Dear colleagues,
Ladies and gentlemen,

As we come to the end of this workshop, I would like to thank all our speakers, moderators and participants for the very rich and timely discussions we have had today.

If there is one message that I would take from today, it is this:

Smarter regulation is ultimately about people.

It is not about regulating more or regulating less. It is about **regulating better** — using evidence, understanding how people actually use technology, anticipating new risks, and making sure that regulation has a real impact.

But what does "better" mean?

For me, one of the main messages today is that we need to understand not only the market, but also **the people who use these services**.

We talked about data, market analysis, complaints, QoS and QoE, accessibility indicators and behavioural insights.

All of these help us understand what is happening.

But we also need to understand **why** consumers behave in a certain way.

Sandra gave us some very good examples of this through behavioural insights.

Consumers do not always behave as we might expect. They may focus on the headline price, choose the default option because it is easier, postpone a decision, or stay with their existing provider because changing seems too complicated.

So having a choice is not always enough. **People also need to be able to understand the choice and act on it.**

And this is very important for consumer empowerment.

It is not only about having rights. It is about being able to understand those rights, exercise them, and access the services we need.

This brings me to another important message from today:

Accessibility cannot be an afterthought.

It needs to be considered from the beginning — when we develop policies and regulations, but also when we design products and services.

The discussions we had today, including the perspectives of consumers and persons with disabilities, showed why **accessibility by design** is so important.

And, as we heard very clearly, accessibility is not only about removing barriers when they appear. It is also about preventing barriers from being created in the first place.

The Korean experience gave us another very useful example.

Even in a highly connected society, digital divides can persist. And as more and more parts of our lives move online - health, finance, education, transport, public services and employment - the digital divide can increasingly become a **social and economic divide**.

I particularly liked the principle shared from Korea:

Technology should adapt to users - not users to technology.

I think this is a very simple but powerful principle, especially as we move into a world increasingly shaped by artificial intelligence.

AI can bring important opportunities for consumers. It can make services more accessible and personalised. But it can also create new risks.

And Elizabeth's presentation reminded us that one important principle should remain: AI should support people, rather than become a barrier to human support.

So when we talk about transparency, we should not only ask whether information is available. We should also ask whether people can actually **understand it, use it and make informed decisions based on it**.

And this is particularly important when decisions or recommendations become increasingly personalised. If consumers see different information, offers or recommendations, we also need to think about how they can still compare, understand and make meaningful choices.

There was also another message that came through very clearly today:

We cannot do this alone.

Smarter regulation requires cooperation between regulators, policymakers, industry, consumer organisations, organisations representing persons with disabilities, academia, civil society and other stakeholders.

And meaningful participation should start early.

It should not only happen when we already have a draft regulation and ask for comments. Consumers and users should also have a voice when we are trying to understand the problem, identify barriers and develop possible solutions.

This is particularly important because **there is no single "average" consumer**.

Different people face different barriers and have different needs.

So, perhaps we can leave today with **three simple principles**:

Evidence. Inclusion. Collaboration.

Evidence, because smarter regulation needs to respond to real behaviour, real barriers and real outcomes.

Inclusion, because universal access is not simply about making technology available. It is about making sure that people can actually afford it, access it, understand it and use it.

And **collaboration**, because no regulator, government, company or organisation can achieve this alone.

These three principles bring us directly back to the work of Question 5/1 on consumer protection and empowerment, and meaningful accessibility for all.

And, importantly, today's discussion should not end here.

The experiences and ideas shared today can **feed into our future work in Q5/1** — including our work on good practices, measurable outcomes and practical guidance for smarter regulation in the digital age.

And perhaps one further lesson is that smarter regulation should focus not only on evidence, but also on results. We should always ask: are the measures we introduce actually making a difference for consumers?

Because, in the end, I think the real measure of smarter regulation is quite simple:

Can people — in all their diversity — participate in the digital world safely, confidently, independently and on an equal basis with others?

That is how regulation can help make digital transformation not only faster and smarter, but also **more inclusive, more trusted and more human-centred**.

Thank you once again to all our speakers, moderators and participants for your valuable contributions.

And before I conclude, I would also like to invite all of you to join us tomorrow at the **Q5/1 Rapporteur Group meeting**, where we will have the opportunity to continue these discussions and take some of these ideas further in our work.

But before we close, I would like to invite you all to give **a final round of applause to all our speakers, moderators and participants for their valuable contributions today.**

Thank you.

With this, I would like to officially close the workshop.

Thank you very much, and I look forward to seeing you tomorrow.