was to improve the quality and user experience of our learning experiences, while keeping an eye on ensuring efficiency. We expanded our offering by increasing the number of in-person courses delivered and switched to a better and more widely available exam provider for our RIPE NCC Certified Professionals programme. With these efforts, we hope to better assist our members in developing their technical skills and knowledge to help them operate more resilient and secure networks.

In 2023, we also carried out the RIPE NCC Survey, taking place every four years, to collect feedback from our members, understand what works or not and help us improve our services. 3,899 people responded, and we were pleased to learn that 92% of members continue to rate the quality of the RIPE NCC's service delivery as either good or excellent and that three-quarters were satisfied with the RIPE NCC's Executive Board leadership, engagement with members, general meetings and information.

Despite the difficult international situation, with a number of wars and active conflicts in our service area at the time of writing, along with continuing difficult economic conditions due to rising costs, we are proud of what we achieved in 2023 and feel we are well-prepared for 2024. We're also pleased that we were able to stay within budget while keeping our most important asset intact - our dedicated

staff who are working with you to help shape the future of the Internet.

STRATEGIC OBJECTIVES/HIGHLIGHTS

Be resilient in the face of political, legislative and regulatory changes that have the potential to affect our operations

- Roundtables with governments in Belgium, Croatia, Montenegro and the UAE, as well as bilateral meetings engaging with policymakers and stakeholders about Internet governance.

- Continued to support members in Ukraine with payment extensions for members who needed them.

- Restored service level to many members in Russia who were subject to EU sanctions after clarifying the situation with the Dutch authorities. We continue to seek a blanket exemption from EU sanctions regulation for Internet number resources.

Secure Internet number resources by developing and operating a resilient, externally auditable and secure Resource Certification Trust Anchor and promote RPKI usage

- Explored ways to improve the overall resilience of RPKI.

- Achieved full coverage of the critical parts of our application with end-to-end and API tests.

- Deployed monitoring and fallback RRDP infrastructure outside AS3333.

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

- Increased focus on publishing data-driven stories on RIPE Labs to provide the community with insights into Internet-related topics.

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

- Streamlined internal processes to improve response times.

- Completed the implementation of the new architecture for RIPE NCC Access (Keycloak). Reduced technical debt in LIR Portal tooling and made UI improvements.

- Enhanced the resilience and security of our main Registry software.

- Progress towards achieving compliance with the ISO/IEC 27001 framework.

- Developed a vulnerability management framework, made cloud security enhancements and ran an internal security awareness programme.