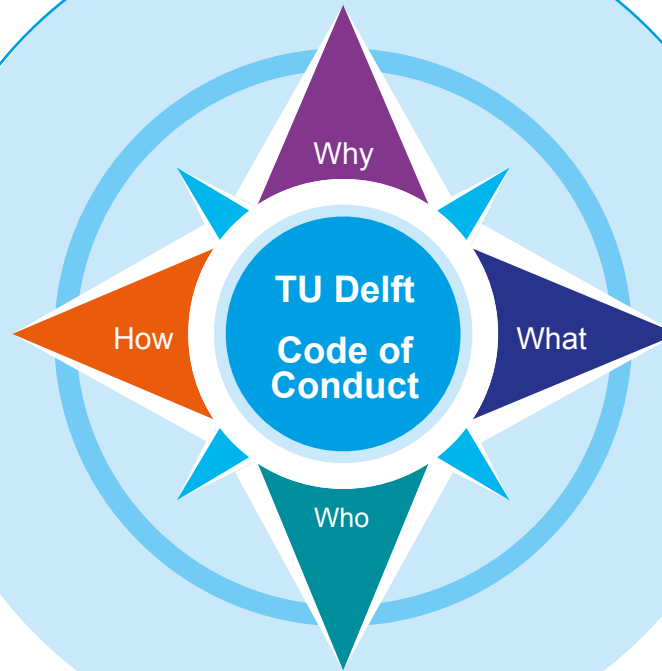



The Code of Conduct gives direction to all members of the TU Delft community on how to act, how to respond to integrity-related issues, and how to maintain a high level of respect for each other, for our world and for the environment.



In order to encourage the aspirations, responsibilities, expectations and rights in this Code of Conduct, **TU Delft has an elaborate integrity infrastructure**. This provides the means, resources and guidance that enable us to act with integrity and to foster a culture of integrity.

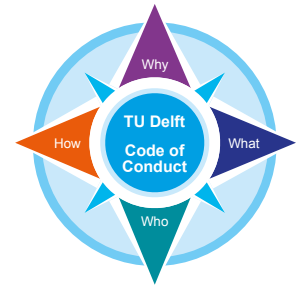


These **core values** are the basis of the Integrity Statement: a set of basic principles all members of the TU Delft community are expected to endorse and act upon.



Integrity is a collective responsibility. Together we create an environment in which people can count on one another, and feel comfortable discussing and reflecting upon potential ethical dilemmas together.

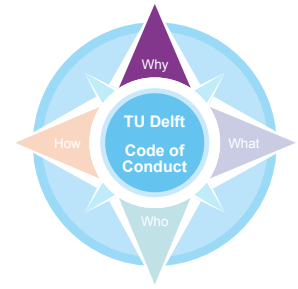
TU Delft Code of Conduct



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1. Purpose and Content



All members of the TU Delft community have contributed to the establishment of TU Delft as a world-renowned university of technology. Just as it is important to aim for the highest standards in research, education, innovation and leadership, we find it important to aim for the highest standards of integrity - both as an institution and as individuals. Further, it is important to recognize the fact that we are a diverse community and that it is crucial that we value and respect each other's contributions.

This Code of Conduct is developed to help us find ways to act upon those values that we share, and to navigate through complex situations in which our values may seem to be in conflict. This Code of Conduct gives direction to all members of the TU Delft community (including academic and support staff, students, and guests) on how best to act, how best to respond to integrity-related issues that may arise, and how best to maintain a high level of respect for each other, for our world and for the environment.

This Code of Conduct is in agreement with other relevant codes the members of the TU Delft community are held to. Guidance for accessing or understanding the meaning of such codes can be found via colleagues, managers, or members of the integrity infrastructure. The webpage integrity.tudelft.nl provides comprehensive information about the TU Delft integrity policy and infrastructure, as well as links to other relevant codes, rules and regulations.

Four sections follow this introduction:

Section 2, “The Core Values of TU Delft”

This section describes what we mean by the core values of TU Delft—diversity, integrity, respect, engagement, courage, and trust—captured by the acronym DIRECT. These core values are the basis of the Integrity Statement, which in turn contains the basic principles all members of the TU Delft community are expected to endorse. The Code of Conduct specifies what the DIRECT core values and the Integrity Statement mean for how we, as members of this community, should act, what our responsibilities are, and what kinds of behavior are encouraged.

Section 3, “Acting with Integrity”

This section considers those responsibilities and behaviours that are related to the various roles we play at TU Delft. While each role has its own distinct expectations and duties, in order to work together to build integrity, we need to be aware of the relevant roles that members of our community play.

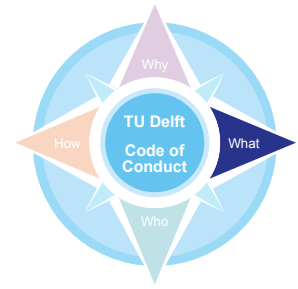
Section 4, “Supporting Integrity”

This section describes the duties of care that TU Delft has as an institution, to enable all members of the TU Delft community to act with integrity.

Section 5, “Taking Integrity Further”

The final section discusses the wider implications in terms of the impact for a better society that TU Delft aims at. It also points toward the formal regulations and processes that enable people to bring integrity issues to the fore without fear of repercussions, and to resolve integrity-related issues.

2. The Core Values of TU Delft



The core values of TU Delft are: **Diversity, Integrity, Respect, Engagement, Courage and Trust ('DIRECT')**.

Diversity

At TU Delft we embrace diversity and aim to be as inclusive as possible. We follow The Universal Declaration of Human Rights, believing that “All human beings are born free and equal in dignity and rights.” Hence, the differences between humans ought not diminish our respect for each and every individual as equally worthy of our consideration. This concerns differences in socio-economic, cultural or religious background, nationality, gender, sexual orientation, age, physical appearance as well as roles and positions. Put positively, the joining of diverse perspectives is an aspect we want to promote with our activities. These differences add value - not only to our daily lives but also to the work we do together. We should therefore protect and embrace the diversity within our community.

Integrity

Integrity means being independent, responsible, honest, transparent and sincere for its own sake. Persons of integrity hold themselves to high moral and ethical standards. In order to have integrity, we need to willingly engage in self-reflective deliberation about what those standards ought to be, and how we can work together to uphold them. We all have the responsibility to improve ourselves and to act in ways

that empower the community as a whole to act with integrity. Integrity is not a quality that can be taken for granted; it requires a continuous effort to maintain and improve.

Respect

Respecting each other, and thus the diversity of our community, implies that people are never treated merely as means towards the attainment of personal or organisational goals, and that we respect each other's freedom and ambition to excel. It also implies that members of our community will not discriminate, demean, bully, humiliate, harrass or manipulate others. We might have differing ideas of what counts as respectful behavior. Therefore, respecting each other also entails being honest, transparent, and willing to engage each other with an open mind, in discussions about our ideas, actions and responsibilities.

Engagement

We strive to have impact for a better society, both on a local and global scale. Being responsible means that we consider the implications of our actions, also concerning the collaborations we engage in, the partnerships we form, the results of our research, or the impact of the

technologies we develop. We embed the social responsibility of TU Delft into our educational programmes, research, designs, projects, and in activities that support these efforts. TU Delft is an open academic community: we strive to be an institution in which employees, students and guests can communicate with each other openly, and we aim to reflect the ideals of open science as much as possible. This openness is part of the effort to ensure that the processes of education, research and innovation, as well as administrative and decision-making processes, are verifiable at all levels of the university. The responsibility for engaging in and monitoring these processes is shared amongst us, members of the TU Delft community. Our engagement is also expressed in the ways in which we relate to each other within the TU Delft community: we inspire each other and are prepared to offer and receive constructive feedback.

Courage

We believe it is important to be courageous in exploring the frontiers of scientific and technological knowledge and design. We make our knowledge accessible to other experts as well as to society, and are open to learning from each other. Courage is also needed when it comes to integrity: it takes courage to speak out. All of us work together to create and maintain a safe environment for discussing and acting

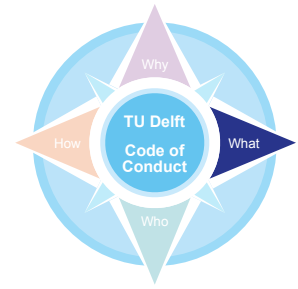
on difficult questions, in order to enact our core values and principles. This includes having the courage to face uncomfortable situations and deal with them responsibly, to recognize our own limitations, and to ask for help when needed.

Trust

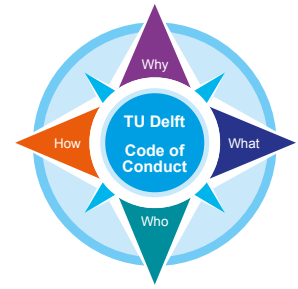
Public trust in science and mutual trust amongst the members of the TU Delft community are key. Scientific knowledge is a public good and it is our responsibility to act in such a manner that we, and the outcomes of our work and studies, are worthy of that trust. We are committed to transparency—by being, as much as is possible and fitting, open about what we do, with whom, and why. Thereby we show ourselves to be trustworthy to those inside and outside of TU Delft. To enable trust in each other, we respect each other's privacy and protect confidential information. We have systems in place to guide us in how to protect data privacy, and we respect each others' freedom from intrusion. We take responsibility for our actions and avoid conflicts of interest and the semblance thereof. Those of us in managerial positions further act upon the responsibility to create a safe environment in which people trust each other.

DIRECT represents the core values that we, as the TU Delft community, seek to uphold in our daily activities - as we present ourselves to the world, and in our relationships with each other. Of these values, integrity is key. It is our personal integrity that guides each of us when we interpret and act on these values, and it is to the integrity of the institution and community as a whole that our individual actions contribute.

The set of propositions that all of us at TU Delft should endorse are listed in the TU Delft Integrity Statement, included on the next page.



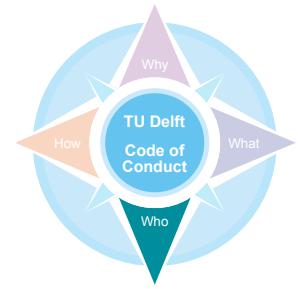
TU Delft Integrity Statement



The core values of TU Delft as stated in the Strategic Framework 2018-2024 are Diversity, Integrity, Respect, Engagement, Courage and Trust ('DIRECT'). To ensure that the TU Delft community acts on the basis of these values, the following key principles serve as the basic guidelines for all students, academic and support staff, and guests of TU Delft:

- A.** All members of the TU Delft community treat each other with respect, irrespective of their culture, religion, ethnicity, socio-economic background, gender or sexual orientation.
- B.** Responsible research and innovation are key at TU Delft, by contributing to important values such as sustainability, safety, wellbeing and respect for persons, and to the UN Sustainable Development Goals.
- C.** The TU Delft Code of Conduct states the aspirations, responsibilities and rights that inspire and guide all members of the TU Delft community.
- D.** All people involved in research, teaching and innovation at TU Delft maintain the highest standards of academic integrity, and act upon the leading principles of the Netherlands Code of Conduct for Research Integrity, i.e. honesty, scrupulousness, transparency, independence and responsibility.
- E.** All people who use (digital) TU Delft facilities are careful and respectful in using, keeping and maintaining university resources, data and information.
- F.** All members of the TU Delft community are open and transparent about the roles they have and the activities they perform, both within and outside the university, to the extent that they are relevant to one's role within TU Delft.
- G.** All members of the TU Delft community take care to avoid any conflicts of interest or semblance thereof.
- H.** TU Delft is explicit and transparent about its ideals, values, principles and responsibilities, also in day-to-day practices, procedures and operations.
- I.** All members of the TU Delft community aim to inspire each other and are prepared to offer and receive constructive criticism.
- J.** All members of the TU Delft community ensure that education, research and innovation as well as administrative and decision-making processes are verifiable.
- K.** All members of the TU Delft community contribute to a healthy work and study environment.
- L.** All members of the TU Delft community contribute to a 'DIRECT' culture of Diversity, Integrity, Respect, Engagement, Courage and Trust.

3. Acting with Integrity



While there are specific duties that the institution of TU Delft must fulfill, which are explored in section 4, the institution is made up of the people belonging to the TU Delft community. It is these people who are responsible for upholding their own integrity. Together we uphold the integrity of TU Delft: integrity is thus a collective responsibility. No role is subordinate to any other role when it comes to integrity. Many people play different roles at the same time and play varying roles over time. Therefore, all of us should be aware of the integrity requirements of each other as well as of ourselves. It is further expected that we will strive to reflect on our position in relation to the goals and strategies of TU Delft as a whole, so that we can make an optimal and constructive contribution in relation to our position in this community.

3.1 Basic considerations for all

3.1.1 Three Pillars of Integrity

At TU Delft, we attend to three 'pillars of integrity':

- Academic integrity relates to the ethical aspects of academic research and education.
- Social integrity relates to how we treat others, with the corresponding goal of cultivating a diverse, inclusive, healthy and safe environment.
- Organizational integrity relates to the interaction between us and TU Delft as an organisation as well as with third parties, for example how we deal with resources, ancillary activities, and other organizations, countries and funding bodies.

For all of us, no matter what our roles are, these three pillars of integrity apply.

3.1.2 Collaboration & Mutual Respect

As part of our work and study, we often collaborate with others. We have to work to cultivate an environment in which collaboration

happens easily and fairly. This means that respect is paramount in all communications, expressed by the style and tone of our e-mails, in formal meetings and in informal conversations. Misunderstandings may occur, but each of us is responsible for making TU Delft a place where they can be resolved through open communication and mutual trust. Frequently, what seem to be substantive disagreements turn out to be miscommunications which can be solved, for example, by just checking what the other person meant. This way, potential problems can be addressed at an early stage before they escalate.

If we provide each other with criticism and feedback, we do so in a respectful and constructive way, in person as well as online. We reflect on our own behavior, for example by putting ourselves in the shoes of another. We contribute to a physically and psychologically healthy environment, and we seek help when needed. We ought to be willing to help each other and should refrain from behaving in ways that hamper others, including gossiping, inflicting psychological or physical violence, or engaging in verbal or other forms of aggression, discrimination and harassment. We are sensitive to the (cumulative)

effects of remarks that may be experienced as hurtful, even if they are not intended as such.

3.1.3 Representing TU Delft

In our interactions with the outside world, we as members of the TU Delft community often represent TU Delft and its core values, for example when we are guests at other institutions, travel on behalf of our university, present research, collaborate with others, or speak to the public via the media or otherwise. Also in the partnerships we pursue with third parties, whether they be industries, institutions or countries, and the way we receive guests at TU Delft, we represent, endorse and cultivate the core values of TU Delft. This can also apply to past members of the community, such as alumni, graduates, former employees and emeritus professors, when their actions and positions reflect back on their history with TU Delft. The integrity of TU Delft depends on each individual member acting with integrity, thereby recognizing that their actions represent the integrity of the TU Delft community as a whole.

3.2 Employees

As employees, we play an exemplary role. We seek to set an example with regard to open communication, calling each other to account for our behaviour and dealing responsibly with ethical aspects of professional practice and study. We share common norms: for instance, we see

the fair and critical appreciation of each other's work as an important resource. We strive to treat each other fairly and with respect, to make an effort to communicate clearly and openly, to help each other and to cultivate a healthy 'team spirit'. Support staff and academic staff members are equally responsible for creating an environment in which people can count on one another, and feel comfortable discussing and reflecting upon potential ethical dilemmas together.

Because we play many different roles in the university, and many of us will play several roles over the course of our careers, it is important for each of us to be aware of the duties of others, and to hold each other accountable to this Code of Conduct and to the Integrity Statement. The subsections below are not meant to be exhaustive, and intersections or overlap between duties and roles are expected. Note that, depending on their specific situation, PhD researchers can be employees, students and/or guests of TU Delft.

3.2.1 Managerial & Supervisory Staff

The hierarchical structures in which our work at TU Delft takes place require special care. For instance, the relationship between students or employees and their supervisors, managers or advisors is one of mentorship. When we are supervisors, we recognize our more powerful position and responsibility to reflect upon the impact of our actions and words. We do not have intimate (romantic or sexual) relationships with subordinates or students, and avoid any form of coercion or exploitation. We are as transparent as reasonably possible about decisions, respect confidentiality where needed, and strike well-considered and justified balances between these two considerations.

We strive to be leaders who give our subordinates or students room to grow, encourage their autonomy and appreciate the diversity they bring to our community. Students and those who work under managers ought never to feel afraid to speak up if they feel their treatment does

not accord with the values in this Code of Conduct. It is the responsibility of all of us, but especially those of us in senior positions, to cultivate an environment where such fears do not arise and, if they do, are quickly addressed and resolved.

Those of us in managerial positions play an especially exemplary role and are called upon to set clear goals, encourage other employees to perform well, and create an environment for inspiring cooperation in teams. We value diversity in our teams, in terms of background as well as talents and tasks. We are responsible for admonishing employees who conduct themselves in unacceptable ways, and to follow up with disciplinary measures when necessary. In turn, we welcome constructive feedback from others. As such, we are key players in creating bridges between academic, social and organizational integrity.

3.2.2 Academic staff

As academic staff members, we apply the core values as we fulfil the duties of our intersecting roles as educators and researchers, as well as in our interactions with students and colleagues.

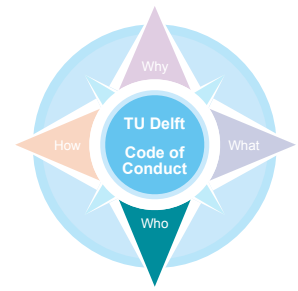
In our role as educators, we follow the relevant regulations about course structure, content and assessment. Integrity and ethics are an integral part of the education offered at TU Delft. Students also depend on us for the quality of our teaching and our enthusiasm as teachers. We want to inspire them with our knowledge and lead by example concerning academic, social and organizational integrity. We treat students with respect and we are aware of the importance of their education and achievements for their lives after they graduate from TU Delft. We seek to be meticulous and thorough in our feedback and grading, and we treat the work of students with respect, acknowledging their efforts and contributions in a fair and adequate way. In response to feedback from others, we strive to improve our teaching.

In our research, we strive to make excellent and innovative contributions to our fields, and to bring those to the attention of our peers as well as to a wider audience. We conduct this research in a way that lives up to the highest academic and ethical standards and take care to execute our research meticulously—thereby exemplifying academic integrity. We are conscientious about who is given authorship on our academic publications, in accordance with the highest standards for authorship that are the norm in our field. We are open to new perspectives in research. We strive to remain current with respect to the ethical and social dimensions of the work in our field. We further strive to avoid potential conflicts of interest, via transparency about our methods, intentions and results, and we are called upon to bring any possible conflicts to the attention of the university. Integrity and open inquiry are essential for the workings and reputation of science, and as researchers at TU Delft we are expected to act accordingly.

Academic freedom is guaranteed by the relevant legal frameworks, strategies, research programs, and curricula. This freedom comes with the responsibility to act with academic integrity. We use the TU Delft integrity infrastructure to safeguard human and animal research participants, as well as academic integrity in general, as needed.

3.2.3 Support staff

As support staff members, we have a crucial role in supporting the core mission of TU Delft as an educational and research institute.



The resources we provide and support, such as data management, human resources management, and facilities management, are essential to maintaining the world-leading position of TU Delft.

As support staff, we make a major contribution to organizational integrity, for instance by developing and maintaining effective systems. We are expected to critically engage in our work environment, looking for ways to better use the available resources. Another example of how we contribute to integrity is by providing the means for communication. Only through active engagement with our own institutional processes, and continuing efforts to keep the lines of communication open, we can stay current with the changes being made in legal, regulatory and institutional requirements and expectations for academic, social and organizational integrity.

3.3 Students

As students, we are preparing for a career and a responsible position in society, and society invests in us by providing us with the opportunity to gain excellent education. This implies a responsibility on our side, including intellectual curiosity, active participation in courses and possibly extracurricular activities, and an optimal effort to obtain good results in our studies.

3.3.1 Autonomy and responsibility

As students, we take responsibility for our education. We are expected to choose our own path through the available curricula, and to make sure we know what is expected of us. We work independently, solve problems, are meticulous in gathering information, are open to new information and insights, and hold ourselves to high standards for our academic performance and integrity.

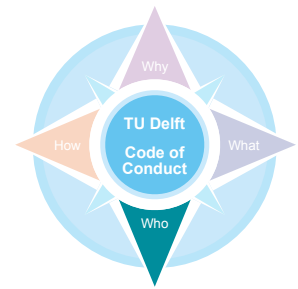
We are familiar with and act in accordance with the TU Delft policies

on plagiarism, cheating and fraud. We benefit from TU Delft resources such as literature, course materials, handouts, exams etc. for the purpose of our studies and handle them respectfully. We treat study results of others confidentially. We treat other students, academic and support staff members with respect, also in our style of communication and when we give feedback to others. We are taught about ethics and integrity in our classes, and are expected to think critically about when and how those lessons apply. With group assignments we commit to showing respect for our work partners via an active and cooperative attitude, by fairly sharing the work and giving credit where it is due. Like all members of the TU Delft community, we have a responsibility to hold ourselves and each other accountable for acting with integrity, according to this Code of Conduct.

3.3.2 Critical engagement

During our time at TU Delft, we are given opportunities and expected to critically engage with the material we study, with our instructors, and with each other. We work together with the other members of the TU Delft community to create an environment in which all of us feel comfortable deliberating about ethics and integrity issues, with each other as well as with our instructors and supervisors. The integrity infrastructure at TU Delft provides support for resolving personal or academic problems that may affect our functioning as students.

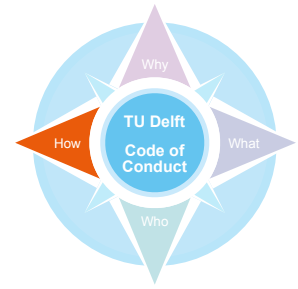
We are a diverse group and bring innovative perspectives, and we can expect to be treated with respect and care. In turn, we respect our supervisors, teachers, and the support staff. We follow their instructions and advice to the best of our ability, act upon our responsibilities, and add to the integrity of the TU Delft community as fellow members of that community. As such, we respect one another, refraining from undesirable behaviour of all sorts, and strive to be as inclusive as possible.



3.4 Guests

The TU Delft community includes and welcomes guests. As guests, we work or study at TU Delft for a limited period of time, or collaborate with TU Delft researchers or students on specific projects. We abide by the norms of the TU Delft community and avoid damaging the integrity of that community. By accepting an invitation as a guest into the TU Delft community, we endorse this Code of Conduct.

4. Supporting Integrity



TU Delft has duties of care toward its employees, students and guests. This means that as community members we can expect to find, at TU Delft, the means, resources and guidance we need. This enables us to act with integrity, to foster a culture of integrity and to meet the standards of academic, social and organizational integrity. That is, TU Delft as a whole is responsible for the conditions under which each of us work and study.

In order to fulfil such a responsibility, we are aware of the fact that effective policies and incentive structures are essential to stimulating desired behavior. We expect, for example, to have access to suitable, and preferably sustainable, workplaces and study environments. In turn, we are expected to treat university property and each other with respect.

Finally, all of us at TU Delft together have a duty to ensure that each of us is able to deliberate, critically engage, and reflect upon issues in ethics and integrity without fear of repercussions and with the expectation of respect. In this section, we further elaborate on how integrity at TU Delft is a collective responsibility, by highlighting the duties that we have to each other on an institutional level.

4.1 Personal and professional development

Every person working or studying at TU Delft ought to be offered the opportunity to keep their skills and competencies up-to-date in a dynamic environment, by means of training and personal development. We respect the autonomy and privacy of employees and students not only because these have intrinsic value, but also because they aid individual self-reflection, self-assessment and personal growth.

Employees and students at TU Delft should be provided with clear information and opportunities to stand up and be heard.

Everyone at TU Delft should be informed and guided where needed and in a timely manner so that we can fulfil our responsibilities and achieve our legitimate goals. As employees, we are challenged to develop ourselves, to professionalise and to improve our competencies. In turn, we expect to be rewarded fairly by way of payment and professional attention for our work. We make use of the resources offered by TU Delft to develop ourselves. TU Delft strives to ensure equal and fair opportunities for job advancement, and proactively stimulates increased representation of underrepresented groups, in keeping with the aims of social and organizational integrity. Students also expect to receive clear, complete and easily accessible information on curricula and facilities. The TU Delft campus and its programs should be accessible to all members of its community.

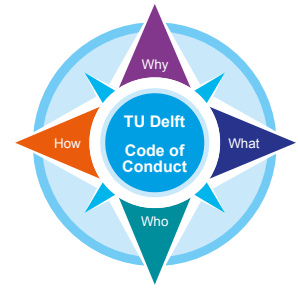
4.2 The protection of personal data and confidentiality

TU Delft and we as its members comply with applicable privacy laws and continually make efforts to secure the personal data of present,

future and former members of the community, including potential students and alumni. We use advanced infrastructure and adopt security practices to ensure that the right to data privacy is safeguarded. To be a trustworthy institution, we cultivate an atmosphere of watchfulness and awareness of current ethical and legal obligations, rules and regulations in the way we handle data privacy as well as confidential or proprietary information.

As researchers, we use and give feedback on the data management infrastructure at TU Delft to ensure data privacy as well as the rights of data subjects are protected. TU Delft provides storage capacity and facilities that enable innovative and ethical data research that respects data privacy and confidentiality to take place, and to store data in accordance with principles of open science and FAIR (Findable, Accessible, Interoperable, Reusable) data.

5. Taking Integrity Further



This Code of Conduct and the Integrity Statement are tools we can use to establish and maintain the academic, social and organizational integrity of TU Delft. The Code of Conduct gives guidance as to how members of the community at TU Delft can enact the principles the Integrity Statement encodes. The practices and attitudes described here in the Code of Conduct will, when adopted by us, help us as a community and as individuals, to meet these broader commitments of TU Delft as an institution.

There are various formal regulations and processes in place at TU Delft, to which we can turn in the event that behavior needs to be evaluated or reported. Organisational regulations and policies should be regularly evaluated to be in line with the values and principles in this Code of Conduct. They are meant to ground such regulations in an ethical attitude and, when successful, to preclude the need for enforcement. This Code of Conduct equips members of the TU Delft community with a positive and constructive approach, grounded in our shared values and the three pillars of integrity. Key to this Code of Conduct is that careful deliberation with others is always a first step in order to decide what the best course of action is, also in situations where values seem to be in conflict. In order to encourage the aspirations, responsibilities, expectations and rights formulated in this Code of Conduct, TU Delft has an elaborate integrity infrastructure. Detailed information is publicly available on the webpage integrity.tudelft.nl, which also refers to all relevant regulations, committees and contact persons.

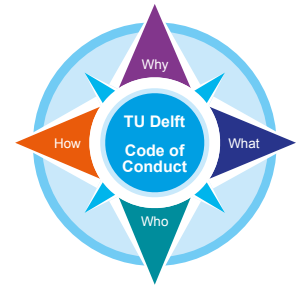
TU Delft aims for impact for a better society, as an educational and research institution. The interests of society are important to the work we do at TU Delft, also because of our role as a public university. Based

on the idea of responsible innovation we aim at a lasting improvement in the prosperity and welfare of society, including the environment and sustainability. Further, as a public institution, we have an obligation to be responsible and transparent in all of our actions. The increasing number of people on the planet and their drive to achieve ever-higher levels of prosperity raise major questions for society. Technology and responsible innovation are essential in answering these, as is the underlying scientific knowledge generated and disseminated by modern universities of technology. At TU Delft, new generations of ethically responsible engineers are educated. This is accomplished in a context informed by the unfettered pursuit of knowledge and a dedication to scientific truth and impartiality. But it is equally important that we cultivate integrity, through deliberation and by example.

As a final consideration, it is important to note that acting with integrity has implications beyond the TU Delft community. The integrity of those we choose to collaborate with, those for whom we develop technology, and the values we promote as a public institution, have consequences for society and the world beyond our community, campus and city. We care for each other, and for the people affected by our work, be they

human or animal participants in our research, the society that uses the technology we create, or the creatures and environment shaped by the use of that technology, as well as for future generations. We can lead by example by promoting the particular core values we uphold, but also by actively deliberating about the topic of integrity, amongst ourselves and with others. By doing so, we as members of the TU Delft community can truly make this a 'living' Code of Conduct.

Colophon



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TU Delft Code of Conduct
Sabine Roeser & Samantha Copeland

In collaboration with:

Pavol Bauer
Saskia de Been
Martijn Blaauw
Rinze Benedictus
Irene van den Brink
Jenny Dankelman
Marja Elsinga
Katharina Ertman
Tim van der Hagen
Han Heijmans
Merle de Kreuk
Lotte Melenhorst
Adriaan van Noord
Jan Nuijten
Danko Roozemon
Hans Suijkerbuijk
Marthe Uitterhoeve
Anke Versteeg

Design: Paul van Elk

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