

2019 Annual Report

30 April 2020

Statistics Netherlands

The original financial statements were drafted in Dutch. This document is an English translation of the original. In the case of any discrepancies between the English and the Dutch text, the latter will prevail.

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Management report

1 Introduction

New social and technological developments have resulted in both a larger supply of data and a growing need for independent, reliable data. Statistics Netherlands (CBS) has a statutory task to provide reliable, high-quality and independent information for public debate, research, policy development and decision-making. In performing its statutory task, CBS is in constant dialogue with its stakeholders: from operators of government registers and representatives of industry associations to knowledge institutes, science, statistical agencies in other countries, companies, media, and government bodies at the regional and national level.

CBS aims to inform the widest possible public in the most accessible manner possible on its statistical data. In 2019 CBS was even more successful than in previous years in informing specific groups and the wider public about the state of the Netherlands. For example, information provision via Dutch news media hit record levels in 2019: in that year more than 65,000 news productions by broadcasters, daily newspapers and online media reported a statistic issued by CBS. CBS also makes all its data available to the public via online platforms such as StatLine and the Open Data portal. The use of open data grew substantially in 2019, due in part to the continued development of the relevant access platforms: there were 70 percent more visits than in 2018 and around 5.5 million requests for datasets per month.

CBS produces national and European statistics that are for the most part based on European legislation. CBS receives a multi-annual contribution from the Ministry of Economic Affairs and Climate Policy to conduct its basic programme. This contribution constitutes the organisation's basic budget.

In 2019 the European Council and Parliament adopted the new Framework Regulation Integrating Business Statistics (FRIBS). This regulation takes effect on 1 January 2021 and replaces the current individual regulations for business statistics. CBS prepared for the new regulation in 2019, partly because it will eventually result in a substantial reduction of the regulatory burden for companies.

In 2019 CBS received an increasing number of requests from government agencies as part of CBS' statutory task to supply statistical information to improve the quality of policy and decision-making on a range of social issues; this represents a movement towards evidenced-based policy-making by the government. In this regard, CBS worked closely in numerous projects with other agencies, including government agencies, such as the Association of Netherlands Municipalities and the Ministry of the Interior and Kingdom Relations. The additional statistical requests honoured by CBS were paid for by the users; mainly ministries, municipalities and provinces. In doing so, CBS observes the allocation of roles between CBS and commercial research agencies.

The additional statistical requests made to CBS have led to a discussion in the House of Representatives led by the Minister of Economic Affairs and Climate Policy. In the debate on the matter held in December 2019, Minister Wiebes clearly stated that CBS' core task was to serve the government. There is consequently no question of unfair competition on the part of CBS in its supplying additional statistical services to government parties. The Minister also indicated that a meticulous procedure must be followed before CBS grants a request from a government party and that CBS must limit activities for private parties. In late 2019, the Minister published a draft of a ministerial regulation on requests from private parties and a policy rule for government agency requests to clarify the allocation of roles between CBS and private research agencies. These rules are expected to come into force in mid-2020. The Advisory Council will play a role in monitoring the application of the regulations and the complaint handling procedure.

To guarantee the reliability and quality of statistical information now and in the future, CBS constantly searches for new sources of data and innovates using new methods, including big data. CBS publishes on the experiments and the beta products, making knowledge widely available and enabling cooperation. In addition to quality and efficiency gains, these new forms of working also aim to reduce the administrative burden of companies. This is a continuous point of focus for CBS given that the organisation understands the regulatory burden represented by surveys. In a society that is becoming increasingly digitised, there are ever more ways of collecting data that will obviate surveys or render them less necessary.

CBS has far-reaching rights with respect to data collection and processing. These rights come with obligations. To ensure that society can trust CBS' data, the law provides that CBS may only use information it receives legally for statistical purposes. In the interest of transparency, CBS publishes not only all statistical data and research results, but also the methods and algorithms used. And CBS continuously assesses whether privacy is guaranteed in light of new technological developments.

The organisation also works ceaselessly to improve its own processes and operations. For example, CBS works in accordance with the Lean principle and with agility when it comes to IT. Indeed, IT is the focus of the organisation's full and constant attention. For example, in 2019 CBS switched over to a new computer centre that plays a pivotal role in its IT development. It is the foundation beneath as well as the cement between the innovative digital working method. The new computer centre offers more computing power, increased security and greater stability, so that CBS can work faster, smarter and more securely at lower costs. CBS has adopted an agile style of working for the management and maintenance of software. As this has resulted in a more effective priorities setting, the distance between user and internal software developers is shorter. Sprints lasting a few weeks mean that the user can view results and use them in practice sooner.

With the commencement of the 2019-2023 Multi-Annual Programme, CBS is using a new set of performance indicators. These indicators give a more complete impression of CBS' performance and feature ambitious target values. Initial results indicate that the target values for some indicators have not been achieved. CBS will take measures where necessary to improve the results of the indicators.

In response to the COVID-19 pandemic, CBS took measures from March 2020 aimed at both safeguarding the health of staff and guaranteeing the continuity of the output of statistics. CBS employees have been working from home since 16 March 2020. While this transition has proceeded without any hitches, it may have an impact on employee productivity. The corona crisis has consequences for statistics. On the one hand, there is a greater demand for reliable data on deaths or bankruptcies with a different publication frequency, for example. On the other, the corona crisis has adverse effects on a number of statistics in the basic programme and additional statistical services that are based partly on surveys of individual persons and households. CBS ended this form of surveying in March 2020, replacing it wherever possible with other observation methods such as telephone interviews and internet questionnaires. However, this has not been possible for all studies, and it will only be possible to resume such studies once social distancing measures have been lifted. This change in CBS' observation method may have consequences for the quantity of the statistics; furthermore, the change has also resulted in the postponement of the delivery of a number of additional statistics requested by government agencies. CBS is therefore closely monitoring the effects of this change to its observation method. The corona crisis is expected to exert financial pressure on the 2020 budget. At the end of the day, the financial consequences will depend on the duration of the current crisis. CBS is closely following developments as they unfold.

Dutch society is changing and the government is digitising and adopting different ways of working. CBS has an important role to play in these developments. And the organisation is working hard to fulfil this role. In this annual report CBS reviews several important developments and results in 2019.

Finances

The contribution CBS receives from the Ministry of Economic Affairs and Climate Policy to carry out its basic programme has fallen sharply. Due to the successive targets of Prime Minister Rutte's first two governments and the Spring Agreement, the basic budget declined by over 50 million euros in the period from 2012, equivalent to more than 25 percent of the original budget of 188 million euros in 2011.

A positive result of 0.7 million euros was posted for 2019. As that is 0.6 million more positive than budgeted, the organisation's equity rose, though it was still 3.3 million euros negative by year-end 2019. CBS has obtained written consent from the Ministry of Economic Affairs and Climate Policy to budget for negative equity in the next few years up to a maximum of approximately 5 million euros. Equity is expected to turn positive again at the end of the 2019-2023 multi-annual programme period.

The Hague, 30 April 2020

(Acting) Director General of Statistics Netherlands
Dr A.H. Kroese

2 Statistical programme

2.1 Basic programme

The basic programme forms the core of CBS' output and encompasses a wide range of information on various subjects which together yield an impression of Dutch society.

- Labour and social security
- Businesses
- Population
- Construction and housing
- Financial and business services
- Health and well-being
- Trade, hotels and restaurants
- Manufacturing and energy
- Income and spending
- International trade
- Agriculture
- Macro-economics
- Nature and the environment
- Education
- Government and politics
- Prices
- Security and justice
- Traffic and transport
- Leisure and culture
- The Caribbean Netherlands

Most of the output comprises statistical information that CBS is obliged to produce under European legislation. CBS introduced a new strategic multi-annual programme in 2019. For the purposes of the multi-annual programme, CBS carried out a business environment analysis by consulting more than 60 users and other stakeholders. Improvements in the basic programme will result from more modern production processes used to produce existing statistics, among other things. This will allow for faster and more flexible delivery of results. Where possible CBS will produce richer statistics by using higher-quality source information or linking data from multiple sources.

Every day, CBS publishes tables and media releases with the very latest information. For many years, CBS has published detailed figures in StatLine, a free database. Its entire database is also available as open data. In 2019 CBS implemented a number of changes in the basic programme. These changes were connected with social developments or the result of new sources or methods becoming available. Below we provide a few examples of the changes in the basic programme in 2019.

The modernisation of the causes of death statistics was given further shape in 2019. Pilots are currently under way at various kinds of institutions, including hospitals and care homes. Under this pilot at institutions, doctors use a variety of systems for supplying the forms electronically. This is allowing CBS to prepare for new legislation that will make it possible for doctors to legally send causes of death forms to CBS in an electronic format.

CBS linked the annual series of the health survey to information about care and medicine use and the causes of death. A number of new links are yielding richer output. For instance, 2019 saw a publication on a growing number of Dutch residents undergoing specialist medical treatment for obesity.

Since 2019, maritime statistics have partly been based on a new source: ferry service data derived from Portbase. This has resulted in more consistent figures as the port companies of Rotterdam and Amsterdam use the same data. Furthermore, it has also improved the quality of the figures. A re-modelling of the maritime statistics was also launched that uses customs data as well as the ferry service data. CBS intends to finalise this project in 2020.

In 2019 CBS reorganised the production system of the integrated income and wealth statistics to allow for microdata to be made available faster and more flexibly. This means the organisation can accelerate the processing and availability of statistics subproducts if required.

Over the course of 2019, CBS and the Amsterdam Institute for Advanced Labour Studies (AIAS) of the University of Amsterdam published the initial results of the study of developments in the labour market and income distribution.

Together with Leiden University, CBS is working on consistent long series in the area of income data. This series is scheduled for delivery in 2020. Cooperation with Leiden University took further shape with the establishment of the Income and wealth expert group. Participants in this group are experts from planning agencies (CPB Netherlands Bureau for Economic Policy Analysis, Netherlands Institute for Social Research/SCP, PBL Netherlands Environmental Assessment Agency), ministries (Social Affairs and Employment, Finance, Interior and Kingdom Relations) and universities (Leiden, Rotterdam, Amsterdam, Groningen).

The strategic data alliance for the criminal law chain was further developed in 2019. The pilot phase was completed and cooperation between CBS and various parties in the criminal law and security chain commenced in July 2019. The aim is to ensure that cooperation in the area of administrative information provision and scientific research can be organised more efficiently and to a higher standard of quality. For this purpose, data files are centrally collected, stored and used for statistics and scientific research, among other purposes.

In 2019 CBS deepened the strategic alliance with the Land Registry Office. Together with a number of knowledge partners, the alliance issues proposals aimed at further supporting the social dialogue with data. Our collaboration with the Land Registry Office in 2019 yielded concrete products, such as a dashboard with the energy consumption of buildings used for long-term care and, together with Geonovum, new figures in the building vacancies monitor. CBS intensified its cooperation with the Land Registry Office and the University of Amsterdam in the area of the housing market, with the aim of arriving at more consistent figures concerning building vacancies, healthcare-related property, projected developments and the construction of new owner-occupied homes.

The collaboration with De Nederlandsche Bank (DNB) also continued in 2019. As a result of this cooperation, the macro-economic statistics on relations between the Netherlands and other countries are now fully reconciled. Requests for Quarterly Enterprise Financial Statistics from CBS and for the Direct Reporting on annual and monthly requests from DNB have been merged in a new questionnaire. CBS has been responsible for the data collection – on behalf of both organisations – since 2019. The approximately 360 largest non-financial enterprises in the Netherlands will start completing this new questionnaire every quarter. The data are used for the sector calculations of the national accounts and the balance of payments and will in time lower the tax and premium burden of the enterprises involved. In 2019, CBS and DNB succeeded in making all necessary preparations to allow both CBS and DNB from 2020 to work using a single standardised business population, resulting in even better reconciliation between the statistics of both organisations.

2.2 New European obligations in 2019

Statistics based on European legislation support the formulation of national policy but also the development, monitoring and evaluation of EU policy with reliable, objective, comparable and coherent information.

In 2019 Statistics Netherlands (CBS) performed a number of activities aimed at meeting new European obligations. For instance, CBS made preparations for the timely implementation of the new regulation on business statistics. This was necessary as the European Council and Parliament had adopted the new **Framework Regulation Integrating Business Statistics (FRIBS)** in 2019. This regulation takes effect on 1 January 2021 and replaces the current individual regulations for business statistics. For CBS, FRIBS brings a substantial number of new and amended obligations in the area of business statistics to the European Commission via Eurostat. It also means changes to the system of collecting, producing and distributing statistics on intra-EU trade in goods (Intrastat) since EU Member States will soon be obliged to exchange microdata on exports. This could eventually result in a substantially lower administrative burden caused by the Intrastat survey as imports monitoring is phased out. In the first instance, however, companies have to supply two additional variables.

Furthermore, in 2019 CBS conducted the **European Health Interview Survey (EHIS)**, a new European obligation. This is a study to be carried out every five years by the Member States. The study examines the health, healthcare and health determinants as well as the socio-geographic characteristics of the population aged 15 years and older. In the Netherlands, the study is integrated in the regular annual National Health Survey of CBS. The 2019 survey was successful and CBS aims to publish the 2019 results of the National Health Survey in 2020.

2.3 Additional statistical services

There is a huge demand from many users for the statistical information and services that CBS provides. Insofar as these are not (or no longer) included in the basic programme, CBS can provide them. This is done against payment of the costs, limited by the legal frameworks and held to professional standards. As with statistics that are part of the basic programme, CBS makes the aggregated results of this work available to everyone simultaneously. These, too, are statistics of general interest. The Multi-Annual Programme contains an overview of users' needs that CBS cannot fulfil because of insufficient resources. Below follow various examples of additional statistical services that CBS performed in 2019 as part of its statutory task.

The Ministry of Education, Culture and Science (OCW) funded the development of education indicators in 2019. These education indicators provide information on the **expected educational disadvantage** in schools and municipalities.

In the series *De Nederlandse Samenleving: kwaliteit van leven* (**Dutch society: quality of life**), CBS published information on labour participation, use of facilities, and the prosperity and well-being of people in the so-called 'third phase of life' (55-75 years). This follows the publication issued in 2017. In 2019 CBS also developed and published key indicators on the **integration** of persons with a migration background. This was funded by the Ministry of Social Affairs and Employment.

The new statistics on **Migration motives** provide insight into the motives of asylum, labour, family and study migrants, among others. The Ministry of Justice and Security funded these statistics.

In 2019 CBS merged the Dossiers 'Migration and Integration' and 'Asylum seekers' into a single dossier. It now contains information on asylum, migration and integration. CBS did this because the subjects have clear common ground and because CBS wanted to create a single place where all the information available to CBS on these subjects could be found. What is new about this dossier is that all

texts and charts are automatically updated with the most recent figures as soon as the StatLine database is updated. Consequently, this dossier always contains the most recent information on these themes in the form of texts and charts.

The **labour market, care and welfare** research programme provides consistent information on labour market developments in the care, welfare and social services, youth care and child care sectors. The programme, funded by the Ministry of Health, Welfare and Sport, was further expanded in 2019. The research programme was also updated with current data, results were interpreted with a view to practice and there was increased attention for healthcare needs and use.

At the beginning of 2019, the results became available of the preliminary study financed by the Ministry of Health, Welfare and Sport into the effects of the development of **older people living longer at home** and the factors that contribute to improving their quality of life.

The Dutch government also commissioned CBS to compile the second edition of the **Monitor of Well-being** in 2019. On Wednesday 15 May 2019, CBS presented the Monitor to the House of Representatives. The monitor describes the quality of life of today's inhabitants of the Netherlands and the influence it may have on the well-being of later generations and/or the well-being of people elsewhere in the world. In this edition, CBS included the integration of the sustainable development goals (SDGs) of the United Nations. This report, together with the government's response to it, was discussed during the Accountability Debate in the House of Representatives and received extensive media attention. The Ministries of Economic Affairs and Climate Policy, Foreign Affairs, and Infrastructure and Water Management funded this second edition.

CBS also implemented the **Globalisation Programme 2019**, which was funded by the Ministry of Foreign Affairs. The programme consists of two parts: the Internationalisation Monitor and the research agenda with several projects. CBS published the results of these projects in the Internationalisation Monitor and elsewhere and elaborated on the results in scientific papers. In 2019, CBS issued four editions of the Internationalisation Monitor, in which it successively examined the United States, patterns in trade behaviour, wholesale trade and quality requirements in trade policy. In 2019, the covenant with the ministry was extended and a third part was added, namely the publication *Nederland Handelsland* (Dutch Trade in Facts and Figures). This publication was released by CBS in September and will in future be published every year in September before Budget Day. This publication contains current and relevant information on the state of internationalisation in the Netherlands.

The summer of 2019 saw the publication of *Welvaart in Nederland* (Welfare in the Netherlands). This was funded by the Ministry of Social Affairs and Employment and has material prosperity as its theme. CBS presented the annual purchasing power figures before Budget Day. In December 2019, CBS presented the **Poverty Monitor** to the State Secretary for Social Affairs and Employment.

In 2018, CBS surveyed the information requirements in the area of **digital security** from the perspectives of cyber security, cyber crime and economic impact. The first publications based on the surveys developed in collaboration with the National Police Force appeared in 2019. A third publication of the **Cyber Security Monitor** funded by the Ministry of Economic Affairs and Climate Policy also appeared.

Transport poverty is the inability to get where you want to go, hindering a person's participation in social activities. Together with PBL, CBS an indicator to measure the risk of transport poverty. This report was awarded the third prize during the congress of the *Colloquium Vervoersplanologisch Speurwerk* (CVS) in Leuven (Belgium). CBS published the indicator of risk of transport poverty/insight at neighbourhood level.

Funded by the Logistics Top Sector, CBS produced statistics on **van transport** in 2019 in collaboration with sector organisations EVO, and Transport and Logistics Netherlands.

There is strong interest, for example, in government **regional and urban statistics**, partly due to the decentralisation of government functions. CBS anticipated this in 2019 by consulting closely with social actors and government and local and regional authorities to improve the provision of statistical information in this field.

In 2019, CBS carried out various existing and new studies in the field of **cross-border statistics**. These studies are financed, inter alia, by EU grants. The **proximity statistics** were considerably expanded to include some facilities across the German border.

Within **nature statistics**, CBS completed the development of the provincial indicators. CBS developed new indicators for the species group of plants and the ecosystems of (semi-) natural grasslands, salt marshes and mud flats, rural areas and cities. CBS also assessed the statistical and ecological robustness of the indicators. The work was financed by Bij12, the implementing organisation for the twelve provinces.

Together with the Land Registry, Rijkswaterstaat, Netherlands Enterprise Agency and PBL Netherlands Environmental Assessment Agency, CBS started the **Improved Energy Transition Information Provision (VIVET)** project. This project is being sponsored by the Ministries of the Interior & Kingdom Relations and Economic Affairs and Climate Policy in the period 2019-2021. The aim is to provide those involved in the energy transition with reliable and relevant data.

CBS has granted a request from the Ministry of Defence to develop a **defence-specific price index**. To this end, in 2017 CBS calculated indices for the first time for the investment and operating expenditures of the Ministry of Defence from 2010/11 through to 2014/15. In 2019, this study was updated by adding the periods 2015/16 and 2016/17 to the series.

Together with Wageningen University, CBS continued working on the development of the **Natural Capital Accounts** (ecosystem accounts). This development was funded by the Ministry of Agriculture, Nature and Food Quality. In 2019, CBS experimented with monetary natural capital accounts in accordance with the international guidelines of the System of Environmental-Economic Accounting - Experimental Ecosystem Accounting (SEEA-EEA). The natural capital accounts allow CBS to measure the contribution from natural resources to the economy and well-being.

Since 2015 CBS has been studying the development of the **housing market around the Groningen gas field**. This research is funded by the National Coordinator for Groningen. In the past, CBS presented the results in a report. In 2019, CBS published the results in the form of a dashboard and an accompanying summary.

In 2013, CBS replaced the **State balance sheet** drawn up by the Ministry of Finance with a Government balance sheet. The State balance sheet was limited to the central government, while the Government balance sheet covers the entire government, i.e. both central and local government and social security funds. The Central Government Reporting System Advisory Committee recommended the reintroduction of the State balance sheet in 2017. Funded by the Ministry of Finance, CBS has followed this recommendation by publishing a pilot State balance sheet in 2019.

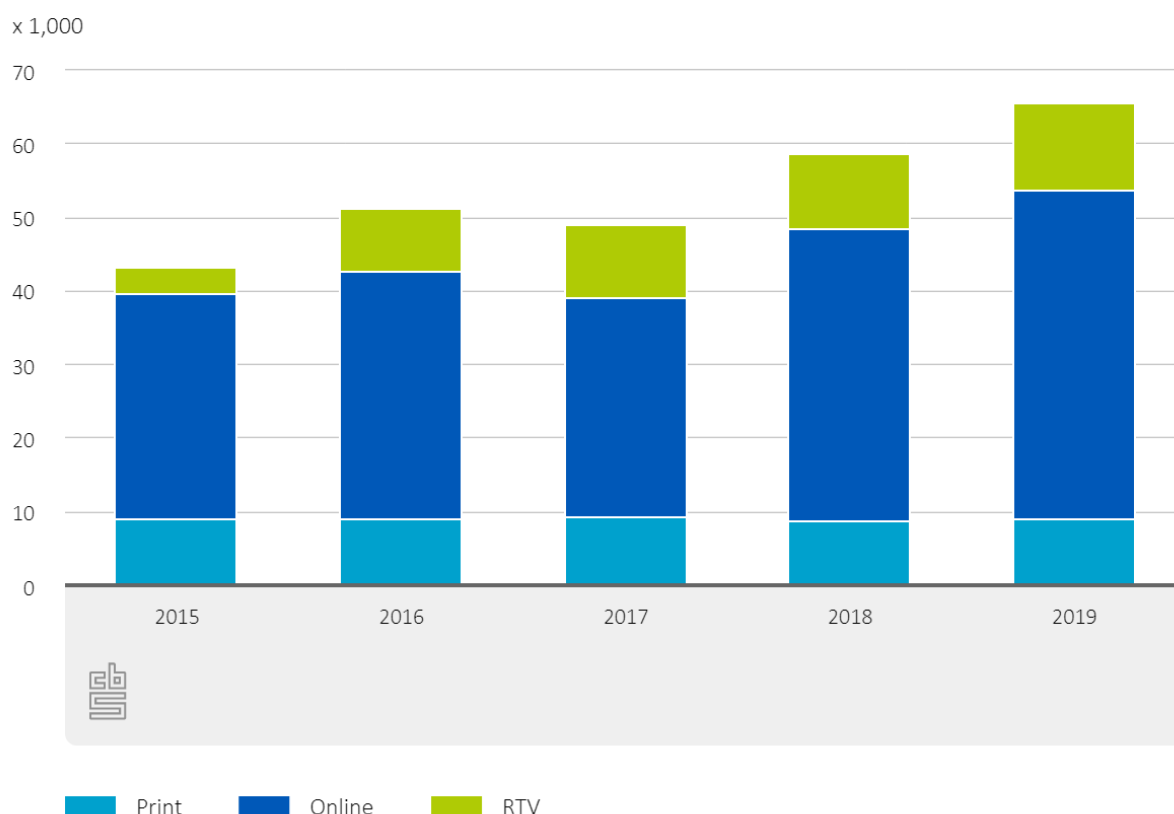
For the 2018 reporting year, CBS calculated and published the **real estate price index for Bonaire**. This follows an earlier publication of the price index for the years 2011 to 2015. The Caribbean Netherlands Tax and Customs Administration financed the research. CBS will continue this research up to and including the 2020 reporting year. Furthermore, funded by the Ministry of Foreign Affairs, CBS

worked on **improving price observation for the Caribbean Netherlands and Aruba**, including observation of rents.

2.4 Actual output

In 2019 CBS was even more successful than in previous years in informing specific target groups and the wider public about the state of the Netherlands using official statistics. For example, **information provision** to the public and hence all relevant target groups via Dutch news media hit record levels in 2019: in that year more than 65,000 news productions by broadcasters, daily newspapers and online media reported a statistic issued by CBS.

Media mentions, by type of media

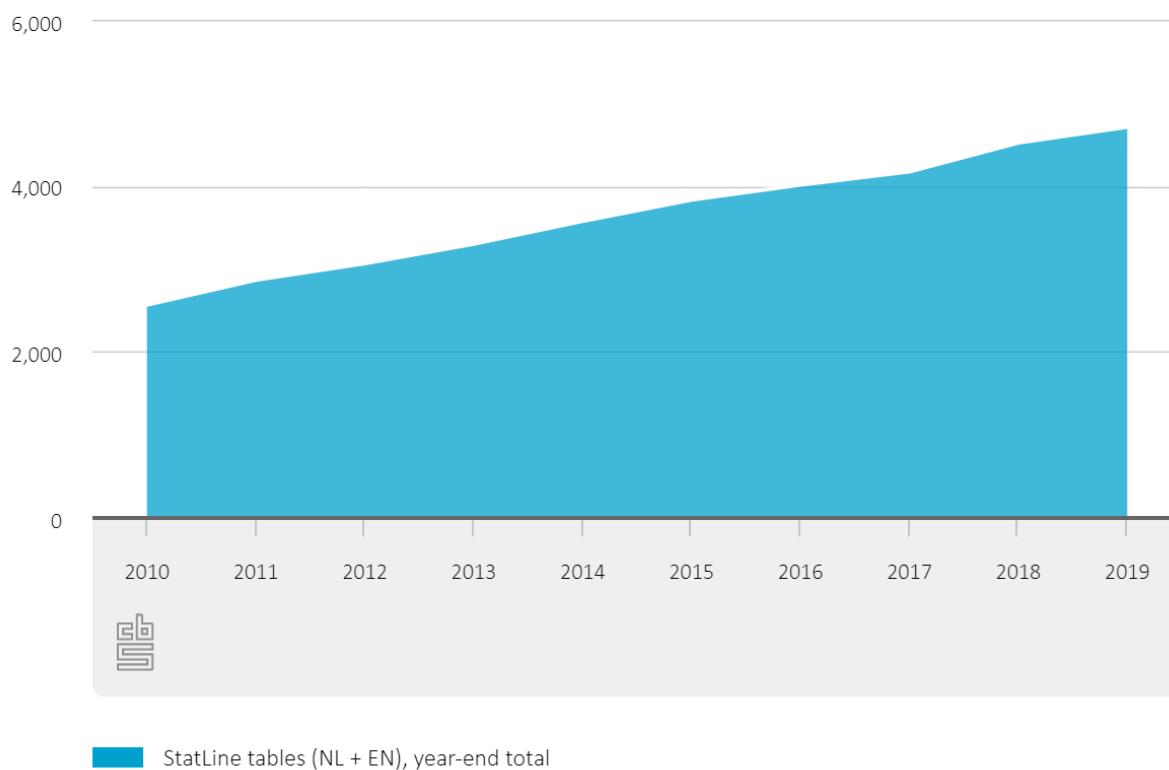


CBS makes the statistics it produces available to society on online platforms in accordance with a uniform standard used by the government as a whole. The main platforms are the online database StatLine and the open data it contains. For more professional use there is direct access via what is known as an Application Programming Interface (API).

In 2019, CBS launched a new version of **StatLine**, including instructional videos, that is more geared towards mobile use. The much-visited online database was given a new look and more graphical possibilities, among other improvements. CBS also invested in improving the findability of databases' figures. In addition, CBS offers additional support options on the website, such as a 'frequently asked questions' section and StatLine instruction videos, which are frequently viewed. The transition was

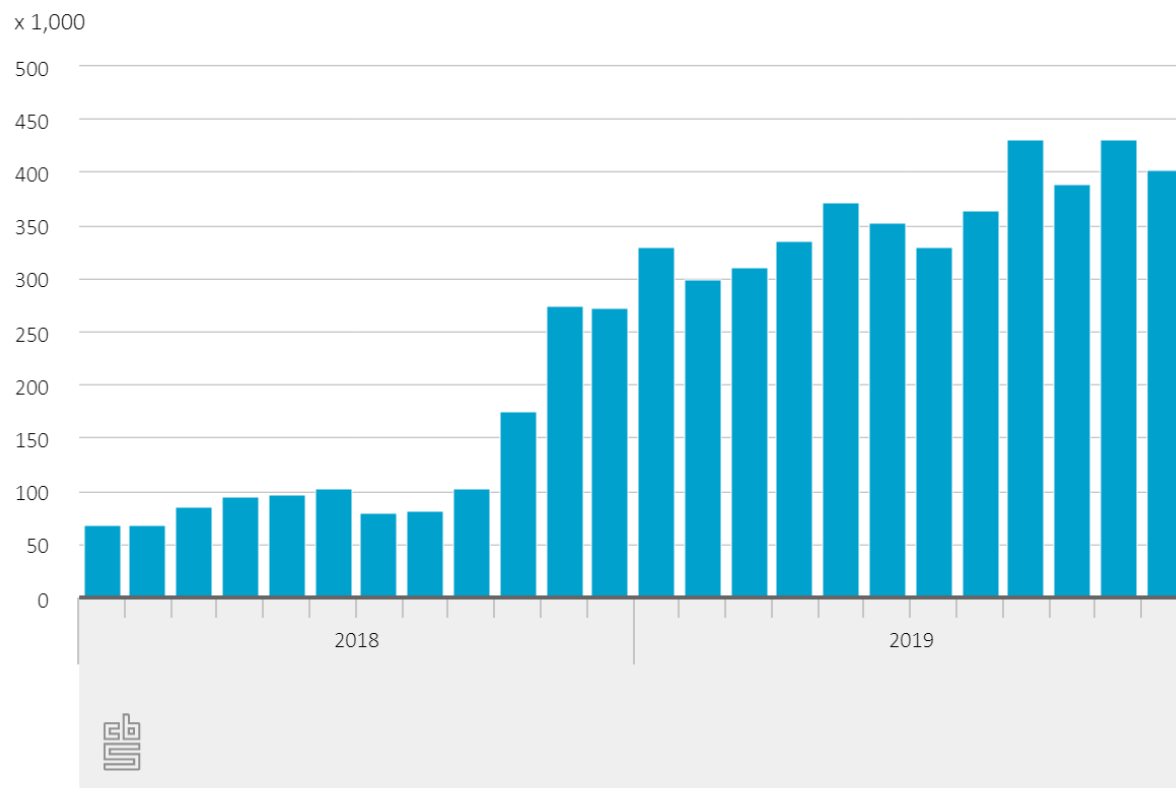
accompanied by a temporary dip in usage, which was almost entirely reversed by the end of 2019. The number of tables with statistics made available through StatLine is steadily increasing.

Data tables on StatLine



The use of **open data** grew substantially in 2019, due in part to the continued development of the relevant access platforms for these open data. To further stimulate the use of open data, CBS placed a number of user-friendly manuals on its website, so that users can get started quickly and easily using the Python and R programming languages. The number of users at the end of 2019 was 70 percent higher than the year before and the number of data set retrievals is now at a record high of approximately 5.5 million per month.

Unique users of Open Data



In 2019, CBS also launched a new database version for the storage and availability of open data. This will enable the next generation of **online services** that allow users to get answers to their questions much faster and more directly. With this so-called Content Data Bank, it will be possible to develop not only the next generations of current means of access such as StatLine and the API, but also the so-called Information Dialogue (see chapter 3).

As a result of a wider range of online services and greater self-reliance on the part of users, the users' helpdesk has received fewer questions by e-mail and telephone. In four years the number has decreased by a third. At the same time, there is a visible tendency for the questions asked by users to be more complex, which consequently take more time to answer.

Output 2019

| Theme | Media releases | StatLine tables | | Publications | Eurostat deliveries | Micro-databases | Information (infoservice) | |
|----------------------------------------|----------------|-----------------|--------------|--------------|---------------------|-----------------|------------------------------------|---------------------------------|
| | | | of which new | electronic* | databases | | by telephone (incl. answ. machine) | email (incl. letters and faxes) |
| quantity | | | | | | | | |
| Labour and social security | 67 | 483 | 21 | 10 | 80 | 186 | 589 | 1011 |
| Enterprises | 68 | 202 | 3 | | 30 | 51 | 295 | 479 |
| Population | 33 | 258 | 13 | 14 | 7 | 61 | 435 | 960 |
| Construction and housing | 40 | 216 | 5 | 3 | 41 | 27 | 141 | 278 |
| Financial and business services | | 29 | 0 | | 14 | | 4 | 31 |
| Health and well-being | 36 | 182 | 16 | 11 | 9 | 79 | 285 | 656 |
| Trade, accommodation and food services | 30 | 61 | 0 | | 18 | | 51 | 143 |
| Manufacturing and energy | 23 | 281 | 5 | 1 | 139 | 1 | 81 | 267 |
| Income and expenditure | 49 | 102 | 12 | 6 | 8 | 70 | 179 | 467 |
| International trade | 33 | 144 | 0 | 6 | 41 | 1 | 145 | 235 |
| Agriculture | 16 | 136 | 3 | | 101 | | 77 | 196 |
| Macroeconomics | 37 | 142 | 6 | 12 | 108 | | 51 | 280 |
| Nature and environment | 8 | 37 | 3 | 2 | 10 | | 51 | 218 |
| Education | 8 | 129 | 2 | 2 | 9 | 69 | 97 | 200 |
| Government and politics | 17 | 70 | 3 | 2 | | | 40 | 102 |
| Prices | 37 | 117 | 0 | | 90 | 6 | 2067 | 1090 |
| Security and justice | 17 | 45 | 2 | 2 | 107 | 84 | 111 | 209 |
| Traffic and transport | 32 | 119 | 4 | 2 | 90 | 1 | 75 | 271 |
| Leisure and culture | 13 | 152 | 2 | 2 | 37 | 27 | 132 | 259 |
| People with migration background | | | | | | | 80 | 106 |
| Caribbean Netherlands | | 67 | 2 | 1 | | | | |
| Business cycle | | | | | | | | |
| Emancipation | | | | | | | | |
| European Union | | | | 3 | | | 44 | 119 |
| Globalisation | | | | | | | | |
| Historical series | | | | | | | | |
| Life course | | | | | | | | |
| Regional statistics Netherlands | | 29 | 2 | | | | 201 | 498 |
| Business climate | | | | | | | | |
| Ageing population | | | | | | | | |
| Censuses | | | | | | | | |
| Other | 1 | 193 | 3 | 95 | | 233 | 1119 | 1047 |
| Total | 565 | 3194 | 107 | 174 | 939 | 896 | 6350 | 9122 |

*All publications have been fully electronic since 2016. From that year, CBS' policy is that only 'special publications' such as Trends in the Netherlands and certain publications that are fully financed externally are published in hard copy.

3 Innovation and efficiency

Methods, techniques and work processes

In the past few years, CBS has used **more efficient methods and working processes** to achieve the same performance with fewer resources. This was continued in 2019. CBS improved processes using the Lean Six Sigma method, which has led to greater efficiency and a better grip on the various processes. Lean Operational Management or 'LOM' is designed for teams to resolve low-threshold process bottlenecks. In this way, CBS can achieve the target values of the critical performance indicators. Scrum is also bearing fruit within CBS. This is a flexible method working with a multi-disciplinary team to deliver operational products, in short sprints of a fixed length of one to four weeks.

CBS is also focusing more on **innovative methods and techniques**. New data sources are being mined and available data sources are combined more often to respond to current policy issues. To this end, expertise in research and development, data services and additional statistical services were brought together in 2019 to strengthen internal and external data services and innovation power.

Data-driven working by government bodies

CBS is tasked with **facilitating** and stimulating fact-based **government policy**. Both central government and regional and local authorities have an increasing need for regional and urban statistics, which need to be delivered ever faster. The social tasks are considerable and people seek figures on which to base and evaluate policy. The themes are also changing.

Over the past few years, governments have put a lot of effort into **data-driven work** and are increasingly turning to CBS. However, CBS cannot meet the needs of local and regional authorities for data-driven work alone. After all, CBS does not make forecasts, does not give advice and does not produce figures that can be traced back to individuals or businesses. Collaboration between the relevant authorities, CBS, the business community and knowledge institutions is of great importance in meeting the overall need for data-driven work. In 2019, therefore, a data ecosystem was set up with interested municipalities, provinces, companies, knowledge institutions, the Ministry of the Interior and Kingdom Relations and the Association of Netherlands Municipalities.

As a **cooperation partner for local and regional authorities**, CBS carried out projects in 2019 within a programme with the Association of Netherlands Municipalities, financed by the Ministry of the Interior and Kingdom Relations. These projects are aimed at broadening insights gained from the collaborations with municipalities and arriving at a working method that is relevant for all municipalities. Topics examined within this context include problematic debt and poverty.

In the course of 2019, the municipality of Veenendaal has been added to the list of 14 **urban data centres** (UDCs). The concept of the urban data centres won a best practice award from the European Institute of Public Administration (EIPA) in the category 'new solutions to complex challenges – a public citizen-centric sustainable and fit for the future'. However, services in the form of a UDC are not an ideal way for all municipalities to cooperate with CBS. For provinces, medium-sized and smaller municipalities, for example, CBS is exploring the possibilities of regional data alliances. For example, in 2019 CBS carried out various one-off projects financed by the province of Noord-Brabant. CBS cooperates with the municipality of Amsterdam in the field of artificial intelligence and CBS is helping the municipality of Utrecht to be self-reliant by using microdata services provided by CBS. CBS is develop-

ing more standard products for local and regional authorities in the areas of the labour market, energy transition and poverty. CBS also made it possible for municipalities to combine their data with that of CBS in a secure environment in order to create statistical data.

Professional and efficient data collection

To be able to respond even better to the changes, opportunities and needs in the outside world, including data-driven working, it is also necessary to set up the **data collection** process properly, both via personal and telephone interviews and via internet questionnaires, as well as via administrative sources and big data. Shifts in the use of data collection modes continue, and pressure on response to questionnaires persists. Response to web-based questionnaires continues to decline, reinforced by society's increasing sensitivity to privacy. Availability of telephone numbers is decreasing and the costs of personal (CAPI) and telephone (CATI) interviews are relatively high. The share of secondary observation and big data is ever increasing because interviewing only takes place where other data collection modes or other sources fall short. CBS is able to manage this efficiently and effectively thanks to the development of a future permanent fieldwork organisation, with a target group-oriented approach and with incentives.

Crucial, too, is the large-scale **data collection application landscape** customisation programme (**Phoenix**), which is being implemented to ensure business continuity, to improve flexibility and user-friendliness for survey participants and to increase the speed and efficiency of the process. Internet-based data collecting and new data collection methods (such as via mobile phones) are important in this regard. The programme is progressing well and remains within budget, despite the fact that a delay has been anticipated for the construction part in 2020. At the end of 2019, CBS realised 90 percent of the future-proof application landscape for data collection. Meanwhile, 55 percent of the studies are operational in the new application landscape. The transition of quarterly financial enterprise statistics and production statistics is the most striking here. The quarterly financial enterprise statistics are a joint venture with DNB, in which a new login policy was introduced for participating companies. The data collection process of production statistics, a comprehensive business survey used, among others, to calculate gross domestic product, is based on a complex questionnaire with many industry-specific question blocks.

These developments provide greater scope to further innovate and to respond adequately, using combinations of sources and new techniques, to the changes in data-driven work as described above. To this end, in 2019 the **Advanced Data Collection** development programme set out a clear strategy to ensure that, in the future, CBS will be able to respond quickly at every (government) level to questions that can be answered with data. This means accessing and combining all usable and available data in Dutch society, without burdening society. In 2019, a vision document was published on how to anticipate the necessary support for data-driven work using data collection. Implementation will take place mainly in 2020.

In order to maintain the response rate to surveys, CBS is constantly working on better approach strategies. CBS has developed a **methodologically sound approach strategy** that uses rewards to motivate people to take part in surveys (incentives) and flexible questionnaires, with the data collection of persons or households mostly focusing on poorly responding target groups. This has led to a reduction in the size of the interviewer corps and the costs of fieldwork. In 2019, CBS applied this approach strategy in those studies where this had not yet happened in 2018, such as the Labour Force Survey (*Enquête Beroepsbevolking*).

Limited administrative burden

CBS collects data in such a way as to keep the administrative burden for enterprises and institutions to a minimum and where possible draws on existing records. In recent years CBS has done and achieved a great deal to reduce the administrative burden. In 2019, the focus was on four main themes:

1. Attention to noticeable target group-oriented improvements for companies with a relatively high CBS administrative burden. To this end, CBS carried out a successful pilot for simpler based data provision by a very large company. This led to a significant reduction in completion time and an improvement in quality. In 2020, this pilot will be extended to more companies. CBS also made preparations in 2019 to render price observations in stores no longer necessary as of 1 January 2020. CBS is the first statistical agency in the Eurozone to reach this milestone.
2. Implementation of a new enforcement policy based on a successful pilot which has led to a faster response. This tighter enforcement policy facilitates a reduction in questioning companies. Based on evaluations of the successful pilot, CBS decided in 2019 to implement the new policy step by step for all mandatory statistics.
3. Further improvement to communication and intensification of the target group approach, including dialogue with companies. One of the ways this was achieved was by offering companies in the International Trade in Goods Statistics current and relevant output when acknowledging receipt of the data they supply.
4. A focus on more efficient questioning and a lower overall (actual and experienced) administrative burden for the business community. To this end, one joint and combined questionnaire was drawn up with DNB to replace two separate questionnaires, for example.

In order to meet the coverage ratio required by Eurostat, CBS reduced the exemption threshold for companies for the **International Trade in Goods Statistics** as of 2019: for imports to 0.8 million euros and for exports to 1.0 million euros. To reduce the insurmountable administrative burden effect, CBS allowed these companies to submit an annual rather than a monthly statement. The consequences of this change will become visible in 2020 when the administrative burden for 2019 is measured.

Receiving **data** digitally **from companies' financial records** is an important part of the long-term strategy for business statistics. In collaboration with other authorities and organisations in the market, CBS developed the Reference General Ledger System (RGS), which consistently translate information from the administration of a business to information needed for statistics. In 2019 CBS, with the co-operation of DSM, carried out a successful pilot project investigating the possibility of using the financial administration of a large company for production statistics via RGS. This pilot project was funded by the Ministry of the Interior and Kingdom Relations.

Text mining

LinkedIn and Eurostat used text mining to study the **labour market** situation of recent higher education and university graduates. CBS investigated the representativeness of the results.

CBS also successfully used text mining as an innovative technique in the analysis of the results of the radically redesigned **Statistics Reintegration by Municipalities** (SRG).

CBS also continued its research involving the application of web scraping, text mining and machine learning for **business statistics**. The studies focused primarily on the collection of background characteristics of companies in order to form new classifications that were not covered by the standard

business classification. Examples include classification of web shop activities, self-built homes, and alcohol outlets. CBS cooperated extensively with external parties in doing this.

In 2019 CBS set up an innovative project funded by the Ministry of the Interior and Kingdom Relations and the ICT Implementation Organisation. The aim of this project is to analyse the effect of the Environmental Act, due to enter into force in 2021, on the nature and scope of **case law**. Judgments are read and categorised using text-mining techniques as part of this project. It concerns a collaboration with the Council for the Judiciary, the Council of State and the University of Tilburg.

Other innovative projects

Together with Translink, CBS started a project to publish secure and fast **mobility** information based on public transport chip card data. Translink is the manager of public transport data. CBS and Translink are working together to compile a national public transport monitor. A first version will be available in 2020.

On behalf of the Ministry of the Interior and Kingdom Relations, CBS investigated the use of the **digital portal MijnOverheid** in two exploratory studies. The studies provided insight into how and to what extent the portal is used and into its users. The information obtained about users and user behaviour supports the targeted improvement of digital services to citizens. The studies also yielded information on collaboration between public organisations in the field of data sharing, analysis, privacy, ethics and data-driven insights. The research results were analysed in 2019 and publication is planned for 2020.

In 2019, CBS continued to work on the **Adequate Measurement of the Economy (AME)** programme. With this programme, CBS is investigating how new economic phenomena can be described. CBS also carried out research into the digitisation of the economy, the shift towards a more services-based economy, the platform society and the international trade in digital products. It looked at how free services such as apps can be included in the gross domestic product (GDP). To this end, CBS has developed a framework that has enabled it to make an initial estimate of the share of free services in GDP. In 2019, an AME Expert Group was also set up, with external experts identifying and advising on new relevant economic topics related to the AME Research Agenda.

In December 2019, CBS, in cooperation with the Land Registry Office, published the new **price index for commercial real estate** as a beta product. Years of development had preceded this. Previous attempts did not yield publishable results, mainly due to low coverage of large transactions in the cities. By switching to a different calculation method (hedonic regression), CBS has succeeded in developing a price index for rental property, offices, retail and industrial premises.

In November 2019, CBS placed online a first version of the **social tensions indicator**, a beta product. This makes it possible to quickly obtain an up-to-date indicator of the changes in social tension and emotions (fear, anger, joy, sadness and disgust) in society.

The public sector is increasingly experimenting and working on a modest scale with **artificial intelligence (AI)**, for example in the areas of mobility and health. To ensure this is done in a fair and responsible manner, the AI technology used must be transparent and verifiable. TNO and CBS joined forces in 2019 to stimulate transparent, fair and verifiable use of AI in the public sector through a Partnership for Trusted AI, paying attention to ethical, legal and organisational preconditions. Together with the University of Southampton, CBS signed a memorandum of understanding on AI in official statistics.

The innovative development of a **voice-driven application** that directly provides answers to users' questions about facts and statistical news led to the successful launch of a public beta version around the turn of the year. Users can ask a question on their mobile device about a – currently – limited number of topics on which CBS produces statistics. Users then receive an initial response in fluent automated dialogue and, if necessary, are referred to the CBS website or StatLine for further information. In 2020, the application will be further developed in close interaction with users.

IT

CBS successfully completed a major **ICT project** in 2019. This so-called BLONT project involved the replacement of an important system used to perform large statistical calculations in the production of CBS' statistics. This was done within the agreed period and budget. At the same time, CBS seized the opportunity to fully automate and optimise certain production processes.

In 2019, CBS continued to replace the **computer centre**. This is necessary to continue guaranteeing business continuity and to ensure that CBS is prepared for the future, also in terms of its IT infrastructure. Following a tendering procedure, CBS purchased the new equipment in the spring and installed it in the computer centre. CBS used the rest of the year to make the new equipment operational and migrate the virtual servers, workstations and data. The new computer centre will be fully operational and the old hardware removed at the end of March 2020.

4 Operations

4.1 The workforce in figures

CBS had 1962 employees at the end of 2019. **Average operational staffing** in 2019 was 1,784 FTE, which is slightly higher than in 2018. Staffing per directorate is shown in table 4.1.

| | |
|------------------------------------------------------------|-----|
| EBN Economic and business statistics and national accounts | 477 |
| SER Socio-economic and spatial statistics | 426 |
| DVZ Data collection | 228 |
| BIM Operations, IT and Methodology | 348 |
| CCN CBS Communication and News | 79 |
| RAD Research, ASD and Data Services | 177 |
| Other | 49 |

Table 4.1: Staffing in FTEs per directorate, 2019

The **average age** of CBS employees at the end of 2019 was 49.9 years, a slight decrease compared to 2018. At the end of 2019, 55 percent of employees were aged 50 or over (see figure 4.1). In the 2018 reporting year, this proportion was 54.7 percent.

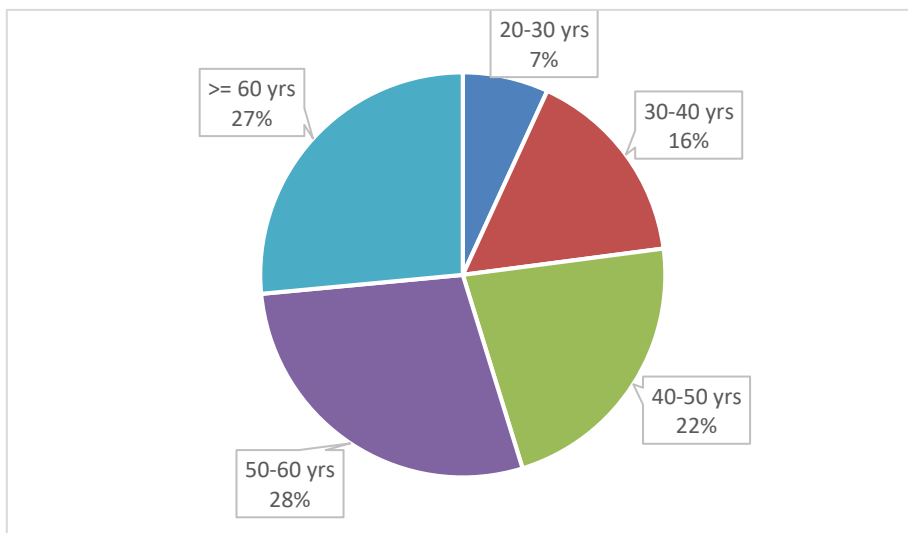


Figure 4.1: CBS staffing in percentages by age category, 2019

At the end of 2019, the forecast was that 350.9 FTEs would leave CBS in the years 2020-2025 because they will reach the **state pensionable age** (see figure 4.2).

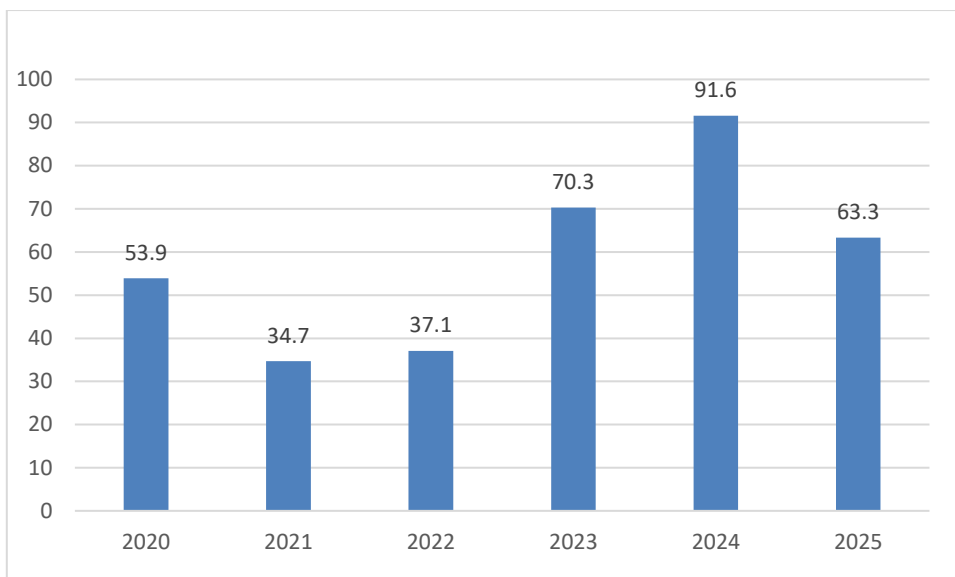


Figure 4.2: Expected outflow of CBS employees due to retirement (2019-2025)

A large part of the outflow is to be replaced. CBS is responding to this by being present in the labour market in a timely and recognisable fashion. In 2019 CBS again succeeded in filling vacancies through its good contacts with universities of applied sciences and research universities, but also through continuously focusing on attracting trainees, graduate students and PhD candidates. In 2019, additional investments were made in recruiting IT specialists.

The increase in the proportion of more highly educated personnel continues as a result of the increased complexity and automation of the statistical processes. At the end of 2019, 85 percent of employees were on scale 9 or above (at least higher vocational education). In 1995 this figure was 50 percent (see figure 4.3).

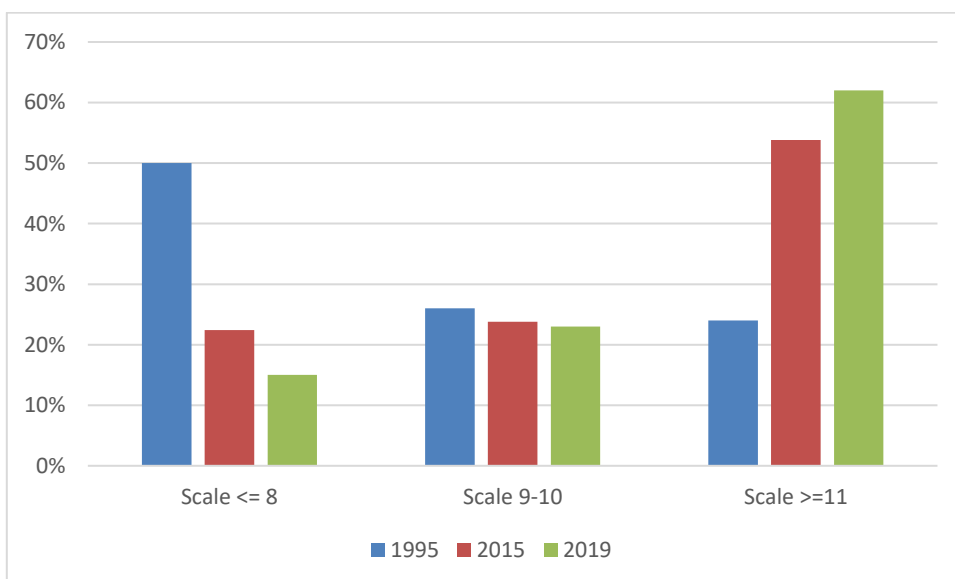


Figure 4.3: CBS employees (in percentages) by job level in 1995, 2015 and 2019

CBS attaches great importance to good **working conditions** for its staff. It aims to have lively and healthy employees who can be deployed sustainably now and in the future. A new occupational health and safety service was selected in 2019. In the last quarter, a pilot was held to intervene earlier and faster in the absenteeism process than was previously the case. Experiences have been positive and the pilot has therefore been continued in the new services from 2020. It was also decided to work with an internal absenteeism coordinator from 2020 to help resolve cases. The effects of this will become apparent in 2020.

The various **social support** workers (confidential counsellor, corporate social work and the ombudsperson) have clarified their roles in management meetings. Two new prevention officers started in 2019.

In 2019, absenteeism due to illness was 5.1 percent, the same level as in 2018. In 2017, absenteeism due to illness was 4.1 percent. The so-called Verbaan standard^[2] is 4.4 percent for CBS. Long-term psychological absenteeism has increased in particular. Analysis of the absenteeism figures for 2019 shows that almost all long-term psychological absenteeism is not work-related. The other long-term absenteeism concerns medical absenteeism with a relatively large number of complaints inherent to an older population.

Because there is no unequivocal reason for the increase, CBS has concluded that a broad integrated approach is required. In this respect, more attention is being paid to long-term absenteeism and there is more focus on knowledge expansion and prevention. Measures taken in 2019 relate to a pilot project with a multidisciplinary occupational health and safety team; a call for tenders for a new occupational health and safety service with an entirely different service model; digitisation of the administrative handling of the absenteeism process; setting up an occupational health & safety and absenteeism organisation cluster within CBS with an experienced occupational health and safety coordinator; and expanding support for managers with an occupational health and safety expert for reintegration.

CBS attaches great value to constructive consultation with the **Works Council**. In 2019, formal and informal consultations in the Works Council and the organised consultations with the trade unions included the reorganisation of the Data Collection Directorate, the temporary work organisation of Research & Development, additional statistical services and data services, and a number of smaller reorganisations, including the formalisation of the CBS Academy. The Works Council is also actively involved in other developments such as the tendering procedure for the occupational health and safety service and the introduction of the Public Servants (Standardisation of Legal Status) Act.

4.2 Human resources policy

In 2019, the **human resources policy** focused on four priorities that contributed to the creation of an agile organisation with a sufficient number of professional and committed employees. Stimulating development and growth was central to this.

The first priority was to increase management's **leadership skills** and entrepreneurship. In 2019, a reassessment of the programme for new managers took place. This allows managers to be better

^[2] The Verbaan standard indicates the level of absenteeism that can be achieved on the basis of the population of employees within the organisation, compared to the estimated, achievable level of absenteeism in the Netherlands.

equipped to give substance to the leadership profile at CBS. A first inventory of high potentials also took place.

The second priority was to improve the **quality and performance** of employees through more feedback, dialogue and performance management. In 2019, CBS examined various methodologies for an effective personnel survey. In addition, best practices were exchanged for assessing staff and spotting high potentials. To stimulate employees to train their personal skills, in 2019 CBS introduced an online platform for the development of soft skills. Examples of training courses that were covered include being able to deal with changes, being flexible, communicating, influencing, and giving and receiving feedback.

Another point was to visibly position CBS as an **attractive employer** to recruit and retain the right people. In 2019, additional efforts were made in the area of recruitment by increasing capacity and taking a more active approach towards candidates. This resulted in an influx of more than one hundred new employees, particularly in the field of IT and data science.

The final priority was to stimulate **career development and growth**, including through mobility. In order to stimulate the continuous development of employees, in 2019 the CBS Academy substantially expanded its range of internal training courses in the field of statistics and data science. CBS also focused on improving the training skills of internal trainers. The CBS trainee programme is part of the statistical training activities CBS offers its staff. Furthermore, CBS staff increasingly made use of individual career guidance and the possibility to gain temporary work experience with other teams in the organisation.

4.3 Socially responsible operations

CBS focused primarily on sustainability in its socially responsible business operations. For example, the offices are heated and cooled using sustainable energy. The offices in The Hague are heated entirely by means of thermal storage. In Heerlen the offices are around 50 percent heated and cooled sustainably using water from disused mines. The CO₂ emissions from natural gas consumption have been offset by international Gold Standard certificates and the supply of green electricity. During various internal renovations, the lighting was replaced by energy-efficient LED lighting.

CBS carried out energy audits in the context of the European Energy Efficiency Directive (EED). The aim of these audits was to collect information on CBS' current energy consumption in a systematic manner.

Since the opening of the new computer centre, CBS has saved considerably on server space and energy costs. For example, the number of servers was reduced by more than half and the energy costs of the computer centre fell by approximately 50 percent due to (much) more efficient storage equipment and the aforementioned reduction in the number of servers. The total computing power of the new computer centre increased by a factor of 2. On the Virtual Desktop Infrastructure desktop environment, CBS activated sleep mode, shutting down devices in the evening and preventing unnecessary power consumption.

CBS separates waste as much as possible in order to limit and prevent the generation of residual waste. This is done to benefit waste streams suitable for composting and/or reuse and recycling.

CBS installed a hive at each of its locations to stimulate (awareness of) biodiversity in the environment and the conservation of bees.

4.4 Information security, quality assurance and codes of conduct

Information security

CBS holds substantial amounts of confidential data and the security of these data is vital. People, enterprises and institutions that entrust their data to CBS must be able to rely on this information remaining confidential. The Statistics Netherlands Act states that data collected by CBS may only be used for statistical purposes.

CBS has excellent technical and organisational facilities in place to secure these data. Also in 2019, internal monitoring of the protection of personal and business data was performed by line management. CBS also has a data protection officer (DPO) and a chief information security officer (CISO). These two officials have a supervisory and an advisory role. The DPO's supervisory tasks derive in part from the European regulation on data protection (General Data Protection Regulation, GDPR) and the Statistics Netherlands Act. The DPO monitors compliance with the GDPR. CBS employees are required to notify the DPO in advance of any use of personal data. The latter will carry out the necessary checks and place the notification in the notification register of CBS. The CISO is responsible for drawing up, amending, renewing and revising the information security policy, including monitoring of the operation of and compliance with this policy.

CBS sets high standards for the quality of information security. CBS thus demonstrably complies with the Public Sector Information Security Baseline (BIR), a set of standards based on ISO 27001 and 27002, including measures for all parts of the operations relevant to information security. CBS was again certified in accordance with ISO 27001 in 2019. The ISO 27002 requirements are assessed in the annual privacy audits. CBS has been demonstrably privacy-proof since 2018, which means it complies fully with the new General Data Protection Regulation (GDPR) that came into force in 2018.

Quality assurance

CBS introduced quality management based on the ISO 9001 standard to improve its products, processes and services and to meet the needs and expectations of interested parties even more effectively. The goal of being ISO 9001 certified at CBS level in 2019 was already achieved in 2018. CBS is therefore demonstrating that it regards quality management as very important and is furthermore acting on one of the recommendations of the peer review performed in 2015 in connection with the European Statistics Code of Practice, which reads: "Statistics Netherlands should take measures to embed more deeply its quality management throughout the organisation and consider also the adoption of recognised industry certification systems." The certification of processes is confirmation that CBS makes active use of the plan-do-check-act cycle, a standard quality management cycle with which CBS adequately anticipates risks by means of control measures. In addition, there is a structural focus on continuous improvement. In 2019 CBS was also audited for ISO 9001 with a positive result. Furthermore, quality assurance improved in 2019 by professionalising the internal audit department. This included CBS placing the internal audit department directly under the Director General as of 1 January 2020.

Codes of conduct

CBS complies with the European Statistics Code of Practice referred to above. The CBS Code of Conduct sets out how the principles of impartiality, reliability, relevance, efficiency, statistical confidentiality and transparency are important for society as a whole, for users of statistics, for parties which provide CBS with information that form the basis for statistics, and for CBS employees themselves.

In accordance with the CBS Board Regulations, CBS has an Integrity Code setting out its policy on integrity. CBS ensures that employees are able to report suspected irregularities or breaches of codes of conduct or legislation and regulations without jeopardising their legal position. CBS also has external and internal complaints procedures. These were used in 2019 as follows:

- CBS received 47 external complaints in 2019. These complaints were all resolved – usually informally – to the satisfaction of the complainant and none led to a follow-up complaint to the National Ombudsman. No complaints were made directly to the National Ombudsman.
- The bulk of the objections received by CBS related to the exercise by CBS of its statutory enforcement powers. In 2019, 22 objections raised in 2018 were declared unfounded and 8 objections raised in 2018 were withdrawn. In 2019, 94 new objections were lodged. Thirty-seven of these new objections were handled informally, after which they were withdrawn in writing. Of the remaining 57 objections, 36 were deemed inadmissible or unfounded. The remaining 21 objections will be dealt with in 2020. No objections were declared founded. No appeal was lodged in response to the decisions taken on objections in 2019.
- In 2019 CBS received five objections from staff members with regard to labour and public service law. Two of these were settled in 2019 and three led to appeal proceedings at the administrative court. One of these appeal procedures was settled in 2019, another was withdrawn and the last will be completed in 2020.
- No objections were lodged in 2019 against the rejection of a request under the Government Information (Public Access) Act or against an access request under the GDPR.
- To supplement its publication policy, in 2017 CBS also drew up a complaints procedure with regard to the CBS publication policy. No use was made of this complaints procedure in 2019.

4.5 Performance indicators

CBS' performance indicators serve as an external accountability instrument and an internal management tool. Together, all the indicators provide a good picture of the performance of CBS, both in terms of core tasks and business operations. In 2017, CBS launched a project to revise the external performance indicators. The reason for this was twofold. First of all, the existing set had been in use for many years. Second, the five-yearly review of CBS noted that the performance indicators no longer provided a complete picture of CBS' performance and that the targets could be more ambitious. With the entry into force of the new 2019-2023 Multi-Annual Programme, the new set of performance indicators, with ambitious targets, was adopted in 2019.

Appendix A of this annual plan sets out the updated set of performance indicators for external accountability. Details on the achievement of the targets are explained below.

- **Satisfaction with microdata services among researchers** (performance indicator 1.2)

The target of the average of scores that researchers give on microdata services (remote access) is greater than or equal to 7.8. In 2019 the average was 7.7.

External researchers who use microdata services are questioned on various aspects of their satisfaction, of which giving a score is one. The reason for the failure to meet the customer satisfaction target was analysed in the Microdata Services user council by means of extensive reporting on all aspects requested. The aspects that have a negative impact on the overall score virtually all have to do with a high workload at – especially – those parts of the organisation that have direct contact with users.

This is mainly due to an increased volume of services provided with unchanging staffing levels. In addition, there is uncertainty among users about access to microdata in the future as a result of the external evaluation to take place in 2020 announced by CBS. Efficiency measures are being sought to reduce the workload, increase the number of employees and translate the results of the external evaluation into a working method that causes as little inconvenience to users as possible.

- **Use of StatLine** (performance indicator 2.2)

The target was 3 million unique users. In 2019 there were 1.93 million unique users.

In 2019 a new version of StatLine was launched. It is also noticeable that there were many more users of StatLine's open data facility in 2019.

- **Punctuality of compulsory deliveries to Eurostat in 2019** (performance indicator 3.2)

The target was at least 99%. Target achievement for 2019 was 97.6%.

Reasons why CBS did not meet the target were the late delivery of source data on which CBS bases its statistics, an IT failure, and administrative bottlenecks relating to Eurostat's planning. For example, deliveries by CBS on the first working day when the deadline fell on a Sunday or public holiday were recorded by Eurostat as "late".

- **Discrepancies between provisional and final GDP figures** (performance indicator 4.1)

The target value for this indicator has been met. In 2019, CBS completed the programme to reduce revisions to economic growth. The measures set out in the programme have resulted in the target of the performance indicator for the discrepancies between the very first and the final estimates of gross domestic product being met for the 2016 reporting year, for which the final results were established in 2019, as was the case for the two previous years. The further reduction of the revisions in the successive calculations of economic growth will continue to be the focus of attention even after the completion of the programme.

- **Accuracy of releases** (performance indicator 5.1)

The target was for fewer than 0.5% of releases to be replaced by a corrected release. In 2019 the percentage was 0.6%.

- **Accuracy of figures** (performance indicator 5.2)

The target was for less than 1.5% of the number of StatLine deliveries to be corrected. In 2019 the percentage was 3.98%. This target is ambitious and there is continuous attention to limit the number of corrections.

- **Absenteeism due to illness** (performance indicator 7.2)

Sickness absence in 2019 amounted to 5.1 percent. This is higher than the target value of 4.4 percent, the so-called Verbaan standard.

Long-term psychological absenteeism has increased in particular. Analysis of the absenteeism figures for 2019 shows that only 7 percent of this long-term psychological absenteeism is work-related and is therefore directly influenceable with direct interventions. The other long-term absenteeism concerns medical absenteeism with a relatively large number of complaints inherent to an older population.

Because there is no unequivocal reason for the increase, CBS has concluded that a broad integrated approach is required. In this respect, more attention is being paid to long-term absenteeism and there is more focus on knowledge expansion and prevention. Measures taken in 2019 relate to a pilot

project with a multidisciplinary occupational health and safety team; a call for tenders for a new occupational health and safety service with an entirely different service model; digitisation of the administrative handling of the absenteeism process; setting up an occupational health & safety and absenteeism organisation cluster within CBS with an experienced occupational health and safety coordinator; and expanding support for managers with an occupational health and safety expert for reintegration.

- **Infrastructure availability** (performance indicator 9.1)

The target was at least 99.7%. Target achievement for 2019 was 98.8%.

The reason why CBS did not meet the target is that there were some major disruptions, particularly in the third and fourth quarters. In July and August there were a few network failures, in September a failure of the web services (including questionnaires) and in October the Highcharts Editor were briefly unavailable.

Analysis of the causes shows that some of these disruptions concerned indirect consequences of one-off infrastructural changes as a result of the computer centre project. The chance of repetition is therefore zero. The other part stems from the known instability of the legacy environment for web services. The Phoenix programme will provide a permanent solution. Until this programme is completed, an attempt will be made to set up the monitoring of this environment as effectively as possible so that, should a malfunction occur, the impact will be as minimum as possible.

- **Production stability** (performance indicator 9.2)

The target was a maximum of 50 incidents with priority 1, of which a maximum of 4 could also be given priority 0. Target achievement for 2019 amounted to 40 and 8 incidents, respectively.

The reason why CBS did not meet the target for the number of 'priority 0' incidents is related one-to-one to the disruptions referred to above in the 'Availability of infrastructure' performance indicator. Since some of these disruptions were of a one-off nature, CBS does not consider that additional measures are needed for 2020.

- **Innovative products** (performance indicator 10.1)

The target was 18 or more innovative big data products on the CBS website's innovation portal by 2019. Target achievement for 2019 amounted to 14 innovative products.

The target was just missed due to a delay in the completion of some beta products, which made it impossible to place these on the website before the end of the year.

- **Number of data leaks reported to the Dutch Data Protection Authority** (performance indicator 11.2)

The target for the number of reported data leaks was 0. Three data leaks were reported to the Dutch Data Protection Authority in 2019.

One data breach related to a letter containing personal information about an employee that turned out to be open during transmission. Another case concerned an unencrypted file that was accidentally sent. The third data breach involved a stolen laptop with information about two CBS employees. All data leaks were discovered by CBS itself. In the case of the letter, CBS is dependent on external parties for the dispatch of mail and no additional measures have been taken internally. A focus on securing confidential information is part of the information security awareness programme. In addition, CBS is introducing technical restrictions on the sending of files.

5 Governance

5.1 Tasks of the Advisory Council

The CBS Advisory Council was established by law with effect from 1 January 2017. The CBS Board Regulations include arrangements with regard to the Advisory Council.

One of the tasks of the Advisory Council is to provide the Director General with solicited and unsolicited advice on the performance of his tasks and the exercise of his powers. Subjects on which the Advisory Council will advise the Director General in any case include:

- CBS' Multi-Annual Programme and work programme;
- Measures that can be taken to improve the accuracy and completeness of the statistics to be published on behalf of the government so that they meet the needs of professionals, policymakers and academics;
- CBS' operations and efficient use of resources.

When the position of the Director General becomes vacant, the Advisory Council will draw up a profile, select candidates on the basis of a procedure that is transparent and based exclusively on professional criteria and make a recommendation to the Minister.

The Advisory Council can appoint committees from among its members, but also including persons other than members of the Advisory Council, to prepare advisory reports. Advisory reports will be adopted by the Advisory Council. The advisory committees will be chaired by a member of the Advisory Council. The Advisory Council has appointed the following advisory committees:

- an Audit Committee, which will prepare the advisory reports for the Director General concerning operations, including the financial reporting and risk management policy;
- an IT committee, which will prepare the advisory reports for the Director General concerning CBS' strategy and policy in relation to information protection and IT, and their implementation;
- a programme committee, which will prepare the advisory reports for the Director General concerning the Multi-Annual Programme, the work programme and measures to promote the accuracy and completeness of the statistical programme.

5.2 Composition of the Advisory Council

In accordance with the Statistics Netherlands Act, Advisory Council members are appointed by the Minister. Members of subcommittees are appointed by the Director General. In accordance with the CBS Board Regulations, the Director General sets financial compensation of the Council members.

The CBS website¹ details the other positions of the members of the Advisory Council and its subcommittees. It also shows the members' terms of office².

The members of the Advisory Council at the end of 2019 were:

- Dr G. (Gerrit) Zalm (chair of the Advisory Council)
- J. (Johan) van Hall (deputy chair of the Advisory Council, chair of the ICT Committee)
- Prof. F. (Frans) van der Wel (chair of the Audit Committee)

¹ <https://www.cbs.nl/nl-nl/over-ons/organisatie/raad-van-advies/functies-leden-raad-van-advies-en-subcommissies>

² <https://www.cbs.nl/nl-nl/over-ons/organisatie/raad-van-advies>

- A.M.A.E. (Anne-Marie) Rakhorst
- Prof. E.A. (Liesbet) van Zoonen

As of 1 August 2019 C.C.M. (Kees) Vendrik (chairman of the Programme Committee) terminated his membership of the Advisory Council in connection with accepting membership of the Upper House of the States General.

In 2019, the Programme Committee met together with the Advisory Council because of the large overlap in topics. Member of the Programme Committee from the end of 2019

- Prof. S. (Steven) Brakman

The members of the Audit Committee are

- Prof. F. (Frans) van der Wel (chair)
- C.M. (Charlotte) Insinger MBA
- P.J.C.M. (Peter) van den Berg

The ICT Committee at the end of 2019 comprised

- J. (Johan) van Hall (chair)
- Dr E. (Emanuele) Baldacci
- Dr C.M. (Tini) Hooymans
- F.K. (Karel) van Lambalgen
- Prof. B. (Bibi) van den Berg

The term of appointment of Dr C.M. (Tini) Hooymans ended as of 1 January 2020. As of 1 April 2019, Dr E. (Emanuele) Baldacci was appointed new member of the ICT committee.

5.3 Advisory Council in 2019

The Advisory Council made recommendations to the Minister of Economic Affairs and Climate Policy for the appointment of members in 2018. The Minister followed these recommendations and appointed Anne-Marie Rakhorst and Liesbet van Zoonen as members with effect from 1 January 2019.

In 2019, the Advisory Council met four times, each time with the programme committee. The Audit Committee met four times and the ICT Committee three times. In addition, the Advisory Council, Programme Committee, Audit Committee and ICT Committee met once jointly.

The agenda for the meetings of the Advisory Council and the Programme Committee included CBS' annual report and financial statements and the legal and policy framework in relation to the technological and social developments. Furthermore, topics discussed included the circular economy, micro-data and the temporary Research & Development work organisation, additional statistical services and data services.

The ICT Committee discussed, among other things, the CBS Center for Big Data Statistics (CBDS), the 'Blaise' computer-assisted system developed by CBS for surveys and the processing of survey results, information security, IT aspects of the data strategy, and the governance of the agile working method.

The Audit Committee discussed the details of the annual report and financial statements, also in the presence of the public auditor, as well as the financial position and the quarterly reports. Discussions also included the Phoenix data collection renewal programme, risk management, the tender for the

public accountant, three lines of defence and the internal audit department, the control plan, and the cost structure.

On the agenda at the joint consultation were the government's data agenda and the connection with CBS, as well as voice-based communication with CBS.

Social and technological developments have changed the data landscape considerably. More and more organisations are using data, or developing new data services. In this changing environment, the question is what the division of roles between market parties and CBS should be and how cooperation – in a so-called data ecosystem, for example – can be shaped. At the request of the Minister of Economic Affairs and Climate Policy, a consultant issued an advice on this subject in 2019. As a result, the Advisory Council issued an opinion on the role of CBS for society and the scope for market parties.

The Advisory Council issued a positive opinion on the 2018 Annual Report and financial statements and on the 2020 Annual Plan and budget.

The Advisory Council's opinions were prepared by the Audit Committee, the Programme Committee and the ICT Committee.

5.4 Opinion on the annual report and financial statements

In accordance with its statutory duties, the Advisory Council issues an opinion on the annual report and financial statements.

Statement of the CBS Advisory Council

The Advisory Council has examined the CBS 2019 Annual Report and financial statements. Based on its authority laid down in the Statistics Netherlands Act, it recommends the Director General of Statistics Netherlands adopt the 2019 Annual Report and the 2019 financial statements.

The Hague, 30 April 2020

Gerrit Zalm, chair

6 Finances

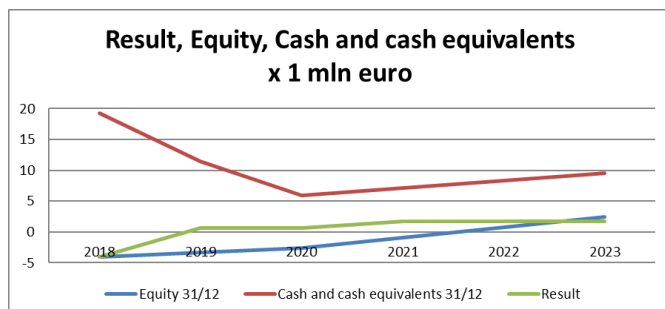
6.1 Financial outlook

The financial frameworks resulting from the targets of prime minister Rutte's second government became clear in July 2017. CBS received a contribution of EUR 12 million from the Ministry of Economic Affairs and Climate Policy in 2017 to strengthen its equity. This contribution is being paid in tranches equivalent to the remaining tranches specified in the targets of the second Rutte government ('Rutte II'), i.e. EUR 4 million in 2016, EUR 2 million in 2017, EUR 4 million in 2018 and EUR 2 million in 2019. After 2019, CBS will be required to meet the remainder of the Rutte II targets itself within its budget. The annual contribution to CBS from the Ministry of Economic Affairs and Climate Policy will also be reduced by EUR 2 million for a period of six years from 2021 to 2026. The coalition agreement under Prime Minister Rutte's third government has not imposed any new targets on autonomous administrative authorities.

As a result of the fulfilment of the targets, equity has decreased in recent years, reaching a negative figure of EUR 4 million at the end of 2018. As a result of a positive result of EUR 0.7 million in 2019, the negative equity at year-end 2019 was reduced to EUR 3.3 million negative. A negative equity has been taken into account in the multi-annual financial statement of the 2019-2023 multi-year plan. The financial future outlook does not yet take into account possible financial setbacks in 2020 as a result of the Covid-2019 crisis. There will be more clarity about this in mid-2020. In order to absorb the spending cuts under Prime Minister Rutte's first and second governments and the Spring Agreement (totalling over EUR 54 million) and also to continue investing in necessary adjustments to the ICT landscape, shareholders' equity and solvency will remain slightly negative in the years 2020 to 2023. Also for those years, CBS has permission from the Ministry of Economic Affairs and Climate Policy to budget for slightly negative equity. Equity, solvency and profitability are expected to turn positive again at the end of the multi-annual programme period from 2019 to 2023. On the basis of the current estimates, liquidity is expected to remain positive despite the expected negative equity. CBS also has an additional EUR 10 million credit facility.

The coalition agreement under Prime Minister Rutte's third government has not imposed any targets on CBS. Any reduction of the budget during the 2019-2023 planning period can only be absorbed in part by making changes in the multi-annual programme or by finding alternative financing for some of the statistics in the basic programme. Less than full compensation for wage increases agreed in collective labour agreements, pension costs or price rises can also not be absorbed without consequences for the statistical programme. If this risk arises, CBS will consult with the Ministry of Economic Affairs and Climate Policy in order to arrive at appropriate solutions. The expected developments in terms of equity, results and cash and cash equivalents are shown in figure 6.1.

figure 6.1: Expected developments in CBS' result, equity, cash and cash equivalents (2020 through to 2023)



6.2 External accounting model (statistics costs)

The CBS accounting model allocates the total full cost for 2019 to CBS' statistical activities. These costs amount to a total of EUR 194.6 million (excluding the release of EUR 0.4 million for the reorganisation provisions).

A summary of the 2019 costs is provided in table 6.2. A distinction is drawn here between the cost of the standard programme (paid from the basic budget of the Ministry of Economic Affairs and Climate Policy) and the costs of additional statistical services. The costs of additional statistical services are based on the total full cost charged by CBS (see https://www.cbs.nl/-/media/_pdf/2018/30/cbs%20uur-tarieven%20per%20schaal%202019.pdf).

Table 6.2: Cost of the CBS standard programme and costs of Additional statistical services (2019 and 2018) , x 1,000 euros

| Cost per statistical group (in thousands of euros) | Permanent programme 2019 paid from basic budget of Ministry of Economic Affairs and Climate Policy | Additional statistical services and other income 2019 | Total costs in 2019 | Permanent programme 2018 paid from basic budget of Ministry of Economic Affairs and Climate Policy | Additional statistical services and other income 2018 | Total costs in 2018 |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------|-------------------------------------------------------|---------------------|----------------------------------------------------------------------------------------------------|-------------------------------------------------------|---------------------|
| Labour, Income and Living conditions | 10.3 | 3.1 | 13.4 | 9.0 | 3.9 | 12.9 |
| Business statistics | 30.1 | 3.2 | 33.3 | 30.7 | 3.3 | 34.0 |
| Data collection | 34.8 | 6.6 | 41.4 | 33.9 | 7.4 | 41.3 |
| Demographic and socioeconomic statistics | 7.7 | 4.2 | 11.3 | 8.3 | 4.0 | 12.3 |
| Services and provision of information | 0.0 | 8.0 | 8.0 | 1.3 | 6.6 | 7.9 |
| Environmental | 8.5 | 3.7 | 12.2 | 9.6 | 3.1 | 12.7 |
| National accounts | 14.5 | 1.6 | 16.1 | 17.1 | 1.3 | 18.4 |
| Government finances and Consumer prices | 13.9 | 0.7 | 14.6 | 13.7 | 0.7 | 14.4 |
| Quaternary sector | 6.7 | 4.8 | 11.5 | 6.8 | 4.6 | 11.4 |
| Corporate register | 7.1 | 0.1 | 7.8 | 7.7 | 0 | 7.7 |
| Traffic and transport | 4.1 | 0.4 | 4.5 | 4.7 | 0.4 | 5.1 |
| Other statistical groups | 3.3 | 5.6 | 8.9 | 0 | 2.7 | 2.7 |
| Blaise | 0 | 3.6 | 3.6 | 0 | 3.4 | 3.4 |
| Presentation of CBS figures | 8.0 | 0 | 8.0 | 7.4 | 0 | 7.4 |
| Totals | 149.0 | 45.6 | 194.6 | 150.3 | 41.4 | 191.7 |

Table 6.2 shows that the costs of the standard programme (paid from the basic budget of the Ministry of Economic Affairs and Climate Policy) in 2019 amounted to EUR 149.0 million (2018: EUR 150.3 million). The cost of additional statistical services in 2019 amounted to EUR 45.6 million (2018: EUR 41.4 million)

Table 6.3 shows CBS' financial indicators in the period from 2009 to 2019. Table 6.3 shows that the statistical annual programme remained constant between 2009 and 2013. From 2014, statistics amounting to EUR 4 million were reduced, discontinued or financed by the user of the statistics as a result of the targets imposed. The budget of the Ministry of Economic Affairs and Climate Policy for regular non-mandatory statistics decreased further by EUR 7 million in 2017. The majority of these statistics are funded by the ministries that use them. On the other hand, new EU obligations came into force.

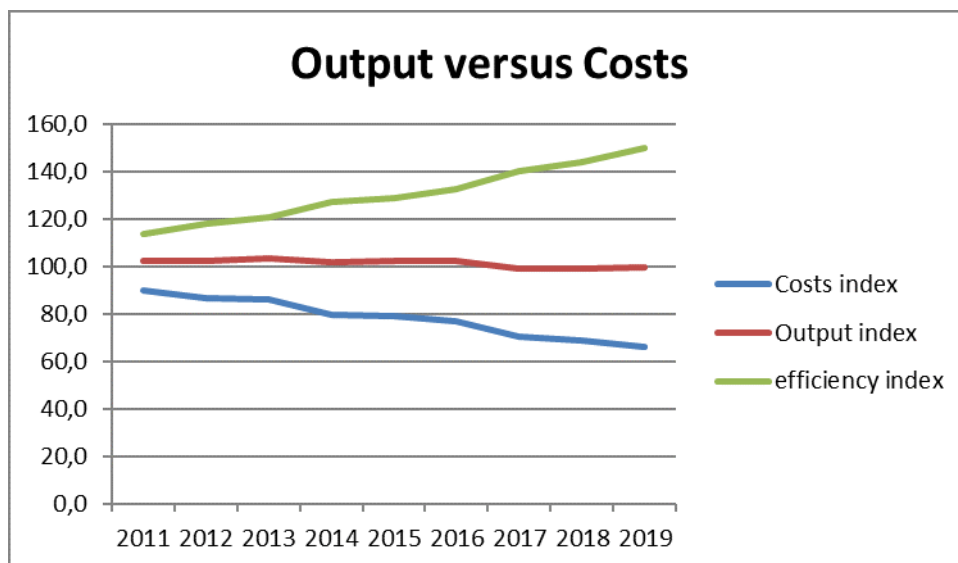
Table 6.3: Financial indicators of CBS in the period from 2009 through to 2019

| Year: | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| (amounts in millions of euros) | | | | | | | | | | | |
| Wages and salaries | 113.0 | 112.9 | 110.0 | 106.8 | 104.4 | 101.7 | 103.7 | 111.0 | 111.3 | 114.1 | 114.7 |
| Pension charges and social security contributions | 25.1 | 26.0 | 26.2 | 27.7 | 28.5 | 28.1 | 26.4 | 28.4 | 29.7 | 31.0 | 33.0 |
| Hired personnel | 16.0 | 15.6 | 11.8 | 11.0 | 11.7 | 8.5 | 12.1 | 9.6 | 7.9 | 7.8 | 9.3 |
| Other operating expenses | 41.0 | 39.0 | 39.3 | 39.1 | 39.4 | 36.9 | 39.2 | 36.7 | 35.5 | 34.1 | 35.0 |
| Depreciation charges | 9.4 | 12.5 | 9.1 | 9.3 | 9.3 | 7.4 | 6.4 | 5.9 | 5.8 | 4.7 | 2.6 |
| Total costs | 204.5 | 206.0 | 196.4 | 193.9 | 193.3 | 182.6 | 187.8 | 191.6 | 190.2 | 191.7 | 194.6 |
| Additional statistical services and other revenue | -17.9 | -21.4 | -22.0 | -25.0 | -22.3 | -22.9 | -27.3 | -29.5 | -39.2 | -41.4 | -45.6 |
| Cost of standard programme (paid from basic budget of Ministry of Economic Affairs and Climate Policy) | 186.6 | 184.6 | 174.4 | 168.9 | 171.0 | 159.7 | 160.5 | 162.1 | 151.0 | 150.3 | 149.0 |
| Cost of standard programme excluding changes 2009-2019 | 184.9 | 182.2 | 170.1 | 164.6 | 163.9 | 156.5 | 156.2 | 157.5 | 153.3 | 152.3 | 149.9 |
| Additional EU obligations from 2009 | 1.7 | 2.4 | 4.3 | 4.3 | 7.1 | 7.2 | 8.3 | 8.6 | 8.7 | 9.0 | 10.1 |
| Reduction in non-mandatory statistics | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | -4.0 | -4.0 | -4.0 | -11.0 | -11.0 | -11.0 |
| Cost of standard programme including changes 2009-2019 | 186.6 | 184.6 | 174.4 | 168.9 | 171.0 | 159.7 | 160.5 | 162.1 | 151.0 | 150.3 | 149.0 |
| Price rise compared to previous year | | 3.80% | 0.30% | 0.60% | 2.00% | 0.60% | 1.60% | 4.00% | 2.00% | 2.00% | 3.50% |
| Cost of standard programme excluding 2009-2019 changes corrected for price rises | 184.9 | 175.5 | 163.4 | 157.2 | 153.4 | 145.6 | 143.1 | 138.7 | 132.3 | 128.9 | 122.6 |
| Average number of FTEs | 2,140 | 2,059 | 1,964 | 1,875 | 1,833 | 1,777 | 1,780 | 1,864 | 1,816 | 1,776 | 1,784 |
| Labour costs per FTE in thousands of euros | 64.5 | 67.5 | 69.3 | 71.7 | 72.5 | 73.0 | 73.1 | 74.8 | 77.6 | 81.7 | 82.8 |

The net total cost of the standard programme (paid from the basic budget of the Ministry of Economic Affairs and Climate Policy) in the period from 2009-2018 decreased from EUR 184.9 million in

2009 to EUR 149.9 million in 2019. Adjusted for wage and price rises (total approximately 20 percent over the 2009-2018 period), total costs decreased to EUR 122.6 million in 2019.

The ratio of output to costs is shown in figure 6.4.



6.3 In control statement

a. Introduction

The management system of CBS is a vital part of its operations. It assists the management in achieving the goals specified. The design and operation of the management system are reviewed periodically. In addition to the Good Governance Code for Public Service Providers, CBS also regards the Common Standards Framework for Financial Management, Accountability and Internal Supervision as significant criteria for CBS being in control. The most important elements in this regard are:

- Strategic planning process;
- Risk management;
- Internal controls and a proper planning and control system;
- Governance system;
- In control statement.

This section explains these topics and how they comply with the Common Standards Framework for Financial Management, accountability and internal control.

b. Strategic planning process

The strategic planning process is an essential part of the management system. Strategy is developed in a Multi-Annual Programme (MAP) in accordance with Section 14 of the Statistics Netherlands Act. The activities to be carried out by CBS in the coming years are outlined in the Multi-Annual Programme. The MAP outlines the work that CBS will perform in the coming years and defines the medium and long-term targets, the main points of the related policy and the financial and organisational conditions that will be met. The Minister of Economic Affairs and Climate Policy approved the 2019-2023 Multi-Annual Programme in 2018.

CBS translates the Multi-Annual Programme into annual work programmes which detail the activities CBS will carry out in a particular year within the specified annual budget. The directorates' internal annual plans then describe how the various CBS directorates contribute to achieving the CBS work programme.

c. Risk management

CBS wishes to have a view of the risks that may impede the achievement of these targets. Risk management is designed to manage or reduce risks that threaten CBS' targets. As part of the risk management process, risks are regularly reviewed and recalibrated, with particular attention devoted to their relationship with the Multi-Annual Programme.

CBS' risks fall into four categories:

- strategic risks;
- financial risks;
- compliance risks;
- operational risks.
- fraud risks

Financial risks are set out in relation to impact on results. Strategic, compliance, operational and fraud risks are not linked to results or financial position because of the limited ability to quantify them.

Appropriate measures have been and will be taken in line with the risk analysis. CBS has also determined its risk appetite and specified when risks are no longer deemed acceptable. The main remaining risks are set out below.

Strategic risks

Limited budget for IT

The basic budget leaves little room for important changes to the IT landscape that are needed to avoid risks to continuity and quality. The costs and benefits of IT and process redesign projects will therefore have to be weighed carefully. Important investments in this area will therefore have to be deferred: replacement projects will not start and the scope of other projects will be reduced or the projects will be delayed. The ultimate effect of this is that systems will become even more outdated. Many of them have been upgraded time and again over many years to meet the continually changing circumstances. This threatens the continuity of the statistical production and creates risks in terms of the costs of managing these systems. Those risks can be mitigated by taking measures to manage processes and by closely monitoring the performance of systems. CBS will carefully set priorities, with precedence being given to projects that are essential for the continuity of the statistical processes and for managing risks or which make an important contribution to improving efficiency. Priority will be given to adapting the data collection process in the Phoenix programme. Finally, Scrum and Agile techniques will also be used when executing IT projects. These are flexible methods whereby – working with a multi-disciplinary team – the organisation can deliver operational products, in short sprints of a fixed length of one to four weeks. These techniques are starting to bear fruit within CBS in order to generate the highest possible return on the available capacity. The measures have led to a structural reduction in costs, including in the completion of a number of major redesigns. In 2019, CBS continued to replace the computer centre. This was necessary in order to continue guaranteeing business

continuity and to ensure that CBS is also prepared for the future in terms of IT infrastructure. The new computer centre will be fully operational and the old hardware removed at the end of March 2020.

Financial risks

Shrinking budget

In the period from 2012, the contribution CBS received from the Ministry of Economic Affairs and Climate Policy to carry out its basic programme fell sharply. Due to the successive targets of Prime Minister Rutte's first two governments and the Spring Agreement, the basic budget declined by more than EUR 50 million in that period, equivalent to more than 25 per cent of the original budget of EUR 188 million in 2011. CBS has achieved these targets with efficiency measures and the discontinuation of part of the statistics. CBS has employed efficient methods and working processes to achieve the same results with fewer resources. Because of the lead time of the efficiency projects, the 2014-2018 Multi-Annual Programme proposed meeting the cost from the accrued equity. However, the 2014-2018 MAP made no provision for the targets of the second Rutte government and CBS has also suffered a number of other setbacks in the last few years. CBS has therefore taken additional measures. Material expenditures and the costs of employees' fringe benefits have been reduced.

CBS received a contribution of EUR 12 million from the Ministry of Economic Affairs and Climate Policy in 2017 to strengthen its equity. This contribution is being paid in tranches equivalent to the remaining tranches specified in the targets of the second Rutte government ('Rutte II'), i.e. EUR 4 million in 2016, EUR 2 million in 2017, EUR 4 million in 2018 and EUR 2 million in 2019. After 2019, CBS will be required to meet the remainder of these targets (EUR 4 million) itself within its budget. The annual contribution to CBS from the Ministry of Economic Affairs and Climate Policy will also be reduced by EUR 2 million for a period of six years from 2021 to 2026. CBS has obtained written consent from the Ministry of Economic Affairs and Climate Policy to budget for slightly negative equity in the next few years up to a maximum of approximately EUR 5 million. In 2019, the result was EUR 0.7 million positive, reducing equity to EUR 3.3 million negative at the end of 2019. Equity is expected to turn positive again at the end of the new multi-annual programme period from 2019 to 2023. On the basis of the current estimates, liquidity is expected to remain positive despite the expected negative equity. The coalition agreement under Prime Minister Rutte's third government has not imposed any targets on CBS. Any reduction of the budget during the 2019-2023 planning period can only be absorbed in part by making changes in the multi-annual programme or by finding alternative financing for some of the statistics in the basic programme. In addition, less than full compensation for wage increases agreed in collective labour agreements, pension costs or price rises cannot be absorbed without consequences for the statistical programme. If this risk arises, CBS will consult with the Ministry of Economic Affairs and Climate Policy in order to arrive at appropriate solutions. It was also agreed in the working agreements between CBS and the Ministry of Economic Affairs and Climate Policy that, in the event of a substantial reduction in additional statistical services, the Ministry would be jointly responsible for absorbing the losses. In that case, however, there must be a substantial problem caused by exogenous circumstances and not by policy decisions initiated by CBS. Moreover, CBS cannot reasonably be expected to bear the consequences itself.

Compliance risks

Compliance risks concern the three themes of information security, quality assurance and codes of conduct. CBS holds substantial amounts of confidential data. CBS has excellent technical and organisational facilities in place to secure these data. CBS complies with the standards of ISO 27001, ISO 27002, the GDPR, the European ESS IT security framework and the Public Sector Information Security Baseline (BIR). In terms of quality assurance, in 2019 CBS was audited for ISO 9001 with a positive result. CBS complies with the European Statistics Code of Practice and has its own code of conduct. In addition, CBS has laid down its integrity policy in an integrity code and has an external and internal complaints procedure. These three subjects are described in detail in section 4.4 of this annual report.

Operational risks

Knowledge management

The disappearance of knowledge as a result of personnel retiring is an important point for attention. In recent years a great deal of attention has been focused on transferring and sharing knowledge. Arrangements will be made early on with employees who leave CBS to pass on and document their knowledge. In addition, training budgets will be used efficiently by getting those who have already been trained to pass on their new knowledge to others. For example, employees who have been trained to the level of Lean Six Sigma Black Belts will provide internal training for Green Belts and Orange Belts. New developments in CBS in the area of Big Data research and new observation techniques will also be used to enhance CBS' profile as an attractive employer for IT personnel. Recruitment is another important theme of personnel policy. In recruitment the main priority is to attract IT personnel and data scientists, not only to offset the outflow of personnel reaching the pensionable age, but also because the labour market for IT personnel and data scientists is becoming tighter. CBS is responding to this by being present in the labour market in a timely and recognisable fashion. Thanks to good contacts with universities of applied sciences and research universities as well as continuous attention to attracting trainees, graduates and PhD candidates, CBS has also succeeded in filling vacancies in 2019. In 2019, additional investments were made in recruiting IT specialists.

Fraud risks

The management of CBS is primarily responsible for the prevention of fraud and must take both preventive and repressive control measures to minimise the risk of fraud. The main elements that play a role in fraud are to be found in the so-called fraud triangle, in which three elements play the main role:

- 1) Pressure: examples include financial setbacks or pressure from stakeholders to perform well;
- (2) Opportunities: the chance or possibility to act fraudulently because of a lack of adequate internal controls, for example;
- 3) Justification: arguments devised by the fraudster to justify his action, such as the feeling that he is undervalued.

Possible fraud risks include risks within the business processes. Within these business processes, CBS distinguishes the risk of reporting fraud in the financial statements and the risk of improper withdrawals of funds and/or assets from CBS. These risk factors have been elaborated by CBS on the basis of the fraud triangle.

The risks of fraud are mitigated as much as possible by the separation of control functions within the processes. The business information system supports this by ensuring that function divisions are adequately arranged in the system in terms of its design. Internal assessments are regularly conducted to ensure this segregation of duties functions properly. CBS has also taken the following specific measures to prevent fraud:

- All operational processes are described in procedures;
- The control function is independent within CBS. The independent role of the group controller is laid down in the CBS Board Regulations and in a controller statute;
- Members of the CBS board of directors declare each year that they have not entered into any transactions with affiliated parties;
- When entering into larger commitments, multiple quotations are always requested from different suppliers;
- Within CBS, a mandate scheme applies that regulates which officers are authorised to make payments;
- All purchase invoices are checked by the financial administration by means of three-way matching, i.e. the invoice must correspond with the order and the services provided);
- Payment orders via internet banking are always approved by two different authorised officers;
- All assets are registered in a management administration. Loans are recorded by means of loan statements. Inventories take place regularly at which the controller is present;
- Employee declarations are assessed by both the supervisor concerned and the financial administration as to whether they fit within the applicable declaration scheme. Declarations by members of the board of directors are reviewed by the group controller.

Risks in relation to the COVID-19 pandemic in 2020

In response to the COVID-19 pandemic, CBS took measures from March 2020 aimed at safeguarding the continuity of the output of statistics. This is because the corona crisis has adverse effects on a number of statistics in the basic programme and additional statistical services that are based partly on surveys of individual persons and households. CBS ended this form of surveying in March 2020, replacing it wherever possible with other observation methods such as telephone interviews and internet questionnaires. However, this has not been possible for all studies, and it will only be possible to resume such studies once social distancing measures have been lifted. This change in CBS' observation method may have consequences for the quality of the statistics; furthermore, the change has also resulted in the postponement of the delivery of a number of additional statistics requested by government agencies. CBS is therefore closely monitoring the effects of this change to its observation method. CBS employees have been working from home since 16 March 2020. While this transition has proceeded without any hitches, it may have an impact on employee productivity. The corona crisis is expected to exert financial pressure on the 2020 budget. The eventual financial consequences will depend on the duration of the current crisis.

d. Internal controls and a proper planning and control system

The powers of the various management layers are set out in the CBS Mandate, Authorisation and Empowerment Decree. This includes the maximum amounts that the various directors can sign for in contracts and their authority in respect of staff matters.

The corporate information system supports CBS in meeting its legitimacy requirements. The reliability and continuity of automated data processing is important in this regard. In addition, segregation of duties and internal controls are built into the system, which is in line with the organisation structure and authorities. The Director General of CBS enters into individual management contracts with all heads of directorates. The management contract lists the head of the directorate's responsibilities, including the performance of duties within the agreed budget and reporting on bottlenecks, variances and the achievement of the agreed output. Interim reporting on progress and subsequent reports on the actual performance delivered are in the form of quarterly reports which include performance indicators. The performance indicators were recalibrated in 2018 and included in the planning & control cycle in 2019. Closing procedures are embedded in the organisation for the quarterly reports. In addition to the quarterly reports, monthly financial reports are prepared at CBS, directorate and sector level. These internal monthly reports show the achievement of the budget and a forecast.

e. Governance system

The main structure of CBS consists of the Director General, the Deputy Director General, the heads of directorates for statistics, corporate services, data collection, communications and the head of strategy and executive advice. Notwithstanding his position in the CBS organisation, the group controller can report directly to the Director General. The Director General holds weekly meetings with the board of directors to perform his statutory duties, exercise his authority and manage day-to-day operations. The board of directors discusses matters that cross individual directorates' boundaries. These include policy, policy development, strategy, communications, quality and the statistical programme.

The checks and balances on the actions of the Director General are based mainly on the Statistics Netherlands Act, the Autonomous Administrative Authorities Framework Act and CBS Board Regulations. Supervision by the Ministry of Economic Affairs and Climate Policy is based on a working arrangements protocol between the Ministry and CBS. These agreements were updated in 2017 as a result of the legislative amendment which led to the dissolution of the Central Commission for Statistics as an independent administrative body and the establishment of an Advisory Council. The Advisory Council advises the Director General in any event on the Multi-Annual Programme and CBS' work programme, the measures that can be taken to improve the accuracy and completeness of the statistics to be published on behalf of the government so that they meet the needs of practice, policy and science, and on CBS management and the efficient use of resources. As well as the statutory checks and balances, there are a number of additional control mechanisms in force, such as the annual audit (in which the public auditor relies in part on the internal risk management and control systems), supervision of data protection by the Dutch Data Protection Authority, international audits of the quality of statistics, and Eurostat's periodic peer review.

f. In control statement

The Director General of CBS is responsible for the internal risk management and control systems tailored to CBS. These systems are designed to manage significant risks and ensure that strategic, compliance, financial and operational risks are properly managed. The Director General of CBS is of the opinion that the risk management and control systems have been adequately implemented in accordance with the elements of the Common Standards Framework for Financial Management, accountability and internal supervision and provide a sufficient degree of assurance that the quality of the business operations is adequate and the financial reporting satisfies the relevant requirements.

Financial Statements

The financial statements of Statistics Netherlands for 2019 show that the result for the year came to EUR 0.7 million positive.

The financial statements and the notes thereto are included further below in this annual report. The financial statements have been audited by KPMG Accounts NV, which has issued an independent auditor's report. The latter is included below the financial statements.

Balance sheet as at 31 December 2019
(after result appropriation)

Amounts in thousands of euros

| | 31-12-2019 | | 31-12-2018 | |
|------------------------------------------------------|---------------|---------------|---------------|---------------|
| Amounts in thousands of euros | | | | |
| NON-CURRENT ASSETS | | | | |
| 1) Tangible fixed assets | | | | |
| New-build (modifications of building shell) | 3,313 | | 3,154 | |
| IT resources | 1,146 | | 1,895 | |
| Plant and equipment | 1,637 | | 1,121 | |
| Other fixed operating assets | 1,681 | | 1,423 | |
| Assets under construction | <u>5,722</u> | | <u>0</u> | |
| | | 13,499 | | 7,593 |
| 2) Financial fixed assets | | | | |
| Other financial fixed assets | <u>0</u> | | <u>361</u> | |
| | | <u>0</u> | | <u>361</u> |
| Total non-current assets | | 13,499 | | 7,954 |
| CURRENT ASSETS | | | | |
| 3) Receivables | | | | |
| Accounts receivables | 3,462 | | 4,742 | |
| Prepayments and accrued income and other receivables | <u>11,758</u> | | <u>12,585</u> | |
| | | 15,220 | | 17,327 |
| 4) Cash and cash equivalents | | | | |
| Cash and cash equivalents | <u>11,502</u> | | <u>19,321</u> | |
| Total current assets | | <u>26,722</u> | | <u>36,648</u> |
| TOTAL ASSETS | | <u>40,221</u> | | <u>44,602</u> |
| EQUITY AND LIABILITIES | | | | |
| 5) Equity | | | | |
| Equalisation reserve | | -3,292 | | -4,029 |
| 6) Provisions | | | | |
| Unemployment benefits | 6,647 | | 8,697 | |
| Restructuring in 2000 | 71 | | 91 | |
| Long-service awards | 3,475 | | 3,580 | |
| Long-term sickness | <u>324</u> | | <u>328</u> | |
| | | 10,517 | | 12,696 |
| 7) Current liabilities | | | | |
| Taxes and social insurance contributions | 5,625 | | 5,450 | |
| Accounts payable | 1,405 | | 4,531 | |
| Accruals and deferred income and other liabilities | <u>25,966</u> | | <u>25,954</u> | |
| | | <u>32,996</u> | | <u>35,935</u> |
| TOTAL EQUITY AND LIABILITIES | | 40,221 | | 44,602 |

Statement of income and expenditure for 2019

| | Realisation 2019 | Budgeted 2019 | Realisation 2018 |
|-----------------------------------------------|-------------------|-------------------|----------------------|
| <i>Amounts in thousands of euros</i> | | | |
| INCOME | | | |
| 8) INCOME | | | |
| Ministry of Economic Affairs & Climate Policy | 149,391 | 149,398 | 146,457 |
| Additional statistical services | 44,604 | 40,841 | 40,830 |
| | <u>193,995</u> | <u>190,239</u> | <u>187,287</u> |
| Other income | 987 | 750 | 603 |
| | <u>194,982</u> | <u>190,989</u> | <u>187,890</u> |
| TOTAL INCOME | | | |
| 9) EXPENSES | | | |
| Wages and salaries | 123,549 | 120,998 | 122,244 |
| Pension and social charges | 33,026 | 32,503 | 30,972 |
| Depreciation of tangible fixed assets | 2,590 | 4,142 | 4,576 |
| Other operating expenses | 35,080 | 33,184 | 34,147 |
| | <u>194,245</u> | <u>190,827</u> | <u>191,939</u> |
| TOTAL EXPENDITURE | | | |
| Net income (loss) | 737 | 162 | -4,049 |
| 10) Financial income and expenses | | | |
| Interest income | 0 | 0 | 0 |
| Interest expenses | 0 | 0 | 0 |
| | <u>0</u> | <u>0</u> | <u>0</u> |
| RESULT FOR THE YEAR | <u>737</u> | <u>162</u> | <u>-4,049</u> |

Result appropriation

The result for 2019 of EUR 0.7 million positive has been added to the equalisation reserve.

| Cash flow statement for 2019 | | 2019 | 2018 |
|----------------------------------------------------------------|----------------|---------------|----------------|
| Amounts in thousands of euros | | | |
| Net income (loss) | | 737 | -4,048 |
| Adjustments for: | | | |
| Addition to less release of provisions | 300 | | 1,920 |
| Depreciation | 2,590 | | 4,577 |
| Change in financial fixed assets | 361 | | 1,278 |
| Withdrawal of provisions | -2,479 | | -2,428 |
| Book profit/(loss) on sale of fixed assets | 164 | | 147 |
| Change in debtors | 1,280 | 79 | |
| Change in other receivables | 827 | -814 | |
| Change in creditors | -3,126 | -829 | |
| Change in other payables/taxes and social contributions | <u>189</u> | <u>-2,955</u> | |
| Change in working capital, excluding cash and cash equivalents | <u>-831</u> | <u>-4,519</u> | |
| | | 105 | 975 |
| Interest received | | 0 | 0 |
| Interest paid | | 0 | 0 |
| Cash flow from operating activities | | 841 | -3,073 |
| Investments in property, plant and equipment | <u>-8,660</u> | | <u>-1,767</u> |
| Cash flow from investing activities | | -8,660 | -1,767 |
| Cash flow from financing activities | | 0 | 0 |
| Change in cash and cash equivalents | | -7,819 | -4,840 |
| Balance of cash and cash equivalents | | | |
| Balance at 31 December | 11,502 | | 19,321 |
| Balance at 1 January | <u>-19,321</u> | | <u>-24,161</u> |
| | | -7,819 | -4,840 |

Notes to the financial statements for 2019

General

Statistics Netherlands, with offices in The Hague, Heerlen and Bonaire, is an autonomous administrative body (Zelfstandig Bestuursorgaan (ZBO)). Statistics Netherlands has its registered office in The Hague and is registered in the Business Register under number 51197073). Its duties, authorities and working method are laid down in the Statistics Netherlands Act (CBS-wet).

Statistics Netherlands is tasked by the Dutch central government with conducting statistical research and publishing the resulting aggregated statistics for the purposes of practical, policy-related and scientific uses.

Due to changes in the Statistics Netherlands Act, Statistics Netherlands will be managed solely by the Director-General with effect from 1 January 2017.

The financial statements of Statistics Netherlands are prepared in accordance with the ZBO Framework Act, the Statistics Netherlands Act and the other agreements reached with the Ministry of Economic Affairs and Climate Policy (EZK) concerning the financial statements (as contained in the EZ-CBS work agreements protocol signed on 2 October 2017). The financial statements of Statistics Netherlands are prepared in accordance with the aforementioned framework and, where possible, based on the same rules as apply under Title 9, Book 2 of the Dutch Civil Code. Based on the Dutch Accounting Standards (Richtlijnen voor de jaarverslaggeving (RJ)), Statistics Netherlands follows the recommendation to also apply the requirements of RJ 640 Not-For-Profit Organisations (Organisaties zonder winststreven), where applicable and not contrary to Title 9, Book 2 of the Dutch Civil Code. Where Dutch Accounting Standards with regard to intangible fixed assets appear to support the capitalisation of development project costs, Statistics Netherlands, in line with the method applied by similar organisations, applies a valuation method under which the project development costs are consistently charged directly to the statement of income and expenditure. This is coordinated with the Ministry of Economic Affairs and Climate Policy.

In addition, Statistics Netherlands applies the stipulations of and pursuant to the Remuneration of Senior Officials in the Public and Semi-Public Sector Act (WNT).

The financial statements relate to the financial year 2019, which ended on 31 December 2019. The financial statements are presented in euros, which is the functional currency of Statistics Netherlands. All financial information in euros has been rounded to the nearest thousand.

The financial statements have been prepared using the going concern assumption.

In response to the Rutte I and Rutte II spending cuts, Statistics Netherlands has agreed a future-proof budget with the Ministry of EZK for implementing the multi-year programme that will guarantee the continuity of the organisation.

Following the COVID-19 outbreak, management re-evaluated the going concern assumption. All in all, management believes there are no significant insecurities concerning the COVID-19 outbreak that could raise reasonable doubt about the company's ability to continue its operations on a going concern basis.

Accounting policies

The principles for the valuation of assets and liabilities and determining the result are based on the historical cost convention. Unless stated otherwise, the assets and liabilities presented in the financial statements are stated in thousands of euros.

An asset is recognised on the balance sheet when it is probable that the associated future economic benefits will flow to the organisation and the value of the asset can be determined reliably. Assets that do not fulfil this criterion are not recognised in the balance sheet but are classified as off-balance sheet assets. A liability is included in the balance sheet when it is probable that its settlement will require an outflow of resources that harbour economic benefits and can be measured reliably. If a transaction (concerning the asset or the liability) does not lead to a significant change in the economic substance of a recognised asset or liability, derecognising the asset or liability is not permitted. Liabilities that do not fulfil this criterion are not recognised in the balance sheet but are designated as off-balance sheet liabilities. An asset or liability must be derecognised if a transaction results in the transfer to a third party of all or substantially all economic benefits and all or substantially all the risks associated with that asset or liability. An asset or liability is also derecognised when it no longer meets the requirements of probability of the future economic benefits and/or its value can no longer be determined reliably.

Income is recognised in the statement of income and expenditure when an increase in future economic benefits related to an increase in an asset or a decrease in a liability has arisen that can be determined reliably. Expenditure is recognised when an increase in future economic benefits related to an increase in an asset or a decrease in a liability has arisen that can be determined reliably. Income and expenses are attributed to the period to which they relate and losses are recognised as soon as they are foreseeable.

The preparation of the financial statements requires that management makes judgements, estimates and assumptions that influence the application of accounting policies and reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. The estimates and the underlying assumptions are constantly assessed. Revisions of estimates are recognised in the period in which the estimate is revised and in future periods for which the revision has consequences.

The accounting policies with respect to the useful life of the intangible/tangible fixed assets and the provisions are in the opinion of management of the most critical importance to the presentation of the financial position and require making estimates and assumptions.

Transactions denominated in foreign currency are translated into euros at the exchange rate applying on the transaction date. Monetary assets and liabilities denominated in foreign currency are translated into euros at the balance sheet date at the exchange rate applying on that date. Exchange differences arising from the settlement of monetary items, or from the translation of monetary items denominated in foreign currency, are recognised in the statement of income and expenditure in the period in which they occur.

If Statistics Netherlands judges that an asset has become obsolete or generates significantly lower economic performances than expected, the asset has sustained a permanent impairment loss. This may be the case, for example, when changes in legislation lead to changes in the services provided by Statistics Netherlands, a result of which the asset will no longer support the changed services or support these to a lesser extent. The actual output may differ from these estimates. Impairment losses are recognised in the statement of income and expenditure. If, in a subsequent period, the recoverable amount of a previously impaired asset increases and this increase can be related objectively to an event occurring after the impairment loss was recognised, the impairment loss is reversed and the

reversal (up to the amount of the original cost) is recognised in the statement of income and expenditure. Statistics Netherlands holds financial instruments, which comprise financial fixed assets, receivables, cash and cash equivalents and current liabilities. Financial assets and financial liabilities are recognised in the balance sheet at the time when contractual rights or obligations are created in respect of this instrument. A financial instrument is derecognised if a transaction results in the transfer of all or substantially all rights to economic benefits and all or substantially all risks relating to the position have been transferred to a third party. Upon initial recognition, financial instruments are measured at fair value. For instruments not measured at fair value through the statement of income and expenditure, any directly attributable transaction costs are included in their initial measurement. The financial instruments are measured in accordance with the following principles for the valuation of assets and liabilities. Statistics Netherlands does not use derivative financial instruments (derivatives).

Principles for the valuation of assets and liabilities

Assets

Fixed assets

Intangible fixed assets

Statistics Netherlands continually implements development projects. IT development is directly related to the statistics production. A fixed annual budget is available (approximately EUR 10 million) within which projects are prioritised. The expenditure for IT development is funded from the annual lump-sum contribution from the Ministry of EZK. Where Dutch Accounting Standards with regard to intangible fixed assets appear to support the capitalisation of development project costs, Statistics Netherlands, in line with the method applied by similar organisations, applies a valuation method under which the project development costs are consistently charged directly to the statement of income and expenditure.

Tangible fixed assets

Tangible fixed assets are stated at cost less cumulative depreciation and any impairment losses. Cost comprises the cost of acquisition or manufacture and additional costs incurred in bringing the assets to their location and in the condition required for their intended use.

Depreciation is calculated as a percentage of the cost of acquisition according to the straight-line method on the basis of the asset's useful life. Land and tangible fixed operating assets are not depreciated, nor are prepayments on tangible fixed assets amortised. The recognition of depreciation charges starts when an asset is available for its intended use and ends upon its decommissioning or disposal. The depreciation period for each asset category is shown in the table below.

| <i>Fixed assets</i> | <i>Depreciation period</i> |
|---------------------------------------------|----------------------------|
| New-build (modifications of building shell) | 5-10 years |
| IT resources | 3-5 years |
| Plant and equipment | 5-10 years |
| Other fixed operating assets | 5 years |

Statistics Netherlands stipulates the amount to be depreciated, taking any residual value into account.

Disposal of non-current assets

Assets available for sale are stated at the lower of their carrying amount and net realisable value.

Financial fixed assets

Financial fixed assets are stated at the lower of their amortised cost and fair value. Write-downs to lower fair value are recognised in the statement of income and expenditure. Financial assets stated at amortised cost are tested at each reporting date to determine whether there is objective evidence of impairment. The accounting policies for the financial fixed assets are described in the 'Financial instruments' section.

Receivables

The accounting policies for receivables are described in the 'Financial instruments' section.

The item 'yet to be billed' included under the receivables concerns the unbilled portion of additional statistical services based on the work progress as at year-end. The pre-billed portion of projects for additional statistical services is included under the item 'pre-billed income' under other debts.

Cash and cash equivalents

Cash and cash equivalents are stated at nominal value. Unless stated otherwise, cash and cash equivalents are at the free disposal of Statistics Netherlands.

Financial instruments

After initial recognition, receivables are stated at amortised cost using the effective interest method, less impairment losses. After initial recognition, non-current and current liabilities and other financial liabilities are stated at amortised cost using the effective interest method. Evidence of impairment of financial assets is considered both at the level of individual assets and on a collective basis. All individually significant financial assets are specifically tested for impairment. Impairment losses and rever-

sals of impairment losses are recognised in the statement of income and expenditure. A financial asset and a financial liability are offset and the net amount is presented on the balance sheet if the organisation has a sound legal instrument to settle the financial asset or financial instrument on a net basis and the organisation has the firm intention to settle the balance as such on a net basis or simultaneously.

Shareholders' equity

Under Section 33 of the Autonomous Administrative Bodies Framework Act, an autonomous administrative body must create an equalisation reserve. The difference between the actual income and actual expenditure is credited or debited, as applicable, to the equalisation reserve.

Provisions

A provision is recognised if:

- the entity has a present legal or constructive obligation as a result of a past event; and
- a reliable estimate can be made of the amount of obligation; and
- if it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation.

The provisions are valued based on the best possible estimate of the expenditure required to settle the obligations and losses. The personnel provisions are stated at present value; when calculating the present value, it is assumed that the interest rate as at 31 December of the financial year, which is used for the calculation of the present value, equals the expected indexation of the personnel charges for the years ahead.

The provision for long-service awards represents the estimated present value of the future long-service awards. The calculation is based on commitments made, likelihood of staying, age and the collective labour agreement wage increase as at 1 January 2020.

This provision concerns future obligations to employees on sick leave whose full or partial incapacity for work is expected to be permanent and who are therefore entitled to up to two years of continued salary payment.

Principles for result determination

Revenue recognition

Amounts received by Statistics Netherlands for its own account are recognised as revenue. Amounts received by Statistics Netherlands on behalf of third parties are not recognised as revenue. Amounts received in advance (both current and non-current) are accounted for as liabilities and included under accruals and deferred income.

The contribution from the Ministry of Economic Affairs and Climate Policy is recognised in the statement of income and expenditure in the financial year in which the corresponding (statutory) tasks were performed.

Revenue from additional statistical services is recognised in the statement of income and expenditure when the amount of the revenues can be reliably determined, the collection of the receivable revenue is likely, the degree to which the work will be completed as at balance sheet date can be reliably determined and the costs already incurred and the costs that (may) still have to be incurred to complete the work can be reliably determined.

If the result of certain activities to deliver services cannot be reliably determined, the revenue is recognised to the amount of the costs of the service delivery that is covered by the revenue.

Revenues from additional statistical services are recognised in the statement of income and expenditure in proportion to the stage of completion of the work as at balance sheet date. The stage of completion is determined based on the costs incurred at that moment in relation to the costs of the total work to be done, with no account being taken of indexations. Revenue from sales of licences is recognised in the statement of income and expenditure in proportion to the term of the licence.

Losses expected on work in progress are recognised immediately in the statement of income and expenditure. The amount of the loss is determined irrespective of whether the project has already been started, the progress of the project, or the amount in profit that is expected on other, unrelated projects. Other income is recognised in the statement of income and expenditure after completion of the performed work.

Interest income is recognised in the period to which it relates, taking into account the effective interest rate of the relevant asset item. Any gains or losses are recognised under financial income or expenses.

Employee benefits

Employee benefits are recognised as an expense in the statement of income and expenditure in the period in which the service is rendered or, if the relevant employee benefits have not yet been paid out, as a liability on the balance sheet. If the amounts paid out exceed the employee benefits payable, the surplus is recognised under prepayments and accrued income to the extent that the amounts will be repaid by the relevant employees or settled against future payments by the organisation.

The liability in respect of benefits payable during the period of service is stated at the nominal value of the expenditures expected to be required to settle the obligation.

If employee benefits are paid that do not result in the accrual of benefits (such as continuing wage payments during sickness or work incapacity), the expected expenses are accounted for in the period

in which these benefits are payable. A provision for long-term sickness benefits is recognised for any obligation at the balance sheet date to continue paying employee benefits to employees who are expected to be unable to perform part or all of their work due to sickness or work incapacity. The provision is stated at the best estimate of the amounts expected to be required to settle the relevant obligation at the balance sheet date. This best estimate is based on the contractual agreements with the employees (collective agreement (CAO) and individual employment contracts). Additions to and releases of provisions are debited and credited, respectively, to the statement of income and expenditure.

Pensions

The basic principle is that the pension charge to be recognised for the reporting period is equal to the pension contributions payable to the pension fund for that period. Insofar as payable contributions have not yet been paid as at balance sheet date, a liability is recognised. If at balance sheet date the actual contributions paid exceed the payable contributions, a receivable is recognised to account for any repayment by the fund or settlement against contributions payable in future.

The pension scheme is administered by ABP, the pension fund for employees in the public sector. This is an industry-wide pension fund, and Statistics Netherlands is not obliged to make additional payments in the event of a deficit at the fund, other than paying in higher future contributions when necessary.

Termination benefits

Termination benefits are benefits awarded to employees in return for the termination of their employment contract. A redundancy benefit is recognised as an expense when the organisation has demonstrably committed itself unconditionally to paying the redundancy benefit. If redundancies are part of a restructuring, the costs of the relevant redundancy benefits are accounted for by creating a restructuring provision. For further information, see the 'Provisions' section.

Termination benefits are valued in accordance with the nature of the benefit. If the termination benefits are an enhancement to the employee's post-employment benefits, they are measured using the same principles as apply to pension schemes. Otherwise, termination benefits are measured at the best estimate of the amounts expected to be required to settle the obligation.

Cost recognition

Costs are recognised in accordance with the aforementioned accounting policies and allocated to the financial year to which they relate. (Foreseeable) liabilities and potential losses arising from events that occurred before year-end are accounted for if they became apparent before the preparation of the financial statements and meet the conditions for the recognition of provisions.

Income tax expense

Statistics Netherlands was not liable for VAT in 2019, except for income from secondments for a period longer than 1 year. In addition, Statistics Netherlands is not liable for corporation tax.

Cash flow statement

The cash flow statement has been prepared according to the indirect method. Cash flows in foreign currency are translated into euros using the average weighted exchange rates for the relevant periods. Accordingly, in presenting the cash flows, adjustments are made to the reported result for the financial year to account for items that do not relate to income and expenses during the financial year and for changes in financing, provisions and working capital.

Related parties

Transactions with related parties apply when there is a relationship between Statistics Netherlands and a natural person or entity that is related to Statistics Netherlands. This includes relationships between Statistics Netherlands and its senior management officials and key management personnel. Transactions are defined as any transfer of resources, services or obligations, regardless of whether an amount has been charged. There were no transactions with related parties that were not at arm's length.

Notes to the balance sheet as at 31 December 2019

1) Tangible fixed assets

| <i>Amounts in thousands of euros</i> | New-build (modifications of building shell) | IT resources | Plant and equipment | Other fixed assets | Assets under construction | Total |
|--------------------------------------|---------------------------------------------------|--------------|------------------------|--------------------------|---------------------------------|---------------|
| Balance at 31/12/2018 | | | | | | |
| Cost of acquisition | 28,496 | 12,707 | 4,452 | 13,642 | 0 | 59,297 |
| Cumulative depreciation | -25,342 | -10,812 | -3,331 | -12,219 | 0 | -51,704 |
| Carrying amount at 31/12/2018 | 3,154 | 1,895 | 1,121 | 1,423 | 0 | 7,593 |
| Change in carrying amount | | | | | | |
| Investments | 1,338 | 173 | 772 | 655 | 5,722 | 8,660 |
| Disposals | -547 | -442 | -81 | -83 | 0 | -1,153 |
| Depreciation for the year | -1,105 | -849 | -243 | -393 | 0 | -2,590 |
| Cumulative depreciation on disposals | 473 | 369 | 68 | 79 | 0 | 989 |
| Change in carrying amount | 159 | -749 | 516 | 258 | 5,722 | 5,906 |
| Balance at 31/12/2019 | | | | | | |
| Cost of acquisition | 29,287 | 12,438 | 5,143 | 14,214 | 5,722 | 66,804 |
| Cumulative depreciation | -25,974 | -11,292 | -3,506 | -12,533 | 0 | -53,305 |
| Carrying amount at 31/12/2019 | 3,313 | 1,146 | 1,637 | 1,681 | 5,722 | 13,499 |

The assets under construction largely concern the investments in the new computer centre that was taken into use at the start of 2020.

2) Financial fixed assets

Other financial fixed assets

| <i>Amounts in thousands of euros</i> | 31-12-2019 | 31-12-2018 |
|-------------------------------------------|------------|------------|
| Prepaid compensation of losses due to VAT | 0 | 361 |

As Statistics Netherlands is exempt from VAT, the lessor of the newly built premises in The Hague and Heerlen cannot claim back the VAT on its investments in these buildings. Statistics Netherlands has compensated the lessor for this VAT issue by paying EUR 9.2 million in respect of the loss incurred in 2008 on the premises in The Hague and EUR 6.5 million in respect the loss incurred in 2009 on the premises in Heerlen. The maximum VAT loss-compensation period is ten years, in accordance with the VAT revision period (acquisition of immovable property – ‘herzieningsperiode BTW aanschaf onroerend goed’). Accordingly, the amounts are therefore charged to the statement of income and expenditure over a period of ten years. Accordingly, EUR 0.4 million was charged to accommodation costs in 2019 (2018: EUR 1.2 million).

Current assets

3) Receivables

Accounts receivables

| <i>Amounts in thousands of euros</i> | 31-12-2019 | 31-12-2018 |
|--------------------------------------|-------------------|-------------------|
| Accounts receivables | 3,835 | 4,950 |
| Bad debt provision | -373 | -208 |
| Total | 3,462 | 4,742 |

The bad debt provision largely relates to receivables from companies that failed to meet obligations to respond and/or on which a judicial and/or administrative penalty has been imposed.

Prepayments and accrued income and other receivables

| <i>Amounts in thousands of euros</i> | 31-12-2019 | 31-12-2018 |
|--------------------------------------|-------------------|-------------------|
| Prepaid expenses | 4,494 | 6,540 |
| Contracts yet to be billed | 7,264 | 5,974 |
| Other receivables | 0 | 7 ¹ |
| Total | 11,758 | 12,585 |

The 'prepaid expenses' item mostly consist of prepaid maintenance contracts and prepaid rent.

The item 'yet to be billed' included under the receivables concerns the unbilled portion of additional statistical services based on the work progress as at year-end.

The other liabilities mostly have maturities of less than one year.

4) Cash and cash equivalents

| <i>Amounts in thousands of euros</i> | 31-12-2019 | 31-12-2018 |
|--------------------------------------|-------------------|-------------------|
| Bank balance | 11,502 | 19,321 |
| Total | 11,502 | 19,321 |

Changes in cash and cash equivalents are presented in the cash flow statement. The bank balance is at the free disposal of Statistics Netherlands. No security has been furnished. The interest rate is nil.

Statistics Netherlands has a debit limit on the current account with the Ministry of Finance of EUR 10 million.

5) Equity

| <i>Amounts in thousands of euros</i> | Equalisation reserve |
|--------------------------------------|-----------------------------|
| Balance at 01/01/2018 | 20 |
| Result for 2018 | -4,049 |
| Balance at 01/01/2019 | -4,029 |
| Result for 2019 | 737 |
| Balance at 31/12/2019 | 3,292 |

The result appropriation (addition to the equalisation reserve) is in accordance with the agreement with the Ministry of EZK.

6) Provisions

| <i>Amounts in thousands of euros</i> | Unemployment benefits | Restructuring in 2000 | Long-service awards | Long-term sickness | Total* |
|--------------------------------------|------------------------------|------------------------------|----------------------------|---------------------------|---------------|
| Balance at 31/12/2018 | 8,697 | 91 | 3,580 | 328 | 12,696 |
| Addition in 2019 | 516 | 5 | 380 | 324 | 1,225 |
| Withdrawal in 2019 | -1,641 | -25 | -485 | -328 | -2,479 |
| Release | -925 | 0 | 0 | 0 | -925 |
| Balance at 31/12/2019 | 6,647 | 71 | 3,475 | 324 | 10,517 |

* The addition to/release of the provisions is recognized as expenditure ("addition to/release of provisions") under the wages and salaries.

Unemployment benefits

This provision concerns obligations under the unemployment compensation benefit scheme for civil servants, whereby former employees receive benefits to compensate them for their loss of employment. A situation of non-voluntary termination of the employment contract with Statistics Netherlands may also arise without restructuring. This specifically concerns dismissal procedures pursuant to the official civil servants regulation (ARAR), section 98 (incapacity or incompetence), or ARAR section 99 (honourable discharge for reasons other than section 98) and expiry of temporary appointments. This can result in statutory and non-statutory unemployment benefits. Statistics Netherlands has

opted to self-insure itself for the costs it incurs as an employer in the event of work incapacity. Accordingly, it has made a provision for these costs at the centralised level. On balance, the provision is partially released because several former employees found a new position again and as a result of the state pension age rising less fast following the new Pension Agreement

The table below shows the expected maturities of the obligations in respect of unemployment benefits:

| <i>Amounts in thousands of euros</i> | | | | |
|--------------------------------------|--------------|--------------|-----------------|--------------|
| | 2020 | 2021 – 2024 | 2025 and beyond | Total |
| Unemployment benefits | 1,489 | 3,369 | 1,789 | 6,647 |
| Total | 1,489 | 3,369 | 1,789 | 6,647 |

Restructuring in 2000

The provision was made to cover the redundancy costs of the employees who were designated as candidates for reposting under the restructuring in 2000, but whose employment was not terminated prior to 3 January 2004. EZK has committed an amount of some EUR 10.8 million to cover the redundancy costs. The redundancy costs comprise the personnel expenses during the 18-month reposting period and the expected unemployment compensation benefits and other benefits payable by Statistics Netherlands.

The table below shows the expected breakdown for each period of the obligations arising from the restructuring started in 2000:

| <i>Amounts in thousands of euros</i> | | | | |
|--------------------------------------|-----------|-------------|-----------------|-----------|
| | 2020 | 2021 – 2024 | 2025 and beyond | Total |
| Restructuring in 2000 | 24 | 47 | 0 | 71 |
| Total | 24 | 47 | 0 | 71 |

Long-service awards

This provision concerns future obligations for 12.5, 25, 40 and 50-year service awards. The calculation is based on commitments made, likelihood of staying, chance of survival, age and the collective labour agreement wage increase as at 1 January 2020 and is stated at cash value.

The term of the provision is often more than five years.

Long-term sickness

This provision concerns future obligations to employees on sick leave whose full or partial incapacity for work is expected to be permanent and who are therefore entitled to up to two years of continued salary payment (Statistics Netherlands has opted to self-insure itself for these costs). The term of the provision is less than one year.

7) Current liabilities

Taxes and social insurance contributions

| <i>Amounts in thousands of euros</i> | 31-12-2019 | 31-12-2018 |
|--------------------------------------|-------------------|-------------------|
| Wage tax and social charges | 3,547 | 3,540 |
| Pensions | 2,078 | 1,910 |
| Total | 5,625 | 5,450 |

Accounts payable

| <i>Amounts in thousands of euros</i> | 31-12-2019 | 31-12-2018 |
|--------------------------------------|-------------------|-------------------|
| Accounts payable | 1,405 | 4,531 |
| Total | 1,405 | 4,531 |

The payables mainly concern the outstanding purchase invoices as at year-end.

Accruals and deferred income and other liabilities

| <i>Amounts in thousands of euros</i> | 31-12-2019 | 31-12-2018 |
|--------------------------------------------------|-------------------|-------------------|
| Amounts received in advance from Ministry of EZK | 0 | 2,000 |
| Income billed in advance | 11,245 | 9,495 |
| Outstanding expenses | 1,396 | 2,037 |
| Outstanding holiday allowance | 4,653 | 4,726 |
| Outstanding leave | 6,264 | 4,766 |
| Redundancy costs | 1,242 | 2,070 |
| Year-end bonuses | 696 | 682 |
| Other liabilities | 470 | 178 |
| Total | 25,966 | 25,954 |

In connection with the remainder of the Rutte II mission, Statistics Netherlands received EUR 12 million from the Ministry of EZK in 2017. Of this amount, EUR 2 million related to 2019.

The income billed in advance concerns the portion of the additional statistical services yet to be billed based on the progress of work at year-end.

The outstanding expenses consist mostly of recurring costs for which the invoice was still to be received as at year-end.

The item for outstanding holiday allowance concerns the reserve for the months from June to the end of December, to be paid out in May 2020.

The item for leave payable is formed for the outstanding leave and concerns an estimate of the amount that would be needed to pay out the liability at the balance sheet date. The estimate concerns the multiplication of the number of outstanding leave hours by the hourly rate. When setting the hourly rate, the gross wage, social charges, holiday allowance and year-end bonus have been taken into account. The item has risen due to an increase in outstanding leave and because under the new collective labour agreement, the hourly rate now also should take into account the holiday allowance and year-end bonus (currently united under the Individual Choice Budget).

The item for redundancy costs concerns the payable salary costs for employees with whom redundancy has been agreed.

Year-end bonuses concern the amount reserved in December 2019 for the year-end bonuses that will be paid in May 2020.

The other items largely concern a rent reduction received in advance.

The liabilities mostly have maturities of less than one year.

Financial instruments

As part of its ordinary activities, Statistics Netherlands uses various financial instruments that expose it to market, credit and/or liquidity risks. These financial instruments are stated on the balance sheet.

Statistics Netherlands does not trade in these financial instruments and has procedures and guidelines to limit the size of the risks. If a counterparty defaults on payments due to Statistics Netherlands, any resulting losses are limited to the fair market value of the relevant instruments. Statistics Netherlands does not use derivative financial instruments.

Treasury policy

Under the service income and expenditure scheme, Statistics Netherlands has a duty to participate in treasury banking with the Central Accounts Department (Rijkshoofdboekhouding) of the Ministry of Finance. This department is responsible for the accounts of the Dutch treasury.

Treasury banking means that cash items may only be deposited in a current account with the Central Accounts Department and that loans may only be concluded with this department. Statistics Netherlands concludes the contracts and agrees the conditions with the Central Accounts Department in respect of any deposit accounts or loans.

Treasury banking is a way of maintaining a central treasury for public funds. Treasury banking is based on the principle that outflows of public funds from the treasury should be timed to occur only when they are needed to perform a public task. Through treasury banking, Statistics Netherlands ensures that its cash flow management is as risk-free as possible.

Each day, the current account balance (maximum of EUR 2 million) with the principal banker is reduced to nil.

Credit risk

Statistics Netherlands is exposed to credit risks on the receivables presented on the balance sheet. As the debtors mostly concern government institutions, the credit risk exposure is limited.

Liquidity risk

Statistics Netherlands monitors its liquidity position by means of its multi-annual budget. Statistics Netherlands ensures that is also sufficient liquidity to meets its obligations. Statistics Netherlands has a debit limit on the current account with the Ministry of Finance of EUR 10 million.

Fair value

The fair value of the financial instruments stated on the balance sheet, including financial fixed assets, receivables, cash and cash equivalents and current liabilities, approximates their carrying amount.

Off-balance sheet assets and liabilities

Multi-annual financial obligations

| <i>Amounts in thousands of euros</i> | | | |
|-------------------------------------------|--------------|---------------|-----------------|
| | 2020 | 2021 - 2025 | 2026 and beyond |
| Rent for offices in The Hague and Heerlen | 5,700 | 30,300 | 52,900 |
| Total | 5,700 | 30,300 | 52,900 |

Rented premises

The lease for the building in The Hague is valid until the end of 2033. The lease for the building in Heerlen is valid until the end of 2034.

Finance agreements

In response to the Rutte I and Rutte II spending cuts, Statistics Netherlands has agreed a future-proof budget with the Ministry of EZK for implementing the multi-year programme. To strengthen the equity position of Statistics Netherlands, it received an additional contribution of EUR 12 million in 2017. This amount relates to the remainder of the Rutte II tasking, consisting of EUR 4 million in 2016, EUR 2 million in 2017, EUR 4 million in 2018 and EUR 2 million in 2019. Thereafter, the contribution Statistics Netherlands receives from the Ministry of Economic Affairs will be temporarily reduced by EUR 2 million for a period of six years, from 2021 through to 2026.

Notes to the statement of operating income and expenditure for 2019

8) Operating income

The income is the sum of:

- contribution from the Ministry of Economic Affairs and Climate Policy;
- additional statistical services;
- other income.

Contribution from Ministry of Economic Affairs and Climate Policy

| <i>Amounts in thousands of euros</i> | Actual 2019 | Budgeted 2019 | Actual 2018 |
|---------------------------------------------------------------------|------------------------|--------------------------|------------------------|
| Budgetary contribution | 143,498 | 143,498 | 139,193 |
| Wage and price adjustment | 3,893 | 3,900 | 3,264 |
| Contribution from Ministry of EZK for remainder of Rutte II tasking | 2,000 | 2,000 | 4,000 |
| Total | 149,391 | 149,398 | 146,457 |

The contribution from the Ministry of Economic Affairs and Climate Policy is a budgetary contribution. Statistics Netherlands receives this contribution based on the Multi-Annual Plan for 2019-2023.

The wage and price adjustment concerns the compensation for the increased wages and pension charges.

In connection with the remainder of the Rutte II mission, Statistics Netherlands received EUR 12 million from the Ministry of EZK. Of this amount, EUR 2 million relates to 2019.

Additional statistical services

The table below shows the turnover from additional statistical services by region.

| <i>Amounts in thousands of euros</i> | Actual 2019 | Budgeted 2019 | Actual 2018 |
|--------------------------------------|------------------------|--------------------------|------------------------|
| The Netherlands | 37,576 | 34,716 | 34,951 |
| International contract revenue | 7,028 | 6,126 | 5,879 |
| Total | 44,604 | 40,841 | 40,830 |

The item 'additional statistical services' concerns the realised revenue from performed activities. This includes activities to which the government makes a specific financial contribution, revenues from making data available and the licence fees for Blaise (a software system developed by Statistics Netherlands for computer-based research methods).

The breakdown of turnover from additional statistical services by type of client is as follows:

| <i>Amounts in thousands of euros</i> | Actual 2019 | Budgeted 2019 | Actual 2018 |
|--------------------------------------|------------------------|--------------------------|------------------------|
| Government and government-related | 34,766 | 32,137 | 33,383 |
| Foreign statistical agencies | 2,801 | 1,840 | 1,587 |
| Education, research and science | 3,150 | 3,184 | 3,047 |
| European Commission and Eurostat | 2,829 | 2,760 | 1,898 |
| Third parties | 1,058 | 920 | 915 |
| Total | 44,604 | 40,841 | 40,830 |

Other operating income

Other income mostly consists of revenue from penalty payments and publications.

9) Operating expenses

Wages and salaries

| <i>Amounts in thousands of euros</i> | Actual 2019 | Budgeted 2019 | Actual 2018 |
|----------------------------------------|------------------------|--------------------------|------------------------|
| Wages and salaries of own staff | 113,956 | 112,167 | 112,477 |
| Addition to less release of provisions | 300 | 1,500 | 1,920 |
| Insourced staff | 9,293 | 7,331 | 7,847 |
| Total | 123,549 | 120,998 | 122,244 |

Wages and salaries of own staff and the costs of insourced staff are higher than budgeted. This is the result of more additional statistical services than budgeted.

The addition to provisions (totalling EUR 1.2 million) less the release of provisions (totalling EUR 0.9 million) of personnel provisions is recognised under addition to/release from provisions.

In 2019, the average number of FTEs at Statistics Netherlands was 1,784 (2018: 1,776 FTEs), three of whom were working abroad.

The breakdown by chief directorate was as follows:

| <i>Average number of FTEs per chief directorate</i> | 2019 | 2018 |
|--------------------------------------------------------|--------------|--------------|
| Economic and business statistics and national accounts | 477 | 485 |
| Social and spatial statistics | 426 | 530 |
| Data collection | 228 | 234 |
| Corporate services, IT and methodology | 348 | 400 |
| Research, development, ASD and data services 1) | 177 | 0 |
| Other | 128 | 127 |
| | 1,784 | 1,776 |

1) is a combination of several departments within Social and spatial statistics and corporate services, IT and methodology

Remuneration of Director-General

Disclosure pursuant to the Remuneration of Senior Officials in the Public and Semi-Public Sector Act (WNT).

Managerial senior officials in 2019

| Amounts x EUR 1 | Dr. T.B.P.M. Tjin-A-Tsoi | Dr. A.H. Kroese |
|------------------------------------------------------|---------------------------------|-------------------------|
| Position(s) | Director-General | Acting Director-General |
| Term of employment in 2019 | 1/1 – 31/12 | 1/1 – 31/12 |
| Size of employment in FTEs | 1 | 1 |
| Former senior official | no | no |
| (Imputed or explicit) employment contract | yes | yes |
| | | |
| Remuneration | | |
| Compensation | 163,430 | 143,293 |
| Taxable expense allowance | 6,725 | 5,044 |
| Long-term and post-employment benefits | 20,938 | 20,135 |
| Total remuneration | 191,093 | 168,472 |
| Applicable WNT maximum | 194,000 | 194,000 |
| Explanation of any remuneration in excess of maximum | N/A | N/A |

Managerial senior officials in 2018

| Amounts x EUR 1 | Dr. T.B.P.M. Tjin-A-Tsoi | Dr. A.H. Kroese |
|------------------------------------------------------|--------------------------|-------------------------|
| Position(s) | Director-General | Acting Director-General |
| Term of employment in 2018 | 1/1 – 31/12 | 1/1 – 31/12 |
| Size of employment in FTEs | 1 | 1 |
| Former senior official | no | no |
| (Imputed or explicit) employment contract | yes | yes |
| | | |
| Remuneration | | |
| Compensation | 158,956 | 139,291 |
| Taxable expense allowance | 6,600 | 4,950 |
| Long-term and post-employment benefits | 19,317 | 18,508 |
| Total remuneration | 184,873 | 162,749 |
| Applicable WNT maximum | 189,000 | 189,000 |
| Explanation of any remuneration in excess of maximum | N/A | N/A |

Remuneration of the Advisory Council

One of the duties of the Advisory Council is to voluntarily or otherwise advise the Director-General about the performance of the duties and powers of the Director-General. The Advisory Council does, in any case, advise the Director-General about:

- The multi-year programme and the work programme of Statistics Netherlands;
- How the accuracy and completeness of the statistics to be published on the instruction of the Dutch central government can be improved for the purpose of practical, policy-related and scientific uses;
- The corporate services of Statistics Netherlands and the efficient use of resources.

At year-end 2019, the Advisory Council comprised five members; the total compensation for the Advisory Council for 2019 was EUR 48,333. The compensation of the members of the Advisory Council is charged to the budget of Statistics Netherlands.

Advisory Council officials in 2019

| Advisory Council members | Position | Remuneration in 2019 | Period of appointment | Remuneration in 2018 |
|--------------------------|-------------------------------|----------------------|-----------------------------------|----------------------|
| Dr. G. Zalm | Chair of the Advisory Council | 12,500 | from 01/01/2018 until 01/01/2022* | 12,500 |
| J. van Hall RA RE | Member of Advisory Council | 10,000 | from 1/4/2014 until 1/1/2022 | 10,000 |
| Prof. F. van der Wel RA | Member of Advisory Council | 10,000 | from 01/01/2013 until 01/01/2021 | 10,000 |
| (Ms) C.C.M. Vendrik | Member of Advisory Council | 5,833 | from 01/09/2017 until 01/08/2019 | 10,000 |
| A.M.A.E. Rakhorst | Member of Advisory Council | 5,000 | from 01/01/2019 until 01/01/2023* | 0 |
| Prof. E.A. van Zoonen | Member of Advisory Council | 5,000 | from 01/01/2019 until 01/01/2023* | 0 |
| (Ms) C.W. Wortmann-Kool | Member of Advisory Council | 0 | from 01/06/2014 until 01/06/2018 | 2,083 |

* eligible for reappointment for a period of four years

The compensation of the members of the Advisory Council is in accordance with the regulations on the compensation of members of the Advisory Council (Regeling vaststelling schadeloosstelling leden Raad van Advies”.

Pension and social charges

| <i>Amounts in thousands of euros</i> | Actual 2019 | Budgeted 2019 | Actual 2018 |
|--------------------------------------|------------------------|--------------------------|------------------------|
| Pension charges | 18,434 | 18,374 | 16,926 |
| Social charges | 14,592 | 14,130 | 14,046 |
| Total | 33,026 | 32,503 | 30,972 |

The pension scheme is administered by ABP, the pension fund for employees in the public sector. This is an industry-wide pension fund, and Statistics Netherlands is not obliged to make additional payments in the event of a deficit at the fund, other than paying in higher future contributions when necessary. As at year-end 2019, ABP had a coverage ratio (market value of plan assets expressed as a percentage of the defined benefit obligation pursuant to the principles set by the Dutch central bank) of 97.8% (93.9% of the required coverage ratio of 104.2% set by the Dutch central bank). If a pension fund falls below the minimum coverage ratio, it must agree a recovery plan with the regulatory authority.

The properties of the pension plan in 2019 are as follows:

| | |
|------------------------|----------------------------------------------|
| Type of pension scheme | Career average scheme |
| Holiday pay | 8% |
| Pensionable age | 67 years |
| Pension base | Pensionable salary less offset ('franchise') |
| Partner's pension | 70% of old-age pension at time of death |
| Orphans' pension | 14% of old-age pension |

| | |
|---------------|------------------------|
| Offset (2019) | EUR 13,800 |
| Accrual rate | 1.875% of pension base |

Depreciation of tangible fixed assets

| <i>Amounts in thousands of euros</i> | Actual 2019 | Budgeted 2019 | Actual 2018 |
|--------------------------------------|------------------------|--------------------------|------------------------|
| Depreciation charges | 2,590 | 4,142 | 4,576 |

The depreciation charges concern the depreciation of building-shell modifications and depreciation of IT resources. Depreciation charges decreased due to further reductions in investment levels and because the computer centre was completed later than scheduled.

Other operating expenses

| <i>Amounts in thousands of euros</i> | Actual 2019 | Budgeted 2019 | Actual 2018 |
|--------------------------------------|------------------------|--------------------------|------------------------|
| Accommodation | 10,434 | 10,382 | 11,657 |
| Other personnel costs | 2,712 | 2,799 | 2,714 |
| Office costs | 3,796 | 4,123 | 3,713 |
| Official journeys | 3,916 | 3,714 | 3,668 |
| External advice | 2,092 | 1,547 | 1,790 |
| Computerisation | 8,601 | 7,224 | 7,514 |
| Miscellaneous | 3,529 | 3,395 | 3,091 |
| Total | 35,080 | 33,184 | 34,147 |

Accommodation

Accommodation costs include rental as well as energy costs and building-related costs, such as cleaning, security and the operation of the company restaurant. Accommodation costs have decreased following further disposal of building sections and because of lower rental prices following extension of the lease contracts.

Other personnel costs

Other personnel costs include, among other things, the costs of courses, employment market communications, occupational health services and catering.

Office costs

Office costs consist of the costs of telecommunications, postage, outsourced printing for publications, and library costs.

Official journeys

The travel and accommodation costs consist of commuting costs and the costs of travel and accommodation in the Netherlands and abroad.

External advice

Advisory costs include, among other things, the costs of legal advice, tax advice, the costs of outsourcing payroll accounting, annual auditor's fees and the costs of IT advice.

Computerisation

This concerns the costs of outsourced administration services, as well as hardware maintenance and licenses. These costs increased due to further digitisation.

Other

The other costs consist of project-related costs, the costs of purchasing raw statistical data and incentives.

The following amounts were reimbursed to the Director-General, the Acting Director-General and the chief directors for business expenses:

| <i>Reimbursed expenses (amounts in euros)</i> | 2019 | 2018 |
|--------------------------------------------------------------------------|---------------|--------------|
| Director-General | 3,310 | 2,951 |
| Acting Director-General | 4,253 | 3,578 |
| Chief Director of Economic and Business Statistics and National Accounts | 29 | 0 |
| Chief Director of Social and Spatial Statistics | 52 | 111 |
| Chief Director of Data Collection | 1,552 | 535 |
| Chief Director of Corporate Services, IT and Methodology | 935 | 910 |
| Chief Director of Communications and News | 3,707 | 1,351 |
| | <u>13,838</u> | <u>9,436</u> |

The following fees of KPMG Accountants N.V. and other member firms of the KPMG network, including VAT, were billed to Statistics Netherlands:

| <i>Amounts in thousands of euros</i> | KPMG Accountants NV 2019 | Other entities in KPMG network | Total KPMG 2019 |
|--------------------------------------|--------------------------------|--------------------------------------|--------------------|
| Audit of the financial statements | 136 | 0 | 136 |
| Other audit engagements | 25 | 0 | 25 |
| Tax advisory services | 0 | 0 | 0 |
| Other non-audit engagements | 31 | 0 | 31 |
| | <u>192</u> | <u>0</u> | <u>192</u> |

| <i>Amounts in thousands of euros</i> | KPMG Accountants NV 2018 | Other member firms of KPMG network 2018 | Total KPMG 2018 |
|--------------------------------------|--------------------------------|-----------------------------------------------|--------------------|
| Audit of the financial statements | 109 | 0 | 109 |
| Other audit engagements | 23 | 0 | 23 |
| Tax advisory services | 0 | 4 | 4 |
| Other non-audit engagements | 0 | 0 | 0 |
| | <u>132</u> | <u>4</u> | <u>136</u> |

These fees were allocated to the financial year in which the work was performed.

10) Financial income and expenses

Interest income

The 'interest income' item concerns the interest received on the balance in the current account with the Ministry of Finance. As the interest rate was nil, the interest income was nil.

11) Subsequent events

On Friday 13 March 2020, central government imposed measures following the COVID-19 outbreak. The immediate consequences for Statistics Netherlands have been mapped out. Measures have been taken to continue the primary business processes. For now, the financial consequences are limited to potentially lower revenue from additional statistical services. This mainly concerns statistics that are predominantly based on personal observations. Also, the item for leave payable is expected to increase because employees are taking up fewer holidays due to the COVID-19 crisis. On the other hand, commuting costs and the costs of travel and accommodation in the Netherlands and abroad will be less. Statistics Netherlands has sufficient liquidity and additional facilities aimed at, if necessary, bridging a prolonged COVID-19 crisis period.

The Hague, 30 April 2020

(Vice) Director-General of Statistics Netherlands

Dr. A.H. Kroese

Other information

Provisions in the articles of association governing the result appropriation

Under Section 33 of the Autonomous Administrative Bodies Framework Act, an autonomous administrative body must create an equalisation reserve. The difference between the actual income and actual expenditure of the autonomous administrative body is credited or debited, as applicable, to the equalisation reserve. In line with these provisions, the result for 2019 is recognised in the financial statements, in anticipation of the approval from the Minister of EZK based on Section 34.2 of the Autonomous Administrative Bodies Framework Act.

Independent auditor's report

To: the Director-General (hereinafter referred to as management) of Statistics Netherlands

Report on the financial statements included in the annual report

Our opinion

We have audited the financial statements for 2019 of Statistics Netherlands in The Hague.

In our opinion:

- the financial statements give a true and fair view of the financial position of Statistics Netherlands as at 31 December 2019 and its result for 2019 in accordance with the Statistics Netherlands Act, the Protocol of work agreements between the Ministry of Economic Affairs and Statistics Netherlands, and the requirements of the 'Wet Normering Topinkomens' (WNT, Standards for Remuneration Act (the Netherlands));
- the income and expenditure and changes in the balance sheet recognised in these financial statements for 2019 have been recognised lawfully in all material respects in accordance with the provisions of the relevant legislation and regulations, as referred to in the Auditing Protocol for the annual report of Statistics Netherlands (July 2019 version).

The financial statements comprise:

1. the balance sheet as at 31 December 2019;
2. the statement of income and expenditure for 2019;
3. the cash flow statement for 2019; and
4. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing, the WNT Auditing Protocol Regulation 2019 and the Auditing protocol for the financial statements of Statistics Netherlands (July 2019 version). Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Statistics Netherlands in accordance with the Wet toezicht accountantsorganisaties (Wta, Audit firms supervision act), the 'Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Compliance with WNT anti-cumulation rule not audited

In accordance with the 2019 WNT Audit Protocol, we did not audit the anti-cumulation rule of section 1.6a WNT and section 5(1)(j) of WNT implementation regulation. This means that we have not verified whether there had been any breaches of the norms by a managerial senior official through any

employment as managerial senior official at other institutions regulated by the WNT, nor whether the information required in this context is correct and complete.

Report on the other information included in the annual report

In addition to the financial statements and our auditor' report thereon, the annual report contains other information, comprising:

- the management report;
- the other information;
- the appendices.

Based on the following procedures performed, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements, and
- contains all the information that must be provided pursuant to the Statistics Netherlands Act and the Protocol of work agreements between the Ministry of Economic Affairs and Statistics Netherlands.

We have read the other information and based on our knowledge and our understanding, obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of Dutch Standard 720 and the Auditing Protocol for the financial statements of Statistics Netherlands (July 2019 version). The scope of the procedures performed is less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the other information, including the management report and the other data in accordance with the Statistics Netherlands Act and the Protocol of work agreements between the Ministry of Economic Affairs and Statistics Netherlands.

Description of responsibilities with respect to the financial statements

Management's responsibilities with respect to the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the Statistics Netherlands Act, the Protocol of work agreements between the Ministry of Economic Affairs and Statistics Netherlands, and the requirements of the WNT.

Management is responsible for ensuring that the income and expenditure and changes in the balance sheet recognised in the financial statements have been recognised lawfully in accordance with the provisions of the relevant legislation and regulations, as referred to in the Auditing Protocol for the financial statements of Statistics Netherlands of 2019.

In this context, management is responsible for such internal control as it determines is necessary to enable compliance with those relevant laws and regulations and the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, management is responsible for assessing the ability of Statistics Netherlands to continue as a going concern. Based on the financial reporting

framework mentioned, management should prepare the financial statements using the going concern basis of accounting, unless it has no realistic alternative but to cease the organisation's operations. Management should disclose events and circumstances that may cast significant doubt on the organisation's ability to continue as a going concern in the financial statements.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not have detected all material errors and fraud during our audit.

Misstatements can arise from fraud or errors and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional scepticism and have maintained professional scepticism throughout the audit, in accordance with the Dutch Standards on Auditing, the WNT Auditing Protocol Regulation 2019, the Auditing Protocol for the financial statements of Statistics Netherlands (July 2019 version), ethical standards and the independence requirements. Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to errors or fraud, as well as the risk of any unlawful recognition of income or expenditure or changes in the balance sheet, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from errors, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of Statistics Netherlands;
- evaluating the appropriateness of the accounting policies used and the financial lawfulness criteria applied, as well as evaluating the reasonableness of the accounting estimates made by management and the related disclosures in the financial statements;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Statistics Netherlands' ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organisation ceasing to continue as a going concern.
- evaluating the overall presentation, structure and content of the financial statements, including disclosures; and
- evaluating whether the financial statements give a true and fair view of the underlying transactions and events, and whether the income and expenditure and changes in the balance

sheet recognised in these financial statements have been recognised lawfully in all material respects.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

The Hague, 30 April 2020

KPMG Accountants N.V.

W.A. Touw RA

Appendices

Appendix A. Performance indicators

With the commencement of the 2019-2023 Multi-Annual Programme, CBS is using a new set of performance indicators. These indicators give a more complete impression of CBS' performance and feature ambitious targets. Section 4.4 provides details on the achievement of the targets.

| PI no. | Point of attention | Definition | Target for 2019 | Actual |
|--------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|---------------|
| 1.1 | Satisfaction of the user/customer with the additional statistical research conducted by CBS | Average scores given by users/customers after the delivery of the additional statistical research | Greater than or equal to 8.0 | 8.1 |
| 1.2 | Researchers' satisfaction with microdata services | Average scores given by researchers on microdata services (remote access) | Greater than or equal to 7.8 | 7.7 |
| 2.1 | Use of open data | Number of unique users of StatLine open data web services (for use via apps and for bulk use) | Greater than or equal to 1.6 million | 4.4 million |
| 2.2 | Use of StatLine | Number of unique visitors of StatLine | Greater than or equal to 3 million | 1.93 million |
| 2.3 | Use of website | Number of unique visitors of website | Greater than or equal to 4.8 million per month | 5.15 million |
| 2.4 | Use in the media (excl. social media) | Number of messages in the media in which CBS is mentioned | Greater than or equal to 72k per quarter | 73.1k |
| 2.5 | Use in the House of Representatives | Number of times CBS is mentioned in Parliamentary Papers | Not applicable | 2,564 |
| 3.1 | Punctuality of news releases | Percentage of releases published on the scheduled date | Greater than or equal to 99% | 99.75 |
| 3.2 | Punctuality of compulsory deliveries to Eurostat | Percentage of deliveries of EU obligations to Eurostat made on or before the prescribed or agreed deadline. | Greater than or equal to 99% | 97.6 |
| 4.1 | Discrepancies between provisional and final GDP figures | The number of times the final quarterly figures for the one-year GDP volume estimate deviate more than 0.75 percentage points from the flash estimates | The discrepancy for at least three quarters of a year must be less than 0.75 percentage points. | 4 quarters OK |

| PI no. | Point of attention | Definition | Target for 2019 | Actual |
|--------|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-----------------------------|
| 5.1 | Accuracy of the press releases | Percentages of press releases replaced by a corrected press release | Less than or equal to 0.5% | 0.6% |
| 5.2 | Accuracy of figures on StatLine | Number of corrections on StatLine | Less than or equal to 1.5% of the number of StatLine deliveries | 3.98% |
| 6.1 | Level of administrative burden | Outcome of the annual gross administrative burden as measured by the government-wide measurement method | Same as the previous year (gross burden 2017: EUR 22.6 million). | EUR 22.6 million |
| 7.1 | Employee satisfaction | General satisfaction of CBS staff with their work situation | Greater than or equal to 7.3 | 7.4 |
| 7.2 | Sickness absence | A proportional figure indicating what percentage of employees' contract hours was unproductive due to illness within the reported period. | Less than or equal to the Verbaan standard minus 0.2% in the year under review (2019: 4.3%). | 5.1% |
| 7.3 | Intake | Number of employees with a new appointment | Larger than or equal to 5% of new employees per year (from 2,000 = 100) | 142 |
| 8.1 | Accuracy of the financial statements | State of financial management | Financial management in order evidenced by an unqualified audit opinion | In order |
| 8.2 | Effectiveness of CBS | Output index / cost index | Greater than or equal to 1.5% more effective than t-1 | Greater than 1.5 |
| 8.3 | Financial key figures from CBS | The conformity of the financial key figures (operating result, cash and cash equivalents and equity) with the multi-annual budget | A value at the end of the financial year equal to the multiannual budget or more positive | More positive than budgeted |
| 9.1 | Availability of IT infrastructure | 100% minus 100% (downtime due to priority -1-infra disturbances in the period / total 7 x 24 hour timeframe minus scheduled service weekend time required per period) | Greater than or equal to 99.7% | 98.8% |

| PI no. | Point of attention | Definition | Target for 2019 | Actual |
|--------|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|--------|
| 9.2 | Stability of IT production | Number of incidents with priority 1 or, therewithin, priority 0. Priority 1 (P1) concerns incidents with a high impact on daily operations involving (business-critical) systems, applications or large numbers of people. Within this priority, incidents are designated as priority 0 (P0) if it concerns failures in the process of data collection, externally delivered service(s) or critical process(es) /image-critical statistics in which at least one of the following conditions applies: resolution time is so long that critical timing is at stake (deadlines); there is (potential) image damage; or it concerns a continuity problem that is characterised by several short-term P1 failures within a short period of time. | Less than or equal to 50 P1 incidents per year, | 40 |
| | | | of which no more than 4 P0 incidents | 8 |
| 9.3 | Effectiveness of IT department | Percentage of reports resolved within agreed time period | Greater than or equal to 90% | 95.3% |
| 10.1 | Innovative products | Number of innovative big data products on the Innovation Portal of the CBS website (beta site) in the reporting period | Greater than or equal to 18 | 14 |
| 11.1 | Compliance with recognised assessment frameworks | Certified for the assessment frameworks: yes/no | Answer = yes | yes |
| 11.2 | Number of data leaks reported to the AP | Number of data leaks reported to the Dutch Data Protection Authority (AP) | 0 | 3 |

Appendix B. Organisation as at 31 December 2019

Director General

Dr T.B.P.M. (Tjark) Tjin-A-Tsoi

Acting Director General/CIO

Dr A.H. (Bert) Kroese

CBS Communication and News Directorate

M.P.M. (Mike) Ackermans

T.J.M. (Thomas) Ruigrok (deputy)

BIM Operations, IT and Methodology directorate

W. (Wim) van Nunspeet

M. (Marijke) Renaud (acting)

Data Collection directorate

Dr A. (Astrid) Boeijen

J.H. (Jeroen) van Velzen (deputy)

Economic and business statistics and national accounts directorate

M.J.M. (Marleen) Verbruggen

H.J.C.M. (Hank) Hermans (acting)

Socioeconomic and Spatial Statistics directorate

J.C.M. (Hanneke) Imbens

S. (Sylvia) Kok-de Vries (acting)

Central Policy Staff

V.J. (Vera) de Witte

Chief Information Office

M. (Matjaz) Jug

Blaise

H.J.A. (Harry) Wijnhoven

Appendix C. Users' Councils

Various councils have been set up to advise the heads of CBS directorates on specific themes and subjects. At the end of 2019, the chairs of these councils were:

| | |
|--------------------------------------|-----------------------------------------------------|
| M.A. Michaël van Straalen | Business Respondents' Users' Council |
| E.E. (Eduard) van de Lustgraaf | Economic Statistics Users' Council |
| Prof. I. (Ionica) Smeets | Communication Council |
| Dr A. (Albert) van der Horst | Macroeconomic Statistics Users' Council |
| Prof. P.G.M. (Peter) van der Heijden | Methodology Advisory Council |
| Dr M.J. (Michiel) Bijlsma | Microdata Users' Council |
| Dr V.C.M. (Véronique) Timmerhuis | Social Statistics Users' Council |
| Prof. P.J. (Peter) Boelhouwer | Statistics of the Living Environment Users' Council |

Appendix D. CBS Professors and lecturers

| Name | chair / professorship | University | faculty/department |
|----------------------------------------|---------------------------------------------------------------------------------------------------|-------------------------------------|-----------------------------------------------------------------|
| Prof. B.F.M. (Bart) Bakker | Methodology of register data for social scientific research | Vrije Universiteit Amsterdam | Social Sciences / Sociology |
| Dr C.A.M (Kees) van Berkel | Special Professorship of Statistics and Data Science for Fact Based Finance and Control | Zuyd University of Applied Sciences | Academy of Financial Management |
| Prof. J.A. (Jan) van den Brakel | Survey Methodology | Maastricht University | Dept. of Quantitative Economics |
| Prof. P.J.H. (Piet) Daas | Big data in Official Statistics | Eindhoven University of Technology | Faculty of Mathematics & Computer Science / Stochastics |
| Prof. M. (Marjolijn) Das | Urban Statistics | Erasmus University Rotterdam | Department of Public Administration and Sociology / Sociology |
| Prof. I.A. (Ruben) van Gaalen | Register analyses of life course dynamics | University of Amsterdam | Social and Behavioural Sciences |
| Prof. J.J.G. (Hans) Schmeets | Social Statistics, in particular the empirical study of social cohesion | Maastricht University | Cultural and Social Sciences / Political Science Capacity Group |
| Prof. J.G. (Barry) Schouten | Methods and Techniques, especially mixed fashion survey designs | Utrecht University | Social Sciences / Methods and Statistics |
| Prof. J.P. (Jan Pieter) Smits | Quantification of Sustainability | Eindhoven University of Technology | Industrial Engineering & Innovation Sciences |
| Prof. W. (Wendy) Smits | Labour market flexibility: the employer's perspective | Maastricht University | Research Centre for Education and the Labour market (ROA) |
| Prof. A.G. (Ton) de Waal | Methodology for official statistics, in particular with regard to the integration of data sources | Tilburg University | Department of Methodology and Statistics |

Appendix E. Guide

CBS collects data on individuals, companies and institutions and releases the results of its surveys free of charge for everyone using various methods at the earliest opportunity.

Statistics Netherlands website (www.cbs.nl)

The website provides access to the output of CBS surveys, together with information and key figures about the Netherlands, organised by theme. All the publications issued are laid out clearly on the website and detailed figures are published in the free StatLine database. The website also has an up-to-date publication calendar and product catalogue.

CBS also offers websites for four target groups. See:

- www.werkenbijhetCBS.nl;
- www.cbsinuwbuurt.nl;
- www.cbsvooruwbedrijf.nl;
- www.cbs.nl/cbsindeklas.

In addition to its website, CBS also distributes its output via

- YouTube (<http://www.youtube.com/statistiekCBS>);
- Twitter (<http://www.twitter.com/statistiekCBS>);
- Facebook (<https://www.facebook.com/statistiekCBS>);
- Instagram (<https://www.instagram.com/statistiekCBS>);
- LinkedIn (<https://www.linkedin.com/company/centraal-bureau-voor-de-statistiek/>).

Open data

Since 2014, CBS has provided all tables in StatLine as open data in the form of data sets (<http://opendata.cbs.nl/dataportaal/portal.html>). There is also a web app that uses open data and can display all tables in StatLine as charts or maps (<https://www.cbs.nl/nl-nl/onze-diensten/open-data/StatLine-als-open-data>). This web app has been optimised for tablets.

Corporate news

CBS Corporate News (<http://www.cbs.nl/corporate>) contains current background articles on, among other things, cooperation with external parties, users and relations of CBS, new products and services, events and international developments. It is the digital successor to CBS' paper customer magazine and aimed at its external contacts. The articles can be shared easily via Facebook, Twitter and LinkedIn.

Innovation portal

CBS presents its services and products under development in the area of innovation on the innovation portal (<https://www.cbs.nl/nl-nl/onze-diensten/innovatie>).

Information service

The central information desk for general questions about CBS and its products can be contacted by telephone on +31 88 570 70 70, or by e-mail at infoservice@cbs.nl.

European Statistical Data Support

Statistical information about Europe sourced from European statistical office Eurostat can be requested by telephone on +31 (088) 570 70 70 (option 5) or by e-mail at infoservice@cbs.nl.

CBS Contact Centre

Companies, institutions and the public can contact this central information desk with any questions about CBS questionnaires or other survey material by telephone on +31 045 570 64 00, by e-mail at contactcenter@cbs.nl or by using the contact form on the CBS website: www.cbs.nl/vooruwbedrijf.

Press office

The central information desk for the media can be contacted by telephone on +31 (70) 337 44 44, or by e-mail at: persdienst@cbs.nl.

There is more information on the CBS website: <https://www.cbs.nl/en-gb/about-us/contact/press-office>.

Centre for Policy Related Statistics

The Centre for Policy Related Statistics provides a variety of services:

- Additional statistical research based on available source material.
- Advising users, such as ministries and public policy and research institutes, municipalities and other government agencies, on finding, organising and using information required for policy formulation and evaluation.
- Subject to authorisation by the Director General, providing researchers with access to micro-data sets to perform their own analyses under strict security conditions. For more information, visit: <https://www.cbs.nl/microdata>

The Centre for Policy Related Statistics charges for its services. More information can be obtained by telephone on +31 088 570 70 70, at <https://www.cbs.nl/en-gb/onze-diensten/customised-services-microdata> or via asd@cbs.nl or microdata@cbs.nl.