



FEMALE
PARTICIPATION IN
HIGH-TECH
ENTERPRISES
NORTHERN NETHERLANDS

The FEMINA Project

FEMINA partners believe that increased female participation can make high-tech SMEs more competitive. This belief, based on academic studies and practical experience, must become part of mainstream policy.

The gender gap is still visible in high-tech sectors across EU-28: women represented 29% of entrepreneurs in 2014 and 32.5% of employees in high-tech manufacturing and knowledge-intensive services in 2015. This is not a question of social inclusion. It is about economic growth: studies show that the women's specific skills can help to diversify and consolidate enterprises; that closing the gender gap could generate an EU GDP increase of 13%.

In this context, FEMINA partners cooperate at interregional level to reach their overall aim: to ensure that selected policy instruments are integrated with measures to promote female engagement in their high-tech sectors, with a focus on sectors in their RIS3.

FEMINA considers how to identify, implement, monitor and evaluate policy measures that break down barriers to female high-tech entrepreneurship, to employment and career progression in high-tech SMEs and to the gender dimension of innovation in funding schemes for high-tech start-ups and SMEs.

Policy improvements are foreseen through specific projects funded to address these barriers, through improved policy management (e.g. gender criteria in monitoring) and through strategic focus, whereby partners work to include female participation in high-tech as a fundamental principle of their policies for SME competitiveness.

FEMINA's main outputs are Action Plans, detailing these desired changes, which partners and selected stakeholders will implement and monitor over a 2-year period. The results of this implementation will benefit SMEs and the territory. An increase in female participation in high-tech entrepreneurship, employment and leadership should establish a culture of gender parity in these sectors, with impact on inclusive growth and regional competitiveness.

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1. Situation Northern Netherlands

Samenwerkingsverband Noord-Nederland (SNN) is an alliance of the three northern provinces of the Netherlands: Groningen, Drenthe, and Friesland. It was established as the managing authority of the region in 2000. They provide grants, facilitate northern cooperation, and promote northern interests. SNN has effectively designed and implemented several Structural Funds' programs. In addition, it has been responsible for various nationally and regionally funded innovation programs and schemes. SNN is currently governing the development and implementation of the new Regional Innovation Strategy for Smart Specialization (RIS3). It is also the managing authority for the northern Netherlands' ERDF OP (EFRO-ESF) and is responsible for programming, design, implementation, and control of support instruments. For example, the innovation monitor, and the instrument innovation through innovation. In addition to its tasks and responsibilities as managing authority and RIS3 governance, SNN is a networking organization, a linking pin for stakeholders in the region. SNN connects partners, facilitates collaboration and engages in partnerships, both within and beyond its borders.

Planned policy improvements of FEMINA in the Northern Netherlands:

- An increase of awareness among stakeholders about the gendered component of (requesting) public funding. Examples of stakeholders are: local- and provincial governments, entrepreneurs, polytechnical- and university institutions, SNN, NOM, etc.
- Stakeholders will follow training programs that will make them (more) aware of gender-related influences in the way public funding options are set-up, assessed, and responded to.
- The training programs will focus on three groups: managers and executives who are involved in the development and setting-up of public funding options, the assessors of public funding requests, and those who submit public funding requests.
- Influence the National and Northern Netherlands programs, on the matters of women – diversity policy, for social- and economical developing programs in NNL as executed by the local, provincial and national institutions. This can be for example the programs that are executed by the NOM, SNN and other institutions in the region. For example, the program ERDF OP (ESF/EFRO) that is running and the new period 2021 – 2027 that's is planned. This action plan and the training of the employees of SNN, NOM etc. will improve a more inclusive preparation and assessment of the application and project that are applied for within the different programs.

CMO STAMM was founded around 1990 and evolved through several merges to the company it is now in the region of Groningen and Drenthe. Our work is commissioned by the Provinces of Groningen and Drenthe. We are responsible for executing a social planning bureau and gather facts and figures around social welfare, work etc. Based on this research we develop reports and factsheets about trends and topics in these fields. We are also responsible for developing and executing EU projects in our region. And we can be hired for advisory questions on social issues by schools, municipalities, provinces and others. In this matter we cooperate with SNN on different fields around diversity and labor market issues.

Participation in the FEMINA initiative enabled CMOSTAMM and the key stakeholders to work on diversity issues – particularly in high-tech enterprises – in the North of the Netherlands. CMOSTAMM agreed with the project leader of FEMINA and with the regional stakeholders that

the labor market in North NL is too “thin” to focus only on high tech enterprises. We are based in a rural part of the Netherlands with a lot of small companies, so we have to focus on smaller ICT and high-tech sectors as well as the food and energy sector.

Positive developments

The number of girls and women who start studying science and technology at university is continually increasing. In September 2009, the new intake of students consisted of nearly 9,000 women in the Northern provinces. In 2013, almost 12,000. However, compared to other European countries, the number of students completing a technical education Netherlands lags behind. The number of female graduates who subsequently start working in the sector also lags behind. 65% of female graduates start a job in a different sector, because they believe that technology is still a man’s world.

SNN, CMO STAMM and the stakeholders involved in the FEMINA project believe that women should not hold themselves back. Our goal is to make more women enthusiastic about science and technology, and to increase the number of female graduates in this labor market sector. To do so, we have taken part in national events, such as Girls Day, which is also attended by companies in the technological field. We have also started a dialogue with policy makers. More details on the activities carried out within the FEMINA project can be found in subsequent sections.

Women lag behind in general

The position of women in all areas on the labor market lag behind compared to men. It’s not only visible in the sector of science and technology. The position of a CEO or management are still a man’s world in our country. Through the ERDF OP (EFRO-ESF), SNN wants to focus on their funding Human Capital which is aimed at the development of solutions to connect supply and demand of the future labor market. Their question is: to what extent do women use the opportunities offered by SNN? From the data already collected, it is clear that the amount of women benefitting from the opportunities offered by SNN compared to men is quite skewed.

Within the FEMINA Action Plan, we wish to tackle the fact that women do not use the offered SNN opportunities as often as men do. To do so, the knowledge of Dr. P. Rudolf (University of Groningen) will be combined with the expertise gained throughout interregional cooperation within FEMINA into a learning course. Our policy is to raise the diversity of employees on the labor market, including in the sector of science and technology, on all levels of educational backgrounds, and all over the northern region of the Netherlands (details on the Action are provided in the sections below). Therefore, we include the Northern Development Board (NOM) as a key stakeholder (see also chapter on Stakeholder engagement below).

2 General information

Project :	Femina - Female participation in high – tech enterprises
Partner organization:	P10 – CMO STAMM Groningen, Drenthe and Friesland
Country :	The Netherlands
Nuts2 :	Groningen
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3 Policy context

General presentation of ERDF OP (EFRO – ESF) the new program 2021 – 2027.

With its RIS3, SNN and stakeholders aim to discover promising new niches and use ERDF OP (EFRO–ESF) funding to gain critical mass. To do so, a concentration of resources is needed. Supporting specific niches can be risky: in itself if discoveries turn out to be not as promising as expected, but also if public funding does not actually reach the target. It is, therefore, essential that high quality input data is gathered for the design of truly targeted support instruments. The Northern Netherlands Innovation Monitor gathers and processes such data.

This particular approach, without sectoral demarcation beforehand, allows specific niches to be discovered. These are areas in which the Northern region of the Netherlands can be most effective in delivering solutions to challenges. It shows how each stakeholder can most effectively contribute to and benefit from the continuation of the collaborative process.

From an economic perspective, diversity and women in technical professions is considered an important matter in the Northern region of the Netherlands. This comes from the consideration of the job market for job seekers and interns/students from different levels of education, as well as entrepreneurship by both groups. Inclusivity remains an important item in the ERDF OP program. However, there is a gap between this principal and its potential to promote competitiveness in high tech sectors. Issues such as female entrepreneurship, female access to employment and career progression or gender dimension of innovation are not directly addressed. Some areas are of specific importance in the province of Groningen, Friesland and Drenthe and within these sectors there is a great need of personnel and entrepreneurs:

- Issues due to earthquakes (restoration and enforcement)
- Sustainability
- Digitalization
- Smart factory

From the perspective of FEMINA in relation to the new program ERDF OP (EFRO-ESF 2021 -2027), it would be important to create more diversity and inclusivity within the program. This could be achieved by including and safeguarding the position of women within the framework and conditions set by the new programs that will developed by provincial and national government. Attention can be brought to the topic from the different fora. FEMINA can greatly contribute to the matter. See details in the list of Actions below.

Concerning the priorities following from the ERDF OP (EFRO-ESF), we want the training programs we develop in NNL on inclusion and diversity to influence and strengthen the priority that is mentioned in the program: the strengthening of research, technological development, and innovation, and the Enhancing the competitiveness of SMEs. Also, the Action Plan has to improve in general the inclusion priorities that are needed within the programs that will be developed and executed the coming years by SNN and the NOM. As we stated that the outcomes of the research around these programs proved that they are not inclusive enough.

Also, we want to address here the ERDF OP (EFRO-ESF) priorities that are important for us in our approach. These are:

- Promoting sustainable and quality employment and supporting labor mobility.
- Promoting social inclusion, combating poverty and any discrimination.
- Investing in education, training and lifelong learning.
- Improving the efficiency of public administration.

CMO STAMM has been working closely with the Managing Authority for the Northern Netherlands' ERDF OP (SNN) that is responsible for programming, design, implementation and control of support instruments as mentioned before for example the innovation monitor. The first internal preparations of a draft program within the organization of SNN has been started last months. In the year 2022 the first programs and calls will be presented.

In the last months, we had different individual video meetings, due to Covid, with especially the stakeholders of the Provinces and SNN. We spoke about the context of the training courses we want to develop and implement and also about the way we want to influence the coming programs around ERDF OP (ESF/EFRO). According to the fact that diversity was an important issue in the running programs we foresee no setbacks on this issue on coming policy measures.

The Action Plan for NNL will propose training programs that make stakeholders more aware of gender-related influences in the way public funding options are set-up, assessed, and responded to. The training programs will focus on three groups: 1) managers and executives who are involved in the development and setting-up of public funding options; 2) the evaluators of public funding requests; 3) those who submit applications for public funding (potential beneficiaries). The aim of the training will be to increase awareness among stakeholders about the gendered component of (requesting) public funding.

As managing authority of the ERDF OP 2021-2027, SNN has agreed to monitor the training program initially proposed and run by CMO STAMM. SNN staff will be involved in the first edition of the training program. Assuming that the results of the training program are successful, SNN will undertake official proceedings to integrate this training into the governance of the ERDF 2021-2027 program. This means that:

- 1) SNN managers and executives involved in developing ERDF OP measures, would undertake the obligatory training. Their participation would be funded by the ERDF OP technical assistance.
- 2) Evaluators engaged by SNN to assess project applications submitted under the ERDF OP measure would undertake the obligatory training. Their participation would be funded by the ERDF ROP technical assistance.
- 3) Potential beneficiaries would be informed of the possibility to undertake the training, while preparing their application. Beneficiaries would not be funded by the ERDF OP, but by their own or other sources (e.g. training vouchers available at provincial level).

This is considered as policy change typology – improved governance.

4. List of Actions

Action 1: Development of diversity training (DLT) that's has impact on the SNN - ERDF operation program 2021 - 2027.

The training developed and active followed by employees of SNN and if successfully executed also followed by employees of the NOM, will be officially part of the strategy, management and governance of the different programs that will be developed by SNN from the ERDF OP.

Within the strategy we focus on 3 target groups that follow the training. The outcomes of the

training will in our opinion will influence and effect directly the outcomes of the programs executed and implemented by SNN and will make the approach more open for diversity and awareness on both sites of expectations, pre-occupations and prejudices. In this matter it will affect the policy instrument ERDF OP directly.

This action foresees the creation of 3 training and coaching courses, each directed to a specific target group:

- Course 1: target group are the stakeholders who offer funding opportunities in our region, from SNN specific and the NOM. Do they focus on diversity within their funding opportunities? The course is designed to promote awareness on criteria and conditions of the offered funding within the coming program.
- Course 2: target group are the assessors of the funding opportunities from SNN specific and the NOM. Do they judge applications with diversity in mind? Which tools can be used to judge application with another perspective? This course is designed to promote evaluator capacity, with related to gender neutral evaluations.
- Course 3: target group are entrepreneurs who will apply for public funding in our region from SNN and the NOM with a specific focus on women. Research shows that applications written by women are less granted by financial institutes or funding program. Is this because they write different than men? Or because they have been judged different than men? This course is designed to promote their capacity to write winning applications for funding.

All three mentioned targets groups, their position, and the way we want to influence the policy-making, executing and use of the program, refer directly to the main- and specific goals of the FEMINA and ERDF OP (EFRO-ESF). We will pinpoint within the programs and the recruitment of entrepreneurs especially at the sector – branches of companies, where the lack of trained and skilled employees is most urgent. Diversity and inclusion can be one of the solutions for this sectors as we mentioned before we will target companies who are specialized to earthquakes (restoration and enforcement), Sustainability, Digitalization and Smart factory.

5. Details of the Actions Envisaged

Action 1.

Development of diversity training and adjusting innovation and human resource management ERDF OP (EFRO-ESF)

Policy need addressed

In the Northern region of the Netherlands, female participation within management of SMEs should be increased. Awareness on this topic is needed. We want to address issues concerning diversity and entrepreneurship: female access to employment and career progression or gender dimension of innovation. These topics are currently not directly addressed. However, they should be, as we pointed out in our policy actions in chapter 3 above.

A series of regional workshops organized within FEMINA, were the fora to discuss policy needs in relation to female participation in high-tech enterprises. As regards to the specific points that we brought in the new agenda for the North NL, also by partners in Europe. We should address the

following policy measure: in the new ERDF OP (EFRO-ESF) and RIS3 programs the focus on diversity and emancipation on the labor market should be considered as a key policy factor in the agenda and program of the RIS3.

This refers to students and young women, but also for women who are employed just below management level or in management positions on the labor market. Funding opportunities for entrepreneurs in our region should be granted in the new program according to the terms of diversity as an overall condition for granting future projects.

How? By a training course (guidance, coaching and training) targeted at 3 groups: those who create funding opportunities, those who judge the applications and finally the entrepreneurs who apply. We will raise awareness about the needed diversity on the labor market, and develop and carry out these courses (including adjustments of the course according to demand and supply on the labor market). Our man's world, will be changed in to a more diverse world, with women on higher positions too. Specifically in science and technology. There is a great need of personnel and entrepreneurs in the areas of: restoration and enforcement (due to earthquakes), sustainability, digitalization and smart factory. With this training program we initiate a change of mind-set in the governance and management by employers in the Northern part of the Netherlands and by those who raise funding opportunities.

Overview of the Policy Improvement that this Action refers to

The overall topic is design and run training and coaching courses that ensures that diversity and female participation are at core of the regional funding program. The courses will create a pathway for women in general, and specifically for women who wants a job in high-tech sector. Their participation will increase in (S)ME's in the northern part of the Netherlands. And they will benefit from funding opportunities. A more diverse world of employees in (S)ME's.

Specific description

FAKTOO is an accredited training institute in the area of human resource, IT, client perspective and diversity on the labor market. They offer an overall solution training program, starting with analyses, a clear training plan and translation into practice (all levels of an organization). FAKTOO will create a specific training and coaching program for our 3 target groups. In collaboration with the University of Groningen. The overall aim of the 3 courses is an umbrella educational and coaching program to stimulate the participation of women in all levels of an organization.

The amount of women benefitting of the offered SNN opportunities will increase. There will be a change of mind-set in management with a view on more diversity of employees on the labor market, including in the sector of science and technology. On all levels of educational backgrounds, and all over the northern region of the Netherlands.

In our opinion, this has direct influence on the priorities that are mentioned in the existing and new programs as we pointed out in chapter 3. Our approach in the training courses will have effects on enhancing the competitiveness of SMEs.

They will also affect the ERDF/ESF priorities that are important for us in our approach.

These are:

- Promoting sustainable and quality employment and supporting labor mobility.
- Promoting social inclusion, combating poverty and any discrimination.
- Investing in education, training and lifelong learning.
- Improving the efficiency of public administration.

FAKTOO will implement with stakeholders knowledge, methodologies and instruments that are used for diversity awareness training and coaching.

Background and regional / Local input, including input from FEMINA Stakeholder Groups.

The lack of knowledge and awareness about assessing grants and projects was discussed often during three stakeholder meetings.

Facts and figures of the SNN funding opportunities in our region confirm this. We learned by practice that the scan used for personnel management, and the funding for innovation pay too little attention to diversity. Men and women use different words, are attracted to different text lines and respond differently. The board of SNN asked the management to start up an internal survey on this matter. The survey was designed to address this problem and find out the “feeling” that women and other specific groups had where using the programs and where applications were more successful for men.

We also looked into research of the University of Groningen and the conclusion was that on a broad perspective improvements could be made. Based on this short survey and materials, we concluded that we should develop and execute this approach and training.

We also shared the Norwegian approach to this matter with our stakeholders. The stakeholders appreciate the clear approach, focus, policy and finance.

With its RIS3, SNN and stakeholders aims to discover promising new niches and use ERDF funding to gain critical mass. To do so, a concentration of resources is needed. Supporting specific niches can be risky. There can be difficulties if discoveries turn out to be not as promising as expected or if public funding does not reach the target. It is therefore essential that high quality input data is gathered for the design of truly targeted support instruments. The Northern Netherlands Innovation Monitor will gather and process this data.

Time frame: May 2020 – August 2020.

Develop action plan with stakeholders and SNN.

We shortly summarize here how we came to the idea and development of the training courses.

1. Three group meetings and several individual and/or small group meeting with the stakeholders and researchers.
2. Several meetings with SSN, the Provinces and the NOM.
3. Participating conference Norway. Incorporating their policy model and development guidance program SOR.
4. Expert meeting with FEMINA Action Plan Mentoring Group.

Time frame: [September 2020 – May 2021](#)

Develop Diversity learning trajectory (DLT) with stakeholders and identify the needs of the three target groups within the DLT and adjust existing programs for the course. FAKTOO is specialized in developing courses focus on creating diversity on the labor market (human resource and management). They will customize gained learning courses and knowledge to our target groups. This will be carried out in with collaboration with the University of Groningen.

Transfer of FEMINA Solutions (GP) and other input from interregional exchange in FEMINA

Description of Solution

- Trainee Sør (Norway).

Elements to be transferred for my policy improvement

- Learning and training entrepreneurs and employees to diversity management and empowering the companies.
- Policy, management etc. of the Global Centre of Excellence Norway and stakeholders.

Exchange process

Interregional exchange session Convention 2 in Norway.

We here informed in detail and could experience how GCE and partners were working together to promote diversity and female participation in technical sectors. The project Sør showed how important cooperation, focus and awareness are. The development and implementation of a diversity course together with a group of entrepreneurs, has been inspired by our partner from Norway. Their good practices were a great starting point for the process of learning and sharing knowledge in our region.

We had 2 meetings with the expert group of Femina. They provided extra and excellent information on this matter and we integrated this in our action plan.

6. Specific Activities and Timeframe.

June 2021 – May 2022.

Running the DLT within SNN, Nom etc. and a group of entrepreneurs as a pilot.

Evaluation of the course and coaching of the first group. Adjusting if necessary and research if others within the stakeholders group wanted to be trained.

June 2022– December 2023.

FAKTOO and CMO STAMM organize the evaluation with the trained workers and entrepreneurs around the effects of the DLT and how it can be implemented within regular policy of the partners. Based on this evaluation the training will be adjusted if necessary from the content, duration and finances. Then we will spread out and share the content and outcomes in our region on all stakeholders and entrepreneurs. Also we will inform national government and institutions.

Finance and policy.

SNN, as other involved partners have access to own education and Developing budgets for training their staff. They will use it for the trainings involved.

Actions and activities SNN / NOM.

- The final action plan will be again submitted with the management and board.
- Employees will be informed about the 3 courses.
- a list of first participants will be forwarded.
- The course will be followed by the employees.
- In between and at the end of the course an evaluation will be held.
- SNN, and other involved managing authority of programs as the NOM, will take proper measures within their organization and instructions of employees how to implement the lesson learned.
- The employees who followed the training courses are key players in this process. They

come with a set of, recommendations and steps that should be taken within the policy, governance and allocates funding of the coming ERDF OP program. And there where relevant other programs.

Also there will be executed an evaluation instrument as earlier described to monitor the results on diversity as planned.

Training course start-ups and entrepreneurs:

- On the website will be a set of information about the training course.
- Also information will be published at other (social) media and a flyer will be developed.
- If start-ups or entrepreneurs have contact with SNN they will be informed about the course.
- The course will be held.
- In between and after there will be an evaluation of the course.
- The start-ups and entrepreneurs who followed the training courses are key players in this process. They come with a set of, recommendations and steps that should be taken within the policy, governance and allocates funding of the coming ERDF OP program. And there where relevant other programs.
- Also there will be executed an evaluation instrument as earlier described to monitor the results on diversity as planned.

7. Stakeholders involved

Name of Organisation / person	Role in Action Plan
SNN,	SNN is key role player because they are responsible executing the programs mentioned in order of the three Northern Provinces.
FAKTOO	A specialized training and development company to develop the course for the diversity course SNN. They are able to create a learning programme for diversity training for companies.
University Groningen	The knowledge of Prof. Dr. P. Rudolf (University of Groningen) will be combined with the expertise gained throughout interregional cooperation within FEMINA into a learning course.

SME's	Offer internships and coaching of women/students in their course
VNO/NCW – MKB Noord.	Recruit participants for training course in their own organisation + organisations where the course will be held

8. Costs and Funding Sources

Costs	Funding Sources
<p>a. Development of the DLT Estimate total around 20K.</p>	<p>a. The development of the DLT will be paid from regular training budgets of SNN, NOM, Provinces etc. involved.</p>
<p>b. Training costs for employees SNN, NOM and the provinces, who will be following the DLT in the initial test edition. We estimate 10 – 20 employees participating in the course. Costs per person are estimated at 2.500,- euro including training and coaching.</p>	<p>b. Paid by participants (their employers) from existing institutional budget for regular training and education budgets.</p>
<p>c. Training costs for female entrepreneurs, who follow the DLT in the initial test edition. We estimate 5 people participating in the course. Costs per person are estimated at 2.500 euro including training and coaching.</p>	<p>c. payed by the entrepreneurs and or specific existing voucher budgets for entrepreneurs within the programs of the provinces to advance economic activities and strengthening the position of (S)ME's in the three provinces. For more information about the vouchers program see above in page 13.</p>
<p>d. Evaluation and adjustment of the DLT. Advice how to implement the DLT in regular policy of the organisations involved. Estimate 10.000 euros.</p>	<p>d. regular budgets partners.</p>

9. Risk and Contingency Plans

Description of Risk	Level of probability (High, Medium, Low)	Description of Contingency Plan
insufficient interest of the employees and or entrepreneurs to participate in DLT the courses – training	Medium/low	Stakeholders are informed and involved in the Action Plan and have agreed to support implementation. But we know that the lack of employees in this sector is big and is growing bigger every day. Creativity and expertise build up at the courses makes from a risk in our opinion a change. This because its gives a boost to the professionally of your organisation and makes inclusion and diversity an extra selling point of your organisation.
Unattractive funding schemes because existing materials have to be adjusted completely and staff has no time or money to adjust materials.	Medium/low	We will inform the stakeholders and (S)ME,s about the possibilities of regular funding from there training budgets and the voucher programs of the provinces.

10. Output Indicators

Indicator	Target	Means of Verification
a. Number of DLT training and coaching programmes developed.	a. 3 DLT program/plans for the target groups involved.	a. 3 DLT plans are present/paper/etc.
b. Number of people participating in DLT (at least SNN, NOM and /or the Provinces).	b. 10 -20 persons participated.	b. list of participants.
c. Number of entrepreneurs / (S)ME's participating in DLT	c. 5 persons.	c. list of participants
d. Evaluation DLT survey of all participants about their experiences of the training. And adjust the training for further use and implementation in coming training sessions.		d. Report.

11. Signatures

Institution : CMO STAMM
Name of Signatory : Mrs. drs. Y.M. Turenhout
Position : director-manager

Date:
Stamp (if available)

Signature

Institution : SNN
Name of Signatory : M.A. Dol
Position : Directeur SNN
Date: 02-09-2021

Stamp (if available)

Signature

