

顺丰供应商行为准则

**Code of Conduct of
SF Supplier**

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顺丰作为一家逐步向全球化经营迈进的上市公司，一直致力于实现企业价值和社会价值的融合统一，在高质量发展的同时，坚定履行对社会、环境、员工、合作伙伴的承诺，始终恪守高标准的商业道德与诚信原则，可持续的健康经营理念。

As a listed company gradually moving towards globalization, SF is committed to realizing the integration of enterprise value and society value. It firmly fulfills its commitment to the society, environment, staff, and partners, adheres to high standard commercial business ethics, principles of integrity, sustainable healthy business philosophy while fostering high-quality development.

为共同发展、实现共赢，我们期望供应商能奉行和遵守同样的标准。

In order to realize joint development and win-win cooperation, we expect that our suppliers can pursue and adhere to the same standard.

- 制定依据

- **Basis**

顺丰集团根据所适用的相关的国际公约、法律法规、公司治理等要求制定本准则，包括：

SF Group formulates this Code in accordance with the requirements of applicable relevant international conventions, laws and regulations, corporate governance, etc., including:

- 《国际人权宪章》《世界人权宣言》《联合国反腐败公约》《联合国气候变化框架公约》等；

- International Bill of Human Rights, Universal Declaration of Human Rights, United Nations Convention against Corruption, United Nations Framework Convention on Climate Change, and so on;

- 商业法、劳动法、环境保护法、反贿赂法、反不正当竞争法、个人信息保护法等；

- Business law, labor law, environmental protection law, anti-bribery law, anti-unfair competition law, personal information protection law, and so on;

- 顺丰的可持续发展政策；

- SF's sustainable development policies;

- 顺丰的愿景、核心价值观和文化；

- SF's vision, core values and culture;

- 顺丰的采购管理原则等

- SF's procurement management principles, etc.

- 适用范围

- **Application Scope**

《顺丰供应商行为准则》（以下简称“本准则”）适用于向顺丰控股股份有限公司及其通过控股或持有权益、表决权、协议等方式控制或参与经营管理的关联公司（统称“顺丰”）提供产品或服务的所有供应商（法人、其他组织和自然人）。

Code of Conduct of SF Supplier (hereinafter referred to as the “Code”) applies to all of the suppliers (legal person, other organizations and natural persons) which provide

products or services to S.F. Holding Co., Ltd. and its affiliates which control or participate in the business management by means of holding, holding interests, voting rights, agreements, etc. (collectively referred to as “SF”).

就本准则而言，“供应商”是指向顺丰提供产品或服务的供应商和分包商、代理、顾问及其各自的关联公司。

In terms of this Code, “Suppliers” refer to the suppliers and subcontractors, agents, consultants which provide SF with products or services and their respective affiliates.

- 主要内容
- **Main Content**

本准则旨在明确顺丰对供应商的企业社会责任管理要求，确保供应商采用符合社会责任的方式制造产品或提供服务。

This code is intended to clarify the corporate management requirements of social responsibility from SF to its suppliers, and ensure that the suppliers produce products or provide services in a socially responsible method.

本准则主要包括商业道德、安全与职业健康、劳动与人权及环境保护和可持续发展四个方面，供应商应承诺遵守，定期回顾，并积极向自己的供应链分享和传递，共同促进供应链的健康和可持续发展。

This Code mainly includes four aspects: commercial ethics, security and occupational health, labor and human rights, and environmental protection and sustainable development, the suppliers shall undertake to comply with, regularly review, and actively share and deliver it to their own supply chain, for jointly facilitating the healthy and sustainable development of supply chain.

一、商业道德

I. Commercial Ethics

1.1 合规经营

1.1 Compliant Business Operations

供应商必须遵守所有适用的国家或地区的法律法规、行业规范等，履行相关的法定义务。

Suppliers must comply with all applicable laws, regulations, and industrial specifications of their countries and regions, and shall fulfill the relevant legal obligations.

供应商应遵守有关平台运营和产品或服务安全的适用法律法规。供应商在开展业务前必须取得相关的资质、证照或许可证等，保证其提供的产品或服务的安全性，确保合法、合规的经营。

Suppliers shall comply with the applicable laws and regulations regarding the operations and products of platform or service security.

Suppliers shall obtain the relevant qualifications, licenses, or permits prior to conducting of businesses, guaranteeing the security of products or services they provided as well as the legal and compliant business operations.

1.2 诚信合作

1.2 Integrity Cooperation

合作期间，供应商应提供真实有效的商业资料和信息，秉持公平和契约精神，严禁商业欺诈、弄虚作假、违法违规以及违背合同或双方约定的行为。

During cooperation, suppliers shall provide true and valid commercial documents and information, adhere to spirit of fairness and contractual integrity. Commercial fraud, falsification, illegal behavior and the behaviors that violates the contract or mutual agreements are strictly prohibited.

供应商的业务人员均应获得合适的业务授权并在交易前向顺丰披露。

Business personnel of the suppliers shall obtain proper business authorization and shall disclosure it to SF prior to the transaction.

1.3 公平竞争

1.3 Fair Competition

供应商应公平竞争，遵守所适用的反垄断和反不正当竞争方面的法律法规，供应商不得参与限定价格、划分市场或客户、分割市场、限定生产或销售、操纵投标或与其竞争对手或商业伙伴达成其他任何可能妨碍或限制竞争的协议或协同行为。

Suppliers shall compete fairly and comply with all applicable laws and regulations regarding anti-trust and anti-unfair competition. Suppliers shall not participate in the activities including price limitation, carving up markets or customers, limitation of production or sales, bid-rigging, or entering into any other contracts or cooperative behaviors with its competitors or business partners that may prevent or limit the competition.

1.4 反腐败与反贿赂

1.4 Against Corruption and Bribery

供应商应遵守所在国家/地区对反腐败的相关规定，在业务往来中，应确保透明度、诚实和道德行为，并对腐败零容忍，包括不得参与任何主动或被动贿赂或腐败行为，不得指使员工或允许其供应商或其他代表行贿受贿，发现员工或供应商主动或被动行贿受贿应及时通知顺丰并严肃处理。

Suppliers shall comply with relevant regulations of their countries/regions, transparency, honesty and ethical behaviors shall be ensured during business exchanges. Suppliers shall also prohibit corruption, which includes not engaging in any active or passive bribery or corruption, not inciting their employees or allowing their suppliers or allowing other representatives to offer or accept bribes, if any active or passive bribery by employees or suppliers are found, suppliers shall timely notify SF and deal with it seriously.

供应商在所有商业活动中都应禁止任何形式的贪污、腐败、敲诈勒索、挪用公款等行为。供应商不得提供或收受任何贿赂、商业回扣以及其他形式的不正当收益，包括礼金、有价证券、支付凭证及不适当的礼品赠送。

Suppliers shall prohibit any forms of graft, corruption, racketeering, embezzlement and the other behaviors in all of their business activities. Suppliers shall not offer or accept any bribes, rebates and other forms of improper earnings, which include cash gifts, negotiable securities, payment vouchers, and improper gift-giving.

供应商应当制定并保存反腐败政策的文件和相关记录，以证明其已遵守本行为准则。供应商应确保所制定的文件和记录详尽地反映了其合规管理体系的有效性保障措施，包括

政策的实施、监督和定期审查，并保证这些文件和记录的完整性与可追溯性，以便在需要时提供给顺丰进行审查。

Suppliers shall formulate and preserve the documents about anti-corruption policies and the relevant records to demonstrate its compliance with this Code. Suppliers shall ensure that the documents and records they formulated has reflected their valid measures of their compliance management system in details, including the implementation, supervision and regular review of policies, and they shall guarantee the completeness and traceability of these documents and records so as to provide them to SF for reviewing when required.

1.5 保密

1.5 Confidentiality

供应商应对在合作过程中获得的顺丰及其客户的保密信息（包括但不限于：公司经营信息、财务数据、公司知识产权、技术秘密、商业秘密、客户清单、用户和员工数据等）进行严格保密，并采取适当的预防措施，保护信息安全，未经顺丰事先书面同意，不得向任意第三方披露任何未向一般公众公开的信息，以防信息泄露。

For the confidential information (including but not limited to: company business information, financial data, corporate intellectual property rights, technical secrets, commercial secrets, customer lists, user and staff data, and so on) of SF and its customers which obtained during cooperation process, the suppliers shall keep it in strictly confidential and adopt proper preventive measures for protecting the information security. In order to prevent from information leakage, the suppliers shall not disclose any information that has not yet been disclosed to the public to any third party without SF' s prior written consent.

1.6 数据安全和隐私保护

1.6 Data Security and Privacy Protection

供应商应当遵守数据保护与信息安全、个人信息和隐私保护相关的法律法规，在数据的全生命周期严格遵守法律法规及双方约定的数据保护与安全要求，尤其是个人信息保护相关的法律。

Suppliers shall comply with the laws and regulations regarding data protection and information security, personal information and privacy protection, strictly comply with laws and regulations and the requirements of data protection and security agreed by the parties in the whole data life cycle, especially the relevant laws about personal information protection.

供应商应采取必要的技术和安全措施，保证网络安全和数据安全，防止发生数据泄露等风险事件。

Suppliers shall take necessary technical and security measures to guarantee the network and data security, preventing the risk events such as data leakage.

1.7 尊重知识产权

1.7 Respect Intellectual Property Rights

供应商应当尊重并保护所有形式的知识产权，包括但不限于专利权、商标权、著作权、商业秘密等，必须遵守知识产权保护相关的法律法规。供应商在生产、销售或提供产品或服务过程中，不得侵犯任何第三方的商业秘密和知识产权。

Suppliers shall respect and protect all forms of intellectual property rights including but not limited to patents, trademark rights, copyrights, trade secrets and so on, they shall comply with the laws and regulations with regard to protection of intellectual property rights. Suppliers shall not infringe any third party's trade secrets and intellectual property rights during the process of manufacturing, selling, or providing products or services.

1.8 贸易合规遵从

1.8 Trade Compliance

供应商必须遵守所适用的国家/地区和国际组织实施的出口管制、制裁和海关法律、法规。供应商不得提供任何可能违反贸易合规的服务或产品，应开展必要的尽职调查以确保符合贸易合规要求。

Suppliers shall comply with all applicable laws and regulations regarding export control sanctions, and customs enforced by the countries/regions and the international organizations. Suppliers shall not provide any service or product that might violate trade compliance, they shall perform necessary due diligence to ensure that they comply with the requirements of trade compliance.

1.9 反洗钱

1.9 Anti-money Laundering

供应商应遵守所有适用的反洗钱法律，不得参与任何洗钱活动。

Suppliers shall comply with all applicable laws with regard to anti-money laundering, they shall not engage in any money laundering activities.

1.10 避免利益冲突

1.10 Avoid Conflict of Interest

供应商应防止和避免与顺丰之间存在任何实质或潜在的利益冲突。供应商必须及时、主动向顺丰披露任何潜在、实际或感知到的利益冲突。

Suppliers shall prevent and avoid any material or potential conflict of interest with SF. Suppliers shall timely and actively disclose any potential, material or perceived conflict of interest to SF.

二、安全与职业健康

II. Security and Occupational Health

2.1 工作环境

2.1 Working Environment

供应商应为员工提供安全、健康、清洁的工作环境，确保有足够且干净的卫生设施、饮水设备以及其他必要的生活设施。

Suppliers shall provide their employees with safe, healthy, and clean working environment and ensure that there are enough clean and healthy facilities, drinking water equipment and other necessary life equipment.

鼓励供应商建立健全的健康与安全管理度，持续发现、评估并控制可能危害员工安全与健康风险，并制定相应的解决方案、预防措施和应急程序。

Suppliers are encouraged to build a complete health and safety management

system, continuously check, evaluate and control the risks which might endanger security and health of employees, and formulate corresponding solutions, safeguards and emergency procedures.

2.2 劳动保护

2.2 Labor Protection

供应商应为员工提供适当的个人防护用品和装备，对员工进行相关的安全培训。

Suppliers shall provide their employees with proper personal protection items and equipment, and perform relevant security training to employees.

供应商须对生产设备和其他机械定期进行安全危害评估，应为可能导致员工受伤的机械提供防护装置，并定期维护。

Suppliers shall carry out regular security hazard evaluation to production equipment and other machines, they shall provide protective devices for the machines which might cause damages to employees, and shall keep regular maintenance.

2.3 保险保障

2.3 Insurance Guarantee

供应商应按照当地法律法规要求为员工缴纳社会保险，包括但不限于养老保险、医疗保险、工伤保险、失业保险和生育保险等。

Suppliers shall pay social insurance for their employees, which includes but not limited to pension insurance, medical insurance, occupational injury insurance, unemployment insurance, maternity insurance and other insurances.

鼓励供应商为员工购买额外的商业保险，如意外伤害险、重大疾病保险等，以进一步保障员工的人身安全和健康。

Suppliers are encouraged to pay additional commercial insurance for the employees, such as life accident insurance, critical illness insurance and other insurances, further guaranteeing the personal safety and health of employees.

供应商应确保员工了解并能够行使其社会保险相关的权利和福利，如一旦发生工伤事件，员工能够获得及时的医疗救助和相应的经济补偿。

Suppliers shall ensure that their employees understand and are able to exercise rights and welfare related to social insurance. Once an occupational injury happens, suppliers shall ensure that their employees can be able to obtain timely medical assistance and corresponding economic compensation.

2.4 事故处理

2.4 Handling of Accident

发生安全事故后，供应商应立即启动应急程序，组织现场救援，采取措施防止事故扩大，保护员工生命安全。

In case of any safety accidents, suppliers shall immediately initiate the emergency procedure, organize the on-site rescue, and take measures to prevent the accident spreading, protecting the life safety of employees.

供应商应配合顺丰和相关政府行政部门进行事故调查，查明事故原因，并采取必要的纠正和预防措施，防止类似事故再次发生。

Suppliers shall cooperate with SF and relevant government administrative departments to conduct the accident investigation, find out the cause of accident, and they shall take necessary corrective measures and safeguards to prevent the recurrence of the same accidents.

2.5 应急管理

2.5 Emergency Management

供应商应制定应急预案与计划、组建应急响应团队，以应对可能发生的自然灾害、事故和其他紧急情况。定期组织应急培训和模拟演练，提高员工的应急处置能力和自救互救能力，并根据实际经验不断优化应急管理体系。

Suppliers shall formulate the emergency plan and organize an emergency response team to cope with the possible natural disasters, accidents and the other urgent situations. Suppliers shall regularly organize the emergency training and simulation drilling to improve the capabilities of emergency handling, self medical aid, and mutual medical aid, and continuously optimize the emergency system according to the practical experience.

三、劳动与人权

III. Labor and Human Rights

3.1 尊重和保障人权

3.1 Respect and Guarantee Human Rights

供应商应尊重国际公认的人权标准，不得参与或支持任何侵犯人权的行为，不得从事或支持体罚、精神或肉体胁迫以及言语侮辱，也不得以粗暴、非人道的方式对待员工。

Suppliers shall respect internationally recognized standards of human rights, they shall not engage in or support any activities which infringe the human rights, and shall not conduct or support corporal punishment, mental or physical threats and verbal abuse, and shall not treat their employees by rude and inhuman methods.

3.2 用工要求

3.2 Employment Requirements

供应商应遵守所有适用的有关最低工作年龄的法律法规，禁止使用任何形式的童工，不得安排未满 18 周岁的员工、三期女员工在夜间工作或承担有毒害的或危险性的工作。

Suppliers shall obey all applicable laws and regulations regarding minimum working age. Any forms of child labors are prohibited to be hired, it is not allowed to arrange the employees under 18 years old and the female employees under breastfeeding, childbirth, pregnancy to work at night or to undertake the poisonous or dangerous work.

3.3 自由择业

3.3 Voluntary Engagement of Employment

供应商应确保所有员工纯属自愿被雇佣，不得强迫劳动，不得限制人身自由，不得扣留身份证明文件。

Suppliers shall ensure that all employees are employed voluntarily. Suppliers shall not force them to work, restrict employees' personal freedom, and detain their ID certificates.

3.4 平等包容

3.4 Equality and Tolerance

供应商不得因人种、肤色、年龄、性别、性取向、性别认同和性别表现、种族或民族、残疾、怀孕、宗教信仰、政治派别、社团成员身份、受保护的退伍军人身份、受保护的基因信息或婚姻状况在发放工资、升迁、奖励、培训机会等聘用或雇佣行为中歧视员工。

Suppliers shall not discriminate against their employees due to race, skin color, age, gender, sexual orientation, gender identity and gender expression, race or ethnicity, disability, pregnancy, religion and faith, political faction, community membership, protected veteran status, protected gene information or marital status during salary payment, promotion, reward, training opportunities, and the other engagement or employment behaviors.

供应商不得要求员工或准员工接受可能带有歧视性目的的医疗测试或体检。

Suppliers shall not request or allow their employees to accept the medical tests or examinations that might carry with a discriminatory purpose.

3.5 薪资福利

3.5 Compensation and Benefits

供应商向员工支付的薪酬应符合所有适用的工资法律，包括有关最低工资、加班工资和法定福利在内的各项法律。

The salary paid from suppliers to their employees shall comply with all applicable laws of wages, including the various laws on minimum pay, overtime pay and mandated welfare.

供应商应足额、按时向员工本人支付工资。

Suppliers shall pay the full salary timely to the employee.

3.6 保障员工权益

3.6 Guarantee the Rights and Interests of Employees

供应商应当保护员工取得劳动报酬、休息休假、获得劳动安全卫生保护、享受社会保险和福利等法律法规规定的其他权利。

Suppliers shall protect employee's other rights specified by laws and regulations such as obtaining labor remuneration, rest and vacation, obtaining labor security sanitation protection, enjoying social insurance and welfare, and so on.

供应商应尊重不同种族和不同宗教信仰的员工，并在习俗或习惯上提供必要的方便和条件。

Suppliers shall respect employees in different races and with different religious faith, and shall provide necessary convenience and conditions in convention or customs.

供应商应依法建立保障员工权益的规章制度，包括参与工会、工作时间、休息休假、工资支付、劳动纪律、辞退等事项，并将这些制度通过适当方式公示，员工能随时查阅到。

Suppliers shall legally build the rules and regulations which guarantee entitlements of employees, which include participation of labor union, working time, rest and vacation, salary payment, labor disciplines, employment termination and so on, and also publish these rules and regulations in a proper forms to allow the employees to view at any time.

四、环境保护和可持续发展

IV. Environmental Protection and Sustainable Development

4.1 环境许可与报告

4.1 Environmental Permit and Report

供应商的厂房建设、生产和运营活动等，均应及时获取、维护并及时更新所有必需的环境许可证（如排放监测和环境影响报告书等）、批准文书及登记证等，并遵守所有环保许可和环保报告的要求。

During factory construction, production and operating activities, suppliers shall timely obtain, maintain and update all necessary environmental permits (e.g. emission monitoring and environmental impact report, etc.), ratification and registration and so on, and shall comply with all the requirements about environmental permits and reports.

4.2 绿色环保

4.2 Green and Environmental Protection

供应商在产品的设计，制造和销售中，应积极践行绿色低碳的环保理念，遵守所有适用的相关的环保产品的技术要求、法律法规要求和客户要求，积极使用绿色或清洁能源，降低有害物质的使用，并尽可能选用可循环使用的或绿色环保的包装及材料。

During design, production, and sales processes of the products, suppliers shall actively fulfill the green and low-carbon recyclable concept, comply with all applicable relevant requirements of recyclable product technology, laws and regulations, and customers, actively use green or clean energy, reduce the usage of harmful substances, and select the recyclable or environmental friendly packaging and materials.

4.3 预防环境污染

4.3 Prevention of Environmental Pollution

供应商应遵守所有适用的有关污染物（包括废水、废气、固体废物）的法律法规，包括相关的制造、运输、存储、处理和排放等方面的要求，从源头上降低或消除污染的产生和排放，禁止违法排放有毒、有害污染物，预防噪音污染。

Suppliers shall comply with all applicable laws and regulations about contaminant (including water, gas and solid waste), which include relevant requirements of production, transportation, storage, handling, emission and other aspects, and reduce or eliminate the production and emission of pollution from the source. Illegal emission of the toxic and harmful pollution shall be prohibited, and the noise pollution shall be prevented.

4.4 节能减排

4.4 Energy Conservation and Emission Reduction

供应商应在满足客户要求的情况下，通过技术创新、设备升级、管理精细化等积极措施，节约能源、降低能源消耗、减少污染物排放，降低经营活动对能源、水、自然资源的消耗，提高资源利用效率。

On the conditions that the customers' requirements are met, under the active measures of technical innovation, device upgrade, precise management, suppliers shall conserve energy, reduce consumption of energy, reduce emission of pollution, and lower the consumption of energy, water, natural resources in the business activities, so as to

increase the efficiency of resource utilization.

4.5 可持续发展

4.5 Sustainability Development

顺丰鼓励供应商建立并执行企业可持续发展、企业社会责任管理体系，并制定相应的管理目标，鼓励供应商披露年度企业可持续发展报告和企业社会责任报告。

SF encourages suppliers to build and implement the management system of corporate sustainable development and corporate social liability, and formulate corresponding management targets, and encourages suppliers to disclose their annual corporate sustainable development report and corporate social liability report.

五、实施和监督

V. Implement and Supervision

5.1 记录与系统管理

5.1 Recording and System Management

供应商应保留与顺丰所有业务往来的准确簿册和记录，该等记录必须按照适用的标准会计惯例和记录保留政策予以保存。

Suppliers shall reserve all the accurate books and records about the business transactions of SF, these records shall be reserved in accordance with the applicable standard accountant conventions and record keeping policies.

供应商应通过管理系统促进持续改进并符合顺丰对这些原则的期望。管理系统应易于检索，并清晰证明符合所有法律和客户要求。

Suppliers shall facilitate the continuous improvement by management system and meet SF's expectation about these principles. The management system shall be easily retrievable and clearly certify compliance with all legal and customer requirements.

5.2 审计和评估

5.2 Audit and Evaluation

如适用法律允许或在协议约定的情况下，顺丰有权审计和核实供应商对本准则遵守情况，包括对供应商资质、文件和记录的审核，对经营场所，设施的访问和评估，以及与员工的保密访谈。此类审计可由顺丰或通过为此目的而授权的第三方实施。

As permitted by applicable laws or agreed by the agreements, SF is entitled to audit and check suppliers' compliance with this Code, including the audit of supplier's qualification, documents and records, the access and evaluation of their business areas, devices and equipment, and the confidential interview with their employees. These audits can be conducted by SF or the third party authorized for this purpose.

如供应商违反本行为准则，应积极采取补救和纠正措施，努力消除影响，顺丰有权跟踪供应商的补救工作和完成情况。

If suppliers violate this Code, they shall take active remedial and corrective measures and endeavor to eliminate the impacts, SF is entitled to follow up suppliers' remedial work and completion.

顺丰可以对任何不接受顺丰监督与审计或违反本行为准则的供应商，视情况采取不同的管理措施，包括但不限于限期整改、暂停合作、取消合格供应商资格或终止合作等。

SF is able to adopt different management measures against suppliers who refuse the supervision and audit of SF or violate this Code, the measures include but not limited to rectification within a specified time, suspending the cooperation, cancellation of certified supplier qualification or cooperation termination, etc.

5.3 沟通与举报

5.3 Communication and Report

供应商应采取适当措施，将本准则设立的期望和要求传达给所有员工、董事、高管、代理人、分包商或代表其开展与顺丰业务相关活动的其他第三方。

Suppliers shall adopt appropriate measures, convey the expectation and requirements set in this Code to all of their employees, directors, senior executives, agents, subcontractors or other third parties which conduct the activities related to SF's businesses on behalf them.

若供应商本着善意原则提出任何建议或者举报任何可疑的或者可能违反本准则规定的行为，顺丰承诺保密并且零容忍任何针对举报人的打击报复。沟通与举报方式如下：

If suppliers raise any suggestions or report any suspicious behaviors or report any behaviors which might violate this Code based on the principle of good faith, SF hereby undertakes to keep it confidential and will not tolerate any revenge for the reporters. The means of communicating and reporting are as follows:

- 举报邮箱：sf5198@sf-express.com
- Whistle-blowing Email: sf5198@sf-express.com
- 顺丰官网：关于我们 — 我要举报
- Official website of SF Express: About SF- I want to report
- 顺丰邮寄：顺丰总部 — 集团审计（收）
- Mailing to SF Express: Headquarters of SF Express- Received by Audit of the Group

六、解释

VI. Interpretation

顺丰保留根据法律法规及监管要求等变化而对本准则进行合理修改的权利，准则更新后会及时发布于顺丰官方网站（www.sf-express.com），不再另行通知。在此情形下，供应商应接受这些变更。

SF reserves the rights to properly revise this Code in accordance with the changes of laws, regulations and regulatory requirements, the updated Code will be published on the official website of SF Express without further notification. In case of this, the suppliers shall accept these changes.