI tools.

Ongoing

- » Improve the reliability and monitoring of dataset production to reduce disruptions.
- » Replace Route Collectors to future-proof our BGP data collection platform.

New

- » Design and prototype data storage that does not use HBase, a big data storage system.
- » Update systems to continue working after changes introduced by the infrastructure renewal effort.
- » Provide pre-processed data for ASPA recommendations in RPKI tools.



2.8 IT

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.



FTEs

21.4 (+4.2)



Cost (in kEUR)

5,660 (+41%)



CAPEX

7,920 (+1,931%)

% of budget for staff

52%

Other expenses

- ▶ Information Technology 2,410 kEUR ▶ Office Expenses 150 kEUR
- ▶ Travel 10 kEUR

Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

At a glance

We will focus on infrastructure renewal by modernising our systems, strengthening access controls, improving backup resilience and optimising costs, while continuing to deliver reliable day-to-day IT support, as well as support for security and audit activities, RIPE events and the intranet replacement.

Ongoing

- » Roughly 50% of the support team capacity is dedicated to daily IT support operations and maintenance, including: first- and second-line support; onboarding and offboarding; device management; identity and access management; incident, change and release management; patching, upgrades and replacements; and ensuring service reliability.
- » Operational security and risk treatment through improved automated patching and support for SOC 2/ISAE 3000 and ISO 27001 audits.
- » Technical preparation and on-site support for RIPE Meetings and regional events throughout 2027.

New

- » Implementation of Privileged Access Management, least-privilege permissions and automated compliance evidence collection.
- » Definition of backup retention requirements and removal of backup and storage single points of failure across both data centres in line with the infrastructure renewal effort.
- » Modernisation of the Configuration Management Database (CMDB), further reduction of Active Directory dependency, extension of device lifecycles, reassessment of the laptop fleet, reduction of licence costs, and research into a Mobile Device Management (MDM) alternative.
- » Support for vendor selection, procurement, platform configuration and content migration for the intranet software replacement beginning in 2027.



3. External Engagement and Community

In 2027, we will continue to support our members and community while taking a more focused and considered approach to how we use our resources. We will maintain our core portfolio of RIPE Meetings and regional events, with some simplification in delivery and a more targeted approach to travel, outreach and community engagement. This will help us to focus our efforts on where they can have the greatest impact, while adapting some programmes and services where appropriate. We will also strengthen our cooperation with external stakeholders to see where we can maximise the reach and impact of our learning experiences.

Public Policy and Internet Governance will take a more focused approach to engagement in 2027. Following an intensive three-year cycle of major global digital and Internet governance processes, including the Global Digital Compact in 2024, WSIS+20 in 2025 and the ITU Plenipotentiary Conference in 2026, we will place greater emphasis on the issues and stakeholders within our service region. Our external engagements will be increasingly supported by targeted research and insights, bringing relevant data, technical expertise and evidence into the discussions where we can add the greatest value. Research activities will therefore focus on producing high-value insights on topics relevant to our members, our community and the public authorities we engage with.

This more focused approach will allow us to make better use of our resources while continuing to contribute effectively to policy and Internet governance discussions that affect an open, stable and resilient Internet.

Budget Overview

In 2027, the total division budget will remain unchanged at EUR 9.8 M for the third consecutive year. With inflation reducing the purchasing power of this budget, we will need to make reductions in some areas and continue to find efficiencies.

We will also rebalance resources within the division, reallocating a total of 300 kEUR from Learning and Development (200 kEUR) and Coordination and Collaboration (100 kEUR) to Community Building and Membership Engagement to offset increasing event costs. These changes are noted under the respective activities below.

We will continue to seek efficiency gains across External Engagement and Community through sponsorship, collaboration with local hosts, supplier optimisation and simpler delivery models. This will allow us to focus resources on the activities that provide the greatest value to our members and the wider RIPE community.



3.1 Community Building and Membership Engagement

Supporting the technical community is central to our role as the RIPE secretariat. Our community building and member engagement activities help maintain the trust and coordination that allow the RIPE community to work effectively. By bringing people together to share expertise, address common challenges and turn discussion into action, we support a community that can coordinate and execute when it matters. This is an important part of maintaining a stable and resilient Internet. The cost of this activity is increasing by 300 kEUR overall due to the higher costs of delivering events and other activities and market-based salary adjustments.



FTEs

28.4 (=)

% of budget for staff

52%



Cost (in kEUR)

6,250 (+5%)

Other expenses

- ▶ Outreach & PR 2,000 kEUR
- ▶ Consultancy 520 kEUR
- ▶ Travel 455 kEUR



CAPEX

–

Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture



3.1.1 Community Building and Events

The Community Building and Events teams create the conditions that allow the RIPE community to coordinate, build trust and act effectively together. We deliver RIPE Meetings, regional meetings such as SEE, CAPIF and MENOG, and national engagements like Internet Measurement days (IMDs). We support Network Operator Groups (NOGs) and other community initiatives. Programmes such as the RIPE Academic Cooperation Initiative (RACI), the RIPE Fellowship, mentoring and newcomers' activities also help to broaden participation and strengthen the community's long-term capacity.



FTEs

12.5 (=)



Cost (in kEUR)

4,000 (+10%)



CAPEX

–

% of budget for staff

32%

Other expenses

- ▶ Outreach & PR 1,940 kEUR ▶ Travel 425 kEUR
- ▶ Consultancy 380 kEUR

Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

At a glance

We will maintain our core portfolio of events and community programmes, with a focus on efficient formats, appropriate levels of on-site support and targeted outreach. We will become more selective with our national engagements. We will also work towards securing additional income through sponsorship opportunities.

Ongoing

- » Deliver RIPE Meetings, regional meetings and local hubs that strengthen coordination, trust and participation across the RIPE community.
- » Support and grow regional and national community initiatives, including NOGs, IMDs and other local engagement activities.
- » Broaden participation and develop future community contributors through RACI, Fellowship, mentoring and newcomers' programmes.
- » Improve the consistency, transparency and impact of participation programmes, including RACI and the Fellowship Network.

New

- » Review the RIPE Atlas Ambassadors programme.
- » Review the RACI programme by revisiting the programme's mission and objectives, documenting the selection criteria and edge cases, and refining the overall process to ensure a more consistent and transparent experience.
- » Begin to develop the long-term engagement of RIPE Fellowship alumni with the RIPE community by growing the Fellowship Network.
- » Strengthen long-term engagement of RIPE Fellowship alumni through the Fellowship Network.



3.1.2 Membership Engagement

Membership Engagement publishes information about the RIPE NCC's activities and governance and responds to questions from the technical community and other stakeholders. It is responsible for developing ripe.net, RIPE Labs, the meeting websites and other online platforms. It analyses membership data and supports participation from the membership in our governance, including General Meetings.



FTEs

15.9 (=)



Cost (in kEUR)

2,250 (-3%)



CAPEX

–

% of budget for staff

86%

Other expenses

- Consultancy 140 kEUR ► Outreach & PR 60 kEUR
- Travel 30 kEUR

Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

At a glance

We will reduce the maintenance burden of the applications we manage and start developing a tool to support GM registrations. We will improve published descriptions and documentation relating to our services, activities and governance processes. We will survey members on topics relating to our strategy and review the effectiveness of our planning cycle and related communications with members.

Ongoing

- » Roll out improved meeting registration across regional meetings and streamline related processes.
- » Organise two General Meetings and engage members on key topics, including the Charging Scheme and Activity Plan and Budget.
- » Use RIPE NCC research and data for clear, evidence-based storytelling.

New

- » Improve the resilience and maintainability of Web Services applications.
- » Develop a new registration tool for General Meetings.
- » Survey members and the community on strategic topics to support the next strategy cycle.



3.2 Learning and Development

Through the RIPE NCC Academy, we offer in-person courses to members throughout our service region and deliver certification exams that are increasingly recognised across the industry. We also offer learning options to the broader Internet community that scale better to a larger number of participants, such as e-learning courses and webinars. By becoming more targeted with where we deliver training courses and reducing our consultancy spending for curriculum development, we plan to reduce the cost of this activity by 200 kEUR.



FTEs

12 (=)



Cost (in kEUR)

1,700 (-11%)



CAPEX

–

% of budget for staff

81%

Other expenses

- ▶ Outreach & PR 160 kEUR ▶ Travel 70 kEUR
- ▶ Information Technology 10 kEUR

Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

3.2.1 Technical Training and Development

Our Technical Training and Development team delivers learning experiences across our service region. They also represent the RIPE NCC at events and conferences, and they help develop and maintain our learning materials, exams and labs.



FTEs

6 (=)



Cost (in kEUR)

840 (-20%)



CAPEX

–

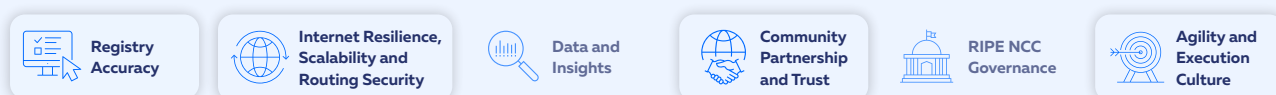
% of budget for staff

81%

Other expenses

- ▶ Outreach & PR 100 kEUR ▶ Travel 60 kEUR
- ▶ Information Technology 10 kEUR

Applicable strategic focus areas



At a glance

We will strengthen our cooperation with external stakeholders to see where we can maximise the reach and impact of our learning experiences. We will continue to deliver a similar number of webinars, but we will be more targeted in our number of in-person training courses and their locations, while continuing to collaborate with hosts.

Ongoing

- » Deliver 30 webinars.
- » Deliver in-person training courses with a more targeted, reduced number of courses and locations compared to last year.
- » Organise hosted courses to increase efficiency and reach.
- » Deliver internal training for RIPE NCC staff.
- » Represent the RIPE NCC at events and conferences.
- » Provide technical expertise for other engagement activities with stakeholders like governments/regulators, competent authorities/LEAs and academia.

New

- » Strengthen cooperation with other RIRs and external partners in the area of capacity building, searching for synergies and ways to amplify reach and impact.
- » Review our approach to selecting locations for in-person training and engage with members to better understand their learning preferences, so we can target delivery where it creates the greatest value.

3.2.2 Curriculum Development

Curriculum Development holds the pedagogical, user experience and visual design expertise for Learning and Development. We make sure that our learning experiences are tailored to learners' needs and are relevant and up to date.



FTEs

6 (=)



Cost (in kEUR)

860 (+1%)



CAPEX

–

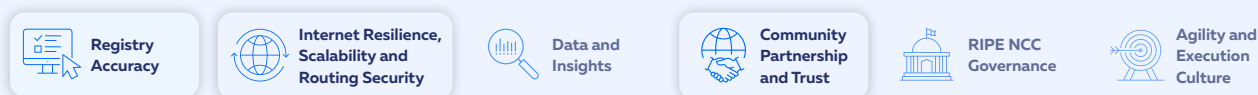
% of budget for staff

77%

Other expenses

► Outreach & PR 60 kEUR ► Travel 10 kEUR

Applicable strategic focus areas



At a glance

We will continue working to complete our training portfolio, prioritising the development of the planned BGP Fundamentals and Internet Measurements in-person training courses. We will also launch a new e-learning course for LEAs and expand our content on Internet standards, helping members and the wider community build practical knowledge in areas that are increasingly important to the operation and development of the Internet. We will make usability improvements to the RIPE NCC Academy. We will rely less on consultancy, which will save on costs but slow our development of new courses.

Ongoing

- » Assure quality and relevance of material through reviewing exam performance, feedback and metrics and conducting usability tests and learning needs assessments.
- » Deliver e-learning experiences and certification exams.
- » Update the existing learning portfolio based on our data about the changing needs of the industry.
- » Bridge gaps in learning paths in the RIPE NCC Academy, with a focus on delivering the most relevant material within our area of operations.

New

- » Release a new in-person training course on BGP Fundamentals.
- » Release a new in-person training course on Internet Measurements.
- » Implement a new e-learning course for LEAs to facilitate their access to our LEA-targeted content and increase reach in a scalable way.
- » Improve the RIPE NCC Academy platform usability to enhance user experience, engagement and retention.



3.3 Coordination and Collaboration

The RIPE NCC is part of a much larger Internet governance system that we work to support and strengthen. Drawing on research, capacity building and community development, we engage with governments and policymakers to bring relevant technical perspectives and insights into policy discussions. This work is increasingly important in a more regulated environment, where legislation can have significant implications for the operation and development of the Internet. Costs for this activity will be reduced by 100 kEUR. This reduction reflects the conclusion of a period of intensive engagement around several major global Internet governance processes over the past three years, including the UN Global Digital Compact (2024), the WSIS+20 review (2025) and the ITU Plenipotentiary Conference (2026).



FTEs
7.9 (=)



Cost (in kEUR)
1,850 (-5%)



CAPEX
-

% of budget for staff
62%

Other expenses
► Consultancy 610 kEUR ► Travel 20 kEUR

Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture



3.3.1 Public Policy and Internet Governance

Together with the RIPE community, we facilitate mutual understanding between public authorities and the technical community in our service region. 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.



FTEs

5 (=)



Cost (in kEUR)

1,400 (-4%)



CAPEX

–

% of budget for staff

60%

Other expenses

► Consultancy 610 kEUR

Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

At a glance

We will enhance our engagement with governments and competent authorities by delivering higher-impact engagements and fewer but more targeted research insights.

Ongoing

- » Prioritise a smaller amount of higher-impact research and insight outputs.
- » Collaborate on a cross-organisation annual insight strategy.
- » Strengthen government and competent authority engagement frameworks.
- » Improve plain-language material explaining the RIPE NCC's role, registry data and limitations.
- » Continue to deliver structured Memoranda of Understanding to support institutional relationships.
- » Hold EU, South East Europe and Middle East roundtables and do bilateral engagements with public and competent authorities.
- » Engage with the RIPE community primarily via the RIPE Cooperation Working Group.
- » Participate within the ITU as members of ITU-T and ITU-D with membership costs of 43 kEUR.

New

» –



3.3.2 Research

By developing and delivering high-quality insights from the RIPE NCC's data services, tailored for specific audiences, we can better support informed decision-making and highlight the value of the Internet measurements, registry data and analysis we provide. This is crucial for operators and competent authorities to make informed decisions on topics related to peering, IPv6 deployment and routing security.



FTEs

2.9 (=)



Cost (in kEUR)

450 (-10%)



CAPEX

-

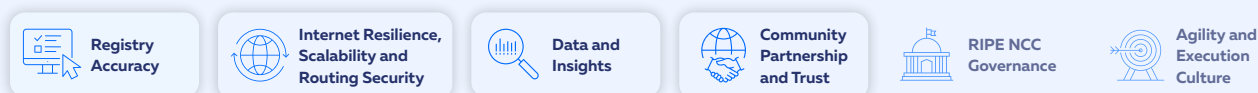
% of budget for staff

67%

Other expenses

► Travel 20 kEUR

Applicable strategic focus areas



At a glance

We will continue to focus on high-value data insights for key internal and external stakeholders. In 2027, our research work will concentrate on the areas where it can provide the greatest value, while making effective use of existing data, expertise and capabilities.

Ongoing

- » Support internal and external stakeholders with statistics, reports, data and insights.
- » Support and steer academia on the use of public RIPE NCC data and tools.
- » Contribute to the RIR system through shared research dialogue and operations.
- » Maintain existing data pipeline work within available research capacity.

New

» -



4. Organisational Sustainability

In 2027, organisational support activities will focus on strengthening the RIPE NCC's operational foundations, improving efficiency and preparing the organisation for future needs.

A major effort here will be to renovate our office in Amsterdam to ensure it is fit for our employees for the coming years. People & Culture (formerly Human Resources) will introduce a new performance management system, implement the personnel continuity plan developed in 2026, strengthen succession planning and employee skills development and prepare for new pension legislation.

Across Legal, Finance and Information Security, Risk and Compliance, the focus will be on maintaining strong governance, oversight and organisational resilience. This includes implementing the RIR Governance Document framework, updating the legal framework to promote automation, improving clarity about members' rights and responsibilities, controlling costs, improving financial insights, maintaining key assurance and certification standards, professionalising third-party risk management, and strengthening business continuity, recovery, access controls and network security. Lower budgets in Finance and Information Security, Risk and Compliance will partly offset the increases elsewhere in Organisational Sustainability.

Alongside this, the Office of the Managing Director and the RIPE Chair Team will continue supporting effective governance, Executive Board collaboration, RIPE Meetings, working group processes and engagement with the wider Internet governance community. The Office of the Managing Director budget will reduce as resources are moved into the new Project Delivery and Agility activity, which will support coordination and delivery across the organisation. Together, these activities will help ensure that the RIPE NCC remains well governed, secure, efficient and able to support its staff, members and the RIPE community.

Budget Overview

The overall Organisational Sustainability budget will remain stable at EUR 11.9 M, although there are shifts between activities. Facilities costs will increase, with EUR 2.2 M in CAPEX planned for office repairs and renovation in 2027. Increased insurance and other personnel-related costs will also result in a higher budget for People & Culture. Lower budgets in Finance and Information Security, Risk and Compliance will partly offset the increases elsewhere in Organisational Sustainability. The Office of the Managing Director budget will decrease as resources are moved into the new Project Delivery and Agility activity.



4.1 People & Culture

People & Culture (formerly Human Resources) coordinates the recruitment and onboarding of new staff members and supports the development and retention of current employees. The department also leads activities to foster a healthy, inclusive and collaborative organisational culture in line with our values.



FTEs
6 (+0.2)

% of budget for staff
62%



Cost (in kEUR)
1,250 (+4%)

Other expenses

- Consultancy 230 kEUR
- Housing & Insurance 120 kEUR
- Office Expenses 80 kEUR



CAPEX
–

Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

At a glance

We will implement the personnel continuity plan developed in 2026 and implement a new performance management system with improved processes for succession planning and employee skills development. We will also prepare for new pension legislation.

Ongoing

- » Strengthen the balance between facilitating leadership and outcome-oriented performance and development.
- » Clarify ownership, accountability and expectations across organisational leadership, activity leads and product owners.
- » Prepare to implement new pension legislation (applicable from 1 January 2028).
- » Continue our risk and compliance activities and automate some processes.

New

- » Implement the personnel continuity plan for key positions that was developed in 2026.
- » Introduce a new performance management system, going live in January 2027.
- » Roll out succession planning as part of the new performance management system.
- » Support employee skills development through the new performance management system, via a new future-proof skills framework in place by the end of 2027.



4.2 Information Security, Risk and Compliance

The Information Security, Risk & Compliance teams protect the RIPE NCC's information, systems and services by maintaining a risk-based security and assurance programme. This work helps us to understand and manage security risks, meet growing regulatory obligations, demonstrate accountability and maintain the resilience of our critical services.



FTEs

9 (=)

% of budget for staff

49%



Cost (in kEUR)

2,650 (-5%)

Other expenses

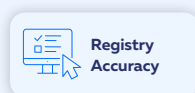
- Information Technology 920 kEUR
- Consultancy 400 kEUR
- Travel 40 kEUR



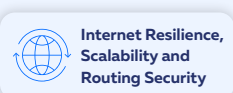
CAPEX

–

Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

At a glance

We will maintain key assurance and certification standards while strengthening third-party risk management, access controls, network security and operational resilience.

Ongoing

- » Strengthen risk management across the organisation.
- » Further automate compliance and assurance activities.
- » Maintain SOC 2 Type II/ISAE 3000 assurance for RPKI and ISO/IEC 27001 certification.
- » Continue strengthening governance, supply-chain security, business continuity and incident reporting.
- » Maintain and continuously improve core security operations.
- » Strengthen technology security and support the secure adoption of approved AI solutions.

New

- » Professionalise third-party risk management.
- » Establish business continuity, disaster recovery and crisis management testing.
- » Advance a zero trust-aligned security model.
- » Initiate the onboarding of a Privileged Access Management solution.
- » Modernise vulnerability management and roll out risk-based penetration testing.

4.3 Legal

The Legal Department maintains a strong and accountable legal framework for our services. The goal 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. The team ensures a stable RIPE NCC 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.



FTEs

6 (=)



Cost (in kEUR)

1,280 (-2%)



CAPEX

–

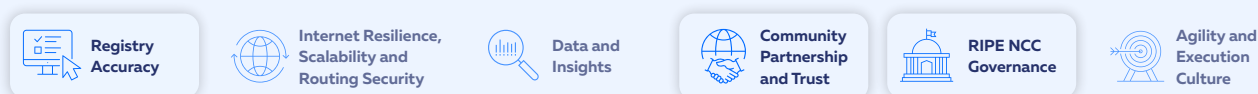
% of budget for staff

64%

Other expenses

- ▶ Consultancy 400 kEUR ▶ Outreach & PR 40 kEUR
- ▶ Travel 20 kEUR

Applicable strategic focus areas



At a glance

The Legal Department will focus on implementing the RIR Governance Document, enabling greater automation through updates to the legal framework, and improving clarity about members' rights and responsibilities.

Ongoing

- » Support the adoption of the new RIR Governance Document (update to ICP-2).
- » Review and improve the RIPE NCC governance and legal framework.
- » Support the organisation's activities by creating the appropriate legal framework, minimising the relevant legal risks and exposure to liability.
- » Implement and review compliance with applicable Dutch and EU legislation.
- » Review new legislation and monitor upcoming legislation that may affect us.
- » Support the RIPE community's discussions by providing legal analysis when necessary.

- » Support the organisation's efforts to minimise the effects of political risks to our operations.

New

- » Implement the to-be-adopted "RIR Governance Document" (update to ICP-2).
- » Update the legal framework to promote automation.
- » Depending on the outcome of the General Meeting vote in October 2026, implement the transition from the current "Executive Board" formulation to a new Board structure.
- » Improve clarity about members' rights and responsibilities.



RIR Governance Document

The [RIR Governance Document](#) is an update to Internet Coordination Policy 2 (ICP-2), which set out the original criteria for recognising Regional Internet Registries. A review of ICP-2 was carried out by the Number Resource Organization Number Council (NRO NC) and included consultations across the five RIR communities, ICANN constituencies and the wider Internet governance community.

The proposed new document expands the existing framework by setting out clearer expectations for the ongoing governance and operation of RIRs, as well as processes for the entire lifecycle of an RIR, including recognition, operational obligations and, if necessary, derecognition.

In 2027, we expect to focus on implementing the RIPE NCC's obligations under the new framework. This will involve reviewing our governance and legal arrangements, assessing the impact on services such as RPKI, and ensuring that relevant processes and infrastructure meet the new requirements. This work will require investment of staff time and financial resources across the organisation.



4.4 Finance

The Finance Department supports the RIPE NCC's long-term financial stability by managing resources carefully, assessing the efficiency of spending, reporting finances, and complying with legislation and RIPE NCC procedures.



FTEs

9 (=)



Cost (in kEUR)

1,775 (-5%)



CAPEX

–

% of budget for staff

60%

Other expenses

- Consultancy 330 kEUR ► Bank Charges 245 kEUR
- Information Technology 110 kEUR

Applicable strategic focus areas



Registry Accuracy



Internet Resilience, Scalability and Routing Security



Data and Insights



Community Partnership and Trust



RIPE NCC Governance



Agility and Execution Culture

At a glance

We will continue to push for cost savings and efficiencies while keeping the RIPE NCC's goal to deliver high-quality services in mind.

Ongoing

- » Control costs while protecting the resources needed to deliver high-quality services.
- » Support strong financial oversight and well-informed decision-making across the organisation.
- » Manage the investment portfolio within the limits set by the Treasury Statute.
- » Continue searching for a safe solution to collect payments from members in Ultra High-Risk Countries, including possible new opportunities the RIPE NCC Middle East FZ-LLC could provide.
- » Continual improvement in enterprise resource planning (ERP) systems to improve financial insights.

New

- » Investigate options to reduce costs incurred by the RIPE NCC for credit card charges on incoming payments.
- » Consult with the membership on outstanding recommendations from the RIPE NCC Charging Scheme task force.



4.5 Facilities

Facilities handles our internal administrative functions along with the rent, insurance and maintenance for all facilities and equipment. This team also provides efficient and centralised staff support, such as travel booking for events.



FTEs

5 (+0.2)



Cost (in kEUR)

2,500 (+4%)



CAPEX

2,190 (+630%)

% of budget for staff

17%

Other expenses

► Housing & Insurance 1,730 kEUR ► Office Expenses 390 kEUR

Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

At a glance

We will improve the working environment for our staff by renovating our office. At the same time, we will review our compliance processes, insurance portfolio and vendors to ensure efficiency and cost effectiveness.

Ongoing

- » Support the organisation by maintaining our facilities, handling phone and mail communications, and coordinating travel and venue bookings for events.
- » Finish benchmarking our larger vendors for catering, cleaning and security, and switch to new vendors if needed.
- » Continue our risk and compliance activities and automate some processes.
- » Review our insurance portfolio.

New

- » Carry out necessary repairs and upgrades to renovate our Amsterdam office.

Office Renovation

In 2025, we made the decision to stay in our current office in Amsterdam when the lease expires in 2026. This decision came with the knowledge that internal renovations were needed after a decade of using the office.

This internal renovation is budgeted at EUR 2.2 M for CAPEX, which will allow us to make the necessary repairs and upgrades to ensure an effective, secure and safe work environment for the coming years.



4.6 Office of the Managing Director

The Managing Director is responsible for the day-to-day operation of the RIPE NCC, supported by the Executive Team, the Executive Board and the Works Council, and represents the organisation in external forums, such as ICANN and the ITU.



FTEs

2.3 (-1.9)



Cost (in kEUR)

1,800 (-10%)



CAPEX

–

% of budget for staff

38%

Other expenses

- Contributions 730 kEUR ► Travel 130 kEUR
- Office Expenses 30 kEUR

Applicable strategic focus areas



At a glance

We will continue supporting effective governance and community engagement through key meetings, Executive Board collaboration, global Internet governance activities, and ongoing work with partners and the NRO NC/ASO AC.

Ongoing

- » Hold General Meetings and participate in regional and Roundtable Meetings.
- » Continue collaboration between the Executive Board and the RIPE NCC Executive Team, including at least four face-to-face Executive Board meetings.
- » Participate in developing a Governance System for root server operators.
- » Remain a member of the Internet Society and support the OPEN CSIRT Foundation.
- » Provide travel support to NRO NC/ASO AC representatives.
- » Continue annual contributions to organisations involved in global Internet governance.
- » Continue work with the NRO NC/ASO AC on the review of the RIR Governance Document.

New

- » Oversee implementation of RIPE NCC Strategy 2027-2031.
- » Depending on the outcome of the General Meeting vote in October 2026, implement the transition from the current “Executive Board” formulation to a new Board structure.

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	350 kEUR
NRO ICANN contribution for IANA*	320 kEUR
ISOC Platinum Membership**	50 kEUR
TF-CSIRT	10 kEUR

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

**RIPE NCC is a longstanding Platinum member of the Internet Society to support the IETF.



4.7 Project Delivery and Agility

The new Project Delivery and Agility activity builds on work previously carried out within the Office of the Managing Director. Its focus is on helping teams deliver greater value by strengthening planning and coordination, supporting agile ways of working, and providing hands-on support where it can accelerate progress and outcomes.



FTEs

2



Cost (in kEUR)

300



CAPEX

–

% of budget for staff

100%

Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

At a glance

In 2027, we will establish Project Delivery and Agility to improve project prioritisation, coordination and agile ways of working across the organisation.

Ongoing

» –

New

- » Set up the Project Delivery and Agility activity and create training programmes in Agile methodologies for staff.
- » Establish simple and coherent ways to start and prioritise projects, supported by standard project templates.
- » Support product development by identifying efficiencies and means of providing value to users.
- » Provide practical support for Agile ways of working, starting with selected technology teams and later expanding across the organisation.



4.8 RIPE Chair

The RIPE Chair Team is responsible for ensuring that RIPE functions properly and plays an important role in its development as a community.



FTEs
1.2 (=)



Cost (in kEUR)
390 (+3%)



CAPEX
–

% of budget for staff
64%

Applicable strategic focus areas



Registry
Accuracy



Internet Resilience,
Scalability and
Routing Security



Data and
Insights



Community
Partnership
and Trust



RIPE NCC
Governance



Agility and
Execution
Culture

At a glance

We will continue to support the RIPE Chair Team in overseeing RIPE Meetings, strengthening working group processes and ensuring that RIPE policies and procedures are followed across the community.

Ongoing

- » Attend meetings and events to present to and support the RIPE community.
- » Strengthen collaboration and coordination with other organisations.
- » Develop activities that keep the community open and accessible, especially for newcomers.

New

» –



5. RIPE NCC Middle East FZ-LLC

Regarding the staff working for the LLC, please refer to the profit and loss statement. These staff members are part of the described activities, so there is no separate figure to report here.

For several years, we have had an office in Dubai as a branch of the main RIPE NCC legal entity established in the Netherlands. This office was deregistered in 2026. In 2024, we opened a formal separate legal entity in the UAE to formalise our presence in the Middle East. This entity is fully owned by the RIPE NCC. The Activity Plan presents the consolidated plan and budget for both legal entities.



6. Unforeseen Activities

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

The Joint RIR Stability Fund is also in place to mitigate and prepare for unforeseen regional and global disruptions or threats and to safeguard the stability of the RIR system. The RIPE NCC is committed to a maximum contribution of EUR 1 M through the fund, which would be drawn from 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 2027 (in kEUR)

Year	Surplus	Addition to Capital	Capital at 31 December	Expenses Per Year	% of Expenses
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	363	363	33,041	36,250	91%
2025	2,768	622	33,663	38,952	86%
2026 Forecast	1,000	560	34,223	40,310	85%
2027 Budget	(1,675)	600	34,823	44,175	79%

Development of the RIPE NCC Reserves Without a Redistribution in 2027 (in kEUR)

Year	Surplus	Addition to Capital	Capital at 31 December	Expenses Per Year	% of Expenses
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	363	363	33,041	36,250	91%
2025	2,768	622	33,663	38,952	86%
2026 Forecast	1,000	1,316	34,979	40,310	87%
2027 Budget	(1,675)	(1,075)	33,904	44,175	77%



7. Appendices

7.1 Budget 2027 per Legal Entity

Budget 2027 (in kEUR)

	RIPE NCC	RIPE NCC Middle East FZ-LLC	Total
Income	42,500	-	42,500
Expenditures			
Wages and Salaries	20,150	600	20,750
Social Security Charges	2,550	-	2,550
Pension Contributions	2,350	-	2,350
Miscellaneous Employee Expenditures	870	280	1,150
Subtotal Personnel	25,920	880	26,800
Housing & Insurances	1,750	100	1,850
Office Expenses	750	70	820
Contributions	800	-	800
Information Technology	5,100	-	5,100
Travel	1,050	20	1,070
Consultancy	3,000	80	3,080
Outreach & PR	2,250	-	2,250
Bank Charges	245	-	245
Depreciation	1,785	-	1,785
Bad Debt	375	-	375
Subtotal Expenses	17,105	270	17,375
Total Expenses	43,025	1,150	44,175
Surplus Before Financial Result	(525)	(1,150)	(1,675)
Result on Interest Income	-	-	-
Result on Exchange Differences	-	-	-
Result Revaluation Financial Fixed Assets/Portfolio	600	-	600
Financial Result	600	-	600
Surplus/Deficit	75	(1,150)	(1,075)
FTEs	197.1	4.0	201.1
EoR	6.1	-	6.1
Total EoR & FTE	203.2	4.0	207.2
Capital Expenditure (CAPEX)	10,480	-	10,480
Number of LIRs	20,000	20,000	20,000
Expense per LIR	2,151	58	2,209
Average Personnel Costs per Employee	132	220	133



7.2 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 consultancy costs rather than payroll). FTE calculations are based on a 37.5-hour working week. In 2027, our budgeted FTE count will grow by 2.5%, from 202.1 (196.9 FTEs plus 5.2 EoR contracts) to 207.2 (201.1 FTEs plus 6.1 EoR contracts). To stay compliant with Dutch and EU labour law, we will 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 specialist expertise for a limited time or to cover for staff on extended leave. Our consultancy budget will therefore be reduced by around 9%, from EUR 3.4 M to EUR 3.1 M.

Breakdown of Average Employee-Related Costs

	(%)
Salaries	65.1%
Benefits	8.9%
Social Security	9.5%
Pension	8.4%
Health Insurance	3.7%
Miscellaneous	4.4%
Total	100.0%

7.3 Salary Scales*

(Gross salary before wage tax deductions)

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

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

*Scale provided is for 2026. 2027 salary scale to be determined following external benchmark in early 2027.



7.4 Labour laws

Dutch employment legislation applicable to the RIPE NCC and already implemented in our policies and procedures	Upcoming legislation applicable to the RIPE NCC
<u>Dutch Employment Law as described in BW7</u>	<u>New legislation regarding the reforming of the Dutch pension system</u> - implementation deadline 1/1/2028
<u>Dutch ARBO Law (Dutch Working Conditions Act)</u>	<u>The EU Pay Transparency Directive: as of 2027, reporting on pay equity of previous year</u>
<u>Whistleblower Protection Act</u>	Potentially applicable in 2027, not official yet: Supervision Act of Equal Opportunities in Recruitment and Selection
	Potentially applicable per 1 January 2028, pending confirmation from government: <u>Special Leave Act</u>
	Transition of 30% ruling to 27% ruling for hiring skilled migrants, applicable per 1 January 2027: <u>27% ruling</u>

7.5 List of 2027 Commitments

Pillar	Section	Commitment
The Registry	Registration Services	» Automate repetitive tasks. » Maintain high levels of customer satisfaction, measured by strong NPS and CES performance.
	Member Services	» Improve our billing service. » Enhance the online chat process. » Integrate the ticketing system with other tools. » Streamline ticket workflows.
	Registry Monitoring	» Complete 2,800 ARCs. » Introduce self-service Registry Checks. » Strengthen compliance and fraud detection capabilities.
Technology	Business Applications	» Continue improving Registry workflows and tools. » Enhance the user experience of the LIR Portal. » Migrate to new infrastructure and support compliance and security projects.
	RPKI	» Maintain ISO compliance. » Maintain SOC 2 compliance. » Deliver the infrastructure renewal effort. » Develop a RIR Governance Document implementation plan. » Improve ROA and ASPA suggestions in the RPKI service.
	RIPE Database	» Deliver the RIPE-NONAUTH cleanup project » Strengthen authentication security for internal override users » Improve RIPE Database resilience » Implement relevant IETF standards and strengthen compliance » Achieve ISO 27001 compliance



Pillar	Section	Commitment
	DNS and K-root	» Replace K-root equipment in London and Tokyo. » Replace AuthDNS equipment in London, Amsterdam and Stockholm. » Replace AS112 equipment in Amsterdam.
	RIPE Atlas	» Improve the setup and maintenance experience for RIPE Atlas anchors. » Investigate options for providing alerting on measurements requested by users. » Evaluate and identify suitable bring-your-own-device options for RIPE Atlas probes.
	RIPEstat	» Improve the usability and structure of pages. » Store smaller datasets in RIPEstat managed systems. » Improve usage tracking, especially for API usage.
	RIS	» Improve service stability, detect disruptions promptly, and communicate about them publicly and on time. » Produce MRT files without relying on HBase in the critical path. » Provide pre-processed data for ASPA recommendations in RPKI tools.
External Engagement and Community	Community Building and Events	» Organise RIPE 94 and 95, SEE 15, CAPIF 6 and MENOG 27. » Generate sponsorship revenue, expand sponsor base and enhance relations with existing sponsors. » Review the RIPE Atlas Ambassadors programme. » Review the RACI programme.
	Membership Engagement	» Organise two General Meetings and engage with our membership on important topics. » Provide statistics and analyses around the Registry and number resources. » Review published service descriptions and technical documentation. » Support a new strategy cycle through conducting surveys.
	Technical Training and Development	» Deliver 30 webinars. » Deliver fewer, more targeted in-person training courses. » Organise hosted courses. » Strengthen cooperation on capacity building with other RIRs and external partners.
	Curriculum Development	» Deliver a new in-person training course on BGP Fundamentals. » Deliver a new in-person training course on Internet Measurements. » Release a new course for LEAs. » Improve the RIPE NCC Academy platform's usability.
	Public Policy and Internet Governance	» Hold EU, South East Europe and Middle East roundtables and do bilateral engagements with public and competent authorities.
Organisational Sustainability	Facilities	» Finish benchmarking our larger vendors and switch if needed. » Automate some risk and compliance processes. » Review our insurance portfolio. » Renovate our Amsterdam office.



Pillar	Section	Commitment
	People & Culture	» Implement the personnel continuity plan for key positions. » Introduce a new performance management system. » Roll out succession planning. » Support employee skills development with a new skills framework.
	Legal	» Support adoption and implementation of the RIR Governance Document. » Update legal framework to promote automation. » Implement transition to new Board Structure (pending General Meeting vote).
	Information Security, Risk and Compliance	» Maintain SOC 2 Type II/ISAE 3000 assurance and ISO/IEC 27001 certification. » Professionalise third-party risk management. » Advance network segmentation, modern access controls and privileged access management. » Strengthen business continuity, recovery and incident readiness.

7.6 Membership Services

This appendix specifies the RIPE NCC services provided only to members, as referred to in Article 1 of the [RIPE NCC Standard Service Agreement](#):

- » Distribution and Management of Internet Number Resources
- » Internet Protocol version 4 (IPv4) Waiting List
- » Assisted Registry Check
- » Local Internet Registry (LIR) Portal
- » Training Courses

