

Corporate Responsibility Guidelines 2021

forenom





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Toward more sustainable business travel

We know more than ever about the status of our environment and the negative impact humanity has on the environment. We have also observed a growing awareness of the environment amongst our employees and customers.

The trends that Forenom responds to include increased global workforce mobility, growing demand for longer-term stays and the desire for home-like accommodations. While responding to these global trends and corporate needs, we must ensure we are doing so in an environmentally sustainable way.

This includes our role in building sustainable cities and neighborhoods, both for our guests and the communities in which we operate. We acknowledge that our operations have an impact on the environment and communities, which means that we are constantly looking for new ways to reduce our negative impact. This document covers specific social and environmental issues that contribute to the sustainable development of Forenom Group and are of interest to our customers, stakeholders, and communities. At the

center of our sustainability work is efficiency, which we actively aim to increase. We believe it will be beneficial not only for the environment but also for our customers. For us, efficiency means everyday decisions and acts toward a more sustainable business. I hope you enjoy reading about how we are working toward more sustainable business travel.



Johannes Kangas
CEO – Forenom



A broader perspective



In 2015, the United Nations (UN) agreed on a universal 2030 agenda for sustainable development that encourages countries to commit to a set of 17 Sustainable Development Goals (SDGs). SDGs, otherwise known as the Global Goals, are a call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. As the SDGs and their targets offer the world a new direction, tourism and travel can also play a significant role in promoting sustainability. Most importantly, the SDGs provide guidance and support for corporations to take responsibility and action in society and the workplace.

Our commitment to global sustainability goals

We wanted to place our sustainability efforts in a broader perspective with the UN's 17 global Sustainable Development Goals. We address all 17 goals in one way or another, but we also wanted to select the ones that are the most relevant for our business and focus where we can make the biggest difference: Goal 8 – Decent Work and Economic Growth, Goal 7 – Affordable and Clean Energy, Goal 10 – Reduced Inequalities, and Goal 11 – Sustainable Cities and Communities.

Goal 7:

Affordable and Clean Energy

We intend to implement this theme throughout our properties by continuing to reduce overall energy use and increasing the share of green energy.

Goal 8:

Decent Work and Economic Growth

Forenom promotes sustained economic growth, higher levels of productivity and technological innovation. Our services can support natural business growth and future innovation by helping emerging businesses to accommodate their workforce efficiently. Forenom also encourages entrepreneurship and job creation.

Goal 10:

Reduced Inequalities

We embrace diversity in all its forms and see it as one of our biggest competitive advantages. We provide equal opportunities to our employees irrespective of their age, gender, race, religion, disability, origin, or other status. We also encourage our global staff, guests, and business partners to respect each other and to be 100% themselves.

Goal 11:

Sustainable Cities and Communities

Urbanization brings challenges to city planning and management, and Forenom wants to be part of the solution. We help companies to create jobs and mobilize their workforce, without straining land and resources. We stand for travelers, long-term stays and mobile staff, and we aim to enhance the communities in which we operate and bring prosperity to these areas.

Our six Principles for Sustainable Business Accommodation

We know our corporate customers wish to operate and consume responsibly while managing their costs effectively. We consider it our responsibility as a partner to find the most effective way to serve our customers while minimizing our negative environmental and social impact. For us, efficiency means everyday decisions and acts toward a more sustainable business.



1. We avoid unnecessary new construction

We avoid unnecessary new construction by utilizing the existing capacity in the market whenever possible and renovate buildings rather than building new sites. Forenom properties are also designed efficiently and compactly. For instance, we save square meters for more spacious apartments and rooms by building small yet modern entrances and lobbies.



2. We maximize the usage of housing capacity

Our flexible housing solutions maximize the usage of housing capacity on the market, as companies and organizations have no need to buy or rent their own capacity to accommodate employees. This helps

improve the availability of rental apartments while promoting the more sustainable use of housing capacity.

We also maximize the efficiency and usage of our capacity. We monitor the utilization of our properties in real time and minimize the risk of units sitting empty. One simple way to accomplish this is our online store at forenom.com, which automatically recommends apartments and rooms that fill any gaps in our booking capacity.



3. We follow the one-visit principle

We offer 9,000 accommodation options across the Nordic countries, so our apartment visits for cleaning and maintenance work have a significant accumulative impact on the environment. All of our employees follow the 'one-visit principle', which means that all maintenance and cleaning work in an apartment is carried out during a single visit and our staff's driving routes are optimized to reduce environmental impact. We use digital and automatic key delivery to avoid unnecessary mileage or lost keys.



4. We work closely with our suppliers to ensure sustainable procurement

When choosing a supplier, we pay close attention to the company's ethical choices, environmental certification, and the greening of procurement processes. We continuously monitor and follow up with our suppliers on the fulfillment and implementation of Forenom Code of Conduct.



5. We optimize our water and energy usage

We are committed to reducing the use of natural resources, mainly water and energy. We clean the apartments only when necessary, allowing us to save water and energy by avoiding, among other things, unnecessary washing of linen. Electricity accounts for most of our energy consumption, so we are constantly looking for new solutions to reduce power consumption and increase the use of renewable energy. We want to actively monitor our electricity and water consumption and help our customers to use water and electricity in an environmentally friendly way.



6. We focus on serving flexible stays

Our strategic focus is to provide home-like accommodation solutions for companies that require length of stays of more than seven days. For example, the average length of stay in our serviced apartments is 60 days. By providing flexible stays in fully furnished apartments, we endorse eco-efficiency, as companies have no need to rent or buy empty apartments and furnish them with single-use furniture. In fact, our solution allows companies to use and buy only what they need – for as long as they need it. Our fully equipped kitchens also allow our guests to minimize their environmental footprint by cooking their own meals instead of going out to eat out every day.

Taking care of people around us

- Sustainable growth: reducing the pressure on the housing market
- Customer stories
- Forenom Net Impact Profile
- Our customers' privacy
- We are part of the local community



Sustainable growth: reducing the pressure on the housing market

Since our customers are at the center of everything we do, our growth is always based on their need for new solutions and locations. We grow together with them to ensure our shared future is sustainable.

Forenom has always been ambitious, and still is. Our vision is to be the #1 accommodation provider for companies with a mobile workforce. We want to be the first choice for our corporate customers, who consider us their growth partner and are satisfied with our service every time. We support natural business growth and future innovation by helping businesses to accommodate their workforce efficiently.

Our growth is derived from the increased accommodation needs of our customers. We seek out and open new properties or apartments in new locations only if there is demand for such growth. In this way, we can grow our business together with our customers and vice versa.

We can meet the needs of companies aiming to grow and expand in the Nordic countries. We enable companies of all sizes and budgets to attract new talent and mobilize their workforce. It is more convenient and cost-efficient for companies to accommodate employees in our temporary rental apartments than buying their own apartments and furnishing them. Our services give companies, organizations and universities the opportunity and flexibility to attract the best and the brightest talent from Bergen to New Delhi, and from students to business developers.

Reducing the pressure on the housing market

With the number of people living in cities projected to rise to 5 billion people by 2030, it's important that efficient urban planning and management practices are in place to deal with the challenges brought by urbanization. Our services can help reduce the pressure on the housing market by offering a wider selection of housing and accommodation options. As a result, companies and organizations have less need

to buy or rent their own capacity. Flexible housing options also improve the availability of housing as there are fewer apartments and homes sitting empty.

When companies accommodate their workforce through Forenom's accommodation service, they have no need to buy or rent own capacity from the private housing market. This improves the availability of the apartments, both for rent and for sale, and helps prevent drastic rises in prices.



Customer stories



Case: YIT

YIT has outsourced all project accommodation to Forenom

For an international construction company, with its personnel always on the move, it's important to arrange comfortable accommodation for its employees, so that they can relax and rest between workdays. YIT has solved this need through outsourcing all accommodation by collaborating with Forenom.

"Forenom has an extensive network of apartments in the right places for our business needs and offers us the flexibility we need to handle all our projects."

Juhana Häkkänen

Vice President,
Procurement at YIT

"We at Nordic Relocation Group have worked with Forenom for a long time, and the collaboration has always worked very well. Forenom has a large and mixed selection of available apartments that suits most of our customers. We are also very satisfied with our contact person who is always quick in the communication with us and finds various flexible solutions for our customers."

Alexander Palmqvist
Nordic Relocation Group

Well-being at work is highly influenced by accommodation

"Well-being at work is highly influenced by accommodation. In long-term projects, we want everyone to have their own apartment, a door that they can close to get some peace and quiet. I would absolutely recommend Forenom to all companies. To companies that use gig workers or need to arrange temporary housing. With Forenom, it's all easy to organize, apartments are high-quality, locations are excellent, you'll surely find the right kind of home for your needs and in the right price range!"

Hanna Virolainen
Line producer, Solar Films

"Indupipe AB often carries out job assignments at different locations. Forenom has become our obvious partner for temporary accommodation for our colleagues on the road. Forenom show great commitment and always find solutions to our requirements."

Tony Eriksson
Indupipe AB

"Forenom has with great flexibility found nice accommodation while maintaining great customer service. The apartment is fresh and has all the necessary equipment."

Afram Chamoun
LW Sverige AB

Forenom has received a net impact rating of BBB (Good) in 2021, driven by its contributions to **Society** and **Health**.

The net impact rating of Forenom is higher than:

- 44.9 % of all companies
- 50.5 % of largest companies in the Nordic countries
- 39.8 % of companies in Finland

Forenom net impact profile

Forenom's net value creation sums up to a net impact ratio of 17 %, indicating that the company's negative impacts are 17 % smaller than its positive impacts.

Forenom has received a net impact rating of BBB (Good) in 2021, driven by its contributions to Society and Health.

The net impact rating of Forenom is higher than:

- 44.9 % of all companies
- 39.8 % of companies in Finland
- 50.5 % of largest companies in the Nordic countries

Forenom creates the most significant positive value in categories Taxes and Jobs. Both of these impacts are mostly

driven by Forenom's products apartment rental services for tourists & temporary workforce and apartment hotels. The data shows that Forenom outperforms companies providing travel services.

On the other hand, to achieve these positive outcomes, Forenom uses scarce human capital and its services cause some GHG emissions. These are Forenom's most significant negative impacts.

Forenom's net impact is best aligned with the values of millennials.

Please ask us or your dedicated Forenom sales person to show you more detailed analyses about our net impact profile and how it is compared to the different industries.

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Learn more: uprightproject.com

UPRIGHT  PROJECT
NET IMPACT RATING

BBB

FORENOM
(2 0 2 1)

AAA	Prime
AA+	Excellent+
AA	Excellent
A+	Very good+
A	Very good
BBB	Good
BB	Fair
B	Adequate
CCC	Low
CC	Poor
C	Dismal

Our customers' privacy

Our customers' privacy is important to us, both at the place of accommodation and in the digital space. Our relationships with our customers are based on trust, integrity and our values. We don't disclose any confidential customer information to third parties without the consent from the customer or legal basis and we're committed to protecting their privacy in the best possible way. We make sure we process their personal data transparently in accordance with applicable data protection laws and good privacy practices. We also emphasize accurate, timely and truthful communications with our customers. Read more: forenom.com/privacy

Read more about the customers' privacy here: forenom.com/privacy

We are a happy, Nordic-wide taxpayer

We are an established accommodation provider, with more than 25 offices in Finland, Sweden, Norway and Denmark. Our operations benefit local communities through taxes and salary payments. We are committed to ensuring that Forenom Group observes all applicable tax laws, rules and regulations in the Nordic countries.



90%

Guest satisfaction
was 90% in 2021



We are part of the local community

We also see our guests as temporary residents in their new neighborhood, which is why we feel it is our responsibility to care for the well-being of not only our guests but also the greater community. We value the privacy and safety of the people around us.

Our guests are part of the local communities

Our guests often stay in the city for a longer period of time. This allows them to immerse themselves in the local culture and community. They have a unique opportunity to explore the city, go grocery shopping at the local convenience store and make their own meals, contributing to the growth of local

businesses. We help our guests to adapt to their new neighborhood by providing information about Nordic culture and society. We also make sure that our guests are aware of our terms and conditions that support peaceful and friendly living.

We want to be the best neighbor in town

Our goal is to be the best neighbor in town. It is important to us and our guests to actively participate in the local communities. Our apartment buildings are renovated and appealing, and we make sure that our surroundings are tidy and welcoming. We reinvest in our residents and in our estates. In this way, we create the best possible living quarters for both our residents and our neighbors. We respect and prioritize our neighbor's privacy and we are ready to react 24/7 to their calls.

Read more here:
forenom.com/neighbors

Taking care of our employees

- Dedicated equality in the workplace
- Our values
- Foreign language workers are an opportunity





Dedicated equality in the workplace

Our employees are our greatest and most valued asset, which enables us to deliver great customer satisfaction. For us, being number one in our industry also means being number one as a workplace. Our core values stand for bravery, being 100% open-minded and getting more done together. We also provide training and other opportunities for professional growth for our employees and promote lifelong learning.

Dedicated to equality in the workplace Forenom is powered by people – both our own employees and carefully chosen business partners. We see our responsibility toward these different interest groups as the most important contributing factor to the healthy growth of our business. The motivation and job satisfaction of our employees is our top priority and a prerequisite for the best possible customer experience.

For us, it's not only about showing empathy and friendliness toward our customers, but also toward colleagues and partners. We embrace diversity in all its forms and see it as one of our biggest competitive advantages. We encourage our global staff and business partners to respect each other and to be 100% themselves. Forenomians are all equally respected, regardless of their age, gender, religion, nationality, disability, culture or other status. In fact, many of our employees see workplace diversity as something to be extremely proud of.

Total number of
Employees

370

Number of men

45%

Number of women

54,6%

Ranges in age

16-63

Languages spoken

20

Local offices in the
nordic region

27

Our Values

Our core values stand for bravery, being 100% open-minded and getting more done together. We believe together is better, and we inspire each other to achieve the best possible results.

THE BRAVE DO

- We love to create super simple solutions that are easy-to-use and cost-effective.
- We also enjoy challenging ourselves because it helps us find new ways to serve our customers.
- Our customers are at the center of everything we do – come rain or shine.

100% OPEN-MINDED

- We embrace diversity in all its forms and see it as one of our biggest competitive advantages.
- We also encourage our global staff to respect each other and to be 100% themselves.
- Our DNA is all about showing empathy and friendliness toward our colleagues, customers and partners.

TOGETHER IS BETTER

- We inspire each other to achieve the best possible and support one another.
- We only compete to find the best solution for our customers.
- Our customers love how we are always one-step ahead of the challenge because we're already on it.





Foreign language workers are an opportunity

For Forenom, the fact that not everyone speaks fluent Finnish is not a problem but rather an opportunity.

Forenom operates throughout the Nordic countries and is well on its way to expanding into Central Europe. The international market means an international work community in which education, competence and collaboration skills are more important than local language skills in recruiting employees. For each job posting, careful consideration is given to whether proficiency in the local language is really necessary for the specific job. Often it is not. English is the official working language at Forenom.

"There are about a dozen of us in the HQ alone who do not speak Finnish. There are also a couple of salespeople



in Sweden who do not speak Swedish, and a Finn in Norway who does not speak Norwegian. Everyone speaks English to each other. I have never experienced language being a problem in any way," says **Anton**

Kargaltsev, who is responsible for

Forenom's real estate operations.

Foreign experts are an opportunity for the company

We at Forenom see that welcoming international professionals offers great opportunities for the company. When language is a non-issue, we can genuinely recruit the best and most appropriate people.



Rajnish Kumar, Customer Relationship Director at Forenom, believes companies can limit its own growth potential by excluding foreign-language applicants from its recruitment.

"A company that wants to grow internationally or do international business should give responsibility to talented people who can open doors to new markets. Otherwise, it will limit its own commercial growth", he says.

Taking care of our environment

- Responsible sourcing
- Cleaning is a big part of our customer promise
- Efficient use of resources: Putting buildings into sustainable use



Responsible sourcing

We believe that efficiency and sustainability can be achieved together. We believe that it is our responsibility to actively search for more environmentally friendly ways to run our business. For us, it means responsible sourcing as well as efficient use of resources.

Responsible Sourcing

Our suppliers are an important part of our business and our total supply chain. However, due to the fact that we make a significant part of our service production – for instance, cleaning and maintenance with our own staff – outsourcing plays a relatively small role in our procurement operations. For us, it's important to work closely with our suppliers to ensure sustainable procurement. We pay close attention to the company's ethical choices, environmental certification and sustainability goals.

Our suppliers are expected to conduct their business in compliance with the same high legal, ethical, environmental and employee-related standards Forenom itself is adhering to. We make reasonable efforts to work only with suppliers or service providers who themselves enhance international human rights and environmental laws and practices. Forenom commits to observing the ethical performance of its suppliers and will take immediately needed steps in cases where the ethical performance of its suppliers comes into question.





Cleaning is a big part of our customer promise

We offer 9,000 accommodation options across the Nordic countries, so maintaining our apartments in top condition has a major accumulative impact on the environment. This is why we have an entire army of professionals – both in-house service producers and external service partners – working for us. #Stayeasy means that we ensure our guests always enjoy clean, comfortable and sustainable accommodations – be it kicking back after a hard day of work or celebrating a special occasion.

A big part of our customer experience is based on the condition and cleanliness of our apartments. In fact, according to our own research, cleaning is the single biggest factor affecting customer satisfaction with Forenom. Cleaning and maintenance services also need to be sustainable and environmentally friendly.

During 2021, we cleaned over 5,459,211 square meters of accommodation units and managed over 185,133 cleaning tasks.

“A key guiding principle behind our work is our one-visit principle. All our

employees follow it, which means that all maintenance and cleaning work in an apartment must be carried out during a single visit. This reduces the number of service visits and therefore also the fuel consumption.”

Jenni Määttä,
Quality Manager – Forenom

**During 2021,
we cleaned over
5,459,211 square meters
of accommodation
units and managed
over 185,133
cleaning tasks.**

We use fabric towel rolls to promote eco-efficiency. In 2021, a total of 5,942 rolls were used, replacing 1.8 million sheets of paper.

Efficient use of resources

Solutions to reduce electricity usage

Electricity is a major part of our energy consumption, so we are constantly looking for new solutions to reduce electricity usage and increase the use of renewable energy. We are also supporting our guests to reduce use of electricity by giving them information about the topic.

Saving water one drop at a time

Water is one of our planet's most precious resources, which is why we at Forenom are looking for ways to reduce the water consumption in our properties. In some of our largest properties, we have introduced a water saving system, which monitors the water consumption 24/7 and reports immediately if there is a suspected

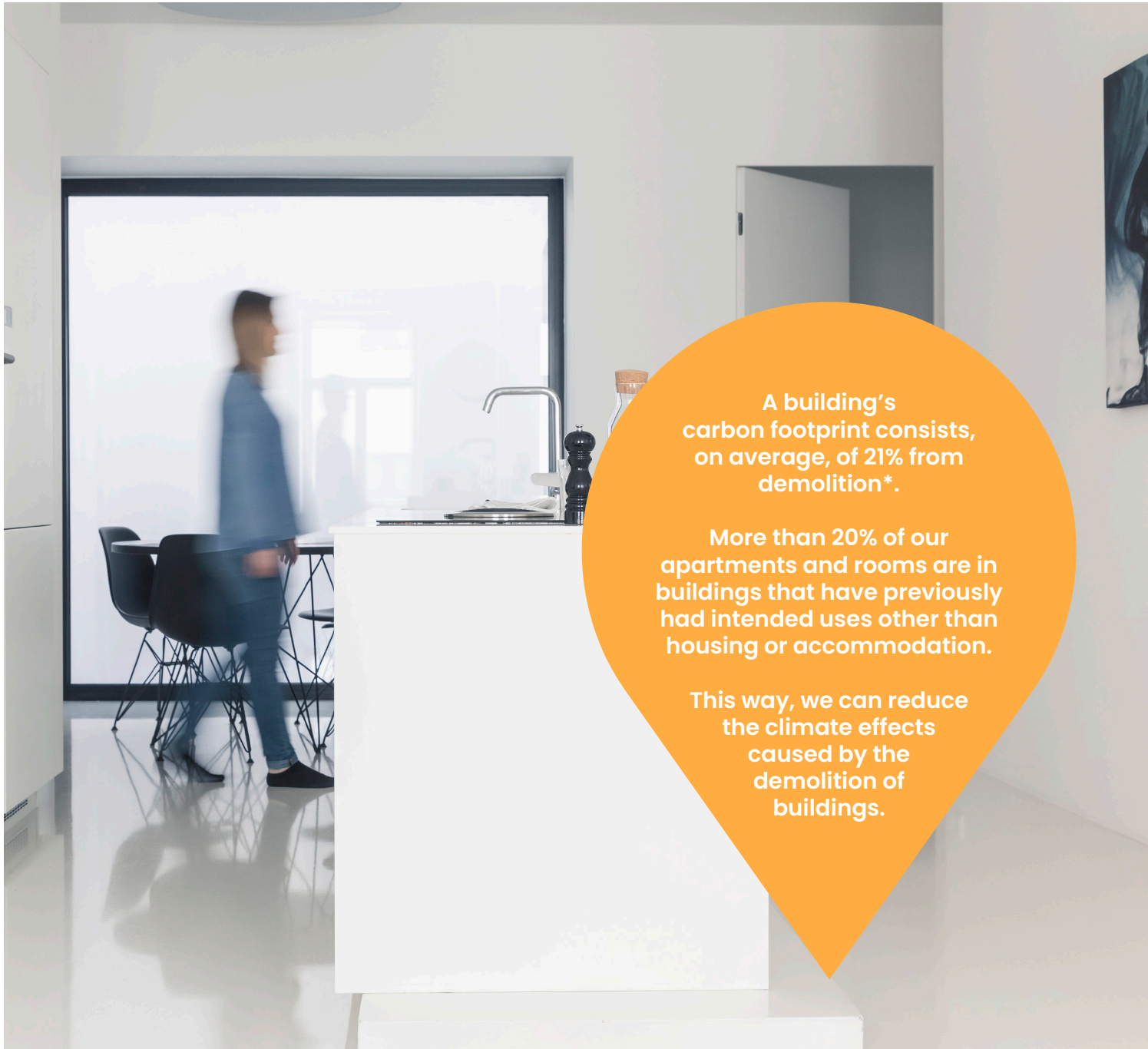
water leak. We have also installed water-saving equipment in our larger properties to reduce the water flow.

We do not use hand towels at our Aparthotels and Hostels

Using towel rolls instead of towel sheets in shared bathrooms reduces paper waste.

We use fabric towel rolls to promote eco-efficiency. In 2021, a total of 5,942 rolls were used, replacing 1.8 million sheets of paper and 17,826 kilograms of paper waste. This means that we saved 198 trees and 16,966 driving kilometers.





A building's carbon footprint consists, on average, of 21% from demolition*.

More than 20% of our apartments and rooms are in buildings that have previously had intended uses other than housing or accommodation.

This way, we can reduce the climate effects caused by the demolition of buildings.

The climate effects of housing are caused 43% by construction and 21% by demolition*

A building's carbon footprint consists, on average, of

- 48% from construction
- 21% from demolition

A building's carbon footprint consists, on average, of 21% from demolition*.

Around 20% of our apartments and rooms are in buildings that have previously had intended uses other than housing or accommodation. This way, we can reduce the climate effects caused by the demolition of buildings.

Only 7% of our rooms or apartments are in new buildings where Forenom is the first user of the unit. In addition to the energy consumption during its service life, the most significant part of a building's carbon footprint consists of construction, such as the manufacture of materials and the construction site itself. When we do not favor new buildings, we can significantly reduce climate damage.

*Source: TM RAKENNUSMAAILMA 8/2021 page 88.

Property management

Forenom Group does not own the properties we operate, instead we rent the required facilities from different property owners. When we choose suitable properties for our business, we consider market demand, location and cost. We also build new properties together with our partners, but we always recognize the immense importance and advantage of using existing properties. Our flexible service concept enables the reuse of existing properties for accommodation purposes. In addition, we are always looking for innovative ways to reuse empty buildings. Reused properties will play a significant role in our real estate strategy in the future as well.



“Our goal is to continue reutilizing properties in the end of their life cycle and minimize their ecological footprint.”

Johannes Kangas,
Forenom CEO

Putting buildings into sustainable use

An empty, red-brick office building in Grønland, Oslo, was transformed into a top-of-the-line Aparthotel

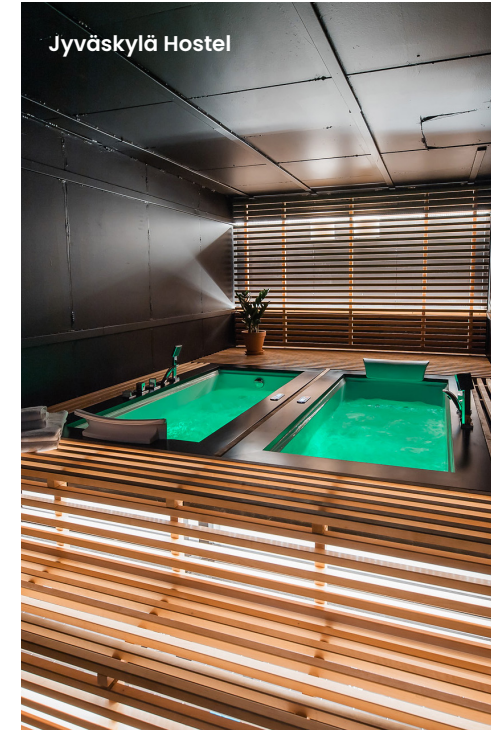
An empty, red-brick office building in Grønland, Oslo- East, started a new exciting phase after refurbishment in 2018 when it opened as a modern Aparthotel. The subtle and stylish red-brick office building situated in Lakkegata 3 was originally constructed in the mid-80s and has now been transformed into a top-of-the-line Aparthotel. A new 6-floor Aparthotel provides 163 newly furnished apartments that are equipped to enable longer stays in the city.



Oslo Aparthotel

From a Bank to Modern Hostel in Jyväskylä, Finland

Forenom Hostel Jyväskylä, located right in the heart of Jyväskylä's pedestrian district, has given a new lease of life to a 1950s office building. The building was previously a bank, with the reinforced concrete basement bunker now reminding guests of the building's unique legacy. Inside the former vault there is a jacuzzi section next to the sauna. This accommodation concept is intended to ensure the efficient use of facilities. The hostel's ecological design, efficiency and communality offer a new type of accommodation. Even the walls and furniture are clad in Finnish birch plywood.



Jyväskylä Hostel

Former Turku prison now hosts premium apartments

Kakolanmäki in Turku is the largest historical prison- compound and the most significant example of correctional architectural heritage in Finland. The prison was built in the 1800s and over the years housed some of the most notorious villains in Finnish history.

In 2016, Forenom transformed the unused prison's old psychiatric hospital into fully furnished and serviced premium-level apartments. The original red-brick walls and massive concrete structures have been combined with modern high-quality materials and furniture to achieve a concept everyone can appreciate.



Turku Apartments

Attachment: Forenom code of conduct

Human Rights and Employee Safety

- Forenom respects the human rights. For us, human rights are considered fundamental and universal. We treat all employees in a fair and equal manner in accordance with internationally proclaimed human rights. We do not accept child labor, forced or compulsory labor, or other human right abuses.
- Forenom provides equal employment opportunities to all employees and applicants for employment without regard to race, religion, color, ethnic origin, sex, sexual orientation, gender, gender identity or expression, age, disability, pregnancy, childbirth and related medical conditions, genetic makeup, marital status, military service, or any other classification protected by applicable local and country laws.
- Forenom ensures a safe and healthy workplace for all employees and conducts regular employee satisfaction surveys.
- Forenom encourages all employees to lead balanced personal and professional lives.

Ethics and Law

- Forenom follows legislation and rules. Forenom is conducting business with the high ethical standards and in full compliance with the applicable laws.
- Forenom promotes fair business practices and competition and does not engage in any illegal or restrictive trade practices.

Community, Customers and Suppliers

- All suppliers in Forenom's total supply chain are expected to conduct their business in compliance

with the same high legal, ethical, environmental and employee-related standards Forenom itself is adhering to.

- All relationships between Forenom and customers are based on trust, integrity and our values. Forenom communications with customers are accurate, timely and truthful.
- Forenom respects the privacy and integrity of its customers. We follow relevant standards to protect privacy in processing personal data and service or product information. All personal data collected and held by Forenom is processed fairly, lawfully and carefully in a way that protects the privacy of the individual.

Environment

- Forenom is committed to continuously improving its products, operations and production facilities to reduce negative impacts on the environment and to optimize the resource consumption.

Anti-corruption and Conflicts of interest

- Forenom expects loyalty from all its employees and avoidance of any conflict of interest. Thus, the employees of Forenom must avoid situation where their personal interests may conflict with those of Forenom or its stakeholders.
- This includes, but is not restricted to, acceptance and giving of personal gifts, entertainment or hospitality to or from Forenom stakeholders, other than gifts of a nominal value of up to 70€ on an occasional basis or reasonable hospitality given in the ordinary course of business.

- Forenom and its employees do not offer or pay bribes or illicit payments to customers or other parties to obtain or retain business. Forenom and its employees do not solicit or accept bribes or illicit payments in exchange for business favors.
- Forenom employees must not profit, nor assist others to profit, from opportunities that are discovered from the usage of corporate assets, information or the position.
- Forenom supports and adheres to local legislation and internationally recognized principles against corruption and bribery.

Every employee within Forenom Group is expected to live according to, behave and act in line with these principles. In case of non-compliance with these principles an employee or a third party can anonymously contact the Group CEO without risk of any negative consequences.

These principles are annually reviewed by Forenom and presented to the Board for acceptance. We are committed to making adjustments or changes to the content and implement them as needed.