



Innovating with confidence

PUBLIC REPORT 2022

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Foreword

2022 was a turbulent year, with Covid measures continuing until March, the war in Ukraine and the energy crisis. These external developments also affect the Dutch Accreditation Council (RvA), colleagues, clients and other stakeholders. The intensity with which the Board of Supervisors consulted with the Executive Board about the state of affairs increased in the past year. In times of uncertainty, it is important to support the Executive Board and provide advice and feedback. It has been great to see how all RvA colleagues have put their shoulders to the wheel to ensure that the work of the clients can continue as well as possible.

With great appreciation, we have taken note of the subsidies awarded by the Ministry of Economic Affairs and Climate (EZK) that contribute to the necessary digital transformation of the RvA. This is vital in order to remain relevant in the future and to respond decisively to needs in the (client) markets.

The Board of Supervisors is informed in each



meeting about the progress and tangible results of the change processes that have been deployed and acts as a critical sounding board for the implementation in the organisation and the manner in which clients and other stakeholders are involved in these changes.

There will be new challenges in 2023 as well. We have full confidence that the RvA will continue to make a constructive contribution to socially relevant themes and thus to confidence in products and services in our society.

On behalf of the Board of Supervisors,
Yvonne van Rooy, Chair





Introduction

Welcome to the public report by the Dutch Accreditation Council (RvA). This document accounts for our activities and results in 2022. As an organisation that represents trust, we believe it is important for us to be transparent. 2022 was, once again, an extraordinary year. A year during which the term 'crisis' often predominated in daily media. Despite this tendency, we have continued to work with great enthusiasm to increase and strengthen confidence in products and services.

'Moving forward with confidence' – that is our motto.

We continuously strive for further development and innovation of our processes, services and collaborations. Innovation was the main focus in 2022. It was the year in which we applied for additional subsidies for further development in a number of areas. These subsidies from the Ministry of Economic Affairs and Climate (EZK) for the programmes of 'Information-driven Working' and 'Working on Implementation' have given extra momentum to our organisational development and innovation, as well as to the realisation of our strategic plan 2021-2025: 'Enterprise in Confidence'. Hence the title of this report: Innovating with confidence.

Roeland Nieuweboer and Joep de Haas
RvA Executive Board



**Moving forward
with confidence:**
that is our motto



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Innovating with confidence

It is our ambition to make sure that accreditation – as a part of the entire quality infrastructure – remains relevant and future-proof. This is why we are working hard to shape our organisation to become ever more robust and innovative. To be open to new ideas and collaborations. To open its windows and doors further, and actively get out there.

The RvA deliberately works on the basis of its mission and vision: representing confidence. Everyone within the RvA is becoming more and more aware of this. We have already started to increase the autonomy, resilience and cooperation of the various internal teams, under the name 'Powerful Teams'. This is because the RvA is ambitious and needs all colleagues in order to achieve its ambitions. That is not to say that everything goes perfectly. Sometimes it is two steps forward and one step back; people leave, we have a lot to learn in the implementation of projects and sometimes we are surprised by a partner or supplier. With the

launch of Powerful Teams, we want to illustrate that greater autonomy of colleagues is a prerequisite if we want to increase our client focus. We are also making progress in this area, as can be seen from the figures presented in this public report. Processing times and application times are still getting shorter. And to keep it that way, we sometimes need help from you as a client.

Working on innovation

Market-oriented approach: new standards to the market faster

Many of our clients are moving more and more quickly into new markets that their customers are asking for. The importance of a short 'time to market' is sometimes significant. The RvA is working hard to bring new standards under accreditation. This requires prioritisation and a different commitment from our people. We will take you through a number of new standards that the RvA started to bring under accreditation in 2022. The EN-ISO/IEC 17029 is a new standard that applies to validation and

What is our mission and vision?

Citizens and companies want to be able to have confidence in the quality of products and services.

With accreditation, we enhance and reinforce that confidence. We assess the competent, consistent and impartial operations of companies and organisations on a daily basis. These companies and organisations test, inspect and certify – they play a crucial role in ensuring the quality of products and services.

We carry out our work in a professional, transparent and unbiased manner. We confirm our confidence via an accreditation declaration. This contributes to a sustainable and well-functioning international society, with open trade and room for innovation.

verification of claims. The standard is used by the RvA for accreditation of validation and verification institutions. The institutions that are accredited for verification of greenhouse gases based on ISO 14065 must also meet the requirements of the new EN-ISO/IEC 17029 by the end of 2023.

Our strategy and ambitions

In 2022, the RvA worked hard to further implement the 2021-2025 Strategy. To this end, we developed a roadmap that supports us in the targeted implementation of projects and programmes.

The main ambitions of our strategy are:

- ✔ We want to be relevant and future-proof, by working in a more market-oriented and client-focused way, with new value propositions, by taking the idea of 'helping clients learn' as a starting point and by offering better services with shorter processing times.
- ✔ For this, we need competent people and powerful teams.
- ✔ Clear communication is extremely important. It opens doors to (new) networks and increases awareness of accreditation.
- ✔ We are aware of the importance of information security in the context of our reputation and when it comes to the interests of our clients.
- ✔ We are working with public regulatory bodies and policy departments to strengthen the supervisory system and the quality infrastructure.

In December, the RvA organised a webinar for around 50 participants about the importance of applying ISO/IEC 17029. The standard provides an excellent common framework for the validation and verification of all kinds of claims and assertions, such as environmental claims, ethical claims and comparative claims. An extremely topical and relevant activity when we look at the number of claims that organisations and companies make about their products and services on an almost daily basis.

The fight against cyberattacks

Together with the National Inspectorate for Digital Infrastructure (formerly the Telecom Agency), the RvA is working on the implementation of the accreditation of certification bodies and laboratories for the Cybersecurity Act. For the time being, certification is still voluntary under this regulation; accreditation is mandatory. The CSA is a regulation through which the European Union wishes to better deal with cross-border cyberattacks. Under the CSA certification schemes, IT products, services and processes can be certified in the field of cybersecurity. The first scheme to be implemented under the CSA is the EUCC scheme.

In 2022, the RvA issued an appeal to interested parties for the development process for accreditation regarding the IEC 62433 standard. Process automation of production processes (which are controlled by Operational Technology systems [OT systems]) involves different factors compared to automation of IT systems. After all, the production process must not stand still for a long time. The IEC 62443 series of standards provides a framework by which a company or institution can demonstrate that it ensures the integrity and availability of the systems used within the production process. Since the publication of the standards IEC 62443-4-1 and IEC 62443-4-2, the RvA has received several



requests for accreditation of activities under this series of standards. Since the RvA has not previously granted accreditation for these standards, we first conduct a development process. We do this in collaboration with interested clients, in order to establish a solid assessment approach.

Biobanks

In November 2022, an exploratory meeting took place between the RvA and some interested biobanks. A biobank is an organisation that collects, stores and disburses biological material and related data for research purposes. The new standard for biobanks is the EN-ISO-20387. Over the past year, the RvA has made the first preparations to be able to accredit under this standard. Following this conversation, three

biobanks signed up to participate in a pilot. This pilot will eventually lead to the offer of accreditation under EN-ISO-20387.

Clients

The RvA speaks of clients when it comes to accredited companies and institutions; this also applies to companies that are applying for accreditation for the first time. Using the term 'client', the RvA wishes to express that it works in a client-oriented manner and strives for a high level of service. Client focus is central to our role as an independent authority that oversees the work of companies and institutions that test, inspect, certify and calibrate at a national, European and global level.

What we are doing well:

- ✓ During the assessment days, participants can feel that a new wind is blowing at the RvA. There is much more dialogue, with room for questions. This makes the conversations more educational. During the opening discussion, the clients present see it as a plus that the emphasis is placed on togetherness: 'we're doing this together'. This promotes an open atmosphere. In addition, the participants perceive the opening and closing discussions as informative and focused on improvement.
- ✓ The ability of the RvA assessment teams to be able to conclude any non-conformities on the basis of a Cause Analysis, Scope Analysis and (proposed) Solution –referred to in practice as the “3 O system” (Oorzaakanalyse, Omvanganalyse en Oplossing) –is perceived as positive by the client.
- ✓ Communication with the RvA contact person is easily accessible. The regular consultations throughout the year between the RvA and the client are also perceived as useful and enjoyable. There is a lot of willingness to work together from both sides.
- ✓ The RvA sets the bar high and that has advantages. RvA accreditation thus recognises its own quality.
- ✓ Finally, people are satisfied with the frequency of newsletters and other communications.

What can be improved:

- ✓ Speeding up the processing and execution of extension applications in particular is a point that is repeatedly mentioned during the meetings. In addition, there were



requests for the assessment to also conclude with a closing discussion in the case of extension applications.

- ✓ Greater transparency regarding the content of the assessment, so that the organisation can prepare more thoroughly, was also a recurring point.
- ✓ There is a general desire for the RvA to function more as a knowledge platform. This can be achieved by offering a wider range of training courses, sharing more information and providing education, as well as facilitating the exchange of knowledge between clients.
- ✓ As far as communication is concerned, clients would like to see more interim moments of contact with the RvA. As well as more contact with their own contact person (PCA), they would prefer to speak directly with the Technical Coordinator Accreditations (TCA) for technical questions.

What we are doing in response to input from client meetings:

The RvA does not stand still. We have already implemented several of the indicated points and desires for improvement in the past year or are planning to implement them shortly. Various projects are already underway around a number of points, the first results of which are expected in the course of 2023. We will keep you informed via the newsletter, LinkedIn or targeted mailing to clients.

Client meetings

In the second half of 2022, the RvA organised four well-attended client meetings. In order to promote recognition and exchange between the participants, we opted for a distribution based on accreditation standards. This worked well: there was a lively dialogue between the attendees. The exchange was open and constructively critical.

During the four meetings, two general questions about our services came up:

- ✓ 'How can the RvA assist clients in learning and improving?'
- ✓ 'How do you feel about this during communication moments in the accreditation process?'

This was followed by one or more accreditation standard-specific questions, which differed per client group. In this report and in the adjacent box, we present the most frequently mentioned points. In addition, we describe what the RvA is already doing or will do with the input from these meetings.

Guidance training

In 2021, the RvA started providing guidance training for clients. The aim is to introduce new clients, or new colleagues of existing clients, to the RvA. With this training, we help RvA clients to optimally prepare for a (re)assessment or an extension assessment. The intention is for clients to understand the role of the RvA (also in a broader perspective) and what our approach is. In addition, a visit to our office hopefully lowers the threshold to get in touch with us faster – something that we consider very important. In 2022, nine training sessions were organised with a total of 86 participants. The vast majority of participants are very satisfied; at the same time, we strive for continuous improvement of the design and implementation based on the needs and wishes of the participants. At the beginning of 2023, the content of the training was evaluated. We will adjust the training where necessary.

Stakeholders

The RvA does not exist in isolation. The Executive Board and the management make every effort to actively involve stakeholders in the RvA's task. This is important for the RvA because it is part of the quality infrastructure. Together with the Netherlands Standardisation Institute (NEN) and the institutions that test, inspect and certify (the TIC companies). These service providers are largely represented by two industry associations Fenelab (Federation of the Dutch Associations of Laboratories and Inspection Institutions) and NVCi (Royal Association of the Dutch Chemical Industry). In addition to technical-policy consultations, the RvA conducts more management-oriented consultations with Fenelab and NVCi. We see these consultations as very useful because to-the-point topics are brought up. The consultation with the Dutch Association of Scheme Owners (VvS) has been put to good use to move forward in the search for mutual roles with regard to schemes.

Topics that will be discussed include the results of the client arenas, digitalisation, the continuous search for technical assessors (TAs), processing times and the structure of the IAF CertSearch Database. To familiarise clients with the latter issue, the RvA organised two online meetings for clients at the beginning of 2022.

At the end of 2022, a broader consultation with stakeholders was launched to shed more light on the contribution that the entire quality infrastructure could make to major societal issues, such as climate and energy. In addition to Fenelab, NVCi and VvS, the nine medical professional associations are important stakeholders. The RvA wishes to formulate a joint consultation with them. There has been frequent and constructive contact with these professional associations, partly in the context of the Covid pandemic and because of a new requirement from the EA (European co-operation for Accreditation).

Ministries

The RvA also sees the ministries as important stakeholders. This is due to the fact that the legislator sometimes uses certification under accreditation as a policy instrument, for example. That possibility arose years ago.

In any case, ministries with which we have a lot of contact are Infrastructure and Water Management (about Quality Soil Testing legislation, for example), Ministry of the Interior (about construction products) and Social Affairs and Employment (about final asbestos certification, for example). Because accreditation is a very specific policy instrument, it is important that government policy officers have knowledge of this instrument and of the entire quality infrastructure. At the request of the Ministry of Economic Affairs and Climate (EZK), the RvA provided training to more than thirty policy officers from the various ministries. Participants took part very actively and this training will certainly be continued. The Ministry of Economic Affairs and Climate has a slightly different position in this regard. In addition to being a 'client', it is also responsible for policy and the 'owner' of the RvA as an autonomous administrative authority (ZBO). Incidentally, the RvA is a private ZBO because of its origin from the business community and the form in which it was founded. We experience a lot of support from this ministry regarding accreditation as a policy instrument.

They have a good view of our organisational development and are very closely involved with us. We perceive their input on our programme proposals 'Information-driven Working' and 'Working on Implementation' as positive criticism.

Working on Implementation

The RvA is participating in a consultation with the Ministry of Economic Affairs and Climate in the context of 'Working on Implementation'. Working on Implementation is a government-

wide programme that arose after the benefits scandal. In response to this affair, a problem analysis was drawn up. The outcome is that there must be a balance between what politicians promise to society and what the government's implementing organisations can deliver. Due to complexity growing over the years, a great deal of adaptability is being asked of government implementing organisations. At the same time, high-quality service is expected because this is what these organisations stand for. Additionally, more and more rules are being added and the empowered citizen or customer is imposing ever higher demands. With the Working on Implementation programme, the government is improving services and accelerating its digital agenda, among other things. At the same time, something is being asked of politicians.

User Council

In 2022 – as in other years – we had two consultations (in April and October), in the presence of the majority of our MT, with the representatives of our clients on the User Council. With these client representatives, we are increasingly able to address not only operational topics, such as processing times, but also to explore important issues that play a role in the market. For example, last year we spoke about digitalisation, information security and information-driven working, the development of new accreditation services based on client demand (such as accreditation of cybersecurity, biobanking and sustainability claims), possibilities for shortening processing times and the outcomes of the client arenas. This consultation is steadily gaining in depth and content, thus contributing to the improvement of stakeholder management, as described in the stipulated RvA strategy.

Strategic Advice Forum & 'Information-driven Work'

In 2022, the RvA set up the Strategic Advice

Forum to engage in theme-oriented dialogue with its stakeholders. ‘Information-driven Work’ was the theme of the first meeting, held on 2 June 2022. Participants from the quality sector and the government discussed this current topic with each other based on a series of questions. How do you use data analysis in an accreditation assessment? What challenges do you encounter with working in an information-driven way in the quality chain and what added value does it have? In the context of the ‘Information-driven Work’ programme, the RvA believes it is important to discuss this with stakeholders. The participants agreed that information-driven working has great added value. They find this added value in, among other things, the ability to benchmark companies and institutions, which gives them more insight into their performance and the quality they deliver. Acquired business intelligence can also help with harmonisation. However, the stakeholders also acknowledged that there are challenges along the way, such as generating qualitatively usable data. In this context, you can read an interview on page 20 with Mr Pieter Vos, President of Fenelab, who will

discuss this in more detail.

The RvA is organising another meeting for the Strategic Advice Forum in 2023. This meeting will focus on the theme ‘Sustainability’.

Impartiality Consultation

It is important that the RvA is impartial in its actions. The involvement of stakeholders in the process for ensuring impartiality is in line with the standard that the RvA must comply with, ISO/IEC 17011. Due to a revised structure of the (former) Advisory Panel of Stakeholders, the RvA Impartiality Consultation was set up in 2022 to assess the impartiality of the RvA and to advise the Executive Board in this regard. Under the leadership of the Vice-Chair of the RvA’s Board of Supervisors, the eight participants (representatives of RvA’s parties/stakeholders) discussed a risk analysis drawn up by the management about the impartiality of the RvA. The formation of and the methodology behind the risk analysis was tested in advance by an independent external auditor. The results of the Impartiality Consultation have yielded valuable recommendations.



Interview with Gerdine Keijzer-Baldé

‘Do we want to restore confidence in the government? Then we have to properly bring implementation and supervision into play.’

As Deputy Secretary-General at the Ministry of Economic Affairs and Climate, Gerdine Keijzer-Baldé is one of the driving forces behind Working on Implementation (WaU), a government-wide programme to improve public services. ‘Within our ministry, we have consciously chosen to involve both implementers and supervisors, large and small, in this programme. Because they all have a task to perform.’

From what societal need did the WaU programme originate?

‘Trust in the government has been declining for years. That’s a known fact. We are here to safeguard the interests of citizens and businesses, but we sometimes drop the ball. Sometimes with far-reaching consequences, as we saw with the benefits scandal.

How does that happen? There are of course several causes, but it certainly also has to do with the gap that exists between the policy departments and their implementing and supervisory organisations.’

Keijzer-Baldé doesn’t mince her words: ‘The atmosphere in The Hague is that the policy

departments are in charge. Do we want to better meet the needs of citizens and businesses? Then we have to properly bring implementation and supervision into play. Because they are at the heart of society and know what is going on. WaU is set up in that light.’

What is the strength of this programme?

She says, resolutely: ‘The fact that we work on several tracks at the same time. For instance, we are looking at how we can make regulation less complex, so that implementing organisations can get on with it and citizens and businesses understand what is expected of them. This can only be achieved if policymakers come out of their ivory towers and involve implementers at the forefront of regulations. So not just operating in that reflexive mode: “We have created a subsidy scheme for solar panels. Can you implement it for us?” But rather immediately asking the implementation expertise at the table: “We want more families to make their homes more sustainable. How can we best arrange this?”

We also look at other major issues. For example, how do we make



working in implementation more attractive? And how do we accelerate the digitalisation of implementing organisations? We are following six such tracks towards a better-performing government.'

**A better-performing government...
What does that mean in concrete terms?**

'What it means is that as an implementing organisation, you do what you were set up to do. Citizens and businesses need to be able to have confidence that the public authorities they interact with are dealing with their issues in the right way. That they are diligent, knowledgeable, appropriate, timely, transparent... And it is also about being customer-friendly and customer-oriented. In terms of treatment: how do you communicate with citizens and businesses in a

pleasant and understandable way? Laughing: 'These are somewhat old-fashioned concepts, but they do cover the bases.'

Can you give an example?

'Absolutely. Take digital services. For example, you have My RVO, but also My SVB, My UWV, My KVK – and I could go on and on. Baffling! It reflects the enormous fragmentation within the government: organisations that all work side by side. By contrast, WaU encourages us to join forces to improve public services. So that any problems that arise during implementation – as evidently happened in the benefits scandal, to the max – do not spill over to other organisations. That will really help to increase the confidence of citizens and businesses. But we are not there yet. I expect that



Gerdine Keijzer-Baldé

Education

Studied History at Leiden University

Work

- Has been Deputy Secretary-General at the Ministry of Economic Affairs and Climate since 2020
- Previously held the position of Managing Director at DICTU and Director at the National Office for Identity Data (RvIG)

Trivia

Is a big fan of historical TV documentaries and podcasts and loves travel with a bit of adversity: 'I'm talking about scorching heat and culture shock – I don't go backpacking!'

we will only see the real effect in a number of years.'

Does WaU also make budget available to improve services to citizens and businesses?

'Implementing and supervisory organisations can indeed submit applications via WaU. We are seeing some great initiatives. The Chamber of Commerce, for example, has developed a tool with funds from WaU to help entrepreneurs select the correct SBI codes (Standard Business Categories). This not only makes things a lot easier for entrepreneurs, but also prevents them from being unable to claim a subsidy or allowance at a later date because they accidentally chose the wrong code. There is often no budget for these kinds of initiatives; there are other priorities. So they simply end up on the 'nice to have' list. WaU gives that little push to get started.'

Finally: how do you view the value of accreditation, in general and in relation to the WaU programme?

Enthusiastically: 'The RvA is embracing this programme.

I'm so happy about that! It is a relatively small organisation with a small financial budget. They have very wisely and promptly realised that they can use these resources to improve their services as well. They know exactly what they are doing and which buttons they have to press to do their work well, to innovate. And to draw more attention to the policy instrument of accreditation. Because accreditation is a very effective tool for quality assurance. But you have to give it a platform. I think it's great to see them seizing that opportunity with both hands.'

International cooperation

The Chair of the Executive Board has been a member of the Executive Board of the EA since 1 January 2021 and was re-elected for a second term in 2022. At the same members' meeting, a Lead Assessor was elected chair of the Certification Committee, and the EA-CC 2022 was again strongly influenced by a number of policy-related matters that play a role at the IAF (International Accreditation Forum), such as the composition of an international database and the merger of IAF with the International Laboratory Accreditation Cooperation (ILAC). Moreover, the RvA has invested a lot of time in organising a C-level meeting for the top managers of the European accreditation bodies about strategic developments, in addition to the General Assembly. This meeting, which took place immediately after the General Assembly meeting in November, was a great success.

Accreditation is a people business

In 2022, the Covid pandemic had a ripple effect with fairly major financial consequences for the RvA. In the period from November 2021 to April 2022, 11 of the 38 colleagues, project coordinators accreditations (PCAs) from the Operations department resigned. This was often done from the idea of shaping their ambitions in a different way. This led to huge gaps in the scheduling of assessments and subsequent inspections. The RvA's MT has taken measures in this regard, such as hiring a full-time scheduler and transferring tasks from the Operations department to other teams.

Many companies and institutions are struggling with the strained labour market. So is the RvA. Many vacancies were filled in 2022 and the RvA hired 23 new colleagues. We also offered eight temporary workers an employment contract to bind them to the RvA.

Our labour market strategy has been honed. A new, more appealing profile has been drawn up for the recruitment of PCAs. Vacancy texts have

been improved and the recruitment process has been accelerated. In particular, a shorter processing time of the recruitment and selection process is proving to be very important.

Human Resource Management

At the end of 2021, the RvA had 107 permanent employees (average for 2022: 96 FTE). In addition, there is a pool of around 30 external contracted lead assessors and approximately 530 external technical experts from the professional field.

Innovative processes

The digital transformation of the RvA is continuing. In 2022, a new version of the reporting tool was put into use, which solved the initial performance problems. The new version also supports multi-standard assessments, which means that all assessments are now carried out using the scheduling tool PRISMA. The first version of the scheduling tool has been put into use, so scheduling is already more effective and efficient.

As described above, the government wants to improve public services and has launched the interdepartmental programme 'Working on Implementation' for this purpose. Financial resources are associated with this programme. In the context of this programme, the RvA submitted an application for three projects in 2022 and started them: optimising and digitalising the application process (delivery Q1 2023), creating a contact point on the website to facilitate communication with both the public and companies (going live January 2023) and improving the registry function (realisation Q1 2023).

116
employees

26
new semployees



Information-driven Working

The RvA strives for risk-driven accreditation on the basis of objective and validated data and information. The RvA thus creates a clearer frame of reference for our assessors.

This allows us to identify, quantify, prioritise and include risks in our assessments more effectively and in a more timely manner. This makes assessments more effective and efficient. With this new approach to assessment, metadata can be made available that are of great importance to the quality of products and services within the chain of policy, supervision and implementation. On the basis of more data-driven supervision, it will be possible in the long term to monitor markets for the quality of their services and products in a constant and scalable way. This will enable us to identify problems at an early stage and to respond to these problems where possible. This information can be used both by the markets themselves and by the government for (more) targeted interventions in order to strengthen confidence within society.

In order to fulfil this ambition, the RvA, with the financial support of the Ministry of Economic Affairs and Climate (EKZ), has started the 'Information-driven Working' Apollo programme. The first phase of the programme, the development of a technical infrastructure, data architecture with associated data governance and opening up the internal data to a data

warehouse, has now been completed. In 2023, external data will be added and the first pilots will be carried out with clients.

Getting the basics right

Information security

An important topic is information security, resulting in the justifiable question from the client: is my data safe with the RvA?

The RvA uses the Government Information Security Baseline as a security system and works on continuous improvement via this system. Over the past year, the focus has mainly been internal, with special attention paid to introducing multifactor authentication, single sign-on, carrying out DPIAs (Data Protection Impact Assessments) and tightening agreements with suppliers. A great deal of attention was also given to replacing systems that do not meet the GDPR requirements. As a result, Survey Monkey and Mailchimp have been replaced by Spotler. Fortunately, there have been no significant incidents. Information security and privacy has our full attention and will continue to receive it. The RvA is in regular contact with the CIO office of the Ministry of Economic Affairs and Climate on information security issues. They also keep us sharp and give advice.

We are all seeing a growing number of cybersecurity incidents in society. The RvA is also aware of the risks where the behaviour of employees has a major influence on the likelihood that an attempted breach will be successful. Much depends on the discipline of users: the RvA is expressly working on raising awareness about this.

Innovating with confidence

A glimpse into 2023

We got off to a good start in 2023. The RvA's staffing is in order and we will continue with numerous activities that you have been able to read about in this public report. For instance, we will continue to digitalise the accreditation



process. By launching a number of tools, the RvA is focusing on digitalising and optimising the application process and scheduling of assessment days and making both processes more client-friendly. We are also working on improving our registry function.

On our website, we are going to provide easy and insightful access to information about our accredited clients.

We are strengthening our international cooperation, such as with the accreditation bodies of Malta and Croatia and will host European working groups of the EA (European co-operation for Accreditation) in Utrecht. In addition, we believe it is important to highlight the public value of our work. This means that we, together with well-known stakeholders, want to explicitly make a point of the added value of the quality infrastructure to policymakers in The Hague. We also want to reflect with our clients on the importance of the public value of their work. As an administrative authority of the Ministry of Economic Affairs and Climate, the RvA enhances confidence in the testing, inspection and laboratory bodies via an accreditation declaration. However... the awareness of the public interest of the work starts

with all companies and institutions that the RvA assesses. Together we must continue to earn confidence in all forms of self-regulation and private supervision.

Management review

At the end of 2022, the management review was discussed extensively with the MT and the Executive Board. All mandatory components of RvA's own standard (ISO 17011-2017) have been evaluated and, if necessary, provided with any additional findings, action and action owners. The Executive Board has determined that the RvA meets the requirements overall, although a few points for improvement are being worked on.

Risk analysis

Risks are identified periodically and discussed within management and with the Board of Supervisors. The risk management process is also evaluated at the same time.

Interview with Pieter Vos

‘We can do so much more with data’

They know each other well: Pieter Vos, Chair of the industry association Fenelab, and Roeland Nieuweboer, Chair of the RvA's Executive Board. Bring up innovation and they're both on the edge of their seats. ‘We know how to inspire each other to take the quality of our work a step further.’ A conversation with two visionary thinkers, about datafication in the world of conformity assessment and accreditation.

What does the rapid rise of data mean for your work?

PV: ‘Our members are accredited testing and calibration laboratories and inspection bodies. Our field of work is broad. Is there salmonella in chicken breast or not? Do speedometers give reliable results? Will masonry walls hold up in the current climate? We assess it all. And data is playing an increasingly important role in this.’

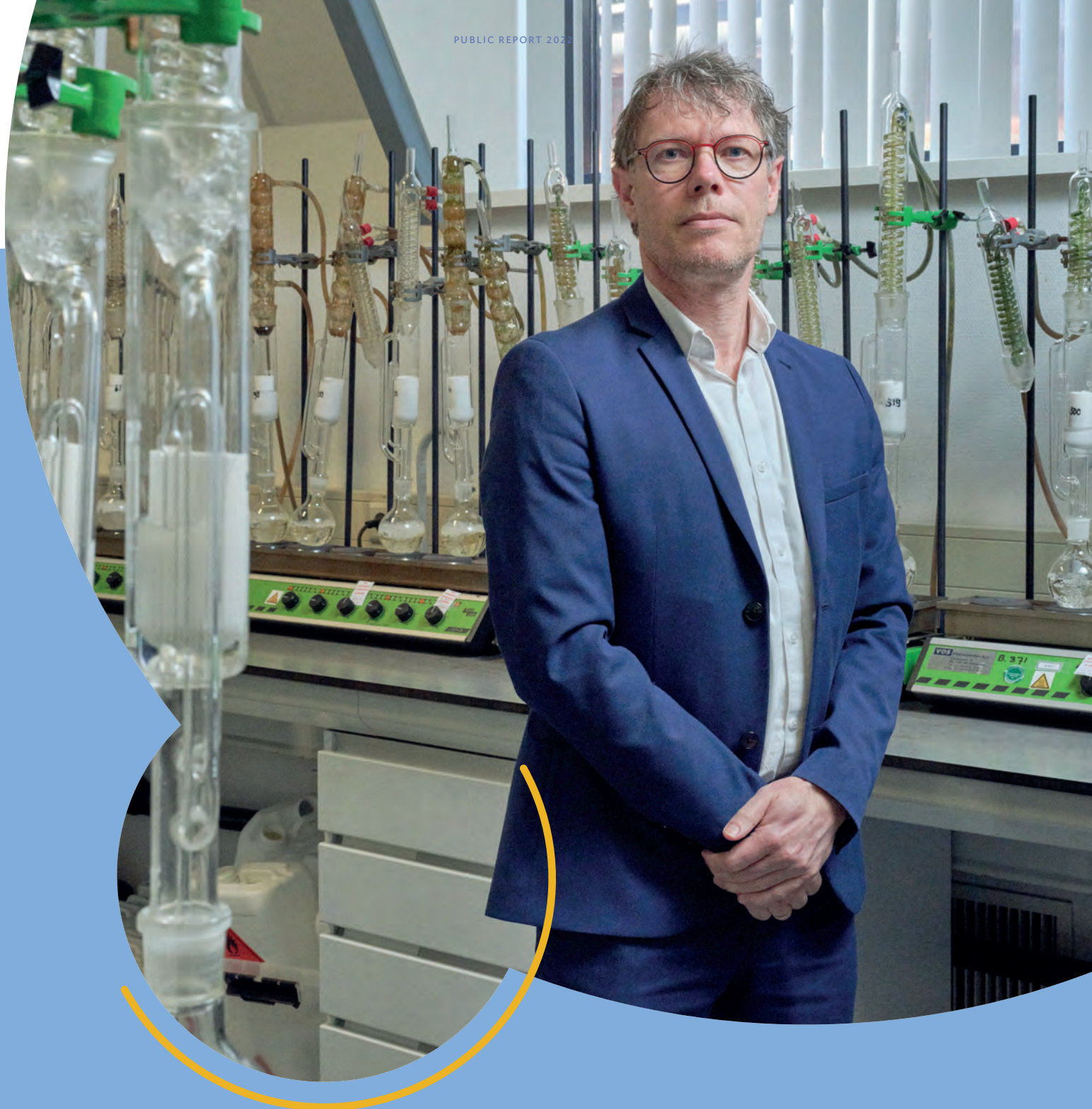
RN: ‘There has been extensive digitalisation in recent years. Paper laboratories have become data factories and the RvA also has boxes of data at its disposal. How do you look at it? What does it mean for our assessments?’

PV: ‘During audits, it is observed whether we are working in accordance with the international standard. In the case of laboratories, this is the ISO/IEC 17025. It says something about the quality of our work: are our measurement results reliable? But certain parts of that standard are much more directly involved in the reliability of the result than others. For example, we are

required to conduct regular performance interviews with employees, but that tells us little about the reliability of the result. Whether or not we have gone beyond our surveillance is much more interesting.’ In a passionate tone: ‘We have stored all this information digitally. If we provide access to that data and know what good measurements are, in our assessments we can focus on the parts that really matter. This helps us to continuously improve. And that’s what quality is!’

Data-driven working therefore helps to assess in a risk-oriented manner. How can you work together on this?

PV: ‘It’s something we can grow towards together in a visionary way. Take management reviews, which are also one of the components of ISO/IEC 17025. They are where we assess how our quality system performs. We do this by taking measurements in our laboratory. We can then count the number of deviations. But we are also obliged to participate in performance testing for accredited operations: how are we doing compared to those around us? Where do we score well and where do we need to make adjustments? This data is also valuable for the RvA. Because if you see that a laboratory participates in performance testing and deviates from the rest on certain points, then you know that you have to monitor it more closely. This is not how we do it at the moment, but it could help both of us.’



RN: 'It gives an overall picture. When information is in separate folders and in separate places, you can only glance at it. But as soon as you structure and share data, and know that it is reliable, then that lends itself to analysis.'

PV: Enthusiastically: 'Exactly!'

Is a wind of change blowing in your field of work?

RN: 'Definitely. I often compare it to an electric car. You used to go to the garage once a year and everything was checked from front to back. Of course, it's good to do a physical inspection every now and then, but a lot of data is simply available constantly. And this data can be read at any time. This is a new way of thinking.'



Pieter Vos

Education

Completed biomedical training in
Higher Laboratory Education

Work

- Is Chair of Fenelab, the industry association for accredited testing and calibration laboratories and inspection bodies in the Netherlands
- Is Director of Nutrilab, a laboratory in the Agro Feed/Food industry

Trivia

Makes time for walking and reading.
Currently: The Eighth Life (for Brilka) by
Nino Haratischwili. 'And running, with
my wife. We go out three times a week
at half past six in the morning. It's
wonderful!'

PV: 'There is so much data available. We can do an incredible amount with it! But we have to properly organise the interplay and the reports to each other.' Leaning forward: 'Suppose a performance test comes in and you, as a laboratory, make a report of it. The data is then visible on your dashboard. And the RvA would gain digital insight by means of a login, which could lead to targeted or fewer audits. We are really on the eve of this; that's where we can go together.'

A beautiful vision for the future. What is the biggest challenge in this?

PV: 'We come from a very conservative system. We have a standard and need to assess conformity. Currently we do that via a snapshot, in quite an old-fashioned way. But ultimately there needs to be innovation in that monitoring. That takes courage.'

RN: 'The technical side will not be the biggest step. The social side, obtaining the confidence that this will help us: that's where the challenge lies. We can never find enough data analysts around the world who can handle this. Our own people will have to get moving. They need to be willing to learn, to rely on statistics, to surrender to the unknown.'

PV: 'But every innovation starts with a vision. And we certainly have that.'

2

Supervision and advice

The RvA may and must operate with a high degree of independence. Supervision of our work and advice in the decision-making process concerning accreditation are of major importance in this regard.

This guarantees the expertise, impartiality and independence of the RvA and provides a critical evaluation of our activities and our business operations.

1. Board of Supervisors

The Board of Supervisors ensures that the Executive Board realises the objectives of the RvA and provides the Executive Board with advice. The members are selected based on expertise and competences.

2. Accreditation Committee

The Accreditation Committee currently consists of five members, appointed on the basis of their expertise in accreditation, their integrity, and their independence. The Committee's duty is to advise the Executive Board with regard to granting

accreditations. In addition, it has the authority to advise the Executive Board regarding suspensions and withdrawals of accreditations.

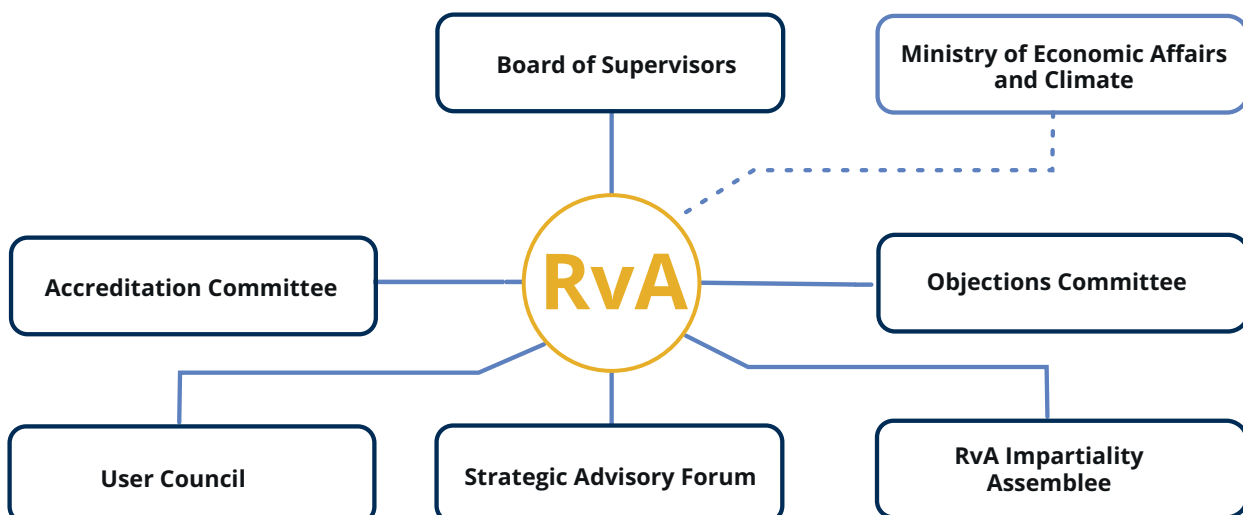
In 2022, Mr Counotte was reappointed for a second term of three years.

3. Objections Committee

In the event of objections against a decision by the RvA's Executive Board, a member of this Committee will be engaged. The members of this Committee are strictly independent.

4. Ministry of Economic Affairs and Climate

The RvA must comply with the relevant provisions of the Autonomous Administrative Authorities Framework Act (Kaderwet zelfstandige bestuursorganen) and European Regulation 765/2008. The Ministry of Economic Affairs and Climate (EZK) supervises this. An evaluation of the RvA as an autonomous administrative authority takes place every five years. Another official evaluation took place in



2021. The RvA noted with appreciation the results of the discussion of the report in February in the Council of Ministers and the opinion of the EZK policy ministry that ‘accreditation is a useful and widely deployable policy instrument that can be linked to the self-regulatory capacity of the market’.

Insofar as the substantive side of the RvA’s work is concerned, the Ministry can rely on the peer reviews by the EA (European co-operation for Accreditation), which the RvA undergoes every four years. In 2021 we had another peer review. The results of this review were discussed in early 2022 in the EA Multilateral Agreement Committee: the RvA complies with the requirements of Regulation (EC) 765/2008 and ISO/IEC 17011:2017 and therefore remains an EA MLA signatory.

5. Executive Board

The responsibilities of the Executive Board include the realisation of the goals and business operations of the RvA. The two-person executive board receives advice from the Strategic Advisory Forum, the User Council and the RvA Impartiality Assembly, among others.

6. Strategic Advisory Forum

The Strategic Advice Forum was established in 2022 to engage in theme-oriented dialogue with its stakeholders about specific societal challenges. The composition of participants of the Strategic Advice Forum partially varies depending on the theme on the agenda. We invite a number of our stakeholders to every meeting: the EZK Ministry, NEN, Fenelab, NVCi, the Association of Scheme Owners and representatives from the medical laboratories. In addition to the permanent members, other stakeholders can also join meetings if they have an affinity with the selected theme. In 2022, a first meeting was held under the theme of ‘Information-driven Working’.

7. User Council

The User Council consists of representatives of the RvA’s direct clients and it advises the RvA on rates, standard of service, and the quality of the service provision. Furthermore, we informed the User Council about the digitalisation projects that are under (ongoing) development. Topics relating to business development and joint development processes with clients were also discussed, as well as the scarcity in the labour market, the (interim) results of the four client arenas and the ‘Information-driven Working’ programme.

8. RvA Impartiality Assembly

It is important that the RvA is impartial in its actions. The involvement of stakeholders in the process for ensuring impartiality is in line with the standard that the RvA must comply with, ISO/IEC 17011. In 2022, due to the revised structure of the (former) Advisory Panel of Stakeholders, the RvA Impartiality Consultation was set up to evaluate the RvA’s impartiality and to advise the Executive Board in this regard.

Multilateral Agreement Committee of European Accreditation

In order to remain a signatory of the Multilateral Agreement (MLA) of European Accreditation (EA), the RvA must satisfy the requirements of European Regulation 765/2008 and the international ISO/IEC 17011 standard. Every four years, the RvA is assessed by an EA assessment team in the format of a peer review. In 2021, we had another evaluation with a positive result.



Members of governing bodies and advisory committees

Here is an overview of the composition of the governing bodies and advisory forums as of 1 March 2023.

Board of Supervisors

- ✓ Ms Yvonne van Rooy LLM (Chair)
2nd term until 1 December 2024
- ✓ Dr. ir. Ineke Mastenbroek (Vice Chair)
3rd term until 14 March 2025
- ✓ Dr. Jaap van den Heuvel
2nd term until 1 August 2023
- ✓ Ron de Mos
1st term until 15 October 2023
- ✓ Ir. Peter van Rhede van der Kloot
2nd term until 31 August 2023

For the Board of Supervisors' report for 2022, please refer to our financial report for 2022, which you can download via our website (www.rva.nl/en/annual-reports). You can also find more information there about the members of the Board of Supervisors and their additional functions.

Executive Board

- ✓ Mr Roeland Nieuweboer LLM
(Chair of Executive Board)
- ✓ Mr Joep de Haas LLM
(Executive Board member)

Accreditation Committee

- ✓ Ir. Kees Pasmooij
(Chair)
- ✓ Prof. dr. Bert Bakker
- ✓ Dr. Guillaume Counotte
- ✓ Prof. dr. Mariëlle Stoelinga
- ✓ Prof. dr. ir. Petra de Weerd-Nederhof

Objections Committee

- ✓ Mr Aniel Pahladsingh LLM
- ✓ Drs. Arend Koenes
- ✓ Mr Mark van Zijl LLM

User Council

- ✓ Dr. Sylvia Bruisten
(Medical laboratories)
- ✓ Dr. Bouke Hepkema
(Medical laboratories)
- ✓ Ing. Ties Joosten
(Fenelab)
- ✓ Ir. Olaf van Panhuys
(NVCi)
- ✓ Pieter Vos
(Fenelab)
- ✓ Wim van Vreeswijk
(NVCi)

RvA Impartiality Assembly

- ✓ Dr. Ir. Ineke Mastenbroek,
(Vice Chair of RvA Board of Supervisors, Chair)
- ✓ Ir. Kees Pasmooij,
(RvA Accreditation Committee)
- ✓ Drs. Arend Koenes
(Objections Committee)
- ✓ Drs. Anne-Mieke den Teuling LLM
(Ministry of Economic Affairs)
- ✓ Ir. Jeen Bouma
(Fenelab)
- ✓ Ir. Nic Hendriks
(NVCi)
- ✓ Dr. Ruben Baumgarten
(Medical laboratories)
- ✓ Ir. Frans Stuyt
(Association of Scheme Owners)

Strategic Advisory Forum

Permanent participants of the Strategic Advisory Forum are representatives of the EZK Ministry, NEN, NVCi, Fenelab, the medical laboratories and the Association of Scheme Owners. Depending on the theme, other stakeholders may join in.

We are deeply thankful to all members/participants for their input and valuable advice in 2022.



**These forms of supervision
and advice contribute to
justified confidence in
our work.**



3

Our work in figures

Confidence also requires the opportunity for verification. Below you will find an overview of our activities in 2022. We have also added the figures from 2021 for comparison.

Accreditations granted as of 31 December 2022

Standard	Explanation	Nether- lands 2022	Abroad 2022	Total 2022	Nether- lands 2021	Abroad 2021	Total 2021
Certification							
ISO/IEC 17065	Products and services	62	2	64	61	2	63
ISO/IEC 17021	Management systems	44	15	59	44	15	59
ISO/IEC 17024	Persons	6	0	6	6	0	6
Subtotal certification		112	17	129	111	17	128
Inspection							
ISO/IEC 17020	Inspection	137	1	138	131	1	132
Subtotal inspection		137	1	138	131	1	132
RvA mark laboratories							
ISO/IEC 17025	Calibration	64	0	64	63	0	63
ISO/IEC 17025	Testing	253	6	259	248	5	253
ISO/IEC 17043	Proficiency testing	15	1	16	14	1	15
ISO 15189	Medical laboratories in MLA	225	8	233	227	7	234
EN/ISO 17034	Reference materials	3	0	3	3	0	3
Subtotal laboratories		560	15	575	555	13	568
ISO 14065	EMAS/ Emissions	3	2	5	3	2	5
Regulation (EC) Nr. 1221/2009 (EMAS)	EMAS verification	0	0	0	0	0	0
Total number of accreditations granted		812	35	847	800	33	833



Number of
accreditations
granted in 2022

812

Netherlands (ZBO)
(800 - 2021)

7

Rest of Europe
(5 - 2021)

28

28 Rest of world
(28 - 2021)

The total number of accreditations granted in 2022 remained virtually the same compared to the total number of accreditations granted in 2021. New accreditations are regularly granted for the various standards, but mergers and acquisitions are also taking place in all segments, resulting in accreditations being withdrawn.



New accreditations by type

(number and processing time from application until decision)

	New accreditations	Average processing time in calendar days	New accreditations	Average processing time in calendar days
Decision in	2022	2022	2021	2021
Certification	3	275	3	251
Inspection	5	369	2	325
Calibration laboratories	1	428	4	369
Testing laboratories	13	345	6	424
Medical laboratories	5	361	1	280
EMAS/Emissions	0	-	0	-
Other	1	353	1	357
Total	28	348*	17	356*

*This is a weighted average

Nearly half of all new applications were for testing laboratories. The average processing time of these applications improved in 2022 compared to 2021. For other applications, the average processing time in 2022 is higher than in 2021. For the majority of these applications, it became apparent during the assessment process that the applicant still had to make substantial efforts in

order to obtain accreditation, resulting in a long processing time. Causes within the RvA were not having a lead assessor immediately available. There were also occasions when accreditation was requested for a specific area for which the technical assessor was no longer available and a recruitment process had to be initiated.

Extensions of the scope of accreditation by type

(number and processing time from application until decision)

	Extensions	Average processing time in calendar days	Extensions	Average processing time in calendar days
Decision in	2022	2022	2021	2021
Certification	28	259	32	181
Inspection	9	127	6	199
Calibration laboratories	4	169	9	175
Testing laboratories	116	130	109	144
Medical laboratories	35	162	50	172
EMAS/Emissions	0	-	0	-
Other	2	134	-	-
Total	194	158*	206	167*

*This is a weighted average

The average processing time of the expansion projects has improved in 2022 compared to 2021.

Disputes, suspensions and withdrawals

Interpretation disputes

If an RvA assessment team is of the opinion that a client does not meet the requirements, the team files a so-called nonconformity. It is possible that the client does not agree with the team's interpretation of the requirements. In that case, the assessed party has the option of filing

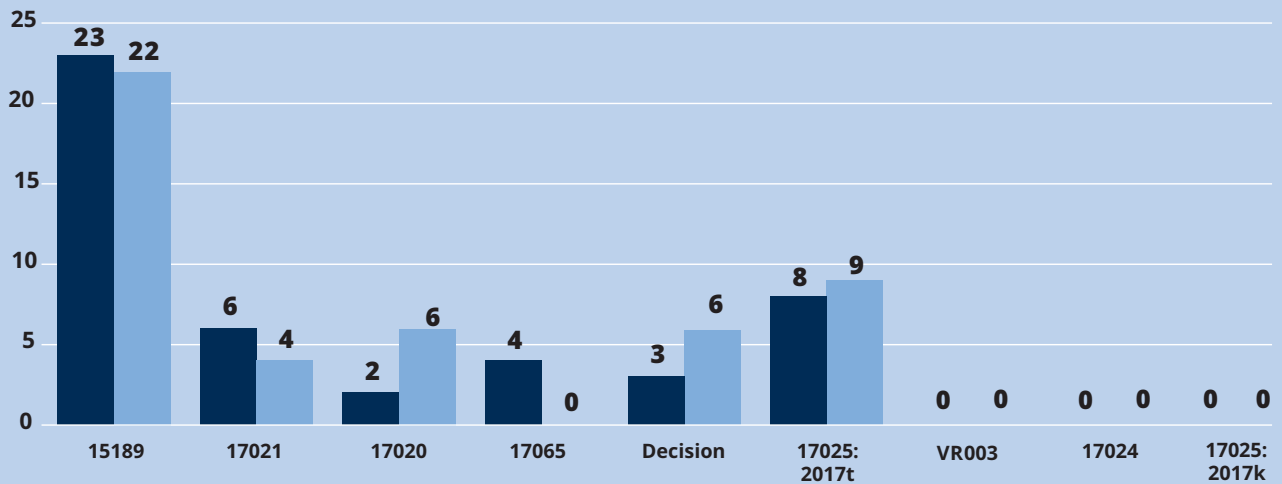
an interpretation dispute. The handling of such a dispute reveals how the standard should be interpreted.

Most disputes originate from ISO 15189, although the absolute number within this accreditation standard is decreasing.





Interpretation disputes per standard



■ 2021 ■ 2022

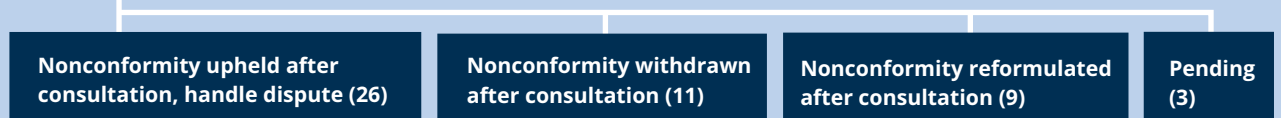
2022

Received (54)

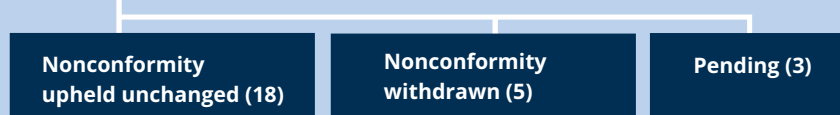
Admissible?



1st assessment team leader (LA)



Outcome of handling





Suspended accreditations (for the entire scope)

Accreditation category	Voluntary 2022	Imposed 2022	Total 2022	Voluntary 2021	Imposed 2021	Total 2021
Certification	0	1	1	0	1	1
Inspection	0	0	0	0	1*	1
Calibration laboratories	1	0	1	0	0	0
Testing laboratories	0	1*	1	0	0	0
Medical laboratories	0	0	0	0	0	0
Other	0	0	0	0	0	0
RvA mark total	1	2	3	0	2	2

* Suspension was lifted on 26 July 2022

Suspended accreditations (for part of the areas of activity)

Accreditation category	Voluntary 2022	Imposed 2022	Total 2022	Voluntary 2021	Imposed 2021	Total 2021
Certification	0	0	0	0	0	0
Inspection	0	0	0	0	0	0
Calibration laboratories	0	1	1	0	0	0
Testing laboratories	1*	1*	2	1	1*	2
Medical laboratories	0	0	0	0	0	0
Other	0	0	0	0	0	0
Totaal RvA-merk	1	2	3	1	1	2

* Suspensions have since been lifted



Withdrawn accreditations (for the entire scope)

Accreditation category	Voluntary 2022	Imposed 2022	Total 2022	Voluntary 2021	Imposed 2021	Total 2021
Certification	2	0	2	4	0	4
Inspection	7	0	7	4	0	4
Calibration laboratories	0	0	0	0	0	0
Testing laboratories	8	0	8	8	0	8
Medical laboratories	5	0	5	4	0	4
Other	0	0	0	0	0	0
Totaal RvA-merk	22	0	22	20	0	20

* Various withdrawals have since been lifted (2022: 2x certification, 1x inspection, 2x testing laboratories, 5x medical laboratories)

Withdrawn accreditations (for part of the areas of activity)

Accreditation category	Voluntary 2022	Imposed 2022	Total 2022	Voluntary 2021	Imposed 2021	Total 2021
Certification	1	0	1	4*	0	4
Inspection	0	0	0	1	0	1
Calibration laboratories	0	0	0	0	0	0
Testing laboratories	0	0	0	2	0	2*
Medical laboratories	0	0	0	30*	0	30
Other	0	0	0	0	0	1
Totaal RvA-merk	1	0	1	37	0	37

* Various withdrawals have since been lifted (2022: 1x certification)

Processing complaints

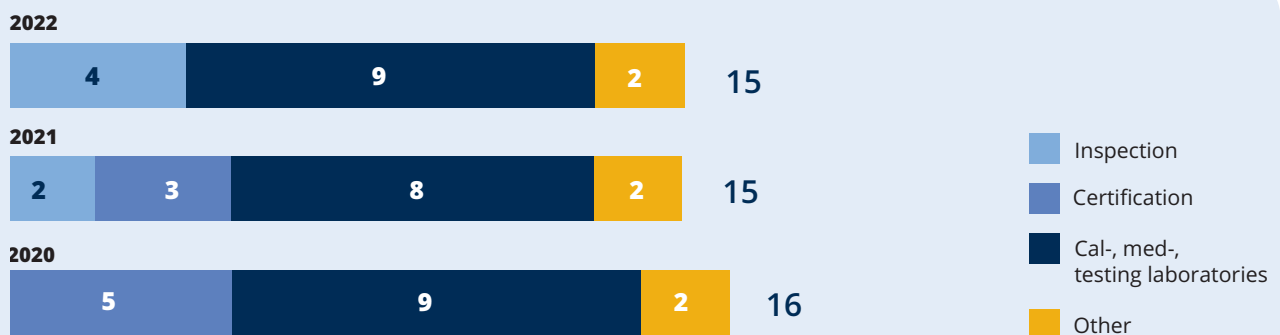
In accordance with the Dutch General Administrative Law Act (Algemene wet bestuursrecht), the RvA has a complaints procedure in place for any complaints about the RvA as an administrative authority. This procedure can be accessed directly via our website (www.rva.nl/en).

We processed fifteen complaints in 2022. Most of the complaints were about communication and the scheduling and deadlines of assessments. In addition, the impartiality of assessors was called into question on a number of occasions. After investigations and discussions, the complaints relating to impartiality have been found to be unjustified.

Using the complaints procedure, the RvA works to restore the complainant's confidence in the

RvA by taking a critical look at itself. Each complaint is followed by an analysis of the cause of the complaint and, if there is reason to do so, an effort to achieve structural improvement of our processes. In 2022, the RvA worked on a number of improvement processes that will prevent recurrence of some of the complaints from 2021. Among other things, the speed of publication of new conformity assessment schemes on the RvA website has improved.

In 2022, the internal complaints process was further improved and simplified. By doing so, the RvA gives itself more scope, within the possibilities of the law, to opt for an informal approach in which appropriate solutions are sought with the complainants. It is still too early to measure the effectiveness of these improvements.



Number of complaints processed regarding the RvA (with breakdown by working domain of notifier)

Notifications and alerts

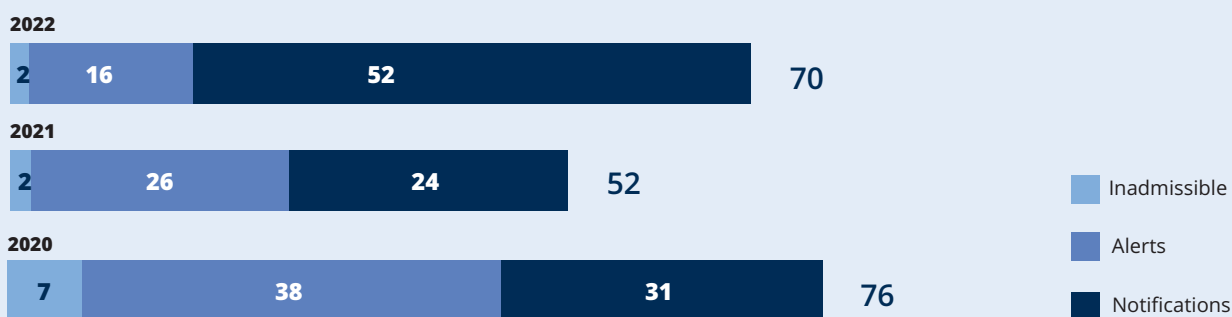
In the event of dissatisfaction or doubts about the work of an accredited organisation, a notification or an alert can be submitted to the RvA. In the first case, the RvA investigates the notification with the accredited party and feedback is provided to the notifier. In the event of an alert, the RvA will, as it sees fit, incorporate the information into the supervision of the accredited organisation. The notifier will not receive any feedback in this case.

As in 2020 (82%) and 2021 (63%), notifications in 2022 mainly concerned the accredited organisations in the fields of inspection and certification (60%). For the most part, the notifications are about the performance of activities by the organisation in question and

failure thereby to comply with the accreditation requirements.

In principle, notifications or alerts are investigated during the next regular assessment. In response to a notification or alert, the RvA's Executive Board may decide to carry out an extra assessment if the content of what has been alerted is such that doubts are raised about the reliability of the work of the accredited organisation. In 2022, the decision to perform an extra assessment was made ten times (compared to five times in 2021). Two assessments are still ongoing.

Not much can be said about the results of the notifications/alerts from 2022, because most of them (90%) have yet to be completed.



Number of notifications and alerts received about accredited organisations

Processing of objections, appeals and freedom of information requests

Six objections were submitted in 2022:

- ✓ An objection to a suspension related to EU economic sanctions against Russia (objection unfounded).
- ✓ Two objections regarding deviation from RvA policy rules in the event of suspension or withdrawal of accreditation (both objections well-founded).

- ✓ An objection to the division of responsibilities between the RvA and an accredited body in the organisation of witness audits (objection well-founded).
- ✓ An objection to a comment for improvement included in a decision (objection inadmissible).
- ✓ An objection to the establishment of an assessment programme (objection inadmissible).

The RvA opts for an appropriate interpretation of the objection procedure on a case-by-case basis, dependent on the complexity of the objection. In one case, an Advisory Committee on Objections was set up to advise on the decision on the objection. For all objections, the RvA looks at the underlying cause and whether action can be taken to prevent similar objections in the future.

In 2022, one freedom of information request was received under the Dutch Public Access to Government Information Act (Wet open overheid). This request has been (partially) granted.







4

Brief financial overview

The RvA is a private foundation. We have no profit objective on the basis of our Articles of Association and pursuant to the European Regulation 765/2008. Our independence is guaranteed via the Dutch National Accreditation Body Appointment Act (Wet aanwijzing nationale accreditatie-instantie) and by a sound governance structure with a Board of Supervisors, an Accreditation Committee, an Objections Committee and a User Council.

We also ensure our independence via a healthy capital position. This means that we are resilient against financial risks which might arise (for instance if clients decide to terminate the accreditation) and we can accommodate

unforeseen circumstances (such as the consequences of the Covid pandemic, for example).

Annual accounts

The figures below have been taken as a summary from the adopted annual accounts for 2022. You can download the full annual accounts via our website (www.rva.nl/en/annual-reports/) or request them from us via communicatie@rva.nl.

The annual accounts have been compiled with due observance of the Autonomous Administrative Authorities Framework Act (Kaderwet zelfstandige bestuursorganen). The Guideline for Annual Reporting 640 'Not-for-profit organisations' (Richtlijn voor de jaarverslaggeving 640) has been used since 2018.

Income & expenditure statement (x € 1000)

Results	Budgeted 2022	Realisation 2022	Realisation 2021
Total income	14.985	15.593	14.087
Expenses			
Personnel	8.652	8.926	8.375
Costs of outsourced work	3.687	3.973	3.718
Travel and accommodation	405	632	191
Depreciation of fixed assets	356	335	204
Other costs	1.924	2.080	1.658
Total expenses	15.024	15.947	14.146
Sum of income and expenses	-39	-354	-59
Interest income	-10	-5	-15
Result	-49	-359	-74
Costs charged to designated fund	60	62	164
Addition to designated fund	-	-	-
Changes to equalisation and other reserve	11	-297	90

Balance sheet as at 31 December (x €1000) after appropriation of result

Assets	2022	2021
Fixed assets	1.425	1.274
Receivables and transitory assets	4.609	3.327
Liquid assets	832	1.752
Total	6.866	6.353

Liabilities	2022	2021
Equity capital	3.363	3.723
Long-term liabilities	203	179
Short-term debts and deferred liabilities	3.299	2.451
Total	6.866	6.353

As at 31 December 2022, the buffer capital (equity capital -/- designated fund) is 3,363,160 euros. On balance, the buffer capital has decreased by 297,210 euros. At year-end 2021, the buffer capital was 3,660,370 euros.



Distribution of invoiced time

For the assessment type:

Assessment type	2022 (total number of days 7.649 = 100%)	2021 (total number of days 7.846 = 100%)	2020 (total number of days 7.897 = 100%)
Initial assessment	5%	4%	5%
Extension	7%	8%	9%
Re-assessment	23%	31%	23%
Surveillance assessment	52%	48%	55%
Witness audit	13%	9%	8%
Total	100%	100%	100%

Broken down by role in the assessment team:

Role	2022 (total number of days 7.846 = 100%)	2021 (total number of days 7.649 = 100%)	2020 (total number of days 7.897 = 100%)
Lead assessor	41%	43%	46%
Assessor	57%	55%	53%
Technical expert	2%	2%	1%
Total	100%	100%	100%

In 2022, the roles were clarified on the basis of ISO/IEC 17011; for comparison, the figures for 2021 and 2020 have been adjusted accordingly.

Broken down by deployment:

Deployment	2022 (total number of days 7.846 = 100%)	2021 (total number of days 7.649 = 100%)	2020 (total number of days 7.897 = 100%)
At client's site/remote*	50%	49%	47%
Preparation/reporting	48%	51%	52%
Travel outside the Netherlands	2%	0%	1%
Total	100%	100%	100%

*Remote assessments are included as being 'on location'.





Colophon

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Text

Dutch Accreditation Council, Utrecht

Interview

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Design

Idem Dito, Kampen

Photography

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iStock (page 32 en 39)

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Utrecht, April 2023



**Innovating
with confidence**

DUTCH ACCREDITATION COUNCIL

