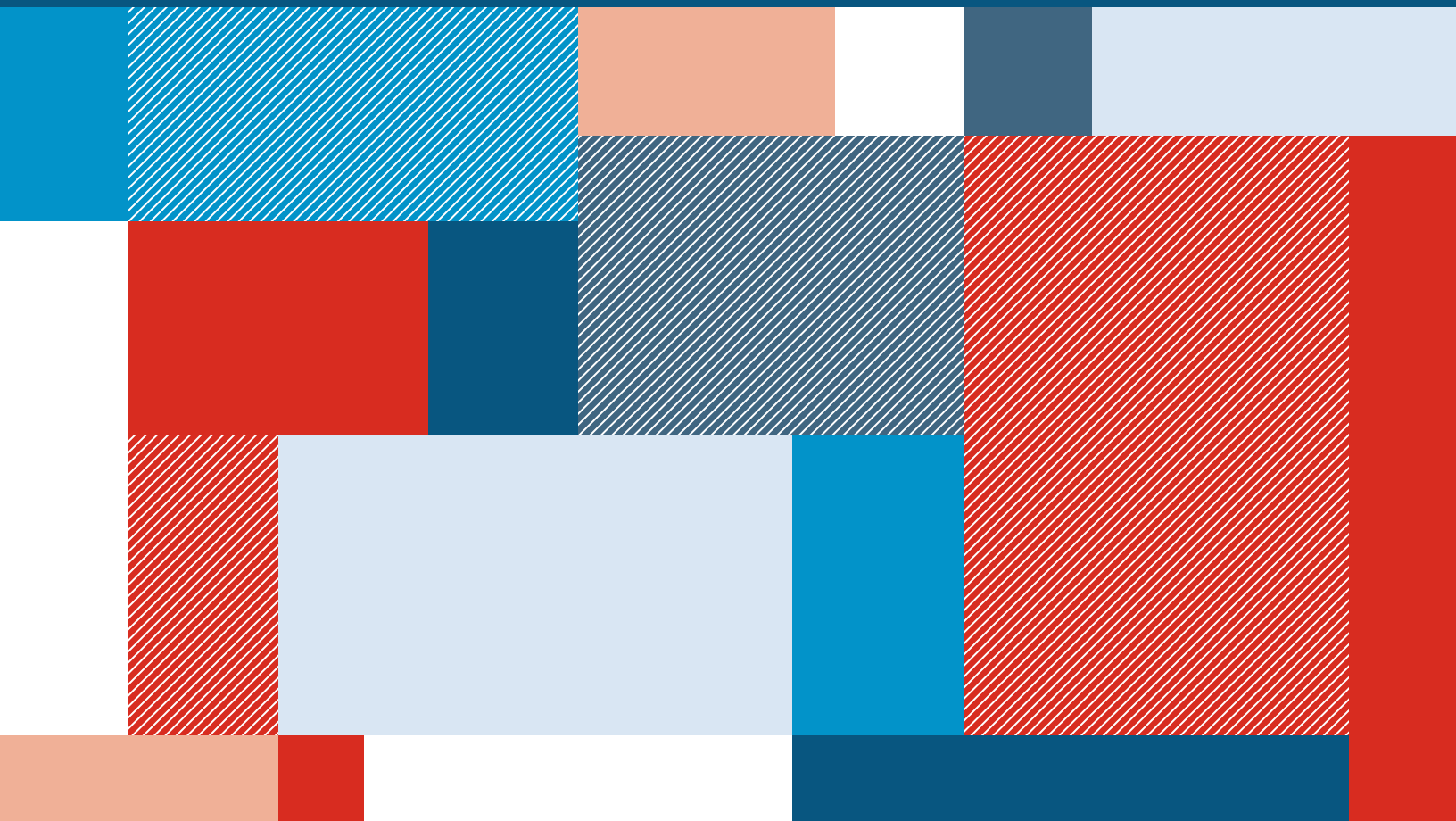




Public Interest Registry

2022 Annual Report



Letter from the Chair

It gives me great pleasure to address you as Chair of the Public Interest Registry Board of Directors, and to introduce this Annual Report highlighting PIR's many accomplishments in 2022.

Last year marked a significant milestone for this special organization: 20 years since its founding as the registry operator of .ORG! In those years, PIR has built a legacy of trust through its promotion of an open and secure Internet while helping diverse communities establish their online identity and freely share ideas.

PIR also continued to provide financial contributions to the Internet Society and the Internet Society Foundation in support of their important charitable work. In fact, we take great satisfaction in noting that PIR contributed its largest total annual amount ever in 2022.

PIR's ongoing investments in both the DNS Abuse Institute and the Quality Performance Index initiative underscored our commitment to promoting trusted namespaces. Furthermore, the successful expansion of PIR's portfolio of TLDs now gives mission-driven organizations more ways to establish their online presence as they help make the world a better place.

We all feel a tremendous sense of pride in the annual .ORG Impact Awards and their recognition of exceptional .ORGs making a difference locally, nationally, and across the globe. It should come as no surprise that PIR continues to receive external recognition for organizational excellence.

I'd like to commend CEO Jon Nevett and the entire PIR team for yet another noteworthy year. The PIR Board and I are honored to be on this journey with you, and wish you all every success in the years ahead.



Jeff Bedser
Chair, PIR Board
of Directors

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Letter from the CEO

2022 was a very special year for Public Interest Registry (PIR): we celebrated our 20th birthday! Established as a non-profit by the Internet Society in 2002, PIR takes great pride in having reached this milestone and serving as an exemplary registry that offers a trusted digital identity for those dedicated to improving our world. It's an honor and privilege to celebrate this organization and the people who have grown the world's most trusted domain into a safe, thriving community that operates in the public interest.

As part of our commitment to fostering trusted namespaces, we continued to take deliberate steps to create a cleaner online environment. Last year, our DNS Abuse Institute launched two flagship initiatives to help the Internet community target and reduce DNS Abuse—NetBeacon, a centralized reporting tool, and Compass, an initiative to measure and identify opportunities to address phishing and malware across the Internet. Our Quality Performance Index continues to improve the overall quality of the .ORG namespace. We also share this framework with other registry operators as a way to help build trust and support a safer Internet.

In 2022 we also took the bold step of expanding our portfolio of TLDs. In addition to our traditional offerings of .ORG, .NGO, .ONG and four Internationalized Domain Name TLDs, PIR grew our family of domains with .CHARITY, .FOUNDATION, .GIVES and .GIVING. All of these TLDs offer mission-driven organizations distinctive ways to establish their online presence and hopefully help make the world a better place.

PIR remains especially proud of the overwhelmingly positive response to our annual .ORG Impact Awards, which celebrate and honor .ORGs making a difference in their local communities and globally. We also expanded the .ORG Learning Center with the production of free

and original content, often in partnership with other nonprofit organizations looking to share their expertise.

We also once again received external recognition for our efforts to foster a culture of excellence. This certification by Great Place to Work, a global authority on workplace culture, employee experience, and leadership behaviors, validates our efforts to foster a culture of caring and respect that reflects both our deeply held mission and our commitment to honoring our people.

Importantly, we did all of these things while meeting our financial responsibilities to support the Internet Society and its Foundation in pursuit of their charitable work worldwide. In fact, in 2022 we made our largest total annual contribution ever—\$69.3 million!

We are so very thankful for each individual and entity that has been part of PIR's 20-year journey to operate the most trusted domain extensions. We also are grateful to all of you those who call the .ORG Family of Domains their online home because we would not and could not be here without you.



Jon Nevett
President & CEO, PIR

Who We Are

.ORG is the original purpose-driven generic top-level domain (gTLD, domains that are available for registration by any person or organization for any use). Since July 1985, .ORG has helped organizations, foundations, clubs, businesses, and individuals worldwide bring their ideas to life online. Whether small groups, large associations, and everything in between, mission-driven organizations use .ORG to advance their causes. Even many for-profit enterprises use .ORG in pursuit of their charitable activities. This global assemblage chooses .ORG not only as a digital identity, but also as a collective statement about the social importance of the work that they do. The diverse local, national, and global communities they represent are the .ORG Community, and together we make a positive impact on the world.

By promoting an open and secure Internet where diverse communities can establish a trusted online identity and freely share ideas, .ORG has built an enduring legacy of trust. With over 10.7 million domain names registered worldwide at the end of 2022, .ORG has earned the reputation as the domain of choice for organizations and individuals dedicated to serving the public interest. Today, .ORG remains the domain of trust.

We take pride in the fact that, like many in the .ORG Community, [Public Interest Registry](#) (PIR) is mission-driven. In 2022, we expanded our mission-driven portfolio of TLDs (which already includes .ORG, .NGO, .ONG, and non ASCII versions of .ORG in Devanagari, Cyrillic, and Chinese scripts) to include .CHARITY, .FOUNDATION, .GIVES, and .GIVING. These gTLDs give mission-driven organizations additional options to engage with their communities online. Whether used to signal nonprofit status, underscore a commitment to philanthropy, highlight efforts to give back, or create a dedicated fundraising space, these domains can be used to showcase the positive impacts their organizations are making in the world. They also affirm PIR's commitment to providing trusted digital identities that help those doing good in their communities.

MISSION

To be an exemplary domain name registry and industry thought leader providing a trusted digital identity and serving as a valued resource to those working to improve our world.



Celebrating a Special Anniversary

2022 was a milestone year for PIR. We were founded 20 years ago by the Internet Society to manage the .ORG namespace. Built from the ground up, PIR was established as a non-profit with an original staff of 6. In 2003, PIR tackled the largest transfer of a registry in the Internet's history by securing .ORG with the support of other industry leaders and with the business mindset of "doing the right thing." Now at 49 employees, we continue to operate as an exemplary registry and to offer a trusted digital identity for those dedicated to improving our world.

We administer our portfolio of gTLD registries for the benefit of our end users and the Internet as a whole. As a 501(c)(3) nonprofit organization registered under the United States tax code, our mandate also includes operating the gTLDs entrusted in our care in an exemplary manner, while also supporting the Internet Society, the Internet Society Foundation, and the .ORG Community with resources and tools to be successful.

We operate as an exemplary registry, celebrate .ORG changemakers, and work to make the Internet more secure because we believe that every time a .ORG is registered or renewed it is more likely that a community will be served, people seeking help will get it through a mission-driven organization, and businesses will be able to give back by doing good through their online presence. More and stronger mission-driven organizations are at the center of these efforts, and all of it makes the world a better place.

In fact, the need for mission-driven organizations has never been clearer. While many had hoped that 2022 would offer respite from the difficulties of the pandemic and we would be able to embrace the challenges of the “new normal,” the war in Ukraine, extraordinary weather events, substantial inflation, and the threat of a recession amid a cost-of-living crisis represent enormous on-going challenges. Whether offering help to survive the pandemic, promoting social justice awareness, working to ensure economic equity, or simply serving as a gathering point for a community, .ORGs continue to play a critical role in shaping our present and future.

At PIR, we never forget that the .ORG Community relies on us for their trusted online identity in pursuit of their missions. In fact, trust is the foundation of that relationship. Mission-driven organizations know that .ORG will always be a trusted home, that we seek a balance between our abuse mitigation efforts and preserving freedom of expression, and that PIR will strive to find ways to help them succeed. These principles also drive PIR’s values—bold stewardship, unwavering integrity, relentless commitment, and honoring people—that are the core of everything we do in the pursuit of our mission.

Core Values

Bold Stewardship

Entrusted by millions to operate in the public interest, we take that responsibility seriously. We thoughtfully consider the impact of our actions and work in deliberate pursuit of our mission.

Unwavering Integrity

Passionate about integrity, we refuse to compromise our ethical standards for the sake of expediency, popularity, or profitability. As a force for good, we will do nothing to undermine the trust the online world places in us.

Relentless Commitment

Persistent and purposeful in our efforts, we strive to get our work done right and well. We recognize that there is always opportunity for improvement and growth, and we continually strive to do so.

Honoring People

Appreciating the value of the person behind the business card, we believe each employee, customer, vendor, partner, and stakeholder is a whole person, and is to be respected and valued as such.

Supporting the Internet Society

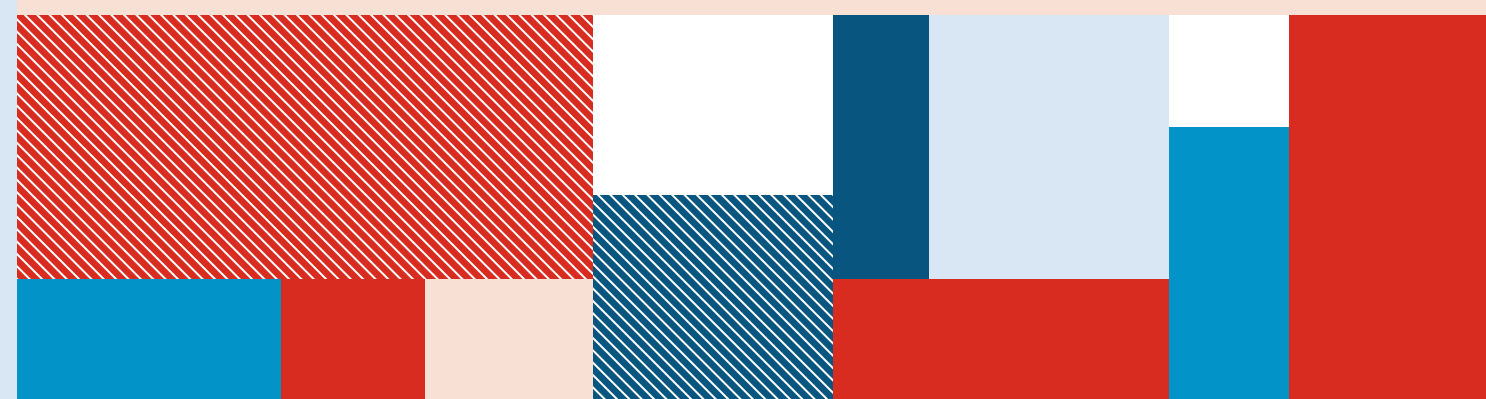
PIR is a supporting organization of our founder, the Internet Society (a global nonprofit organization). PIR’s contributions help the Internet Society achieve its important mission of working to ensure that the Internet remains a force for good for everyone as it works to build, promote, and defend a bigger and stronger Internet.¹

In addition, PIR supports the Internet Society Foundation, which was established in 2019 to fund initiatives that strengthen the Internet in function and reach so that it can effectively serve all people. The Internet Society Foundation’s mission is to champion ideas and enable communities to unlock the Internet’s potential to tackle the world’s evolving challenges.²

PIR is proud to play its part in sustaining the Internet Society, the Internet Society Foundation, and PIR’s shared vision.

¹ To learn more about the Internet Society’s work in 2022, please see its Impact Report at <https://www.internetsociety.org/impact-report/2022/>.

² To learn more about the Internet Society Foundation’s activities in 2022, please see <https://www.isocfoundation.org/action-plan/philanthropy-plan-2023/>.



PIR Board

Our Directors draw on their nonprofit and corporate sector knowledge to provide best practices for PIR’s planning, governance, and oversight.

A select group of well-respected members of the .ORG Community with significant technical, operational, and financial expertise, the PIR Board brings its diverse perspectives from across multiple industries to help shape a holistic and global strategic vision for the organization. Our Directors draw on their nonprofit and corporate sector knowledge to provide best practices for PIR’s planning, governance, and oversight. The PIR Board of Directors also endorse our Core Values and priorities. All Director biographies are available on our website at thenew.org/org-people/about-pir/team/board/.

Name	Region	Term
Jeff Bedser Chair	North America	2017–2024
Saerin Cho Vice Chair	North America	2021–2023
Eric Burger	North America	2021–2024
Narelle Clark	Asia Pacific	2018–2023
Keith Davidson	Asia Pacific	2019–2025
Mike Silber	Africa	2022–2025
Lena Beck Rorvig	Europe	2022–2025
Jon Nevett	North America	Non-Voting Member
Andrew Sullivan	North America	ISOC CEO Liaison

PIR Advisory Council

The PIR Advisory Council is a cross-section of community leaders and activists that represent a broad spectrum of non-commercial organizations around the world and channels the voices of the .ORG Community. The Council serves as intermediaries between .ORG end-users and PIR, and provides advice on everything from technology to policy to social issues affecting Internet users. These Councilors also provide us with input on registry strategies, policies, services, and educational initiatives that serve the needs of the .ORG Community.

At the end of 2022, we accepted five members to the PIR Advisory Council following a global Call for Candidates. We thank Olivier Alais, Nadira Al-Araj, David Allnutt, Jennifer Cordero, and Joan Kerr for their years of service to PIR, and welcome Andrea Abramowitz, Babtunde Bale, Tijani Ben Jemaa, John Boswell, and Prudence Malinki to the Council. All Councilor biographies are available on our website at thenew.org/org-people/about-pir/team/advisory-council/.

The Council serves as intermediaries between .ORG end-users and PIR, and provides advice on everything from technology to policy to social issues affecting Internet users.

Name	Region	Term
Olivier Alais	Europe	2019–2022
Nadira Al-Araj	Middle East	2019–2022
David Allnutt	North America	2019–2022
Pamela Ateka	Africa	2021–2024
Beth Bourgeois	North America	2021–2024
Jennifer Cordero	North America	2019–2022
Lianna Galstyan	Middle East	2021–2024
Joan Kerr	North America	2019–2022
Diane Lebson	North America	2021–2024

What We Achieved

Despite the lingering effects of the global pandemic and all of the new challenges brought on by armed conflicts, environmental disasters, and a cost of living crisis driven by substantial inflation, PIR is pleased to report that we were able to achieve—and often exceed—our goals for 2022. We are especially proud of the overwhelmingly positive response to our annual .ORG Impact Awards, which celebrate and honor .ORGs making a difference in their communities and around the world. We also take pride in having met our 2022 financial goals and being able to both fully support the Internet Society and engage the .ORG Community consistent with our mission.

Meanwhile, our robust anti-abuse metrics and leadership on confronting DNS Abuse, in particular through the work of the DNS Abuse Institute, demonstrated our commitment to operating as an exemplary registry. We also expanded the .ORG Learning Center with the production of free and original content to assist the .ORG Community in the pursuit of its missions. Last but certainly not least, we once again received external recognition for our effort to foster a culture of excellence.



2022 .ORG Impact Awards

PIR established the .ORG Impact Awards (OIAs) in 2019. In the past four years, we have recognized the contributions and impact of over 150 mission-driven individuals and organizations with a connection to a registered .ORG domain. These .ORGs are shining examples of the extraordinary things that people can achieve—often in the face of significant challenges or with limited resources.

While the ongoing effects of the global pandemic meant that we had to once again hold the OIAs as a virtual celebration, this year's awards continued to evolve in light of the changing times and global challenges. As such, the 2022 OIAs focused on "Champions of Change" across seven categories:

- Hunger and Poverty;
- Community Building;
- Quality Education for All;
- Environmental Stewardship;
- Diversity, Equity, and Inclusion;
- Health and Healing; and
- Rising Star.

We also honored the .ORG of the Year. Selected by PIR from the seven category finalists, this award recognizes an organization or individual for their timely commitment to tackling a critical issue facing the community and their success in doing so. You can learn more about the 2022 OIAs at orgimpactawards.org and follow the OIAs and the 2023 program at [@ORGinAction](https://twitter.com/ORGinAction) and [@PIRegistry](https://twitter.com/PIRegistry).

“These inspiring organizations and individuals work incredibly hard putting their mission first, improving the lives of so many, and bringing meaningful change to communities across the globe. We are thrilled to uplift their tireless efforts and to celebrate their dedication to making the world a better place. Each organization is an emblem for what .ORG stands for.”



JON NEVETT,
PRESIDENT AND CEO OF PIR

2022 .ORG Impact Award Winners

.ORG of the Year

Food Rescue Hero

Hunger and Poverty Category Winner | foodrescuehero.org

Based in Pittsburgh, PA (USA) and purposefully designed to automate the time-consuming and variable coordination of retail food recovery, Food Rescue Hero enables scalable impact on food waste, food insecurity, and climate change. Since 2016, the Food Rescue Hero network of partners in 14 cities across the US and Canada has coordinated well over 100 million pounds of perfectly good food from getting wasted and redirected to people in need while also mitigating 66.2 million pounds of CO2 emissions. Leveraging human-centered design, the Food Rescue Hero application alerts volunteer drivers about surplus food nearby and guides each donation pick up and delivery, every step of the way.

With Food Rescue Hero, coordination between food donors, nonprofit partners, and volunteer drivers is reliable, timely, and transparent, and yields greater food waste prevention plus real time data transparency and greater overall impact. The community of Food Rescue Heroes includes over 34K volunteer drivers and continues to grow and deliver at a 99% service level, outperforming commercial rates.



Food Rescue Hero takes an existing model for mobilizing and tracking a distributed transport network—platforms like DoorDash and UberEats—and adapts it to serve recipients like nonprofits and food-insecure households. In this nonprofit version of the model, the key is community. We mobilize citizens to be the logistics and driver network, by providing a platform that makes it easy and rewarding to perform volunteer food rescues.



LEAH LIZARONDO, FOUNDER





Kageno

Community Building Category Winner | kageno.org

Based in New York, NY (USA) with operations in Kenya and Rwanda, Kageno Worldwide’s mission is to transform impoverished communities into places of hope and opportunity. They believe there is no single solution for communities living in poverty, but that there must be change across multiple sectors to effectively transform an impoverished community. To this end, Kageno works with community leaders to develop programs in four key areas of Education, Healthcare, Income Generation, and Conservation and address the diversified needs of each community. Kageno is a big picture nonprofit, with boots on the ground able to provide the infrastructure, resources, and knowledge needed to develop education initiatives, stronger infrastructures for community health, diversified economies, and a healthier environment. Recognizing that women and children suffer disproportionately from poverty, Kageno places particular emphasis on working with women to create permanent social change. Women are at the heart of our community-based efforts.



Hello World

Quality Education for All Category Winner | projecthelloworld.org

Based in London (UK), Hello World is helping solve the lack of global education by working with the most marginalized communities to build state-of-the-art, solar-powered Internet hubs and bridge the digital divide. Each “Hello Hub” provides free Internet access and world-class educational software to over 1,000 people, giving both children and adults an education and a voice in the global community. Hello Hubs are built by the community for the community across Uganda and Nepal, and each Hub provides everything needed to get online and further one’s education.

TIP Sessions

Environmental Stewardship Category Winner | tipsessions.org

Based in Udupi (India), TIP Sessions is a climate action NGO that focuses its work across waste management, ocean conservation, and circular economy. They combine a gender-sensitive response¹ to climate change with technological intervention that is sensitive to the lingual and regional context in order to achieve climate and gender justice. Their low-literacy supportive waste management app and localized approach to community-led climate action gives communities—in particular women and youth—the platform and voice to make a sustainable lifestyle and impact their world.

¹ The detrimental effects of climate change can be felt in natural hazards like landslides, floods and hurricanes, and in the longer-term gradual degradation of the environment. Women often are more vulnerable to these effects than men—primarily as they constitute the majority of the world’s poor and are more dependent for their livelihood on natural resources that are threatened by climate change. They also face social, economic and political barriers that limit their coping capacity. To learn more, see https://www.un.org/womenwatch/feature/climate_change/downloads/Women_and_Climate_Change_Factsheet.pdf



Pro Mujer

Diversity, Equity, and Inclusion Category Winner | promujer.org

Based in New York, NY (USA) with operations in Argentina, Bolivia, Mexico, and Nicaragua, Pro Mujer has been working to advance gender equality in Latin America for over 32 years. From a pioneering experiment in micro-lending, Pro Mujer has become one of Latin America’s leading organizations committed to the empowerment of women. It provides underserved women with financial inclusion, skilling opportunities, and health services in order for them to reach their full potential, become agents of change and improve their living conditions.





Limbless Solutions

Health and Healing Category Winner | limbless-solutions.org

Established in 2014 at the University of Central Florida (US), Limbless Solutions Inc. (LSI) is a nonprofit dedicated to providing children—and soon veterans and first responders—with personalized, high-functioning, and expressive prosthetic arms without the associated financial burden. LSI uses technology and interdisciplinary efforts to address accessibility issues and promote inclusion, thereby empowering confidence and increased accessibility in the limb difference community with their art-infused bionics. They also combine engineering and art to promote access and engagement in STEAM (science, technology, engineering, art, and math) education for a more inclusive future.



AkoFresh

Rising Star Category Winner | akofresh.com

Co-founded by Mathias Charles Yabe in Kumasi, Ghana, AkoFresh is a green Agritech organization that is offering sustainable agricultural services leveraging climate smart solutions for improved food security and ensuring ecosystem resilience in local communities. The innovation for AkoFresh is a mobile solar powered cold storage preservation technology that extends the shelf life of perishable crops, in particular tomatoes, from the usual 5-day period to 21 days. This both reduces post-harvest losses, thereby improving the livelihood of smallholder farmers, and has positive environmental impacts. Projects implemented by AkoFresh prioritize the reduction of greenhouse gas emissions especially from food waste, conserving environmental resources, alleviating poverty in small-holders' farming communities by boosting the local economy, and creating decent employment opportunities for women and the youth.

ORG In Action Initiative

In addition to the .ORG Impact Awards, we have also highlighted incredible .ORGs through our ORG In Action initiative. ORG In Action celebrates amazing individuals and organizations making the world a better place. ORG In Action shares the stories behind their mission and people that have been directly impacted by their work. To learn more about ORG in Action and all of these special .ORGs, please visit originaction.org.

Shared Humanity Project

sharedhumanityproject.org

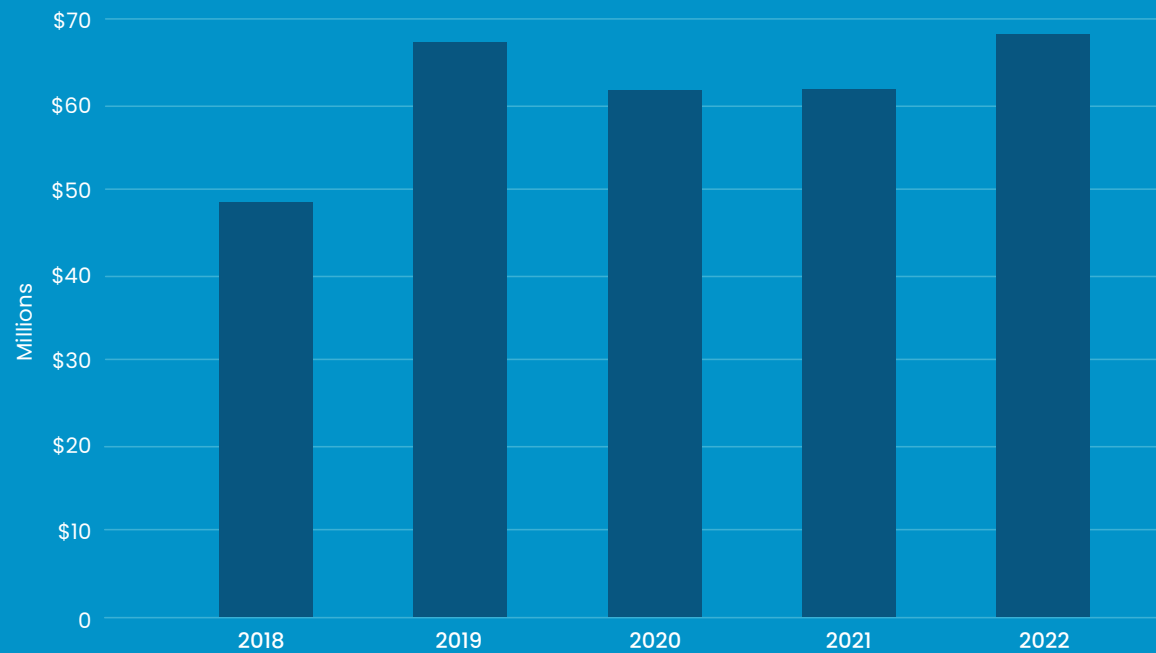
An exceptional .ORG working to make a difference in the communities that it serves is the Shared Humanity Project. Headquartered in Bethesda, MD (USA), this nonprofit organization is on a mission to end poverty through collective and intentional action. Co-founders Mark Bergel and Katherin Ross Phillips, who between them have decades of experience in community engagement and data science related to alleviating poverty, believe in bringing together individuals and organizations from all sides of the ideological spectrum to harness their wide-ranging expertise and create change without placing blame—all without relying heavily on government intervention. Their “National Plan to End Poverty” is a systemic change model that redefines and measures what “poverty” means, presents comprehensive data at the town, county, region, and state levels, and offers concrete steps that individuals and organizations can take to improve economic security for their neighbors. PIR teamed up with the Shared Humanity Project to produce [.ORG Origins](#), a four-part video series highlighting the vision, approach, and processes to end poverty.



Financial Results

PIR measures success in a number of ways. Perhaps our most fundamental metric—indeed the one that helps define us as an organization—is our ability to provide financial contributions to the Internet Society and the Internet Society Foundation (the “Foundation”) in support of their charitable work. We take great pride in being able to report that this was our largest total annual contribution ever.

PIR Financial Support to Internet Society & Internet Society Foundation

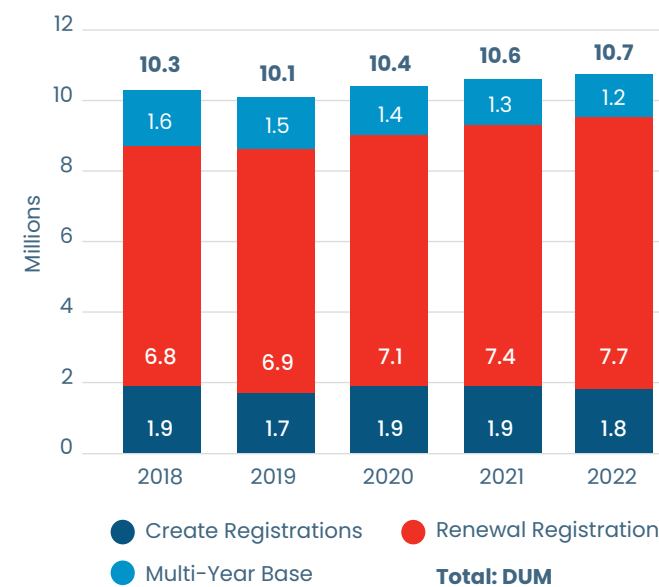


In fact, PIR has out-performed its financial goals for several years. Whereas our 2022 budget anticipated a contribution of \$58 million to the Internet Society and the Foundation, the actual amount contributed was \$69.3 million. This means that the Internet Society received the funds it needs to support and promote the development of the Internet as a global technical resource to enrich people’s lives, and a force for good in society. You can learn more about all of those initiatives at internetsociety.org. In addition, PIR’s support also helps fund the Foundation through its grants to champion ideas and enable communities to unlock the Internet’s potential to tackle the world’s evolving challenges. Furthermore, the Foundation supports research into the real or potential impact of the Internet on our society and the environment, and also helps communities prepare for and/or respond to emergency situations or natural disasters. For more details, please see isocfoundation.org.

Our financial success continues to be driven by strong domain registration and renewal volumes.

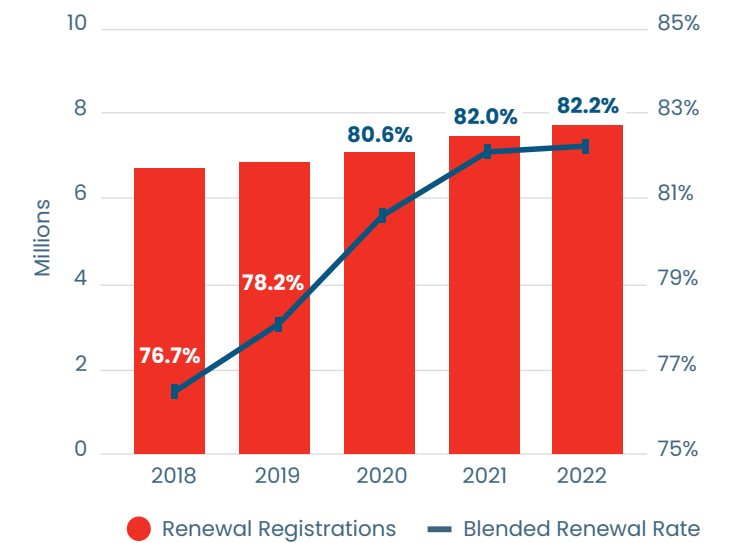
Our financial success continues to be driven by strong domain registration and renewal volumes. A significant contributor to this growth has been our deliberate shift since 2019 from focusing on the quantity of new registrations to a more sophisticated assessment of the quality of domains. We’ll discuss our Quality Performance Index (QPI) in more detail in the next section where we review our efforts to promote responsible growth across the .ORG Family of Domains.

Registrations & Domains Under Management



Source: Public Interest Registry

Renewals & Renewal Rates



Source: Public Interest Registry

.ORG Unit Volumes

	2021	2022
New Creates	1,868,455	1,825,421
Renewals	7,399,996	7,726,866
Multi-Year Base	1,329,460	1,186,133
DUM	10,597,911	10,738,420

Source: Public Interest Registry

.ORG Renewal Rates

	2021	2022
1st time	60.4%	59.1%
2nd time	78.6%	76.7%
3+ time	89.5%	90.2%
Blended	82.0%	82.2%

Source: Public Interest Registry

Renewal Rates Reach New Highs

Since we began publishing our Annual Report in 2019, .ORG renewal rates—in particular our blended rate—have been the highest amongst the largest gTLDs. We're proud to report that our rates continued to improve in 2022. We attribute these strong results to our deliberate focus on promoting quality domains in the .ORG base. These renewal rates reflect the significant importance that registrants and end users place on .ORG names or else these consumers wouldn't drive the traffic necessary to justify the domains' continued use.

This chart summarizes PIR's strong 2022 financial results. We will continue to strive to exceed our budget goals so that we can meet our nonprofit mission, provide financial support to the Internet Society and the Internet Society Foundation, and serve the .ORG Community.

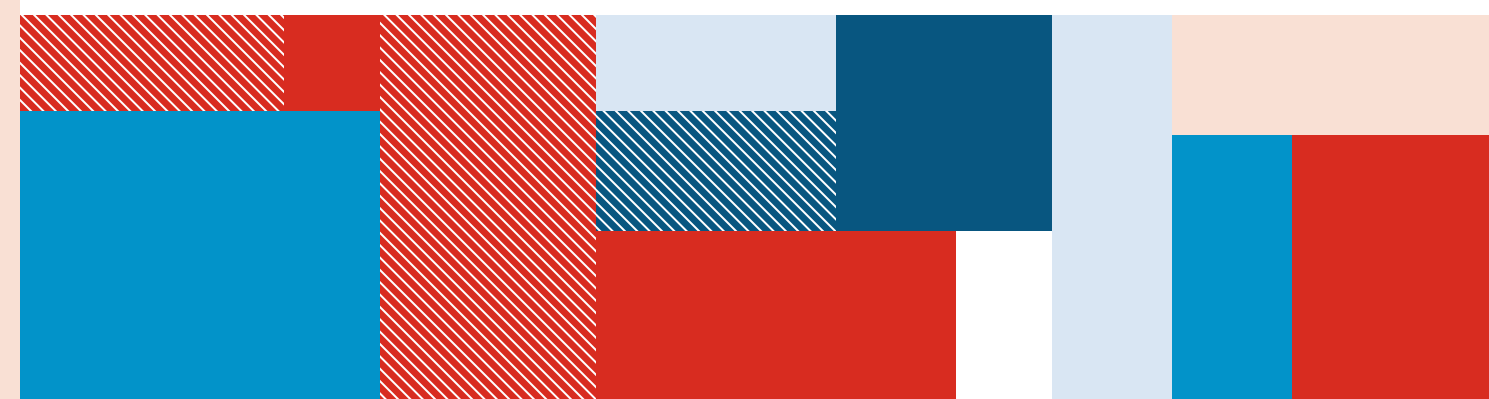
Summary of Financials

	2021	2022
Net Revenue ¹	\$99,809,000	\$102,118,000
Cost of Revenue ²	\$20,741,000	\$17,439,000
Gross Profit	\$79,068,000	\$84,679,000
Total Functional Expenses	\$15,804,000	\$19,396,000
Depreciation/Amortization	\$500,000	\$563,000
Total Expenses	\$16,304,000	\$19,959,000
Operating Income/(Loss)	\$62,764,000	\$64,720,000
ISOC Contribution	\$62,008,000	\$69,326,000
Other Inc/(Exp)	\$1,833,000	-\$2,123,000
Net Income/(Loss)	\$2,589,000	-\$6,729,000
Normalized Net Income/(Loss)³	\$8,597,000	\$4,598,000

Source: Public Interest Registry

1, 2 In previous annual reports, revenue and cost of revenue were presented net of transaction-based ICANN fees. Due to a change in accounting treatment, transaction-based ICANN fees are now included as a component of revenue and cost of revenue.

3 Net income normalized to exclude additional contributions to the Internet Society Foundation of \$6.0M and \$11.3M in 2021 and 2022, respectively.



Responsible Growth

At PIR, our Core Values are reflected in everything that we do. As responsible stewards of the resources entrusted to our care, we carefully consider our actions and always work in ways that are consistent with our mission. We follow a strategy of responsible growth that prioritizes quality names, i.e., ones more likely to renew because they are providing value and are not being used for abusive purposes, across all of the TLDs that we manage.

In 2014, we also began offering new TLDs that mean “organization,” “org,” or “institution” in Devanagari (Hindi), Russian Cyrillic, and simplified Chinese. These “Internationalized Domain Names” (IDNs) are presented in non-Latin based scripts so their users can operate online in their own languages. Then in 2015 we launched .NGO and .ONG, two new TLDs for non-governmental organizations seeking a distinct domain to showcase their missions. Most significantly, in 2022 we more than doubled our plain text options by adding .CHARITY, .FOUNDATION, .GIVES, and .GIVING to our portfolio. This further empowers mission-driven organizations to connect with their communities and advance positive change in the world.

Together, all of these TLDs comprise PIR’s .ORG Family of Domains. The .ORG Family of Domains have purpose—each TLD we manage is intended for good. From for-profit businesses launching a corporate social responsibility initiative, to mission-driven social enterprises, to non-profit organizations large and small, PIR remains committed to providing the trusted digital identities that help those working to make a positive impact in the world.

Another major part of our responsible growth strategy is the Quality Performance Index (QPI). Launched in May 2019 to help promote a healthy .ORG domain system, this program was designed with the dual purpose of creating responsible registrations in .ORG while implementing proactive steps to reduce DNS Abuse. The objectives of the QPI initiative are to:

- recognize and reward those registrars who are committed to the mission of maintaining and growing trust and quality in the domain system;
- identify areas of improvement so registries can work with registrars to raise their scores; and
- promote the overall quality of individual domain name spaces and the Internet as a whole.

“Options are good. We want mission-driven organizations to have more tools in their toolboxes to connect with each of their specific audiences with the important work they’re doing to power meaningful progress in their communities. If your organization aims to do good, you’re a fit for the .ORG Family of Domains—from corporations launching a corporate social responsibility initiative, to mission-driven social enterprises, to nonprofit organizations large and small. Our .ORG Family of Domains is for everyone working to make a positive impact in the world.”

JON NEVETT,
PRESIDENT AND CEO OF PIR



In the two and a half years since its introduction, the QPI program has had a profound boost not only on the quality of .ORGs registered and renewed, but also on the business side of .ORG and for the registrars that participate in QPI.

QPI is calculated by analyzing data for each registrar based on three core Key Performance Indicators (KPIs): Abuse Takedown, Renewal Rates, and Domain Usage; and three secondary KPIs: use of Secure Socket Layer (SSL, an encryption-based protocol that provides a private channel to transmit secure data between a server and a client), Domain Name System Security Extensions (DNSSEC, a suite of extension specifications that use cryptographic authentication to secure data exchanged in the DNS and Internet Protocol networks), and Average Term Length (ATL). The weighted scores are then combined to form a single QPI score. If the QPI score meets or exceeds the baseline threshold established for a particular sales promotion, the registrar is then pre-qualified to participate for the promotion pending any additional terms and conditions.

As expected, our QPI program also has played an important role in mitigating DNS Abuse. QPI's innovative use of key performance indicators and data analysis has helped identify ways to promote and incentivize quality .ORG registrations while discouraging abusive ones. In the two and a half years since its introduction, the QPI program has had a profound boost not only on the quality of .ORGs registered and renewed, but also on the business side of .ORG and for the registrars that participate in QPI. In particular:

- .ORG remains the least-abused of all large gTLDs.
- participating registrars have seen a marked improvement in renewal rates and thus their financial performance.
- PIR has observed direct changes in certain registrar's behavior. Specifically, some that had previously unacceptably high abuse rates have worked to lower their abuse percentages in order to qualify for QPI and gain the financial incentive of the promotion. They also reap the benefits of higher renewal rates and improved reputation across the industry.

Based on the success of our own quality initiative to promote a healthy .ORG domain system, PIR began offering the QPI program at no cost to other registries. By making the QPI program and algorithm available to all members of the domain industry, we hope that the principles of QPI can be applied across all domain spaces, which can advance our shared goals of reducing DNS Abuse and improving the quality of domain registrations. We believe that each member of the domain community holds a responsibility to be a good steward of the Internet. Furthermore, for the Internet to continue to grow it needs to be trusted, and QPI can be a critical part in building trust with individuals, mission-driven organizations, and companies.

Finally, another key part of our responsible growth strategy focuses on global expansion. While the TLDs that we manage are gTLDs and are available all over the world, we've been diligent about the markets we engage. Specifically, we've promoted registrations through partners that share our values. This helps us ensure that any discounts that reflect local price sensitivities do not lead to a rash of abusive names. This approach has served us, and the broader Internet community, well in India, southeast Asia, and other select markets. We won't take the easy route of simple volume-based deep discounting as that inevitably leads to abusive registrations and a decline in trust of our namespaces.

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Anti-Abuse Program

PIR is proud to operate .ORG as an exemplary nonprofit registry that supports a free, open, and safe Internet. We fully embrace the trust that has been placed in us to operate .ORG and the other TLDs under our care in the public interest.

Of the many issues facing our industry, Domain Name System (DNS) Abuse receives perhaps the most attention because of its potential to put all of us at risk online. For PIR, this key issue includes technical abuses of the DNS like phishing, pharming, malware, botnets, and spam when it serves as a delivery mechanism for these abusive activities. We also pursue a few limited categories of website content abuses such as Child Sexual Abuse Materials (CSAM), online distribution of opioids or narcotics, and imminent threat to human safety. All of these threats undermine trust in the Internet and result in real harm for their victims.

PIR is fully committed to combating DNS Abuse. We rigorously enforce our [Anti-Abuse Policy](#) and uphold our [Anti-Abuse Principles](#). Whether through our internal abuse monitoring or by alerts from select trusted notifiers, we are quick to mitigate abusive domains in the name spaces we manage.

Perhaps the clearest demonstration of PIR's commitment to fighting DNS Abuse and living up to our Mission Statement is the [DNS Abuse Institute](#) (DNSAI or the "Institute"). PIR launched the Institute in early 2021 and tasked it with creating outcome-based initiatives that create recommended practices, foster collaboration, and develop industry-shared solutions to combat DNS Abuse. In its first two years the Institute has built upon the foundations laid by the [DNS Abuse Framework](#) and Internet & Jurisdiction Policy Network [initiatives](#) to develop even more meaningful ways to address DNS Abuse. Importantly, the Institute's [NetBeacon](#) service is a free and centralized solution that helps the community report DNS Abuse to the appropriate registrar. [DNSAI Compass](#), the Institute's other flagship initiative, tracks abusive activity and concentrations across the entire DNS and soon will include specific TLD and registrar-level reporting. All of this has earned the Institute accolades from across the community, including government and law enforcement officials, members of technical and security organizations, academic researchers, registries, registrars, and end-user groups. To learn more about the DNS Abuse Institute, its activities and future plans, see dnsabuseinstitute.org/dnsai-releases-2022-annual-report.

We're proud of all of the steps that we're taking to combat DNS Abuse. As an ongoing demonstration of our transparency and accountability on this key issue, we regularly publish our .ORG Anti-Abuse Metrics on our website at thenew.org/org-people/about-pir/resources/anti-abuse-metrics.



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.ORG Anti-Abuse Metrics

	2018	2019	2020	2021	2022
Technical Abuse Totals	9,103	41,430	26,446	29,469	10,484
Technical Abuse Totals	384	1,652	1,887	1,660	1,341
Phishing	2,696	22,959	6,677	5,996	4,446
Malware	114	900	505	653	484
Botnet C&C	73	550	350	278	132
Other Hacking, DDoS, etc.	12	30	53	115	14
Spam	6,208	16,991	18,861	22,427	5,408
Other Enforcement Types					
Botnet Domains¹	13,927	13,694	86,240	0	0
LEA Seizures²	2	1	2	14	0
Civil IP Enforcement	1,128	391	91	150	56
Other Limited Content			20	9	1
Child Sexual Abuse Materials Referrals					
URLs referred from Internet Watch Foundation	447	834	1,327	1,526	800
Domains included in those URLs	41	54	63	51	57
Domains where abusive content was removed	28	46	55	46	55
Suspensions by PIR	13	7	8	5	2

Making Sense of the Numbers

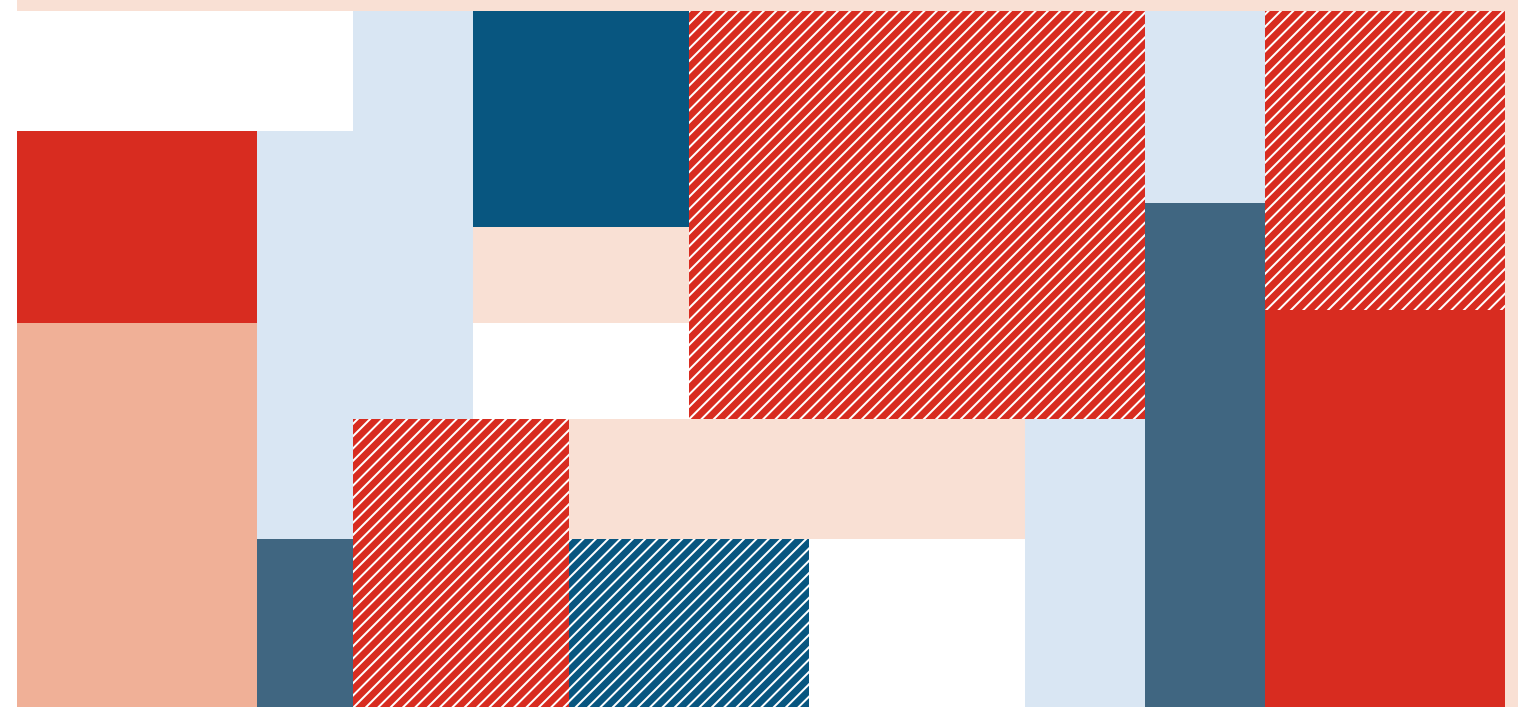
In 2022, we transitioned DNS Abuse management services in order to focus on evidenced based reporting of DNS Abuse. This meant less reliance on Reputation Block Lists alone because they are typically not associated with any evidence or proof of the DNS Abuse. By leaning into evidenced based reporting, we have given our registrar partners more actionable reporting for DNS Abuse. Furthermore, in 2022 there were no court-ordered seizures for botnet or other criminal activity, and civil Intellectual Property cases were down by almost two thirds. Likewise, CSAM referrals dropped by almost 50%.

¹ Domains either suspended or seized by LEA via court order

² Includes domains seized in criminal, non-botnet cases

Leading on Anti-Abuse

We are thought leaders in the fight against DNS Abuse. Our General Counsel and the Executive Director of the DNSAI helped spearhead the DNS Abuse Framework that sets out anti-abuse responsibilities for registries and registrars. Significantly, the definitions in that framework have become de facto standards for ongoing policy work. Meanwhile, our General Counsel has played a leading role in the ongoing negotiations between Contracted Parties and ICANN to update our contracts with more enforceable anti-abuse provisions. We expect those efforts will be finalized before the end of 2023—a remarkably swift process that reflects the priority placed by the Contracted Parties on DNS Abuse mitigation.



Education & Outreach

PIR has engaged in Education & Outreach (E&O) activities since our founding. It's part of our mission and consistent with the commitments we made when we received our nonprofit status. In 2022, we directly engaged the community through educational conferences and webinars, often in collaboration with select partners and industry leaders. All of our efforts are designed to uphold PIR's commitment to operate .ORG as an exemplary registry that is responsive to the needs of mission-driven organizations and individuals worldwide. These activities also allow us to share our expertise and network of professional contacts, as well as provide financial support for initiatives that improve use of the Internet.

As previously reported, in late 2020 we founded the .ORG Learning Center (OLC, see orglearningcenter.org). This educational portal provides information in a variety of formats to help mission-driven organizations establish their Internet presence and thrive online. Since its founding, the OLC has published over 100 original articles, short essays, animated videos, recorded webinars, and podcasts.

Much of this content was co-developed with key partners like [Charity Digital](#), the [Global Cyber Alliance](#), and [Community Boost](#). Each partner has unique perspectives on building an online presence, securing an organization's digital identity, raising funds to support one's mission, and executing effective digital marketing campaigns. We've pooled resources to highlight our combined expertise on the critical issues facing mission-driven organizations, and help them establish and grow their online presence. Of course, all of this educational material remains publicly available on the .ORG Learning Center and free of charge.

Even as much of the world transitioned in 2022 beyond the global pandemic's lock downs and travel restrictions, many of the educational activities and events that we support continued to function fully remote or as hybrid offerings. PIR also supports the [Virtual School of Internet Governance](#) (VSIG), whose online-only model has been an effective complement, though not replacement, for existing in-person SIGs, having trained over 700 students to date in English, Spanish, and French.

We also continued to support the Latin America and Caribbean Top-Level Domains (LACTLD) Association's [Illegal Content Workshop](#) series. These workshops help local law enforcement authorities—police officers, investigators, and judges—learn about the DNS ecosystem and ways to confront objectionable content online. This program, entering its fifth year, remains a unique opportunity to educate non-domain industry actors about DNS Abuse and mitigation efforts, to include understanding the limits of what a registry operator or registrar really can do.

We're also planning to update the OLC to improve its layout and functionality to tie in closely with other PIR initiatives, including the .ORG Impact Awards and ORG in Action series. We expect to report on these improvements in more detail in next year's Annual Report.



Culture of Excellence

As we've proudly noted throughout this Report, PIR's Core Values are at the heart of everything we do. Our organizational culture—the beliefs, values, and behaviors that we have adopted over time to help us succeed—is centered on stewardship, integrity, commitment, and honoring people. This is the essence of who we are, and is reflected in how we operate in the public interest.



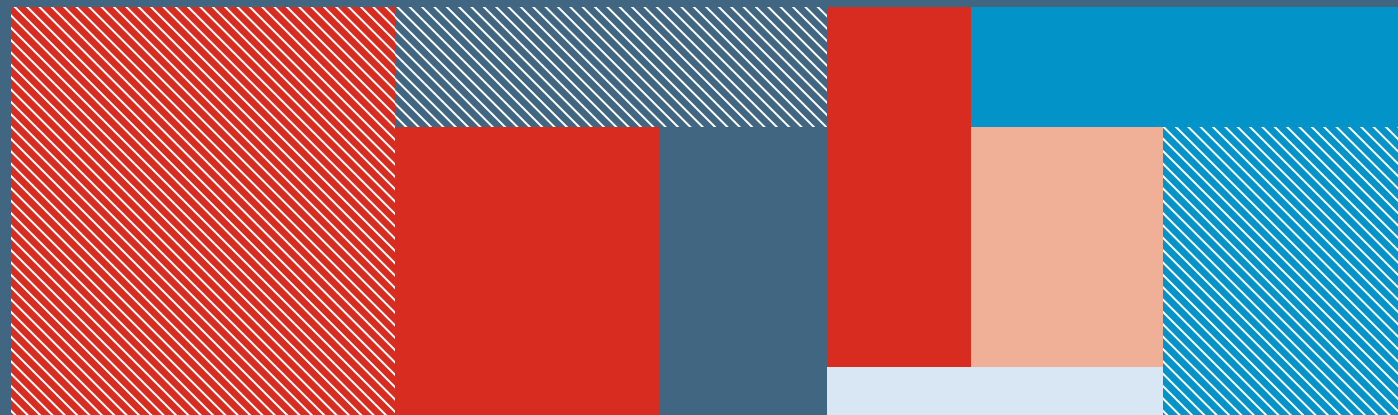
But don't just take our word for it. We've been recognized several times by the Washington Business Journal as one of the Best Places to Work in the greater-Washington, D.C. area. In 2022, we were [certified by Great Place to Work](#). Great Place To Work is the global authority on workplace culture, employee experience, and leadership behaviors. They operate in over 60 countries and are the only national recognition program that is based on a rigorous survey methodology and validated employee feedback. This recognition is especially meaningful for PIR as it validates our efforts to foster a culture of caring and respect that reflects both our deeply held mission and our commitment to honoring our people.



A key part of what makes PIR special is our commitment to investing in our most precious resource—our people. This includes everything from competitive compensation and benefits to flexible work schedules and professional development opportunities. We also launched a summer internship program to offer learning opportunities and build a potential pipeline for future PIR employees. All of these investments can be tied back to PIR's Core Values and strategic priorities. For example, as stewards of an exemplary registry operator, all PIR employees are regularly provided with basic cyber security training while a cross-section of the organization has engaged in robust business continuity and incident response exercises. Meanwhile, we encourage support for organizations that are helping make the world a better place by operating a Charitable Giving Program that matches up to \$1,000 of an employee's donations to select .ORG nonprofits each year. To date, PIR has donated almost \$32,000 to eligible organizations worldwide through this program. We also offer every employee up to 40 hours of paid leave to engage in volunteer activities supporting such organizations.

We deeply appreciate that our strength comes from all of the things that make our team unique. To celebrate our diversity, we encourage teammates to share with their colleagues a better understanding about their background or other aspects of cultural significance. We even offer our employees religious/cultural leave to recognize and celebrate special events. We've also continued on our collective diversity, equity, and inclusion (DEI) journey to explore the many dimensions of race, power, and privilege that perpetuate social inequities and how we can tackle them in the workplace and in the world. Ultimately, we believe that all these efforts will better prepare us to serve the .ORG Community.

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Looking Ahead

As this Annual Report shows, PIR continues to operate .ORG as an exemplary domain name registry. We remain committed to responsibly managing the unique resources that have been entrusted to our care, both as trusted stewards and on behalf of our non-profit mission.

In 2023, we will continue to provide significant financial support to the Internet Society and the Internet Society Foundation to help them pursue their own important and necessary charitable missions. We'll also focus on initiatives that underscore .ORG's enduring legacy of trust. This includes conducting a Request for Proposal process for our Registry Service Provider capability. This process will prioritize confidentiality and security for all parties involved, and is expected to result in additional benefits for the .ORG Family of Domains. We'll also update PIR's website to improve the user experience and showcase our support for the .ORG Community. Likewise, the .ORG Impact Awards will celebrate its fifth year and our ORG in Action program will continue to focus on the myriad of ways

many mission-driven organizations dedicate themselves to improving our world. In addition, the DNS Abuse Institute will offer more detailed abuse reporting to help enforcement authorities and online security specialists better mitigate DNS Abuse. We'll also promote the entire .ORG Family of Domains in creative and responsible ways to offer mission-driven organizations appropriate substitutes and compliments for their online identity needs.

We look forward to sharing the details about all of these initiatives in our next Annual Report. You can follow our developments on the PIR website (thenew.org) and through our social media channels ([@ORGinAction](https://twitter.com/ORGinAction) and [@PIRegistry](https://twitter.com/PIRegistry)).



Stay tuned for details about these exciting and impactful new initiatives and more in next year's PIR 2023 Annual Report. Of course, you can follow our developments on the PIR [website](#) and through all of our social media channels.



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