
ICANN78 | Prep Week – Specific Reviews and Work Stream 2 Recommendations
Monday, October 9, 2023 – 6:00 to 7:00 HAM

YVETTE GUIGNEAUX:

Hello everyone. Welcome to the ICANN Prep Week session for specific reviews and Work Stream 2 on Tuesday, October 9th at 16:00 UTC. My name is Yvette Guigneaux and Sara Sarraf and myself will be your remote participation managers for this webinar, which is being recorded and will be posted shortly online after we conclude. This session, like all other ICANN activities, is governed by the ICANN expected standards of behavior and the ICANN community anti-harassment policy. During this session, questions or comments submitted into the Q&A pod will be read aloud at the time set aside for question and answer. Questions written in the chat may not be read aloud. If you have a comment or a question you would like addressed during the Q&A portion at the end of each presentation, feel free to raise your hand or follow the noted format instructions in the chat. Interpretation for this session will include English, French, Spanish, Chinese, Russian, Arabic, and Portuguese. Click on the interpretation icon in Zoom and select the language you wish to listen to during this session. Please state your name for the record and the language you will speak if speaking a language other than English. When speaking, be sure to mute all other devices and notifications. Please speak clearly and at a reasonable pace to allow for accurate interpretation. This session includes automated real-time transcription. Please note this transcript is not official or authoritative. To view the real-time transcription, click on the closed caption button in the Zoom toolbar.

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And to ensure transparency of participation in the ICANN's multi-stakeholder model, we ask that you sign into Zoom sessions using your full name. Okay, I think that about does it for me. So with that, I will hand the floor to our vice president of implementation operations, Giovanni Seppia.

GIOVANNI SEPPIA:

Thank you, Yvette. Thank you all. Welcome all. I'm happy to start this session on specific reviews and Work Stream 2 recommendation update. Today, together with me, we have Alice Jansen from the implementation operations team who is coordinating and supporting the implementation of cross-community working group non-policy board approved recommendations, and Alperen Eken from the policy development support team. If we can go to the next slide.

Today's agenda is divided into parts. The first one is going to offer you an update on the four bylaws mandated specific reviews, which are the third accountability and transparency review, the competition consumer trust and consumer choice review, the second registration directory service review, and the second security, stability and resiliency of the DNS domain name system review. We're going to pause there for a Q&A session before moving to the second part, which is about the implementation of Work Stream 2 recommendation. And that is going to be divided in two parts. The first one offering an update on the Org implementation and the second one offering an update on recommendations that were up to the community to implement. If we can go to the next slide, and with this slide, I'm transitioning to my

colleague, Alice, who is going to provide you with an update on the four specific reviews recommendations. Thank you, Alice, the floor is yours.

ALICE JANSEN:

Thank you so much, Giovanni, and hi everyone. Okay, so reviews. The reviews originate from the affirmation of commitments, which I can sign with the US Department of Commerce back in 2009. If we could go back to the previous slide, please. So back in the old days, these reviews were called the AOC reviews And with the transition of the IANA function stewardship in 2016, the reviews were then moved to our bylaws and now sit under section 4.6. The specific reviews are periodic and are conducted by community members. And as you can see on the slide here, we currently have four of them. In a nutshell, one is dedicated to reviewing accountability, transparency, and ensuring that decision-making reflects the public interest. It's also known as the ATRT review. One serves to examine the extent to which expansion of gTLDs has promoted competition, consumer trust, and consumer choice, that's known as CCT review. Then we have the review of the effectiveness of the gTLD registry directory service, the RDS review. And then finally, ICANN's execution of its commitments to enhance the operational stability, resiliency, security of the systems is also a topic of review, better known as the SSR review. So if we could go to the next slide, please. Thank you so much.

So ICANN Org has conducted multiple iterations of these reviews over the years, which explains why you see numbers with the review labels. All four review efforts have now concluded. The board has made a determination on all final reports, which means that the review efforts

are considered to be in the implementation phase. We do have a number of recommendations pending board consideration, and the board is committed to considering those as soon as the data required to inform action has been collected or dependencies resolved. Rest assured that the Org continues to work on gathering the information needed on these to move the ball forward. Very recently, in fact, on 10th of September, 2023, the board took action on 11 of the CCT and SSR2 pending recommendations, including nine which related to DNS abuse. So this currently leaves us with a set of nine remaining pending recommendations as listed on the slide here. As part of the 10th of September action, the board also approved one recommendation as fully implemented, which means that we now have a total of 71 board approved recommendations. Next slide, please.

So now looking at the implementation efforts, this slide offers an overview of the progress over quarters since the pilot prioritization effort took place in April, May of 2022. Board approved specific reviews recommendations were used to test the prioritization framework that was in fact created as a result of an ATRT3 recommendation, recommendation five, to be precise. So the chart here illustrates the progress that has happened over the past quarters. Currently, 90% of the recommendations are either complete or in progress. The board took action to approve nine SSR2 recommendations in November 2022, which is why you see a surge in the number of recommendations for December in the graph. Now let's take a deep dive into the updates and see where things stand. Next slide, please. Thank you.

So today we are pleased to report that we currently have 30 recommendations marked complete, 34 in progress and seven in not started. So these are the three labels we use to organize our reporting. We also have some associated color coding, green being complete, blue in progress, red not started. All recommendations have been prioritized with exception of six, which are considered ineligible for prioritization due to some dependencies. And we continue to monitor these. So looking at the green bucket here, green being my favorite color, four of the 15 ATRT3 recommendations are complete, including recommendations 1.1 and 1.2, which identified improvements needed for collecting community feedback. We also have recommendations 3.1 and 3.3, which called for the suspension of the subsequent RDS and SSR reviews until the ATRT4 can consider those, ATRT4 being the subsequent one. Five of the 17 CCT recommendations are considered complete, recommendations 16, 17 and 18 called for collecting and assembling specific data, while recommendation 30 and 31 were absorbed by the implementation work for the next round of the new gTLD program. We also have a set of CCT recommendation components that are data points we already report on and therefore are considered complete. However, these recommendations will move to complete once all of the areas of the given recommendation have been addressed. Eight of the 15 recommendations are complete, 1.1 and 1.2, which call for a mechanism to monitor legislative and policy developments, 1.3 on the need to demonstrate board activity on RDS, 11.2 on common interface display of information and updates, 15.1, which refers to improvements in implementation reporting and project management, LE1 and LE2, which are data gathering intended to

inform whether RDS is effective in meeting law enforcement needs, and then finally CC3 on resourcing as it relates to ICANN contractual compliance. Last but not least, 12 of the 24 SSR2 recommendations are considered complete as well, 3.2 and 3.3 on budget items related to performance of SSR functions, 4.1 on security risk management framework, 7.1, 7.2 and 7.3, which all three relate to the business continuity and disaster recovery plans. We also have 9.1 and 13.2, which refer to the ICANN contractual compliance's work, 10.1 on the definition of DNS abuse webpage, 11.1 on access to centralized zone data service, 16.1 on improved web information and cross-referencing, and then finally 24.1 and 24.2, which relate to ICANN Org agreements with the emergency backend registry operator service providers. So when a recommendation is marked complete, we produce what we call implementation documentation. Implementation documentation entails writing the story of the recommendation's journey, providing evidence of that implementation, also rationale for why improvements were operationalized the way they were. And we consider this to be extremely important for the accountability and transparency of the process, but also believe that this helps the future review teams. This will help the future review teams in their assessment of prior implementation work. Next slide, please. Thank you.

So let's look now at the 34 recommendations, which are listed as in progress. Work is ongoing on 11 ATRT3 recommendations. These include the recommendation 2, which calls for an assessment and review of ATRT2 implementation, recommendation 3.2 and 3.4, which suggests amendments to the CCT and ATRT review, recommendation 3.5 on the pilot holistic review, and 3.6 on the continuous improvement

programs. And by the way, if you're interested in hearing more about these two initiatives, there will be a dedicated session during this prep week on Wednesday, 11th of October at 16:00 UTC, same time as our session today. So if you're interested in hearing more about this, you are encouraged to join that session as well. Work is also ongoing to address the recommendation four components that seek to bring additional accountability and transparency to strategic and operating plans. Last but not least, recommendation five in the ATRT3 bucket is twofold with the prioritization process, which is now an integrated component of the planning cycle and the process to retire recommendations for which draft proposal was recently shared with the SO and AC leadership in late September. The remaining 11 CCT recommendations are all in progress. Some were sliced into components and mapped out to fit under some broader data collection umbrellas, namely the user consumer public survey, which will encapsulate recommendations 8, 11 and portions of recommendation 13 and the voluntary survey of contracted parties which will include portions of recommendation 13, 23 and 24. The voluntary survey will also absorb the engagement on best practices that is called for in recommendation 22. Work continues to develop a model to guide and support data collection activities to address recommendation one. And the Org also continues to work to address all of the other data collection recommendations, of course, recommendations 6, 7, 26, as well as the other portions of 13 and 23. With respect to the three RDS WHOIS 2 recommendations in progress, recommendation 3.1 articulates the need for improvements to web information and educational materials in RDS. Milestones have already been reached to address this one. The

Org now needs to engage with focus groups on this. So we have a lot of progress happening on this. A gap analysis between existing contracts and policy requirements versus the desired outcomes is being conducted to prepare for possible inclusion of the SG1 recommendation into the list of contractual negotiations. Recommendation CC2 is also in progress and is tied to the registration data policy for gTLDs. Eight of the 24 SSR2 recommendations are in progress. Recognition 1.1, which prompts the analysis of SSR1 implementation. The migration to the National Institute of Standards and Technology Cybersecurity Framework is in progress and addresses both recommendations 5.1 and 5.2. Recommendation 5.3, which requires external parties to be compliant with relevant security standards is also in progress. Recommendation 7.5 on releasing a summary of business continuity and disaster recovery plans is also ongoing. In addition, we have the recommendations 21.1 on the implementation of the new routes, new root zone management system security measures, 22.1 on the list of statistics and metrics, and then 23.2 on developing a consensus plan for future route DNS key algorithm rollovers. I do recognize and acknowledge that this is a lot to take in and to absorb, but I do want to flag that the quarterly reports that we produce, and which I will talk to you about in a moment, I have more information on the strategy plans, as well as estimated completion dates that we have as we progress through these board approved recommendations. So these really constitute great resources if you want to read more and have more information on those. Next slide, please. Thank you.

So in the not started bucket, the red bucket, we have a total of seven recommendations. Four are RDS WHOIS 2 related, and three are SSR2. Two recommendations are scheduled to begin, that is recommendation CC1, which requires contractual negotiations. And then we have recommendation 5.4 of SSR2, which calls for additional reporting on what the Org is doing and achieving in the security space. Five recommendations are locked because of dependencies. Two of the RDS, WHOIS 2 recommendations, are on hold because they are dependent on the subsequent review efforts. And due to the deferral, they are both locked. The outreach recommendation will unlock as soon as the dependency on outcomes of EPDP has been fully resolved, and that is the 3.2. 22.2 is a continuation of the recognition 22.1, which is in progress and will require collecting community feedback on the measurements. And finally, 23.1 is dependent on when the DNSSEC practice statement can be updated. And so as a result, it's dependent on 23.2, which is already a progress as well. So next slide, please.

On this slide, you will find all of the helpful links where you can find the detailed information on the status of implementation. Quarterly reports, as I indicated, include information on every one of those 71 board-approved recommendations, but also provides information on work being conducted to inform the pending recommendations. So we do really encourage you to read the reports if you'd like to know more about these efforts. We have the third calendar quarter of 23 report coming out. It's currently in production and will be posted in the coming weeks, along with a blog that captures all of the highlights. And I will conclude this update as well on specific reviews by emphasizing that this continues to be a priority for the Org and reviews have been

identified as one of the CEO goals for FY24. So before we move on to work stream, let me turn this back to Yvette for a Q&A on specific reviews. Yvette, over to you. Thank you.

YVETTE GUIGNEAUX: Okay, thank you very much, Alice. We don't have anything in the Q&A pod or in the chat, but we do have one person raising their hand. So Anne, if you want to go ahead and unmute yourself and take the floor and please ask your question.

ANNE AIKMAN-SCALESE: Yes, thank you Yvette. It's Anne Aikman Scalese. I'm a NomCom appointee to the GNSO Council. If we could go back to the pie chart for a minute, I hope that I can make this question very specific and very clear. The pie chart showing what recommendations have been acted upon and are still pending. And so the question relates to recommendations that have been rejected. So thank you for putting the link into board resolutions in particular in September. But what I'm trying to see here in the pie chart is a slice of the pie that reflects recommendations which have been rejected by the board. Is that anywhere in the pie chart?

ALICE JANSEN: Thank you so much for your question. No, the rejected recommendations do not appear in this chart. It's only implementation of board approved recommendations. So we do not have the rejected recommendations in this data here.

ANNE AIKMAN-SCALESE: Okay, well, it would be, I think, helpful in future updates for the community to understand which recommendations have been rejected by the board. So for example, in consumer trust and confidence, you have rejections related to recommendation 14 and 15 relative to DNS abuse. There were also rejections in SSR2 recommendations. And I think it's helpful for the community to understand the rejection process in addition to the acceptance and implementation process. So that's just a note for possible future improvement.

ALICE JANSEN: Thanks, Anne. That's a great suggestion. We will make sure to explore that in the next quarterly report, the Q3 that is in production. Thank you so much for the feedback. That's very helpful.

YVETTE GUIGNEAUX: Okay, let me see if we have anyone else. I don't see any questions in either the chat or the Q&A pod. I don't see any hands up. So at this point, we don't have any questions. If you want to move on to the next section, I think we're good to go.

ALICE JANSEN: All right, thank you so much. You're stuck with me again. All right, so let me start with a brief introduction of what Work Stream 2 is, the GNSO Work Stream 2. Next slide, please.

All right, so this process goes back to the IANA stewardship transition. The enhancing ICANN accountability process was developed to provide assurance that ICANN would remain accountable in the absence of its historical contractual relationship with the US government. So the work was divided into two phases. The first Work Stream focused on accountability improvements essential for the transition, whereas the second Work Stream focused on topics for which implementation was not required for the success of the transition. The work was conducted by a cross-community working group who submitted its final report for Work Stream 2 to the ICANN board in 2018. The board then approved all consensus recommendations in November of 2019. Work Stream 2 recommendations span across a variety of topics and entails a set of 65 recommendations for the organization to implement and 37 for the community to address as applicable. My colleague, Alperen, will walk you through the highlights of the community implementation today, and I will take you through the Org implementation. All right, next slide, please.

This graph here shows you progress over time for the recommendations in the ICANN Org portfolio. So currently, 97 of the recommendations are either complete or in progress, with 74 of the recommendations marked complete and 23 in progress. In comparison, a year ago, we had 24% of the recommendations complete and 68 in progress. We're using October here as the landmark to report on today as a recommendation completed last week, which explains why you see October here on the slide. Next slide, please.

All right, so the percentages translate into 48 of the 65 recommendations are complete, 15 in progress, and 2 are not started. Looking at the recommendations in the green bucket, diversity recommendations 1.1 through 1.5 are considered complete. There's one single implementation documentation piece that contains the rationale and demonstrates how the recommendations were addressed to the extent possible. ICANN Org recognizes in the documentation that diversity and inclusion are an ongoing and evolving conversation that will continue to be enhanced as the Org works to maintain and foster that diversity. As a result of Work Stream 2, there's also an ICANN Org webpage on diversity, which was set up to address the recognition 1.6, and we also have diversity reporting that is published as part of the annual report in response to recognition 1.8. One correction, I'm sorry, that the webpage on diversity is 1.8. Sorry for the confusion. Okay, as it relates to the framework of interpretation of human rights core value, which is recognition 3.1, a repository of the documents relating to ICANN and the ICANN committee's work on human rights was created. For the jurisdiction recognitions, as you can see here, we have four of the five recommendations, which were marked complete. To address the recognition 4.1.1, the registrar accreditation agreement was amended to adjust the language around obtaining OFAC licenses. The implementation of recognition 4.1.3 was just announced as complete, freshly out of the oven. It entailed updating the registrar accreditation information webpage. And then for jurisdiction, we also have recognitions 4.1.2 and 4.2, which were both marked complete as they will be addressed via the implementation of border proof, SubPro final

report outputs. Recognition 4.1.2 requires an update to the applicant guidebook, while recommendation 4.2 is connected to the registry agreement contract amendments that are required to be addressed in conjunction with subsequent procedures. Two of the ICANN office of the ombuds recommendations are complete, 5.6 on mediation training and 5.7 on diversity of the office. The staff accounts via improvements are all considered addressed. Three webpage were actually released on ICANN Org as a result of this implementation work. We now have a page that refers to ICANN organization employee practices and resources. There's a page on acquisition mechanisms, and there's another page as well on the ICANN Org service level targets. The board approved a revised documentary information disclosure policy that addresses the Work Stream 2 recommendations in early January of 2023, which corresponds to the large set of recommendations you see listed here for [inaudible]. The recommendation on documenting the interaction with governments 8.2 is also complete, as well as two recommendations that seek greater transparency into the board deliberations, which are 8.3.1 and 8.3.2. All recommendation on ICANN's anonymous hotline, but one, have been implemented, notably through updates to the whistleblower policy and more transparency around that.

So looking at the 15 recommendations in progress now. To address diversity recommendation 1.6, we are in the process of building a toolkit that will support the community groups in their diversity-related implementation and work. We expect the toolkit to be delivered in the next couple of weeks, so in this calendar quarter, and we'll make sure to share that with the community groups. On jurisdiction, the requested study of costs, benefits timeline, and detail of seeking general licenses,

which is recognition 4.1.4, is in its final stages. The Org also continues to work on refining the ombuds framework with the ICANN board to encompass the various improvements identified as part of Work Stream 2. Recommendation 5.9, that seeks to strengthen the independence of the office by allowing for a five-year fixed term and terminating with costs, moved to in progress, and is now being handled through the framework updates as well. The board, with the recent appointment of an interim ombuds in September, announced its intent to work on engaging with a full-time ombuds office, and this search will be informed by the new framework that addresses the Work Stream 2 recommendations. Work is also in progress to address two recommendations in the SO and AC accountability buckets that require direct action from the Org. One relates to the inclusion of links to SO and AC accountability and transparency, while the other prompts for the creation of a process to support a new language. Work is also ongoing to address implementation guidance on the transparency of board materials, board deliberations for recognition 8.3.3, and transparency of contracts 8.1.16. So now looking at the two recommendations in a not started bucket, work will begin on ombuds advisory panel, which is the recommendation 5.8. As soon as the office of the ombuds 5.3 has been relaunched under the revised framework. So you see, we have a trail of dependencies there. So rest assured that Work Stream 2 continues to be a priority for the Org. We also, in addition, we also deliver support to the community groups to implement the recommendations and best practices. And let me introduce now my colleague, Alperen Eken, policy development support senior analyst. Alperen is overseeing the efforts to support the

community groups and has some exciting developments to report. So Alp, the floor is yours. Thank you so much.

ALPEREN EKEN:

Thank you so much, Alice. Hello everyone. It is Alperen for the record or Alp, however you want to call it. Alice noted the Org implementation. There are some shared recommendations between Org and the community, but most of the rest of the recommendations from Work Stream 2 are directed to the community. These are under recommendation one, two, three, and six. As you can see the bright colors on the left side of the chart. As I said, these are the community direct implement recommendations. And there are two ongoing streams in the community implementation bucket. These are Work Stream 2 community coordination group and individual community implementation streams. I will start with the Work Stream 2 community coordination group one. Next slide, please. Thank you.

So as you can see, we put a small chart on the right-hand side. You can see that Work Stream 2 community coordination group is only addressing a few of the recommendations. This community coordination group was created to share information, progress and lessons learned and best practices. It only address topics that can benefit from a uniform and community wide approach, but it is not a decision making authority. We asked groups that each of them shares gives one member to this group and they had the option to appoint one alternate. All SOs, ACs, GNSO stakeholder groups and regional organizations accept ASO appointed one member. And this group operates in a transparent fashion. You can see all the meeting

recordings, meeting agendas and also documents that the group created. We had 17 meetings to date. Our cadence was meeting once a month and between our meetings, participants of this group discussed the important points with their respective community groups. And an outcomes report for 1.1 is published and another report for 1.7 is close to completion. Participants shared their group's approach to recommendation 3.1 and the group worked to inform ICANN for its task to create a diversity toolkit. The last recommendation in this group's to-do list is to discuss the recommendation 2.3 and it is currently ongoing work. Next slide, please.

So a repository of recommendations for recommendation 1, 2 and 6 were created for each SOs and AC groups so that the groups can see their progress and we can track the work in each group in a uniform way. Most of these recommendations are applied to all groups. However, as noted in the slides, recommendation 2 only applies to the participants of empowered community. So all SOs ACs are not included in this group. All SOs ACs except RSEC and SSAC. Status of each recommendation is determined by the relevant community groups and the work to do that is supported by ICANN Org. As you can see, we have several status indicators that are complete, in progress, not started, not applicable or won't be implemented. This graph lets you observe each sub recommendation in a detailed way. For example, recommendation 6.1.3 that reads SO AC groups should document their procedures for non-members to challenge decisions regarding their eligibility to become a member. You can see in the graph that three groups indicated that this specific recommendation does not apply to them. It is possible that the group only gets members appointed to that. GNSO Council is a

great example. Five groups indicated that they haven't started to address this recommendation yet and three of them reported that the work in progress and just of them indicated that the work is complete. That's why this recommendation is marked in progress in general in the next slide.

And in the next slide, you will see some recommendations that we reported complete. In order to mark a recommendation complete, we indicated that there should be no work left for that specific recommendation from any of the groups. Thanks for moving to the next slide. And for this slide, as you can see, nine recommendations were completed. All of them were marked completed in the last quarter. So blue has been my favorite color for years, but since I started working on the implementation, green became my favorite as Alice's. As you can see, accountability recommendations, transparency recommendations and participation sub-recommendations are completed in the recommendation six bucket. Also, we have some recommendations that are in progress. From diversity recommendations, 1.1, 1.2 and 1.7 are in progress. These have been discussed in the Work Stream 2 community coordination group, and they are almost ready for the completion. For the guidelines for good faith, recommendations 2.1, 2.2 and 2.3 are in progress. Some groups made better progress than the others, but once all groups finish their work on these recommendations, we will report them complete. Human rights framework of interpretation is again one recommendation that we share with community and Org, and this recommendation is in progress. The members of the Work Stream 2 community coordination group shared perspectives of their respective groups in one of our latest

meetings. Also, there are several SOAC accountability recommendations, 18 of them are currently in progress. As you could see in the previous slides, you will see that most of them are completed, but we are still waiting for a couple of groups to mark their recommendations complete by changing their operating procedures or charters so that we can mark these recommendations completed. And also, we have three recommendations that are not started. We can only start these recommendations after we have all the necessary other recommendations completed, such as 1.1 and 1.6 from diversity recommendations. I think this marks the part on the community implementation complete. Thank you for the opportunity, and if you are going to be in the next ICANN meeting, I'm happy to discuss further about these recommendations. Over to you, Alice. Thank you.

ALICE JANSEN:

Thank you so much, Alp. So we will now conclude this presentation on the Work Stream 2 topic with the links to the reporting and pages that we maintain. Similar to specific reviews, we produce quarterly reports on implementation efforts, which contain additional details, and the Q3 2023 report is in production and will be released in the blog post shortly in the coming weeks. You're welcome to follow the efforts through the pages listed here, and with that, I think I can turn it back to Yvette for the Q&A on Work Stream 2. Thank you, Yvette.

YVETTE GUIGNEAUX:

Thank you, Alice. Okay, I do not see any questions in the Q&A pod or anything in the chat. I just want to make sure we don't miss anyone.

Does anyone have any questions? They would, they'd like to raise their hand and ask a question if that's your preferred format, you can do that as well. I'll give you a few seconds to do that. Anyone? Okay, I don't see any hands raised, nothing else in the chat. Okay, then I will turn it back over to Giovanni Seppia for closing remarks.

GIOVANNI SEPPIA:

Thank you, Yvette, and thanks a lot to Alice and Alp for the excellent presentation with all the updates. And also a big thank you to all our colleagues at ICANN who are working hard to move things forward and making sure that all recommendations are implemented in a timely manner. With that said, I'd also like to thank the interpreters as well as Sara, Yvette, and Daniela for all the logistics. And with that said, I'm leaving the floor to Xavier Calvez for the real closing remarks. Thank you, Xavier.

XAVIER CALVEZ:

Thank you, Giovanni. Thank you everyone for the hard work on putting this update together. But even more so, I think this is a good illustration and visibility for everyone on the multi-stakeholder model at work. Recommendations were made, adopted then by the board and then implemented both by work of the organization and of the community organizations for themselves. This is a collective endeavor and a collective success. The work has obviously been very intensive across all the organizations and the outcome is now very visible with about three quarters of the recommendations, whether already implemented or in progress or even more than three quarters. So this is a great

demonstration of progress, of effort, of success. And we are close to the end now, which is really nice to say. So collective congratulations to everyone who's been working on this. This is the result of a lot of work by the entire ecosystem and therefore success should be celebrated by everyone. And we see the end in sight, which is great. And therefore the benefits of all those recommendations being implemented and transformed into ongoing and permanent features of our overall operations. So thank you everyone.

GIOVANNI SEPPIA:

Thank you again. We remain available as ever for any further information or clarification you may need. Those are all our links, including the implementation operations email. And with that say, I draw this webinar to a close. Thank you everybody.

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