

APPENDIX

IRIS DE LANGE, MASTER THESIS

DESIGN FOR INTERACTION, DELFT UNIVERSITY OF TECHNOLOGY

Appendix A: Design Brief



Personal Project Brief - IDE Master Graduation

Mitigating biases in supervision through interaction design

project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 01 - 03 - 2024

31 - 08 - 2024

end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

This graduation project is set to take place at the Authority for Consumers & Markets (ACM), specifically within the energy department.

The ACM is the independent regulator of the Dutch economy, dedicated to ensuring well-functioning markets for people and businesses. It enforces regulations for companies, aiming to prevent unfair practices and encourage compliance. Additionally, the ACM oversees consumer protection and education, empowering consumers to assert their rights.

One of the ACM's main focuses is accelerating the energy transition, a crucial pillar in combating climate change. The evolving energy market introduces new innovations, systems, and businesses, leading to rapid changes and legal complexities. The ACM's energy department closely monitors and regulates these developments. In addition, they work on new measure to prevent further grid congestion, and share valuable insights to consumers through their monthly monitor.

In the regulatory process, numerous decisions are being made. Biases may factor in and impact the outcomes of these decisions. Biases are cognitive mechanisms that aid in simplifying information, making information processing easier and more efficiently. This can have potential positive or negative impacts.

Regulators frequently encounter negative situations in the course of their duties, such as various violations committed by companies. This exposure can lead to a distorted perception of reality. The presence of (strong) biases in supervision increases the risk of regulators making decisions based on gut feelings or intuition with insufficient information, possibly resulting in unfair judgements. Moreover, blind spots may emerge, potentially resulting in missing or failing to penalize violations.

Decisions influenced by strong biases can also have negative consequences for the reputation of the ACM. For instance, if a court determines that there was a lack of objective justification in decision-making or insufficient consideration of alternatives, the neutrality and independence of the ACM will be questioned. The ACM's authoritative position plays a significant role in the effectiveness of certain measures. For instance, issuing an official warning can sometimes be enough for behaviour change, avoiding the need for more severe legal procedures. This saves both the company and the ACM valuable time and resources. Additionally, the ACM is tasked with warning consumers about companies that violate the law. However, it is vital that these warnings and press releases are taken seriously by consumers.

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PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

Biases in judgement processes has gained increasing attention in recent years. This has also emerged as a growing interest within the ACM, as they want to ensure a neutral approach in their supervision. Some measures have been taken to mitigate biases among employees, but they were mainly focused on increasing awareness. In 2019, a brief presentation on biases was given within the energy department, followed by a short test. Additionally, the concept of biases is introduced in a training program within the ACM's online learning environment.

This project aims to investigate what biases influence regulators and their decisions, and explore ways how this influence can be minimized.

The ACM is a large organisation with multiple departments and more than 750 employees. As each department focusses on a different market and uses different processes, this project will be limited to the energy department.

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

The objective of this project is to explore which factors in the current supervision process are contributing to bias formation among supervisors, and design an intervention based on these findings. This intervention will likely involve modifying or introducing a new interaction within the existing process or implementing a parallel process. The new interaction(s) could be between the supervisor(s) and an app, colleagues or the process. Through this intervention, the supervisor(s) should repress or mitigate their biases in the continuation of the process.

Research Questions:

1. Which interactions in the supervision processes contribute to bias formation among regulators from the energy department?
 - a. Which mechanisms facilitate these interactions?
 - b. How do these findings relate to previous studies on biases in supervision?
2. How can we design an intervention to mitigate bias in the supervision process?

APPENDIX B: Overview Research Activities

PRESENTATIONS

Presenation	What	Data Collected
Onboarding ACM	Onboarding week for all new ACM employees. Provided elaborate information about ACM. Contained presentations given by ACM board, supervisors from all departments, and an office tour.	Notes
Social Prioritization	Presentation about the ACM decision on new measures for grid congestion, in which societal prioritization is introduced. The presentation explained how this decision was formulated. This was followed by an elaborate discussion with supervisors about the legal implications and ACM's role in this process.	Notes, quotes
Explanation Reorganisation	Presentation given by the director of the Energy Department. A meeting where supervisors could express their concerns about the reorganization and ask questions.	Quotes
Energy Department Day (extern)	2 presentations about the changing role of supervision and the energy market. Spoke with 2-4 supervisors about their view on biases, discussed my analysis (CLD-diagram).	Notes
Dutch Legal Design Lab Event: Connecting law, design & tech to design just societies (extern)	Event organised by the Legal Design lab (TU Delft) and Erasmus University discussing the relationship between law and design. Participated in a mock trial and workshop.	Photos, notes
Cappuccino Sessions (3x)	Sessions containing 2-3 presentations about current internal and external developments regarding ACM. Provided information about cases happening during this project. E.g. the Fortnight case (discussed in chapter 3.2).	-
Start-off presentation new Energy Department	Presentation kicking off the new Energy Department after the reorganisation.	-
Energy Department Presentation	Presentation on the research regarding the 'salderingsregeling' organized for the Energy department. Discussions focused on the fairness of solar panels and the future development of laws concerning the redelivery of solar energy.	-
Lunch Presentation: Behaviour in Supervision	Presentation given by the behavioural experts about how behavioural science can be used to improve supervision, especially when trying to explain or change the behaviour of a market party.	-

MEETINGS

Meeting	Team	Times Attended	What	Data Collected
RAP	RAP	4	Signals and reinforcement requests are discussed by the team.	Jottings, quotes
Intervision	Behavioural Experts	5-10	Periodically collaboration moment. In one session, the bias game was played and reviewed (B7).	Photos, jottings
RO Heat Signals	Detection & Supervision	1	Signals (filtered by the signal coordinates) focused on heat are evaluated for relevance.	Notes, quotes
RO Detection	Detection & Supervision	1	An overarching meeting takes place every six weeks, where detection supervisors discuss major signals and developments. The meeting is led by the detection coordinator.	Notes, quotes
Intro meeting	Strategy & Planning	1	First meeting of the SP team discussing the reorganisation, ACM's strategy, and the energy department's problems and future focus.	Notes, quotes
Team Evaluation	Behavioural Experts	1	A day evaluating the team's position within ACM, reflecting upon faced issues, and discussing future focus.	Jottings

MISCELANIOUS – IMMERSION EVENTS

ACTIVITY	TIMES ATTENDED	WHAT
Weekly team update - Detection & Supervision	5-10	Weekly kick-off meeting where everyone shared the important events/meetings happening that week. Provided insights on the different types of challenges supervisors face during their work.
Team meeting - Detection & Supervision	3	Monthly team meetings where dilemmas, projects, and developments were discussed. This meeting provided an opportunity to update supervisors on the project and gain insights into what is happening within the team.
Weekly team meeting - Behavioural Experts	5-10	This meeting provided general insights on how ACM operates. Dilemmas faced by behavioural experts were discussed. Provided insight in the organisational structure and culture of ACM.
Sport day	1	Annual sport day for all ACM employees. Spoke 3-5 supervisors about their view on biases and shared my personal analysis.
Guided walk – Politics in The Hague	1	Walk through The Hague, organised by young ACM. Guided tour explained how Dutch politics were organised during the Second World War and how it differed from the current situation. During the walk, I spoke with 2 supervisors from the Energy Department about this project.
DOX Training	1	1 on 1 session where the DOX superusers explained ACM's digital archive system and other document procedures.
Close-off Detection & Supervision team	1	Informal evening before the reorganisation with the detection and supervision team.

INTERVIEWS & CONVERSATIONS

Who	Type of interview	What	Data Collected
Manager	Conversation	Conversation after the RO Heat Signals. Discussing the difficulties and challenges supervisors face when judging new (consumer) signals.	Notes
Manager	Semi-structured	Interview about the supervision process and the challenges ACM faces. Validating the overview of the supervision process I had so far.	Recording
Detection Coordinator	Semi-structured	Interview about the detection phase and the different workflows within the department.	Jottings
Signal Coordinator	Semi-structured	Interview about the detection phase, the consumer signals and how they are selected for the detection meeting.	Recording
Junior Supervisor	Unstructured	Discussed the challenges and dilemmas they experienced during their first months at ACM.	Jottings
Strategist	Semi-structured	Discussed strategist role and their influences within ACM. Discussed project analysis (CLD-diagram) and the strategy of ACM regarding the Energy Department. Discussed political climate.	Notes
Supervisor	Conversation	Conversation about their observations and experiences regarding biases, documentation of data and decisions, and the overall culture within ACM.	Quotes
Supervisor	Conversation	Conversation about their experience with deciding on actions and interventions.	
Supervisor	Conversation	Conversation about their experience with the "signal boost" ACM used to do in the past to be more proactive in collecting signals and finding market problems.	Jotting
Supervisor	Conversation	Conversation with senior supervisor about their preparation for company visits for a high priority investigation.	-
2x Supervisors	Conversation	Two supervisors shared their dilemmas and reflected upon their past decisions regarding an ongoing project.	Jotting
Manager	Conversation	Conversation about previous experience working at another Dutch supervisory body and his experience at ACM.	-
Supervisor	Conversation	Conversation about previous experience working at another Dutch supervisory body.	-
Supervisor	Conversation	I have had about 5-10 conversations with different supervisors about their overall experience at ACM and the influence of other government institutions on decisions.	-

Appendix C

Is not publicly available

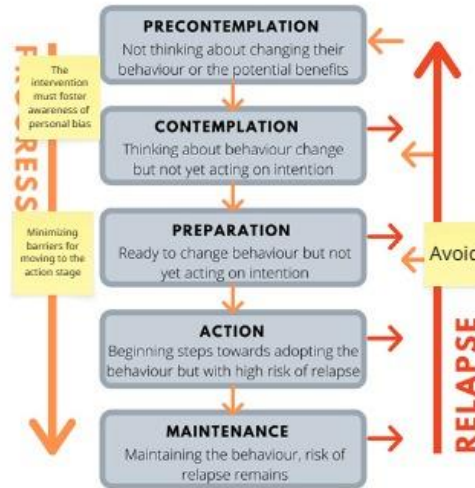
D. Design Criteria Brainstorm

The desired behaviour: Supervisors asking critical questions.

The transition between stages 1 and 2 must be as smooth as possible to increase motivation. Thus, the initial investment must be perceived as 'small'.

Preparation must be as minimal as possible

The intervention should provide positive reinforcement to keep motivation and engagement high



The intervention should not rely on individual motivation -> Group/social norm

Pre-usage (priming)

Usage

Long-term usage

Barriers for using intervention

Who initiates the action?

Action

Maintenance & Relapse prevention

Fear of feedback

Not seeing the value

Not seeing the need for change

Not understanding (how to use) the intervention

Not knowing how to change

Fear of disrupting supervision process/quality

Not trusting the effectiveness of the intervention

Loss aversion

High risk (ROI)

Too much work to try it out

Money

Resources

Too difficult

Emphasizing Immediate Outcomes: The findings suggest that interventions should focus on immediate and affective outcomes rather than long term rational outcomes. This approach can enhance enjoyment and satisfaction, which are critical for sustaining behaviour change (Kwasnicka et al., 2016)

Fear of responsibility: Taking ownership can cause a fear of responsibility of the project/intervention

Forgetting to use the intervention

Front Runners: Behavioural experts. But who after that?

Lack of confidence in continuing designing the intervention

Lack of (long term) motivation

Intervention interferes with the main goal of supervision

However, once they feel they have completed the goal, they may revert to competing goals, leading to rebound effects (Simpson et al., 2012)

Themes:

Goal Enhancing vs. conflicting

Psychological safety

Intervention confidence

Gaining trust in the intervention (ROI)

Aligning personal values

Ownership & Autonomy

Rebound effects

D. Co-Creation Session Guide

Participants:	8 Behavioural experts from ACM
Duration:	60 minutes
Goal of the session:	1. Generate ideas and find a solution area on the problem scenario 2. Introducing (new) brainstorm approach and tools
Materials:	PowerPoint presentation, 6x flip overs, markers

Timetable

Activity	What	Time
Warm-up	Gradually stimulate creative and empathic thinking.	5 minutes
Introduction	Explaining design challenge & goal of the session	5 minutes
Sprint 1	Generating as many (crazy) ideas as possible	2 x 10 minutes
Discussion	5 minute brainstorm break before the second sprint	5 minutes
Sprint 2	Transforming the crazy ideas into potential ideas	10 minutes
Reflection	Discussion where there might be potential idea	5 minutes

Recommendations for next sessions

- The warmup was effective. During the exercise, the answers got more diverse. By doing this plenary, participants started associating off previous ideas.
- The session was quite short, causing the different activities feel a bit rushed sometimes. Ideally, a session takes at least 90-120 minutes, so there is more time for the discussions and implement short breaks.
- The SCAMPER tool was a little bit confusing for some participants. They stated that it probably has to do with the timing of the second sprint. It might be useful for longer sessions.
- For future sessions, it is recommended to have at least two facilitators. So, one facilitator can be solely focussed on documenting the session and taking notes during the discussions.

E. Test Sessions Guides

E1. Session 1

Participants:	3 supervisors from the detection meeting
Duration:	60 minutes
Goal of the session:	Evaluate ideas
Materials:	PowerPoint presentation with signals, coloured cards, action form

Research Questions

RQ1: Is it possible to handle anonymized signals in the same way as current signals?

RQ2: How do the interventions influence signal discussions?

RQ3: How do the interventions encourage a critical perspective regarding biases?

RQ4: Are there any barriers for regulators to implement this idea? If so, what are they and why?

Timetable

Activity	What	Time
Introduction	Clarifying session goal and the session's planning	5 minutes
Test 1	Participants write down their questions and the information they miss	3 minutes
Discussion 1	Participants discuss signal 1	5-10 minutes
Test 2	Participants judge the signal individually using the coloured cards	3 minutes
Discussion 2	Participants discuss signal 2	5-10 minutes
Test 3	1. Participants judge an anonymised signal 2. Participant judge anonymised signal	2x3 minutes
Discussion 3	Participants discuss signal 3	5-10 minutes
Reflection	Discussing the effectiveness and suitability of the tested mechanisms	10 minutes

Setup

The session was structured into three distinct rounds, with each round focusing on analysing a specific signal and testing an idea.

Round 1

In the first round, participants were asked to write down any questions the signal prompted before engaging in a discussion. Additionally, they were explicitly encouraged to identify any missing information that would be necessary for making a well-informed assessment.

Round 2

During the second round, participants were asked to evaluate the signal individually. To facilitate this, they were provided with a form containing three different cards: red, orange, and green. The red card indicated no action should be taken, the orange card signified uncertainty, and the green card represented a call for action.

GEEN ACTIE	ACTIE	TWIJFEL
Toelichting: 	Toelichting: 	Toelichting:

Coloured cards - signal 2

Round 3

In the final round, participants were presented with two versions of the same signal. In the first version, the company's name was anonymized, while in the second version, the company was explicitly mentioned. Participants were again asked to assess the signal individually using a form where they could select appropriate actions.

ACTIE SELECTIE	
☐	Verrijking
☐	Naar interventies team
☐	Naar MT
☐	Naar lopend project
☐	Monitor
☐	Overleg DC
☐	Mee in vergunninghoudersgesprek
☐	On hold
☐	Geen actie

List of actions - signal 3

The session concluded with a plenary discussion about the tested ideas. There was an evaluation with the two behavioural experts after the session where we reflected upon our observations, notes and insights.

Conclusions

RQ1: Is it possible to handle anonymized signals in the same way as current signals?

With this specific signal, participants were able to make a judgement without the company name presented. However, they also noted that in some cases the company name is actually a relevant trigger to investigate a signal, for instance when a company is under enhanced surveillance. It is unclear whether the signals of enhanced supervision are addressed in the detection meeting or sent directly to the regulator overseeing that party. Moreover, the discussion raised questions about the label 'enhanced surveillance' in general, such as: *For how long does a company remain under enhanced supervision? Is it still relevant to mention the company afterward? Does a company's past ever "disappear"?*

RQ2: How do the interventions influence signal discussions?

In all three cases, participants observed that the signals were incomplete and that it was not yet possible to determine an appropriate next step. During the first round, participants formulated 11 critical questions they needed to assess the urgency of a signal. In the third round, participants were somewhat surprised that the only missing information was the company's name. This surprise grew when they learned that these signals had been taken directly from past detection meetings. This led to a discussion about the vagueness of the signals and how they could be improved.

RQ3: How do the interventions encourage a critical perspective regarding biases?

A discussion emerged in which participants reflected on what information was truly important and how factors such as company name, context, and financial figures influenced their assessments. They also considered how other departments handle these aspects and what might be a more effective approach.

During the session, it was reaffirmed that biases are not yet a primary focus in discussions or evaluations. At present, there is no structured or active effort to address biases within these processes. While people are aware that biases exist, they are not yet a central topic of conversation.

A potential future intervention could focus on fostering discussions and drawing attention to the co-creation of bias interventions. Additionally, a learning intervention would likely be most effective. Given the abstract nature of biases, it would be crucial to focus on bias awareness within decision-making processes rather than simply educating participants on the existence of biases. The emphasis should be on understanding how biases can influence assessments within the signal evaluation process.

RQ4: Are there any barriers for regulators to implement this idea? If so, what are they and why?

The processes and workflows within the department are highly dynamic and require flexible interventions that can adapt to ongoing changes. During the session, it became clear that these processes evolve so rapidly that it is challenging to develop fixed interventions. A more adaptable approach, such as designing a set of tools that can be integrated in various ways, may be more effective. In fact, the meetings on which these interventions were initially based no longer exist in their original form. The tested ideas may currently be too focused on symptoms, making them less adaptable for flexible implementation.

There were also concerns about the time required for these interventions. Individually assessing signals could significantly extend meetings. Since up to 20 signals may be reviewed per meeting, this could lead to an additional 60 minutes of discussion. The possibility of having regulators conduct individual assessments before meetings was also considered, but it was quickly concluded that this would likely not happen due to workload constraints and lack of motivation.

Insights on the new detection process

In the new workflow, the initial screening of signals is organized within different thematic areas. Each theme forwards its own signals to the central detection meeting, where they are assessed and, if necessary, escalated to the intervention meeting.

A criteria list is still being developed for the signals reviewed in the central detection meeting. This list will define the requirements a signal must meet to be discussed during the meeting. There is top-level recognition that the evaluation process could become more measurable by placing greater emphasis on risk assessment.

Within the management team, there is a general divide between those advocating for strict lists and structured forms and those favouring a more intuitive, customized approach.

E2. Test Session 2

Participants:	5 supervisors from the detection meeting*
Duration:	60 minutes
Goal of the session:	Evaluating ideas
Materials:	PowerPoint presentation with signals, Mentimeter

*Notes on participants

During this session, one of the participants has worked at another Dutch supervisory body and was involved in their bias research.

Research Questions

RQ1: Do the bias risk indicators affect the interpretation of the signal?

RQ2: How do the interventions influence signal discussions?

RQ3: Do the interventions encourage a critical perspective regarding biases?

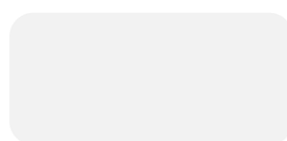
RQ4: Are there any barriers for regulators to implement this idea? If so, what are they and why?

Timetable

Activity	What	Time
Pre-test arrangements	Technical test: Connecting presentation and word cloud to screen	5 minutes
Introduction	Explaining the goal and setup of the session	3 minutes
Signal 1	Participants fill in form	3 minutes
Signal discussion 1	Participants discuss signal 1	5-10 minutes
Signal 2	Participants fill in form	3 minutes
Signal discussion 2	Participants discuss signal 2	5-10 minutes
Signal 3	Participants fill in form	3 minutes
Signal discussion 3	Participants discuss signal 3	5-10 minutes
Reflection	Discussing the effectiveness and suitability of the tested mechanisms	10 minutes

Setup

During the session, three different signals were discussed. At the start of the session, participants scanned a QR code with their phones, bringing them to a digital form. Before the discussion, participants were asked to write down their first thoughts using the form. Their answers appeared on the presentation screen in the form of a word cloud. This cloud was used as a starting point for the discussion of the signal. Each signal was visually presented in a different manner. All information was given during this test, including the company's name.



Signal 1

The first signal was presented in a grey box



Signal 2

The second signal was presented in a coloured box with a bias risk symbol



Signal 3

The third signal was presented in a grey box with a simplified risk symbol

The session concluded with a plenary discussion. There was an evaluation with the two behavioural experts after the session where we reflected upon our observations, notes and insights.

5.4.2 Conclusions

RQ1: Do the bias risk indicators affect the interpretation of the signal?

The bias risk symbol was particularly noticeable in the second signal but drew less attention in the third. Only one participant observed it in the third signal and made the connection to the bias symbol from the second. This suggests that if the third signal had been presented before the second, the symbol might have been even less noticeable.

Participants indicated that the presence of the bias risk indicator led them to assume there was a significant risk of bias, prompting them to approach their assessment with greater caution. However, this heightened caution introduces the risk of an unintended bias in the evaluation process, as regulators may become overly hesitant in their judgment.

RQ2: How do the interventions influence signal discussions?

The use of the word cloud ensured that all participants were actively involved in the discussion. Participants noted that this level of engagement is not typically present during standard detection meetings. In practice, signals are categorized into specific themes, and discussions are usually led by regulators with legal expertise relevant to that theme.

Additionally, participants reflected that discussions in detection meetings are less open-ended. Typically, the presenter of a signal has already proposed a course of action, which is then put forward for group consideration. As a result, discussions tend to focus primarily on the legal implications of a signal rather than exploring broader perspectives or alternative approaches.

RQ3: How do the interventions encourage a critical perspective regarding biases?

During the session, participants increasingly recognized their tendency to assess signals primarily from a legal perspective. However, this often led them to overlook other important viewpoints, such as those of consumers, society, and the ACM.

The company mentioned in the second signal had a well-established reputation, which was clearly reflected in the word cloud. As the discussion unfolded, participants began questioning whether their suggested follow-up actions would have been different if a different company had been involved—for instance, whether they would have recommended a more in-depth investigation. Due to the company's reputation, most participants were more inclined to assume that the consumer's claim was likely valid. This prompted a broader discussion about how long a company's reputation should influence regulatory decisions and how many opportunities a company should be given to improve. The debate sparked critical reflections, with participants expressing diverse perspectives on the matter.

The session also highlighted the value of diverse expertise among regulators. Participants noted that while they often do not consciously reflect on this during discussions, the variety of critical questions raised throughout the session underscored the strength of their collective knowledge. They recognized that leveraging this diversity could be beneficial beyond the detection meeting, particularly in later phases when an additional opinion is needed.

RQ4: Are there any barriers for regulators to implement this idea? If so, what are they and why?

Two primary barriers were identified when considering the implementation of these interventions. One major concern is the additional time required for the detection meeting when implementing the "word cloud" intervention. The second key concern relates to the "bias

monitor" intervention. The monitor's form could undesirably affirm a market party's reputation. This could reinforce the existing perceptions rather than challenging them. Moreover, there is a risk that supervisors, when they notice the risk symbol in the presentation, may become overly cautious in their judgement. This could lead to signals being evaluated too softly, potentially delaying necessary interventions.

Key Takeaways

Insight on the participants' experience

Participants responded very positively to the session, noting that the discussions provided valuable insights into both their own biases and those of others. Additionally, they emphasized that similar discussions should take place more frequently during actual detection meetings.

"It's good to have more of these kinds of discussions. I do miss that now. Often, the person submitting a signal already ties it to a specific action, and it becomes more about checking whether someone disagrees with it."

"These signals all fall outside my area of expertise, so I find it difficult to contribute substantively. However, by filling in the word cloud, you stay actively engaged in the discussion and start thinking about your perspective on it."

F. Questions Context Cards

CONSUMERS

- Hoe beïnvloeden de eigenschappen van de consument de beoordeling?
- Welke emotionele impact kan dit probleem hebben op de consument?
- Hoe wordt de consument hier geschaad? Denk hierbij aan bijvoorbeeld de financiële en emotionele schade.
- Weten we of er nog andere consumenten zijn met hetzelfde probleem?

EXTERNAL FACTORS

- Welke gevolgen kan dit probleem hebben voor de maatschappij?
- Welke externe factoren zouden dit probleem ernstiger kunnen maken?
- Hoe zouden consumentenprogramma's dit probleem behandelen?
- Welke invloed heeft de reputatie van dit bedrijf op de besluitvorming?

SUSTAINABILITY

- Hoe draagt dit bedrijf bij aan de versnelling van de energietransitie?
- Hoe verhoudt dit probleem zich ten opzichte van de energietransitie?
- Hoe kan deze beslissing innovatie hinderen of bevorderen?

MISSION ACM

- Hoe voldoen we met deze beslissing aan de zorgplicht van ACM?
- Wat voor effect zou deze beslissing kunnen hebben op de ACM?