

12/03/2026

Liam Stephens
via email

Dear Liam,

RE: APNIC Organisational Realignment

Thank you for contacting the Executive Council and for your patience as we prepared our reply.

Your email raised a few questions and concerns that I'll respond to in turn, namely:

- Confirming your assumptions on the aims of the 2025 organisational realignment
- Further details on the impact to staff numbers due to the organisational realignment
- Whether other cost saving measures were pursued or considered to balance APNIC's budget
- Whether the organisational realignment had any potential impact on APNIC's services to Members.

Strategic realignment

You are correct that the 2025 organisational realignment aimed to both help ensure APNIC's future financial sustainability, as well as to review and set strategies to help the organisation best achieve the goals set out in the Strategic Plan. The realignment process concluded that APNIC needed to refine its approach across the organisation. Resources needed to be rebalanced from areas that were overstaffed to those that were understaffed, and skills gaps needed to be addressed.

Staff numbers

Regarding the impact to staff numbers, at the time, APNIC did not publish details on the number of roles impacted by the realignment process out of respect for those affected.

However, APNIC does provide details related to staff levels each year in our Annual Reports. These are presented in two areas in the [2025 Annual Report](#):

- (i) There is a summary of the budgeted and actual 'person years' (PY) on page 47. A single PY represents one full-time staff member's time (a full definition is provided on page 13 of the report). In 2025, APNIC budgeted PY at 119.59 and the actual at the end of the year was 109.68. We acknowledge that referring to the contributions of staff as "PY" may feel impersonal, however it is used to reflect the necessity of staff working across multiple APNIC activities and is consistent with prior reporting.
- (ii) On page 45 of the report, APNIC recorded an employee turnover of 18.95%. This reported number includes turnover from the realignment process, as well as ordinary employee turnover unrelated to the realignment process, such as resignations, throughout the year.

With time now passed, to answer your specific question: the strategic realignment process over the course of 2025 saw 31 roles impacted, with 13 redeployed into new roles and 18 departures.

The EC acknowledges the reduction in headcount was a painful process, and not something anyone involved with APNIC wishes to repeat. This is why we endorsed the Secretariat's recommendation to make

these changes in one year rather than through cost cutting measures, including staff reductions, over several years that would sap morale by creating persistent uncertainty and not provide the organisation with the room for a strategic reset.

In this regard, the year-on-year total PY between the 2025 Annual Report and the 2026 Activity Plan remains consistent i.e. there is no intention to further reduce staff numbers.

Cost savings

It important to highlight that the cost savings realised through the realignment were not solely due to staff movements and reductions.

The change in area-level strategies across the organisation resulted in the scope of some projects or activities being altered. A good example is in the Development area where changes to strategy in curriculum, virtual labs, the Community Trainer program, Academy platform and M-Root support all generated savings, while the activities remain true to APNIC's mission. More information is available [here](#).

In addition, we have also considered and pursued a number of other mechanisms for returning APNIC to a balanced budget. APNIC has been focused on reducing software application expenses (APNIC's second largest operational expense) and while some of those savings were realised in 2025, the efforts will become more apparent in 2026 and beyond as licencing contracts expire. This multi-year initiative is noted in Objective C.1.1 of the 2026 Activity Plan.

APNIC service standards

Finally, I wanted to respond to your concern around service standards. I want to reassure you that since the realignment, the level of service to APNIC's Members has remained high.

In 2025, APNIC maintained a Helpdesk service satisfaction level of 95% 'excellent' and 'above average' ratings, which was above the target of 93%. The average response time to Members' Helpdesk enquiries reduced from 8.4 hours (in 2024) to 7.6 hours (in 2025). This figure does not include emergency requests which are addressed on a priority basis faster than ordinary enquiries.

The Secretariat has plans to further improve APNIC's services to Members in 2026 as highlighted by the Director General's Update [presentation](#) during the recent AGM. Our Director General, Jia Rong Low, is hoping to visit Telstra and other Australian Members in late March and I am sure he would be happy to discuss those initiatives in more detail if you are interested in learning more.

Thank you again for raising these issues with the EC. We are committed to dialogue and responding to genuine Member feedback for the benefit of the Membership, the broader APNIC community, and the Internet as a whole.

Further information on APNIC's finances, activities and plans were shared at the AGM held on 12 February. The presentation materials and stream/recording are available via the following links:

AGM 1: <https://2026.apricot.net/programme/programme#/day/9/179/>

AGM 2: <https://2026.apricot.net/programme/programme#/day/9/181/>

This letter will be published on the EC Correspondence page on apnic.net for transparency.

Yours sincerely,



Kenny Huang
APNIC Executive Council Chair
On behalf of the APNIC Executive Council