

2021

# Environmental, Social and Governance Report

 KANZHUN LIMITED

BOSS  
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# ABOUT THE REPORT

This is the inaugural Environmental, Social and Governance Report (hereinafter “ESG Report” or the “Report”) released by KANZHUN LIMITED (hereinafter “KANZHUN”, “We”, “Us”, the “Company” or “Our”). The Report presents our genuine performance and initiatives in key ESG areas and serves as a response to the material topics of stakeholders’ concerns.

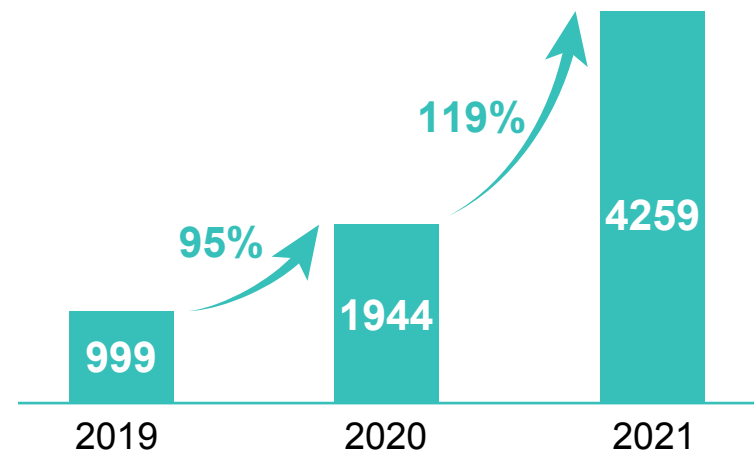
This Report is compiled referring to the *ESG Reporting Guide 2.0* issued by the Nasdaq Stock Market, the GRI Sustainability Reporting Standards (“GRI Standards”), and relevant ESG capital market rating.

The reporting scope covers information and data associated with the Company operations in Mainland China from 1 January 2021 to 31 December 2021, while part of the content may extend beyond the reporting range. Unless otherwise noted, the information and data included in this Report are primarily obtained from the official documents, statistics, and relevant public information.

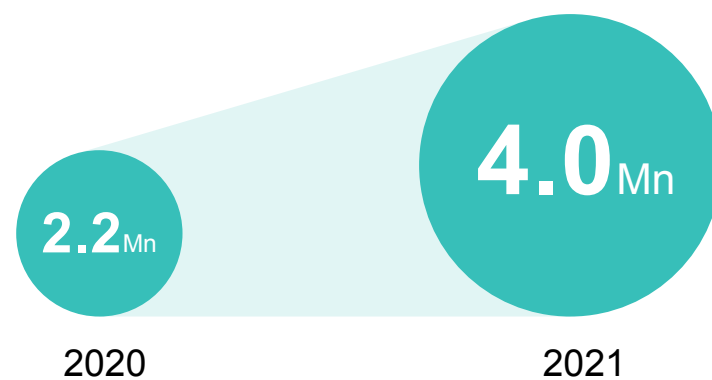
This Report is published in electronic form in terms of nature conservation. The electronic copy can be accessed and downloaded on our Investor Relations website: <https://ir.zhipin.com>. We welcome feedback from our readers, and please contact us at [ir@kanzhun.com](mailto:ir@kanzhun.com) for any questions or comments arise.

## BUSINESS PROFILE IN NUMBERS

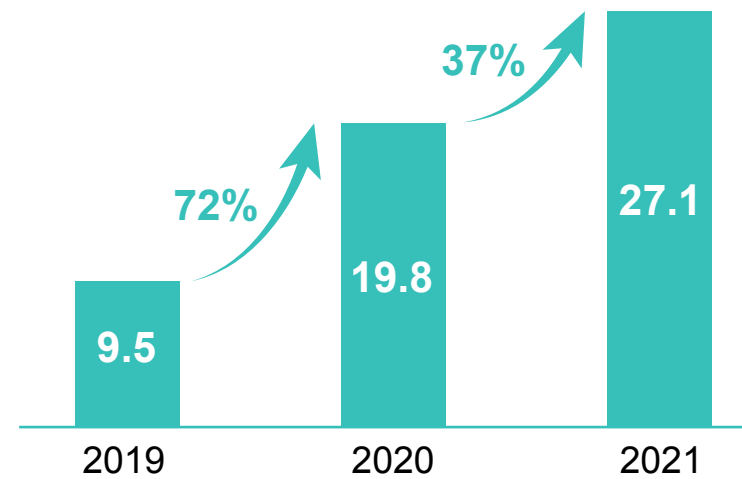
**REVENUE**  
UNIT: RMB Mn



**PAID ENTERPRISE CUSTOMERS**



**AVERAGE MAU**  
UNIT: Mn



**ACTIVE USER BASE IN 2021**

DAU/MAU  
**26.7%**  
Avg Monthly  
Chat Messages  
**3.2BN**

**VERIFIED USERS AS OF 31 DEC 2021**





# ABOUT US

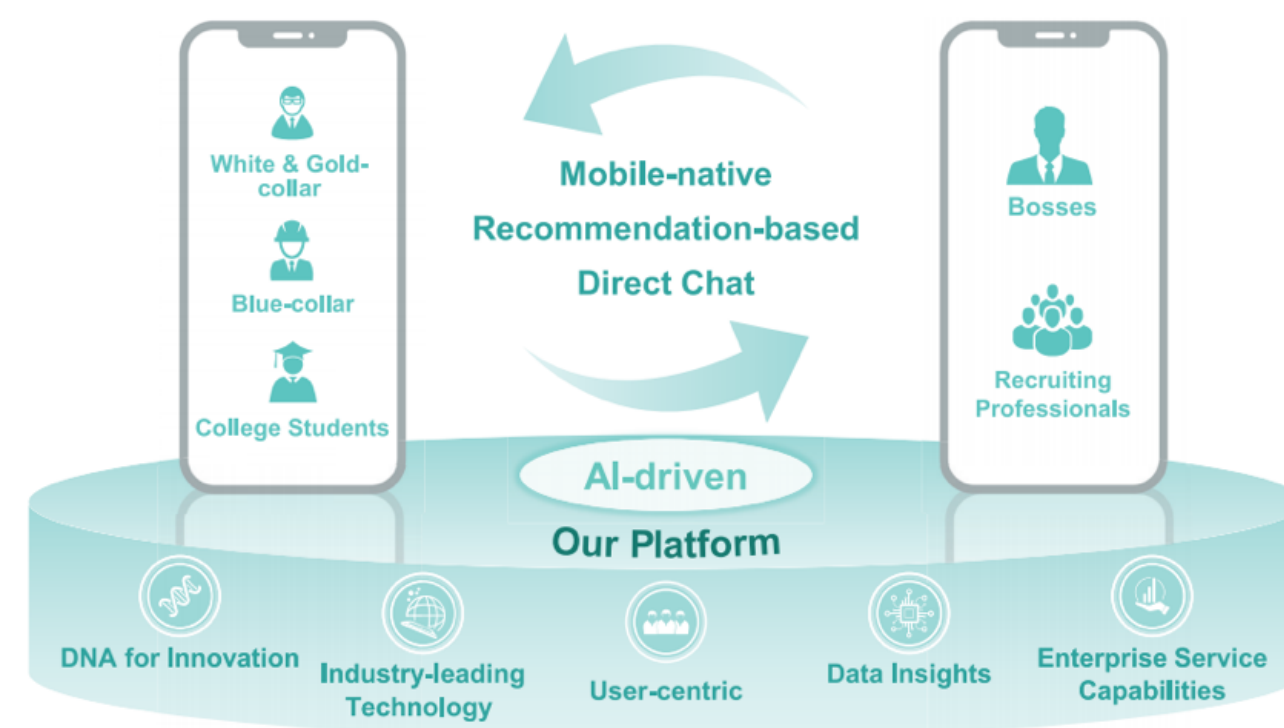
The Company listed on the Nasdaq Global Select Market in June 2021 under the symbol “BZ”, where its principal business activities were conducted via the Company’s online recruitment platform called “BOSS Zhipin” in the People’s Republic of China (“PRC”). Details about the history and the development of the Company can be found in our *FY21 Annual Report*.

Founded in 2014, we pioneered in introducing a disruptive model – the Direct Recruitment Model, which has transformed China’s online recruitment industry. With years of development, BOSS Zhipin grew into the largest online recruitment platform in China in terms of monthly active users (“MAU”). Through the highly interactive BOSS Zhipin mobile app, along with other mobile apps and mini-programs, we provide job-seeking and recruiting services for full spectrum of users. For job seekers, we serve white and gold-collar users, blue-collar users and college students. For enterprise users, our users include bosses<sup>1</sup> and recruiting professionals from various industries with different business sizes.

<sup>1</sup>Bosses refer to executives or middle-level managers of large enterprises and SMEs and micro business owners, who themselves are supervisors.

Our pioneering features have made us stand out in the industry. Leveraging our unique business model and robust technical architecture, we believe these will pave the way for us to build sustainable advantages in the industry and continue to drive our strong growth at scale.

Our unique features in the online recruiting industry include:



**Mobile-native.** Our highly interactive mobile-native platform improves user experience and recruitment efficiency by enabling job seekers and enterprise users to engage in meaningful communication anytime, anywhere.

**Recommendation-based.** We provide targeted jobs, candidate matches and recommendations through a feed stream format based on the database, rapid product iteration, and proprietary technology infrastructure.

**Direct chat.** Users can initiate direct chatting with their counterparties on our platform. Direct chatting ensures that our users are active with real demands. They can confirm each other's intention and suitability before the interview, making the job-seeking and recruiting experience highly informative and efficient.

We highly value the rights and interests of our users, respect their privacy, and continuously raise the bar on safety to fight against fraud.

**Privacy.** We respect job seekers' privacy and are committed to safeguarding their information. Enterprise users are not allowed to access job seekers' full resumes or their contact information without job seekers' consents. Job seekers can also easily make their information selectively visible to enterprise users. Our privacy protection mechanisms help foster a trustworthy and credible platform.

**Authenticity.** We are also devoted to protecting job seekers against

false information and fraud by emphasizing the importance of ensuring the information presented on our platform is verified and authentic. We implement a rigorous screening process to examine and verify the authenticity of the job openings posted by enterprise users. We leverage our advanced feature engineering, machine learning and decision engine to constantly respond to threats and frauds.





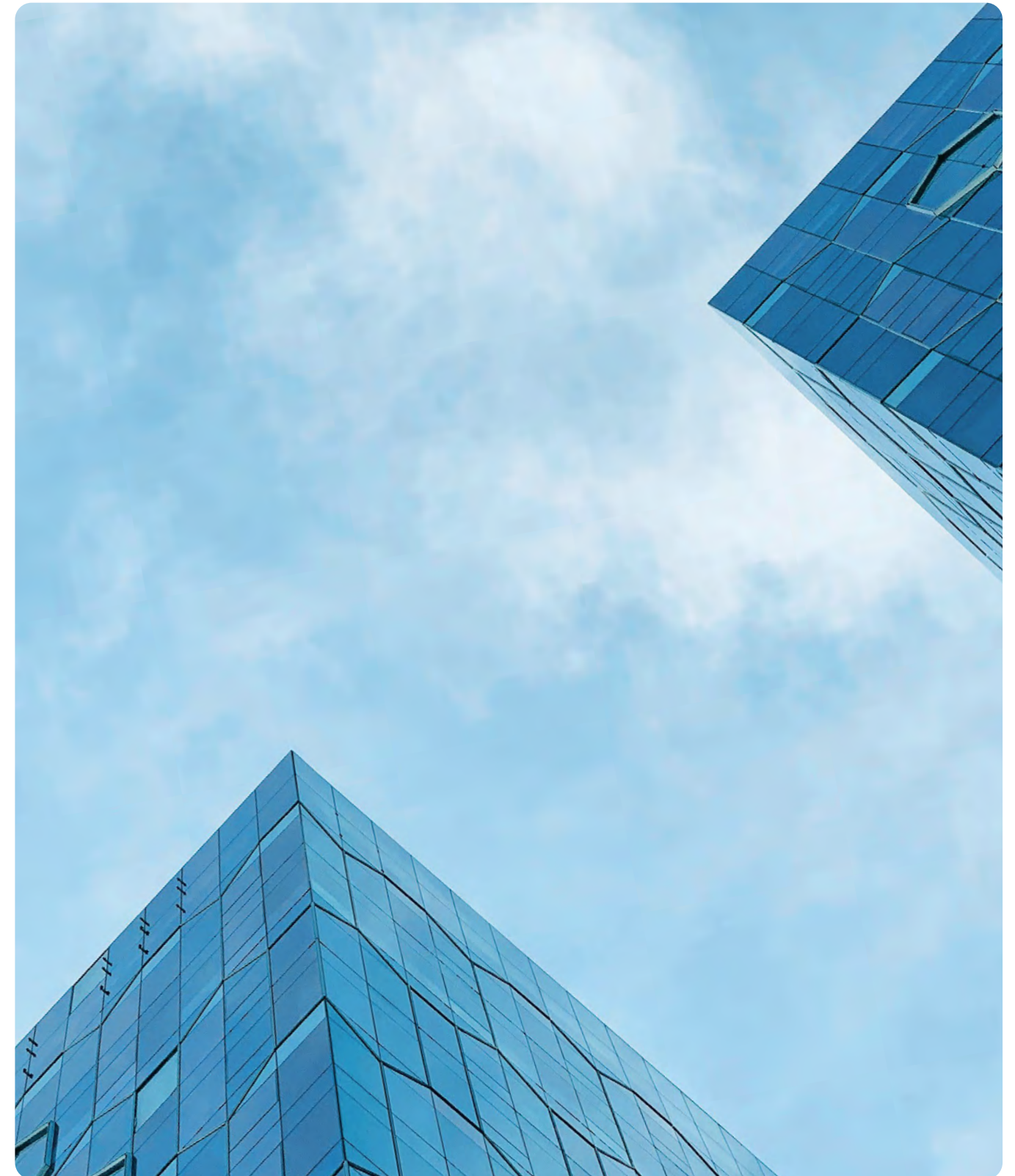
Having a job is an indispensable facet of life for most people, and the contributions these people made through work have propelled the evolution of the society. We firmly believe that every hard-working individual deserves to be recognized and to be better served.

Our business is built around people and their careers. Our commitment to sustainability prioritizes caring for our people, the community, and building robust governance.

Employees are our most valuable assets. We grow our business by attracting, encouraging and retaining talents. We strive to create an inclusive, equal and productive work environment. We value the well-being of our team members and empower their passion at every stage of their career journey.

We weave social responsibility into the fabric of our brand. Our efforts to serve the community extend from assisting the local communities nearby, to investing in nature preservation in Tibet.

In order to improve our corporate values in the era of great uncertainty, we endeavor to strengthen our corporate governance with increasingly stringent internal policies and regulations. Conducting business in an ethical and responsible manner will always remain fundamental to everything we do. We will continue to focus on making a positive impact on the society and the planet we all share through sustainable corporate activities and sound governance so that all may prosper.



## HONORS AND RECOGNITION

### 2021



BOSS Zhipin was titled the *Most Valuable Platform* at the 2021 Asia-Pacific Human Resources Development and Services Expo held by the Asia-Pacific Human Resources Development and Services Expo Organizing Committee.



The Company was selected as the exclusive supplier providing official human resources services of the 2022 Beijing Winter Olympic Committee and the Winter Paralympic Committee by the Beijing Winter Olympic Organizing Committee.



The Company received the *2020-2021 Most Influential Enterprises Awards* in the Internet Industry by Sedi.com Digital Economy Magazine.



The Company was shortlisted by the China Corporate Philanthropy Forum Organizing Committee for *China's Top 500 Enterprises in Philanthropic Investment*.



BOSS Zhipin received the *Certificate of Appreciation* in 2021 for its outstanding contributions to the *24365 Campus Recruitment Service Campaign in 2020*, which was launched by the Ministry of Education, in collaboration with China's leading job-hunting platforms.



The Company was listed the *2020 China Unicorn Enterprises* in 2021 by the Great Wall Strategy Consultation.

### 2020



The Company was listed the *2020 Top 500 Global Unicorn Enterprises* by Qingdao Municipal People's Government, Renmin University of China.




The Company was awarded the *Top 50 Human Resources Service Brands* in Beijing at the 2020 *Jingren Awards Ceremony*, which was held by Beijing Human Resources Service Jingren Awards Organizing Committee.



The Company was one of the first batch members of the Digital Economy Committee of APEC China Business Council.

## HONORS AND RECOGNITION




2019

-  BOSS Zhipin was awarded the *Renowned Internet Platform Award* at the 2019 Asia Pacific Human Resource Development and Services Expo held by Asia Pacific HRD and Services Expo Organizing Committee.


2017

-  BOSS Zhipin was named the *Top 50 China Enterprise Service Innovation Growth* at the 10th Anniversary of CYZone business service platform.
-  BOSS Zhipin was named the *Times of Influence-Top 30 Business Cases in China* by WETALKTV and FT Chinese.com.

2016

-  BOSS Zhipin was titled the *Most Influential Mobile Application for New Media in China* by China E-Commerce Association and China New Media Portal Conference Organizing Committee.
-  BOSS Zhipin was titled the *Top 10 HR Service Providers in the Category of Recruitment Channels* by the 7<sup>th</sup> China (Beijing) Human Resources Expo Organizing Committee, China Human Resources Service Provider Integrity Alliance, and Three People HR Public Service Alliance.
-  BOSS Zhipin was titled the *Most Influential Innovative Recruitment Software* by 36Kr, which is a group company serving technology innovation and entrepreneurship ecosystem.

2015

-  BOSS Zhipin was titled the *Best Recruitment Application* by China E-Commerce Association and China E-Commerce Industry Portal Conference.

## ESG HIGHLIGHTS IN 2021

### IMPROVING CORPORATE GOVERNANCE

**100%**

training on anti-bribery and anti-corruption of key personnel

**Timely update** of know-how on business ethics compliance and legislation

### PROMOTING ENVIRONMENT STEWARDSHIP

**ISO 14001**

certification of headquarter in Beijing

Installation of **water-use efficient facilities** in compliance with **Domestic Water Saving Devices requirements**

**Paperless** online recruitment cycle

Active **waste classification and recycling** measures

### CARING FOR OUR PEOPLE

**49.42%**

women account for total employment

**37.16%**

women account for managerial positions

**Diverse learning programs** available for all employees

Above-par **employee engagement** offerings and activities

**Zero incidents** of work-related fatalities among employees

### BUILDING USER TRUST

**60.1%**

increase in R&D expense compared to that in 2020

**100%**

employee training on user data privacy protection

**84**  
patents

**61**  
copyrights

**451**  
trademark registrations

Recognized as the **exclusive human resources service provider** to the 2022 Beijing Winter Olympic Committee and the Winter Paralympic Committee

### CREATING SOCIAL IMPACTS

**RMB 10,581,020**  
monetary donations

**RMB 1,500,000**  
worth material donations

Named China's **Top 500** Enterprises in Philanthropic Investment



# OUR ESG MANAGEMENT

- **ESG Strategy**
- **ESG Oversight**
- **Stakeholder Engagement**
- **Materiality Assessment**

We advocate for and adhere to the philosophy of responsible and sustainable development. To this end, we strive to operate in an environmentally, socially and economically sustainable manner and incorporate ESG considerations into all aspects of our business.



## ■ ESG STRATEGY

Our ESG strategy is built on five pillars: Governance, Environment, Employees, Products and Services, and Community, which aims to help develop our ESG capability and ensures that ESG factors are part of our business operations and decision-making. We will promote the five pillars through an open mindset of innovation, active communication and engagement.

**Governance.** We will continue to deliver sustainable business performance coupled with good corporate governance, risk management and ethical business conduct.

**Environment.** We will continue to measure and strive to minimize energy use and emissions so as to reduce our impact on climate change.

**Employees.** We will continue to invest in our people to ensure them a healthier, happier and more productive workplace, as well as provide them with rewarding career paths for building a diverse team.

**Products and Services.** We will continue to relentlessly focus on advancing our proprietary infrastructures, algorithms and data insights and enhancing user experience by delivering efficient, intuitive and convenient experience throughout the recruitment cycle.

**Community.** We will continue to bring about positive changes to communities beyond the recruiting industry, not only helping the disadvantaged groups in employment, but also contributing to the society through charitable activities and volunteering.



## ■ ESG OVERSIGHT

The Board of Directors is responsible for the oversight and management of key ESG risks and issues, and the implementation of ESG management is distributed across departments. With the ESG strategy in place, representatives from respective departments collaborate within the Company to develop action plans and lead the functional teams in carrying out ESG initiatives. Progress of specific ESG tasks from different departments is to be reported to the management team.



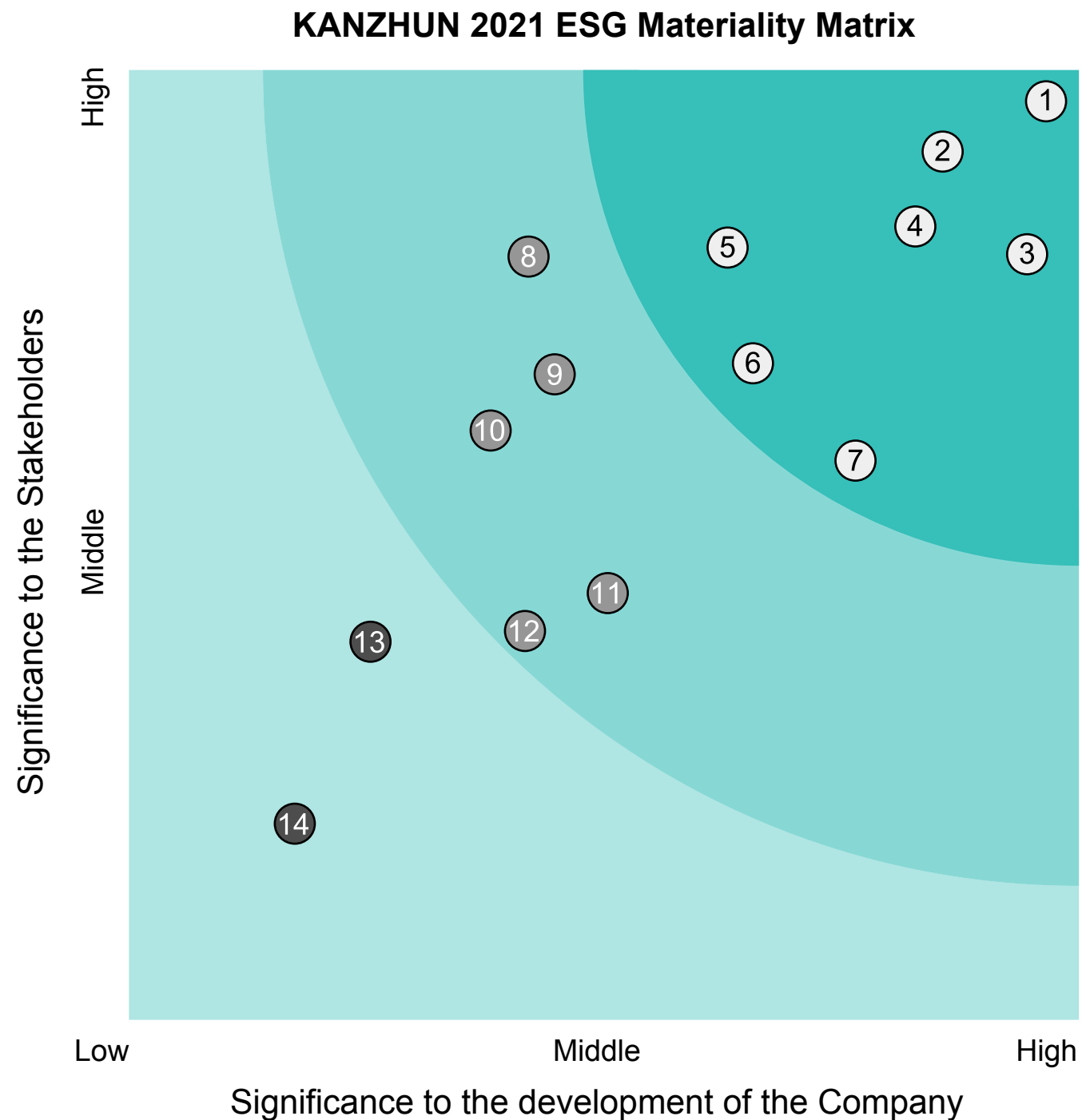
# STAKEHOLDER ENGAGEMENT

We listen closely to our stakeholders to learn about their expectations and feedback on our ESG performance through multiple communication channels. It is also a mean to inform our approach to managing sustainability issues and reporting.

Stakeholders	Expectations	Communication Channels
<b>Users</b> · Job seekers · Enterprise	· Efficient and effective recruiting and job seeking services · Expanding network · Improving user experience · Data and privacy protection · Developing safe job-seeking environment · Reasonable cost for services	· Customer service hotline · In-app channel · Email · Sales team · Social media · User surveys
<b>Employees</b>	· Protecting employees' rights and interests · Employee benefits · Employee health and safety	· Internal communication app · Employee hotline · Email · Employee meetings · Employee surveys · Training

Stakeholders	Expectations	Communication Channels
<b>Shareholders and investors</b>	· Investment return · Business strategy · Information transparency · Compliant operations	· General meetings · Periodic reports and announcements · Interaction via emails and conference
<b>Government regulatory bodies</b>	· Business compliance · Data and privacy protection · Promoting industry development	· Information disclosure · Collaborative engagement · Policy consultation · Supervision and inspections
<b>Community</b>	· Charity initiatives · Volunteering activities	· Social media · Community activities
<b>Non-government organizations and media</b>	· Corporate social responsibility · Cooperative development · Low-carbon practices	· Social media · Industry events · Press conference · Interviews
<b>Suppliers</b>	· Fair cooperation · Business ethics · Mutual benefit	· Business meetings · Supplier assessment · Site visits

## MATERIALITY ASSESSMENT



As part of the materiality assessment process, we communicated with internal and external stakeholders about sustainability issues to determine the topics that are most material to their concerns. The results demonstrate the significance of the 14 ESG key issues in a matrix, of which the level of significance is ranked ascendingly from the bottom left to the top right. In 2021, the identified priority ESG issues are listed below.

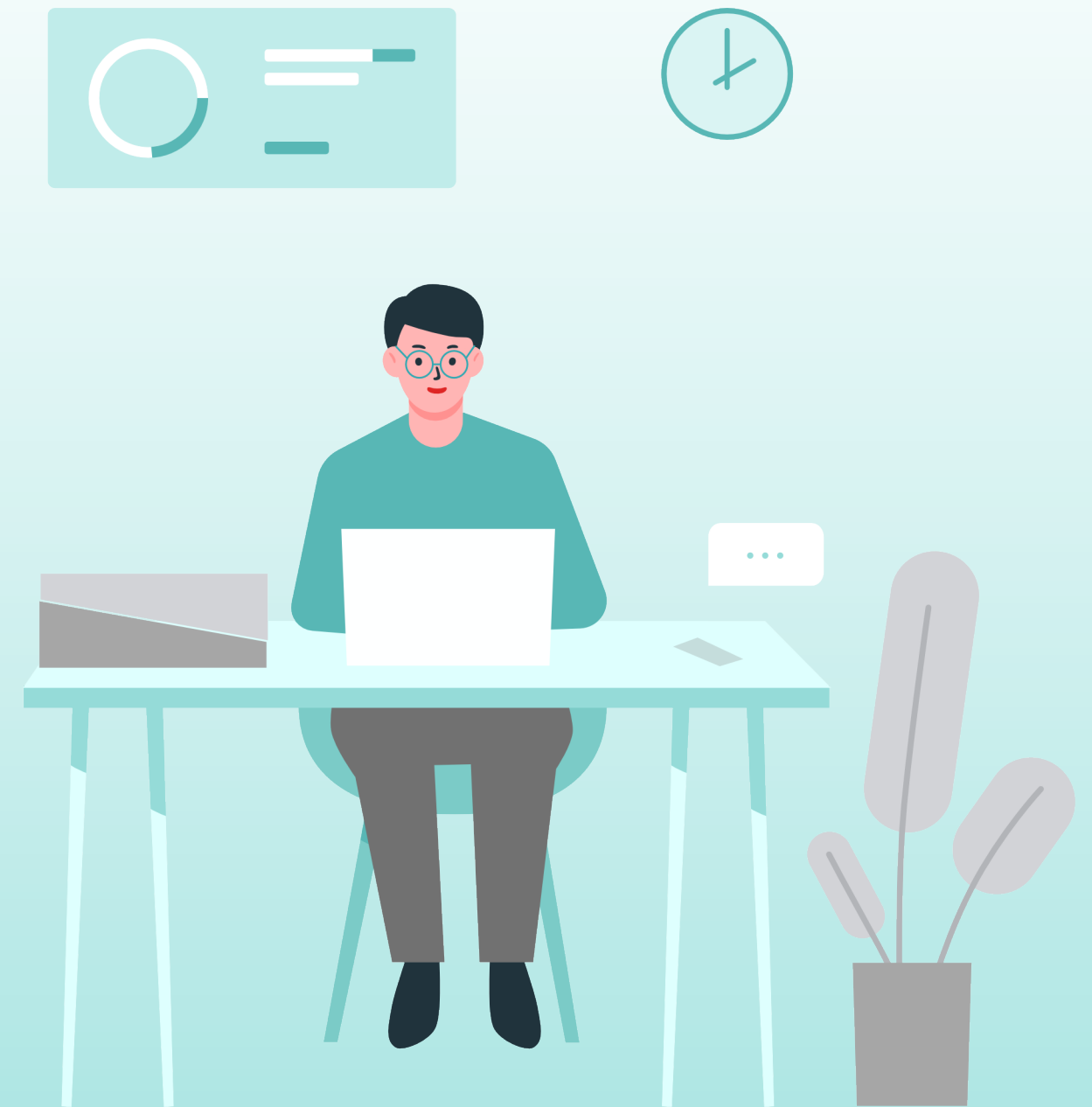
### KANZHUN's ESG Key Issues

- ① Product and Service Excellence
- ② Business Ethics
- ③ Customer Care
- ④ Protecting Employees' Rights and Interests
- ⑤ Workplace Health and Safety
- ⑥ Data Security and Privacy Protection
- ⑦ Green Workplace
- ⑧ Intellectual Property Management
- ⑨ Remuneration and Care
- ⑩ Employee Training and Development
- ⑪ Customized Support for the Underserved
- ⑫ Diversity and Inclusion
- ⑬ Green Data Center
- ⑭ Philanthropic Activities

# CORPORATE GOVERNANCE

- **Governance Structure**
- **Business Ethics**

We administer effective governance to sustain long-term business success and protect the interests of our stakeholders. In doing so, we have a sound corporate governance approach in place to foster informed and effective decision-making, supervise management and business performance, and ensure appropriate risk management. We uphold a culture of integrity, and we ensure to operate consistently with the highest standards of responsibility and business ethics.



## GOVERNANCE STRUCTURE

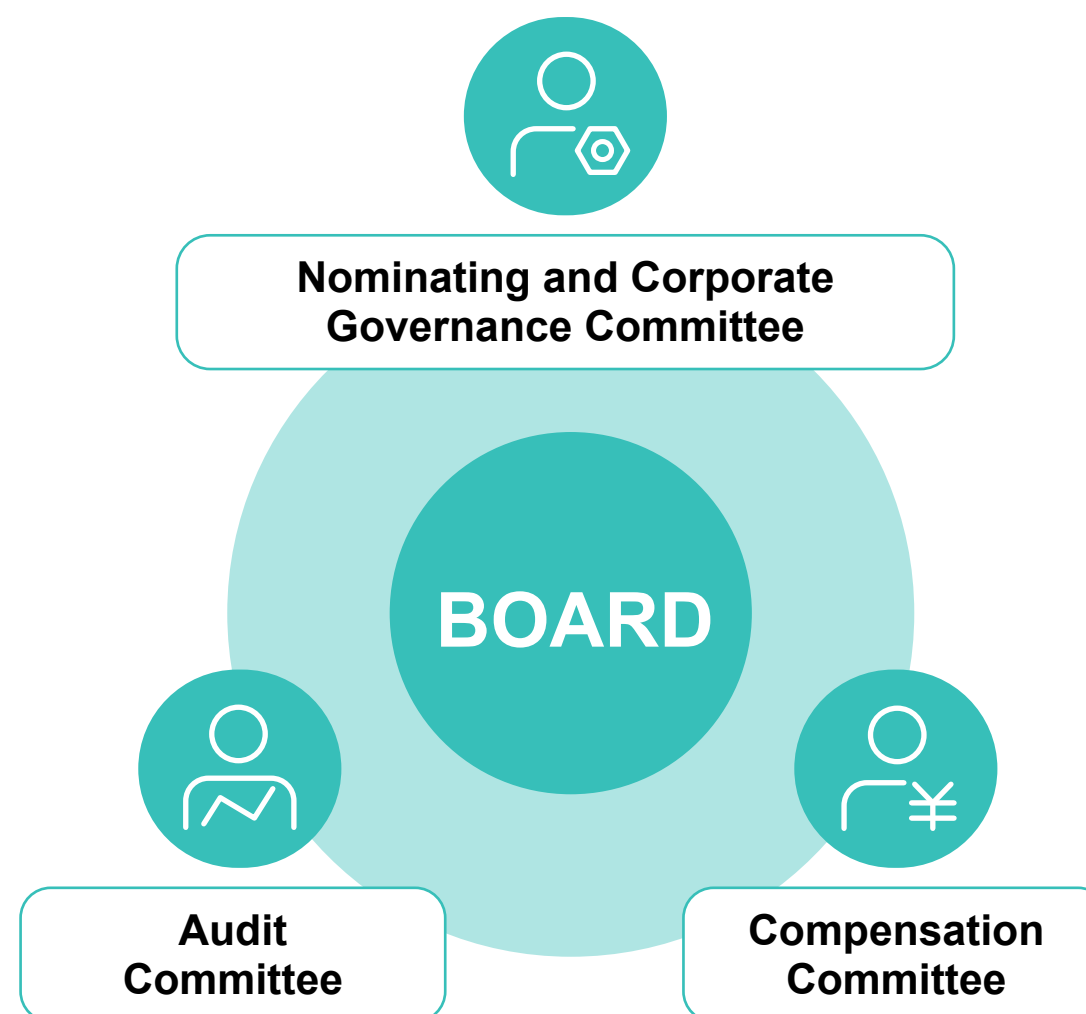
We believe that maintaining a comprehensive corporate governance structure is fundamental to meeting our business goals and creating greater value for our stakeholders. Our corporate governance structure complies with the *United States Securities Act of 1933*, *Nasdaq Stock Market Rules*, and other applicable laws and regulations. Under the effective leadership of the Board of Directors and management, we work to continuously improve our corporate governance structure, processes and policies.

Forming an inclusive and diversified board of directors is crucial for harnessing a balanced approach to problem-solving. Currently, our Board consists of eight directors, including one female director. There are three non-executive directors, two of the non-executive directors are independent directors. The Board members have diverse professional backgrounds, skills and experiences in areas that meet the Company's strategic and operating needs.

We have established three committees under the Board: The Audit Committee, the Compensation Committee, and the Nominating and Corporate Governance Committee. All three committees are chaired by independent directors. The Board has delegated well-defined responsibilities to each of the three committees. For more information on members of the committees under the Board of Directors, their responsibilities as well as the aggregated compensation of directors

and executive officers, please refer to our *FY21 Annual Report*.

More information about our corporate governance structure, Board charters, and key policies that underpin our governance practices can be found in our annual report or accessed through the Governance section of the Company's website at <https://ir.zhipin.com/corporate-governance/management>.



## ■ BUSINESS ETHICS

Having started our business in China's online recruitment industry in 2014, users have used our platform to look for suitable career opportunities and build meaningful and professional social networks. We believe that it is only through conducting business in an honest, ethical and accountable manner will we fulfill the interests of a broad spectrum of stakeholders.

### MANAGEMENT PRINCIPLES

We believe in the importance of upholding business ethics in the fast-changing business environment and are committed to conducting business with the highest ethical standards. As a listed company, we strictly abide by competition laws and regulations, anti-bribery and anti-corruption laws and regulations in the jurisdictions where we conduct business, including but not limited to the *Company Law of the People's Republic of China*, the *Government Procurement Law of the People's Republic of China*, the *Criminal Law of the People's Republic of China*, the *Interim Provisions on Banning Commercial Bribery*, the *Anti-Monopoly Law of the People's Republic of China*, the *Law of the People's Republic of China Against Unfair Competition*, and the *U.S. Foreign Corrupt Practices Act*. According to the abovementioned laws and regulations, we have formulated internal policies and management systems that correspond to ethical business conduct. We relentlessly

explore ways to improve our internal system and seek external expertise in an effort to build a sound business environment.

### REGULATORY POLICY

The Company strictly complies with national laws and regulations and has formulated our *Code of Business Conduct and Ethics* (the "Code"), the *Anti-Corruption Policy* and the *BOSS Zhipin's Behavior Management Rules for Employee of Business Section*. Our *Code* incorporates rules on ethical conduct, insider trading, fraud and other aspects. The *Code*, and the *Anti-Corruption Policy* apply to all entities belonging to KANZHUN, joint ventures, all directors, officers, employees, and consultants of the Company. We have zero-tolerance for bribery and corruption of any kind. We reinforce key requirements pertaining to anti-corruption in our policies, including the prohibition of any form of bribery, deductions, gifts, and illegal discounts.

In terms of supplier management, the *Anti-Corruption Policy* applies to all of our suppliers, distributors, contractors, and other business partners. We have established a comprehensive supplier access and audit mechanism to select qualified suppliers. In line with the requirements of the *Anti-Corruption Policy*, 100% of the Company's current suppliers have signed the *Integrity Agreement* during the procurement process, and the paper *Integrity Agreement* will be filed along with the main contract. The Company's *Code* on suppliers is reflected in two aspects: 1) we closely examine the ethical conduct of potential suppliers. Those found with unethical behavior are excluded



from the supplier list; 2) we require suppliers participating in the Company's procurement process to commit to ethical business behavior in the bidding process, which is considered part of the scoring for supplier entry evaluation.

The Company is committed to operating ethically and competing with other market players in a fair way. The Company has specifically formulated and issued the *Guidelines for Anti-Monopoly Compliance* to clarify its commitment to fair competition in business operations. The guidelines specify the anti-monopoly compliance risks based on operating conditions and help employees comply with fair competition and the anti-monopoly rules, and therefore provide clear guidance on business cooperation. The *Guidelines for Anti-Monopoly Compliance* covers all employees and is annually audited by the Anti-Monopoly Compliance Working Group (the "Working Group").

The Company found zero complaints or cases related to bribery, extortion, money laundering, or fraud during the reporting period.

## MANAGEMENT MECHANISM

For anti-corruption issues, the Company has a robust anti-corruption compliance system in place to effectively prevent and respond to bribery and corruption risks. The Internal Audit Team of the Company is responsible for the overall management of anti-corruption-related work, which is composed of the inspection team and the compliance team. The inspection team is mainly responsible for investigating the

possible bribery and other illegal cases in the sales process as well as investigating employees' compliance behaviors; while the compliance team, consisting of the audit and other relevant departments, evaluates risks in external procurement projects. These teams directly report to the CEO on regular terms.

With well-defined responsibilities and coordination, the Company conducts routine management practices and specialized investigations according to the corporate policy. Internally, the routine management measures include the promotion of the organizational discipline and integrity policies. Externally, the Company formulates agreements and contents associated with external transactions for overall control. Meanwhile, the specialized investigation entails assigning supervisors to carry out periodic internal inspections. In the case of anti-bribery, reviewing and verification works are to be carried out once the handling personnel receives the relevant report via the whistleblowing channel; if necessary, the report is to be escalated to the management for resolution.

For anti-monopoly issues, the Company appoints the Government Affairs ("GA") Committee to lead the anti-monopoly compliance management work and coordinate with various business departments. Specifically, the abovementioned Working Group comprises the GA Committee, Legal Affairs Center, Commercial Product Group, and Operation Security Center. The Working Group is responsible for regularly organizing meetings to discuss the performance and work progress of anti-monopoly compliance management. The Group also evaluates the compliance of business activities and employees'

behaviors, revises the relative regulations, and advocates business departments to strictly perform operations according to the *Guidelines for Anti-Monopoly Compliance*.

The Company regularly reviews the alignment of business ethics, supplemented by an assigned team from the departments responsible for managing the external process such as marketing, sales and dealing, to ensure no violations of business ethics. During the reporting period, the supervision work has been well implemented, and no violations of business ethics were found or reported.

REPORTING CHANNELS AND WHISTLEBLOWER PROTECTION

The Company has set a clear feedback channel and appointed dedicated compliance officers to verify the detected anti-corruption cases. The verification results are to be reported to the management for resolution if necessary. We regularly review and adjust the company-wide discipline and integrity management system. We have also established rules and guidelines associated with external transactions for overall risk management.

Suppliers and employees are encouraged to report any violations of the Company’s rules and regulations. They can report on potential corruption, violations of the *Code*, monopoly issues, fraudulent activities and other unethical behaviors through the reporting emails. For the reported cases, a dedicated compliance officer will be assigned to actively carry out the investigation and take corrective measures in

line with the Company’s regulatory guidelines. We keep the whistleblower’s information strictly confidential and ensure that the whistleblower will not encounter retaliation of any form.

Code of Conduct Violation Report Email

 [compliance@kanzhun.com](mailto:compliance@kanzhun.com)

Internal Anti-corruption Assistance Email

 [anti-corruption@kanzhun.com](mailto:anti-corruption@kanzhun.com)

Anti-monopoly Compliance Email

 [fidjb@kanzhun.com](mailto:fidjb@kanzhun.com)

ETHICAL AWARENESS

The Company has organized various business ethics advocacy programs and activities to strengthen employees’ awareness of integrity, anti-corruption and anti-monopoly. We conduct periodic anti-bribery and anti-corruption training for all staff and collect employees’ feedback on these training courses. We assist employees in fully understanding the Company’s current regulation system and integrity compliance. During the reporting period, our anti-corruption and anti-bribery training has covered all key personnel from the Commercial Department and others in managerial positions. In terms of education on anti-monopoly practices, the Working Group provides employees with corresponding training sessions regularly. To better fulfill the knowledge gaps of our employees, we update the aforementioned curriculum content according to the needs of different departments.

# ENVIRONMENT

- **Green Workplace**
- **Green Data Center**

Being part of the global citizenship, the Company upholds its vision and responsibility to actively address climate change and reduce greenhouse gas emissions from our business and operations. With China announcing the goal of “striving to peak carbon dioxide emissions before 2030 and achieving carbon neutrality before 2060” in September 2020, we are earnestly advocating green practices to address this “dual-carbon” goal. To improve resource management, we continue implementing a series of environmental protection measures, including energy and water conservation and resource recycling. We also work with our suppliers to explore environmental-friendly business models.





## ■ GREEN WORKPLACE

Our primary energy and resource consumptions are the electricity and water required for our offices. Particularly for our headquarters in Beijing, we record and analyze the energy and resources usage, investigate the causes of any abnormalities in water and electricity consumption, and optimize our energy conservation and emission reduction measures based on real-time data. The environmental management system of our Beijing headquarter has been certified under the ISO 14001 standards.

In terms of energy conservation, we have implemented a number of measures to rationalize the use of electricity in office areas, including 1) increasing the use of LED lights and replacing manual switch-controlled lights with automated sound-controlled lights to reduce lighting hours; 2) arranging routine inspections of office areas to ensure lights are off when not in use; 3) adopting a building control system that includes intelligent lighting and air conditioning, which allows us to minimize energy waste by enabling backstage power switches; 4) conducting regular examinations of the central air conditioning systems in the building, replacing or cleaning the air conditioning filters to reduce the running resistance of fans and pumps and consequently reduce energy consumption; 5) turning off non-essential devices and equipment during non-working hours; 6) placing energy-saving reminders and signs on switch panels to enhance employees' mindfulness of energy conservation.

In terms of resource conservation, we emphasize water conservation and paper-saving. Our main office areas are installed with water-use efficient sanitary facilities and accessories. For instance, many office areas in the Beijing headquarters are installed with automatic sensor faucets for water-saving. Reminders for water conservation are posted around the workplace to enhance employees' awareness of resource conservation. Upon discovering leakage of water facilities, we immediately report to property management and make timely repairs to reduce unnecessary water waste. For paper-saving, our printers are programmed to require employee credentials and confirmation of print material prior to printing to avoid waste of resources caused by mis-operation.

In view of our unique business nature, we operate the entire recruitment process online. Users can exchange job details and profiles online, perform virtual interviews and issue electronic offers, which saves abundant papers and other resources that would have happened in the conventional recruitment process, such as trips to offline career fairs, commutes to interviews, and submitting paper resumes. These savings are further augmented given our vast user base.

In terms of waste management, we strictly comply with the waste disposal standards of our operating locations. We have set up sorting trash bins in our Beijing and Shanghai offices to sort and dispose of waste and improve the recycling rate of reusable resources. We reinforce our employees' waste sorting habits and educate them with waste sorting knowledge. Hazardous waste such as fluorescent tubes,

batteries and toner cartridges generated in offices are collected separately and transported to qualified facilities for disposal. In particular, used toner cartridges and ink cartridges generated from printing equipment are treated by printing service providers for recycling and disposal. Regarding electronic waste generated during operation, such as used computers, monitors, telephones and projectors, we hand over reusable electronic products to second-hand vendors to reduce the generation of electronic waste.

## ■ GREEN DATA CENTER

We contracted our data center service with a third-party service provider. Keeping sustainability in mind, we go to great lengths to ensure our data center service provider is fully competent in carrying out sustainable operations and exerts continuous effort to minimize environmental impact. We have enlisted environmental protection capability as one of our assessment elements when evaluating service suppliers. The supplier's evaluation metrics include environmental impact, energy and resource utilization, use of renewable energy, and regional climate conditions.

Our current service provider is committed to promoting green operations and building green data centers that integrate effective utilization of energy-saving technologies and protocols, as well as renewable energy. A downward trend has been witnessed in the

center's PUE in the five-year period since 2017. The 2021 average annual PUE of the green data center in Beijing is 1.28.

Our engaged data center has integrated many energy-saving features into its layout, including airflow management designs, a free-cooling system, and a smart control and monitoring system. The data center also uses a series of energy-saving equipment, including the precision air conditioners (EC fan), inverter pumps, high-efficiency UPS, humidification/dehumidification integrated machine, and LED lights.

In furtherance of minimizing environmental impact and saving on energy consumption, our engaged data center has also incorporated the use of solar energy via investments in the distributed photovoltaic power generation project. Considering that solar power is a highly developed renewable energy source that refrains from producing exhaust gases, wastewater and other solid pollutants, it effectively saves on the consumption of traditional energy sources and reduces emissions that are harmful to the environment.



Environmental Performance

Indicators	As of 31 December 2021
Total GHG emission (Scopes 1 and 2) (Tonne CO <sub>2</sub> ) <sup>1,2</sup>	1,768.71
GHG emission intensity (Scopes 1 and 2) (Tonne CO <sub>2</sub> /person)	0.39
Total energy consumption (MWh) <sup>3</sup>	2,231.90
Energy consumption intensity (MWh/person)	0.49
Hazardous waste (Tonne) <sup>4</sup>	0.21
Hazardous waste discharge intensity (Tonne/person)	0.0000475
Non-hazardous waste (Tonne) <sup>5</sup>	630.32
Non-hazardous waste discharge intensity (Tonne/person)	0.13
Total water consumption (m <sup>3</sup> ) <sup>6</sup>	89,840.10
Water consumption intensity (m <sup>3</sup> /person)	18.35

- Note:
1. Due to the nature of the business, the material air emissions of the Company are GHG emissions arising purchased electricity. The carbon footprint mainly includes leased offices that operate in the Mainland of China.
  2. GHG inventory includes carbon dioxide, methane and nitrous oxide. GHG emissions data during the reporting year is presented in carbon dioxide equivalent. The GHG calculation methodology is based upon the *2006 IPCC Guidelines for National Greenhouse Gas Inventories* issued by the Intergovernmental Panel on Climate Change (“IPCC”), the *IPCC Fifth Assessment Report*, and the provincial electricity emission factors published by the Ministry of Ecology and Environment of China.
  3. Total energy consumption is calculated based upon the data of purchased electricity with reference to the coefficients in the national standards of the PRC *General Principles for Calculation of the Comprehensive Energy Consumption* (GB/T 2589-2020).
  4. Hazardous waste produced by office buildings mainly includes waste toner cartridges and waste ink cartridges from our printers.
  5. Non-hazardous waste produced by office buildings mainly includes domestic, electronic waste and security equipment.
  6. Water supply mainly comes from the municipal water supply, and there is no issue in sourcing water.
  7. Data regarding packaging materials are not applicable to the Company.

# EMPLOYEES

- **Protecting Employees' Rights and Interests**
- **Diversity and Inclusion**
- **Remuneration and Care**
- **Employee Training and Development**
- **Workplace Health and Safety**

We have every reason to care about our team members and support them at work and beyond. The investment in attracting, encouraging and retaining a talented workforce is a clear win-win, which helps us to improve our business outcomes and drive innovation. As such, we are continuously creating an open, equal, inclusive and healthy work environment where everyone is able to thrive with a rewarding career path.





## PROTECTING EMPLOYEES' RIGHTS AND INTERESTS

We are committed to protecting the rights and interests of our employees and strictly abide by applicable laws and regulations, including the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, the *Social Insurance Law of the People's Republic of China*, the *Law of the People's Republic of China on Protection of Rights and Interests of Women*, the *Special Provisions on Labor Protection of Female Employees*, the *Law of the People's Republic of China on Prevention and Treatment of Occupational Diseases*, and the *Regulations on Work-related Injury Insurance*. We make sure to stay up to date on renewals and adjustments of relevant laws and regulations to proactively safeguard the legitimate rights of our employees.

We have formulated a number of internal policies, including the *Policy on Talent Supply Management*, the *Policy on Attendance*, and the *Policy on Leaves*, setting clear standards for subject matters such as recruitment, dismissal, working hours, leaves and vacations, remunerations and benefits, performance appraisals, promotion channels, communication and complaints of employees. We prohibit discrimination in any form and provide employees with equal opportunities regardless of their race, ethnicity, nationality, age, gender, marital status, disability, sexual orientation and religion. Upon detection of discriminating behaviors, we take immediate action to

impose disciplinary measures according to the *Rules of Discipline for Labor Conduct* and provide appropriate remedial measures to parties affected.

We have zero tolerance toward child labor and forced labor. We perform rigorous background checks, verifying the identity, education background, and employment experience of the selected candidates prior to onboarding to avoid mistakenly using child labor. In every stage of employment, we respect the will of our employees and forbid exerting violence, threat, or illegal restriction of personal freedom to coerce labor.



Employment Performance Summary

Indicators	Category	As of 31 December 2021
Total number of employees (person) <sup>1</sup>	/	4,895
Number of employees by employment type (person)	Full-time	4,840
	Part-time <sup>2</sup>	55
Number of employees by gender (person)	Male	2,448
	Female	2,392
Number of employees by age group (person)	30 and under	4,095
	31 to 50	743
	51 and above	2
Number of employees by geographic region (person) <sup>3</sup>	The Mainland of China	4,832
	Employees from Hong Kong, Macao and Taiwan	7
Total turnover rate (%) <sup>4</sup>	/	30.08
Employee turnover rate by gender (%)	Male	30.00
	Female	30.16
Employee turnover rate by age group (%)	30 and under	32.12
	31 to 50	16.23
	51 and above	0

Indicators	Category	As of 31 December 2021
Employee turnover rate by geographic region (%)	The Mainland of China	30.06
	Hong Kong, Macao and Taiwan	36.36

- Note:
- 1. The scope of total employees includes the number of formal employees working full-time and part-time in businesses directly operated and managed by the Company.
  - 2. Part-time employees refer to interns and consultants engaged in business directly operated and managed by the Company. As part-time employees are not formal employees, they are only included in the calculation of total employees.
  - 3. Employee breakdown by geographic region is sorted based on where their household registrations belong to. To be more specific, employees from Hong Kong, Macao, Taiwan and overseas regions refer to expatriates working in Mainland China. By the end of the reporting period, the Company has one overseas employee working in Mainland China, and the corresponding turnover rate is 50%.
  - 4. The total turnover rate = Number of formal employees who left the Company during the reporting period / (Number of formal employees by the end of the reporting period + Number of formal employees who left the Company during the reporting period) \*100%. The turnover rate refers to formal employees, including those on probation, who left the Company due to voluntary resignation, dismissals, and retirement.

## ■ DIVERSITY AND INCLUSION

We adhere to the international conventions on labor rights, including the *Universal Declaration of Human Rights*, the *Guiding Principles on Business and Human Rights* by the United Nations, and the *Declaration on Fundamental Principles and Rights at Work* by the International Labor Organization. We foster a diverse and inclusive workplace by hiring inclusively, providing training and development opportunities and ensuring equitable pay for all employees.

We are making progress in creating a diversified and inclusive workplace. We care for the health of our female employees and have introduced extra paid menstrual leaves, especially for female employees. We cater family-friendly caring packages to employees in need, including maternity leaves, pregnancy exam leaves, paternity leaves, nursing leaves, and six-hour workdays along with other benefits. We also respect the religious beliefs and culture of ethnic minority employees and provide them with leave for religious holidays. We respect and unbiasedly recruit persons with disabilities. In addition, we actively promote the employment of ex-servicemen and have set up openings in areas such as risk management, quality control, administrative and security designated for ex-servicemen within the Company. Currently, we have over 100 ex-servicemen working with us.

Diversity and Inclusion Performance Summary

Indicators	Category	As of 31 December 2021
Proportion of female employees	Proportion of female employees (%)	49.42
	Proportion of female employees in all managerial positions (including junior, middle and senior managerial positions) (%)	37.16
	Proportion of female employees in junior managerial positions (%)	38.27
	Proportion of female employees in top managerial positions (%)	20.00
	Proportion of female employees in managerial positions in revenue-generating functions (such as sales, but exclude personnel from support functions like HR, IT and Legal) (%)	40.00
	Proportion of female employees in STEM-related positions (%)	26.60
Other groups	Proportion of ethnic minorities (%)	5.99
	Proportion of ethnic minorities in all managerial positions (including junior, middle and senior managerial positions) (%)	4.47
	Employees with disabilities (person)	39



## ■ REMUNERATION AND CARE

The Company spares no effort in attracting and retaining talents. We support the growth of our employees and assist them in planning career development paths with clear and just promotion pathways. We offer above-par compensation and benefits, and we constantly expand the communication channels between the Company and employees, helping employees maintain a healthy work-life balance.

### ASSESSMENT AND PROMOTION

We provide transparent and fair promotion channels for all employees. Our assessment and promotion system are supported by professional panels comprised of internal experts to conduct objective and comprehensive assessments. The promotion assessment covers several dimensions, including work ethics, job performance, service length, competencies and responsibilities taken. Employee promotion is divided into two pathways, professional and management, and the assessment is carried out by judges accordingly with different specialties. The employees who passed the review are to be subject to further approval by the Company management. Employees who choose to partake in the professional career channel must undergo a new professional qualification assessment, while employees who choose the management channel are to enter an inspection period, entailing task monitoring, interviews, job briefing, and assessments

before formal promotion. We have a grievance channel in the event of an objection to the assessment results, employees can contact the Human Resources Department, and their feedback will be unbiasedly evaluated and handled.

### COMPENSATION AND BENEFITS

We determine the salary based on employees' rank, position, competency, and salary increases hinged on the employees' performance. In addition, we continue to grant share-based compensation to employees in core positions who have contributed to the long-term growth of the Company. The maximum aggregate number of ordinary shares authorized to be issued under the Company's share award plan was 145,696,410 in December 2021.

Besides providing employees with statutory benefits, including pension insurance, housing provident fund, medical insurance, work-related injury insurance, unemployment insurance and maternity insurance, we also pay for supplemental medical commercial insurance and free annual medical examination for all employees. Furthermore, we have an Employee Charitable Foundation in place that supplies care for serious illnesses, condolences, special projects, and emergency response to aid employees and their families in need.



## EMPLOYEE ENGAGEMENT AND COMMUNICATION

We value suggestions from our employees regarding our operations and management, and we encourage our employees to raise voices about their concerns through multiple communication channels, including the internal online platform, email, meetings or interviews with departments or Human Resources Business Partners. We accept both anonymous or named feedback on encountered issues and act to promptly resolve concerns and follow up on resolutions. In 2021, all issues received via our feedback channels were resolved. In addition, when revising our company-wide policies, we publicly solicit and consider opinions from all our employees.

## EMPLOYEE CARE

We provide additional benefits and care to our employees on a continuing basis. We celebrate holidays, birthdays, and important milestones such as career milestones (work anniversaries) with our employees and organize cultural activities to enrich their off-work life. During the Spring Festival in February 2022, we organized a cooking competition and a live broadcasted lucky draw featuring customized gifts for our employees. Every year on October 24<sup>th</sup>, we celebrate Programmer's Day and treat our programmers with a variety of offerings. Moreover, in December 2021, we organized our first entraining poetry competition with 56 teams participating in the event. It is also worth mentioning that, during the Covid-19 pandemic, we share easy-to-make and healthy cooking recipes with employees, especially

those who are learning to cook, through our internal mobile platform for making work-from-home meals.



Shared Recipes on the Internal Mobile Platform



2021 Mid-Autumn  
Festival Gifts



Birthday Party  
Celebrations



2021  
Poetry Competition



Programmer's Day  
Appreciation Event

Regarding career millstone celebrations, in 2021, we had 495 employees who had been on the job for over 1,000 days, 206 who had been on the job for over 1,500 days, and 40 employees who had been on the job for over 2,000 days. In appreciation for their contributions, the Company gifted a 1,000-gram silver brick, a 10-gram gold ring, or a 20-gram gold coin to each team member according to their tenure period.

## EMPLOYEE TRAINING AND DEVELOPMENT

We place a strong emphasis on providing all our employees with a fitting and hierarchical training system for meaningful talent cultivation and career development, which means we supply customized training that is tailored to the needs of varying individuals of different levels. The talent development system is mapped out below to illustrate the learning paths for new hires, professionals and other key personnel.



Indicators	Training System			Classic Program					
Leadership Program	Management Reserve Training	Frontline Management Training	Senior Management Reserve Training	Management Reserve Camp	Internal Trainer Certification Program	Interviewer Certification Program	Foundation Stone Program		
	General Skills Training - Advanced								
Incumbent Employees Program	Experience Sharing Sessions		Training & Certification	New Employee Guides Program					
	Trainings targeting different occupational knowledge and skills								
	General Skills Training - Intermediate								
New-Hires Program	Experienced-Hires Training		Fresh Graduate Training	The Dandelion Project					
	General Skills Training - Beginner								

We are committed to developing customized training programs and personalized training plans for individuals of all levels and departments. Given that, we work closely with various business departments to design our courses so as to incorporate all the necessary knowledge, skills, and learning materials throughout their development phases in the Company. The learning system is comprised of four main aspects: corporate culture, professional competency, general skills, and leadership development.

**Corporate culture.** Courses focus on introducing corporate culture and values to all staff. Employees learn about the internal language

system, the *Code*, as well as metrics that determine the Company’s culture and values.

**Professional competency.** Courses focus on teaching job-related knowledge, skills and experience sharing. Employees are trained to better qualify work demands, enhance personal value creation, and boost personal competency in the workplace.

**General skills.** Courses focus on comprehensively enhancing employees’ capabilities through six aspects: communication, execution, regulatory awareness, teamwork, product and service excellence, and logical analytics.

**Leadership development.** Courses focus on enhancing management and leadership skills. These courses cater to the needs of varying levels of management and host training camps to better cultivate the necessary skills.

Learnings take various forms in our Company with the purpose to provide our employees with flexible and comprehensive learning experiences. We have an online learning platform-Noah in place, allowing our employees to access company-level courses, department-level courses and other publicly accessible courses anytime and anywhere. We also combine the online experience with in-person classes to maximize the learning outcomes. Training takes various forms, including company and departmental teaching, sharing sessions, concept learning, hands-on practices, and certification-targeted training. In 2021, our employee training hours amounted to 145,050, within which corporate-level training amounted to 19,659 hours, while departmental business training hours amounted to 125,391.

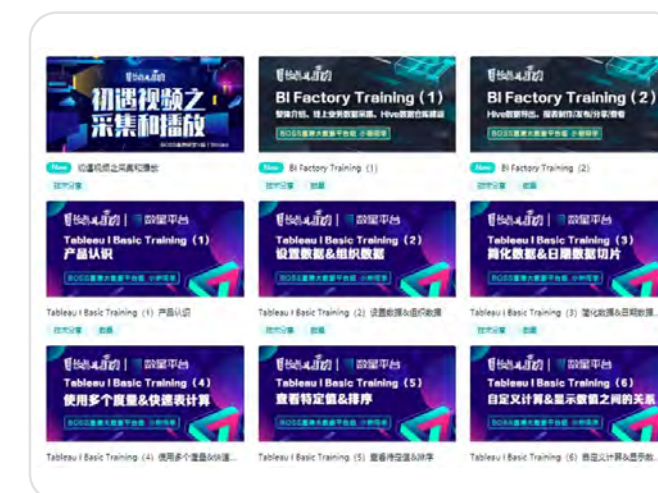
We have also developed an internal instructor certification system to certify instructors of different levels and areas of expertise. The aim is to formulate customized lectures of different levels to better address the learning pain points of our employees. In 2021, 44 internal instructors obtained the certificates. The teaching hours of these instructors amounted to 419 hours, covering 2,931 trainees.

### Case: Interviewer Certification

We provide training, assessment and certification for employees tasked with interviewing to enhance talent selection abilities. In 2021, a total number of 192 interviewers were certified through this training program.

### Case: The Dandelion Project

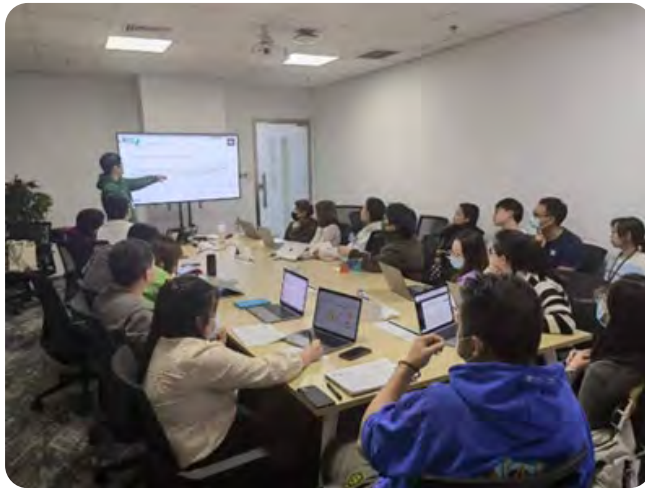
Our *Dandelion Project* aims to enrich the professional skills of the newly onboard employees for them to better fit into the workplace, take on job responsibilities, and realize their career potential. The *Dandelion Project* fosters talents through training on a wide range of topics, including corporate culture, management regulations, and business competency. In combination with the assistance provided by job coaches, the *Dandelion Project* proactively helps fresh graduates smoothly transition into their professional roles.



An Overview of our online learning platform-Noah



Awards of the 2021 Best Trainers



Interviewer Training



Awards of Interviewer Certificates

### Case: Management Training Camps

We have arranged customized training camps dedicated to different levels of management. For instance, Our *Leadership Foster Training Program* considers classroom training, shadow coaching, promotion through competition, and post-promotion probation. We identified and fostered 192 highly competent team members, and 43 of them were promoted into managerial positions.

### Case: Sales Force Development

Regarding our frontline sales force, we initiated specific training program to better acquaint sales personnel with the Company's relevant management protocols and procedures, job responsibilities and sales-related skills and knowledge. The sales force development combines online learning and in-person teaching. This talent cultivation

program also incorporates shadow coaching, self-learning, beginner training, and leadership training. In 2021, a total of 722 of sales team members were successfully promoted into sales managerial positions upon finishing the targeted leadership training.

### Case: Continued Education

Apart from participating in training organized internally, the Company also encourages employees in key positions to pursue continued education. Consequently, in 2021, the Company issued the *Rules for Subsidy for Educational Enhancement of Non-Commercial System Managers* and *Rules for Subsidy for Educational Enhancement of Officers in the Sales Department*. The above documents outline the initiatives to subsidize at least 50% of tuition (potentially full scholarship as well) for applicable employees who successfully obtain a bachelor's degree or above during their employment.

Particularly for employees at mid to high management level or other outstanding team members, the Company has rolled out the *Advance Learning Plan* to inspire qualified employees to continue education full-time in prestigious universities in China or abroad. During the study period, the Company will cover the tuition fee entirely and continue to pay employees in the form of a fixed salary.



Training Performance

Indicators	Category	As of 31 December 2021
Average employee training hours	/	29.97
Average training hours of employees by gender	Male	29.13
	Female	30.82
Average training hours of employees by management level	Management	17.42
	Non-Management	31.46
Percentage of employees trained by gender	Male	100
	Female	100
Percentage of employees trained by management level	Management	100
	Non-Management	100

Note:  
Training refers to in-person and online training offered by the Company to formal employees.

WORKPLACE HEALTH AND SAFETY

We ensure employees a safe work environment and strictly adhere to relevant laws and regulations pertaining to occupational and workplace health and safety, including the *Labor Law of the People's Republic of China*, the *Work Safety Law of the People's Republic of China* and the *Fire Protection Law of the People's Republic of China*.

In the face of emergencies related to fire safety, facility equipment failures and other risks, we have formulated relative response procedures in our *Fire Fighting Equipment Operations and Risk Investigation* manual and the *Employee Emergency Incident Handling* manual. We regularly conduct fire safety inspections, training and fire drills to eliminate safety risks in the workplace. In 2021, we provided our designated safety personnel in the headquarters with intensive fire safety training to further upskill their safety knowledge and enhance their emergency handling skills.

Concerning the health of our employees, not only do we provide all employees (including interns) with free annual medical examinations, but we also care about their physical and mental well-being. Our headquarters is equipped with an 800 m<sup>2</sup> gymnasium, where our People Health Care Center (“PHCC”) sits, a one-stop health care station that tailors fun and fulfilling health activities for our employees, including personal training, group class training, physiotherapy

rehabilitation and other health management programs. In 2021, PHCC organized a total of 1,028 hours of group lessons, as well as a wide array of health activities (online and face-to-face), in an effort to convey a healthy and positive lifestyle to our employees. Aside from this, for employees who often perform work outdoors for a long time (such as the offline security team for field audit and verification), we provide them with temperature subsidies that are well above the local regulatory standards.

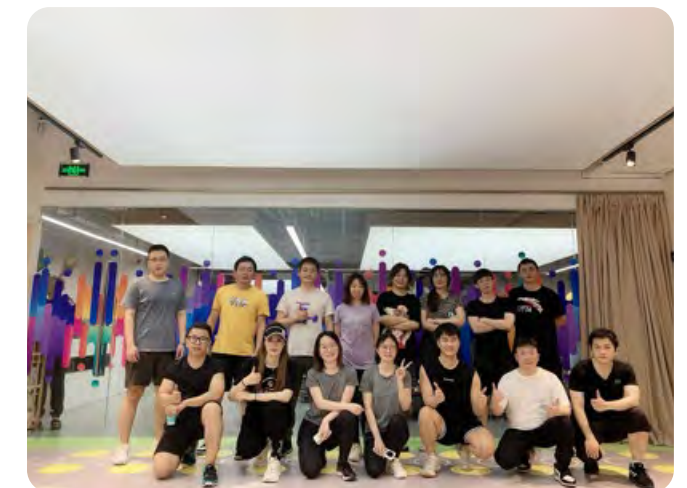
In addition to PHCC, we have established a Psychological Service Care Center (“PSCC”) that consists of professional counselors to provide free counseling services for our employees. The PSCC service package includes individual counseling, group counseling, psychological assessment, art therapy, and mental health lectures.

During the Covid-19 outbreak, we implemented a number of protective measures to ensure the health and safety of employees. We have equipped all our workplaces with temperature measuring equipment, free masks and other protective equipment and promptly followed up on abnormal situations. We also ask all our workplaces to comply with the local government’s pandemic prevention and control requirements, carry out routine office sanitization procedures, and practice pandemic prevention management on an ongoing basis in combat against the resurging pandemic. On our employee portal, we have set up a targeted section with detailed Covid-19 related information, including the Company’s pandemic prevention requirements, health tips on virus prevention, vaccination and nucleic acid testing guidance.

In 2021, there were no employee death incidents caused by workplace injuries.



Fire Safety Training Sessions



PHCC Activities



PHCC Gymnasium and Courses

Health and Safety Performance

Indicators	As of 31 December 2021
Number of work-related fatalities <sup>1</sup>	0
Work-related fatality rate (%) <sup>2</sup>	0
Number of injuries	3
Working days lost due to work-related injury (days)	340

Note:

1.Data refers to the work-related fatalities reported by the Company and verified by the Human Resources and Social Security Bureau.

2.Work-related fatality rate = (Total number of work-related fatalities/Total number of employees) \*100%.



# PRODUCTS AND SERVICES

- **Product and Service Excellence**
- **Data Security and Privacy Protection**
- **Intellectual Property Management**
- **Customer Care**

Our objective is to build a highly secure, efficient, accessible, easy-to-use recruitment platform with a focus on user trust. In achieving this, we integrate safety into the fabric of our operations, products and services and pioneer many safety features for the industry; we leverage our database and advanced technologies to improve outcomes for our candidates and recruiters; we invest in security across people, processes and technologies; and we deliver meaningful services and positive interactions for our customers. Collectively, we believe these will propel long-term business growth and help us achieve business goals.



## PRODUCT AND SERVICE EXCELLENCE

Product and service excellence lies at the heart of our business. With our vision and operating philosophy in mind, we relentlessly endeavor to enhance user experience, expand on our offerings, upgrade our technology, and ensure the genuineness of our platform information. We secure the provision of product and service excellence that not only drive our business success but also empower our customers throughout their recruitment cycle.

### DIVERSIFIED SERVICE OFFERINGS

In addition to the BOSS Zhipin platform, we continue to expand our product and service offerings to keep our job seekers informed and address their needs and interests. We aim to serve and empower a broader range of job seekers through added functions and other mobile apps: Get community, Dianzhang, and Kanzhun.

**Get community.** An interactive community interlinked with the BOSS Zhipin app that promotes the sharing of professional experiences and career advice. Users can read posts, follow opinion leaders, jot down thoughts on trending topics, and engage in career-related Q&As.

**Dianzhang.** An accessible recruitment pilot program in the form of an

app that tailors its human resource services for blue-collar workers, which supplements our main BOSS Zhipin app.

**Kanzhun.** A standalone employer review and job position cyclopedia product enables users to access and share a vast array of career-related content. An immense number of profiles on employers' general information, shared interview experiences, staff reviews, salary levels, and hiring trend analytics.

### COMMUNICATION WITH MUTUAL CONSENT

The traditional recruitment scene has been largely driven by the needs of recruiters, whereas the interests and needs of job seekers often took low precedence. We tailor our matching and connecting process so that job seekers and enterprise users have an equal say in whether or not to move forward with their interactions.

According to the setup of our system, enterprise users are not allowed to access a job seeker's full resume or their contact information without the job seeker's consent. This, in turn, prompts enterprise users to proactively engage in meaningful conversations with job seekers via showcasing job benefits and resolving concerns before inviting them to share their complete resumes and contact information. Similarly, job seekers are not allowed to submit their resumes to an enterprise user without the enterprise user's consent. By not publicizing the full details of the job seeker upfront, we respectfully protect the information security of our job seekers.

## IDENTIFY VERIFICATION

We ensure that all information presented on our platform is verified and authentic with our *Platform User Safety Protection Program*, through which a screening and monitoring system is adopted to verify the authenticity of job postings and the identities of recruiters and candidates, as well as to detect threats and frauds incessantly.

### *Identity Verification of Enterprise Users*

We have a rigorous set of procedures in place to validate the legitimacy of our enterprise users. For any enterprise users who wish to post jobs on the platform, they must undergo the verification procedures upon registration, which involve uploading identifications such as business licenses and certificates of employment to prove their qualifications. Once the enterprise users enter the platform, they are subject to constant assessment with our risk mining algorithm to detect any misconduct. Enterprise users pursuant to any suspicious activities, posting false information and fraudulent activities, our Assessment Team will timely conduct field audit, examine and follow up on these cases.

### *Identify Verification of Job Seekers*

Every job seeker registered with our platform is required to go through our mobile phone number verification process, as mobile phone numbers are linked to identification under China's policy. In the event that our intelligence system detects suspicious user input that may

undermine the integrity of our platform, the user is required to go through additional authentication procedures.

## RESEARCH AND DEVELOPMENT

We truly believe that technology is our core competence, and we continue to devote substantial resources dedicated to research and development, and solicit creative ideas across the Company.

Our proprietary AI infrastructure enables us to run hundreds of AI models simultaneously which power our recommendation function. This enables rapid product iteration and constant upgrade of our system, thereby providing better matching results to our users and enhance our user experience.

We established an interdisciplinary Career Science Lab ("CSL"), which was the first lab of such built by an enterprise in China. CSL is commissioned to conduct in-depth research on career development-related topics, including the individual development of career paths, professional skill sets, occupational structure, and geographic distribution of occupations. Our Natural Language Processing Center, on the other hand, conducts comprehensive data analysis. We consolidate the above research results to develop a comprehensive career knowledge graph so as to deepen our knowledge of the talent market and empower our self-evolving matching algorithm to provide users with curated matching results. On top of that, our findings have been published in international SSCI and



SCI journals.

In 2021, our research and development expenses amounted to RMB822 million, marking a 60.1% increase from the prior year. By the end of 2021, we had a team of 1,169 outstanding research and development personnel.

## RESPONSIBLE ADVERTISING AND MARKETING

We ensure that we are under stringent supervision and management that only authentic and verified advertising and marketing contents are to be released. We follow the *Advertising Law of the People's Republic of China* and other relevant laws and regulations in advertising and marketing. We have established a review and compliance process for advertising and marketing content, and actions will be taken immediately once false publicity or misrepresentation is found.

In light of advertising and marketing management, the Company has appointed professional personnel from the Government Affairs Committee, the Legal Affairs Center, and the Public Affairs Committee to jointly review and ensure our advertisement and marketing activities comply with relevant laws and regulations. Such review is conducted from the perspectives of governmental supervision compliance, legal compliance, and industry compliance. The Company's Board of Directors also places great emphasis on this regard and makes decisions on the important issues.



Advertising Examples of Our Marketing Campaigns

## DATA SECURITY AND PRIVACY PROTECTION

We believe that services and security are inextricably linked in one. When users provide us with their data and information, they trust our platform to protect their privacy and to use their data ethically during service provision for their benefits. We are motivated by the trust users placed with us and follow our belief through a comprehensive data privacy protection and management system, upholding the best practices for ensuring user data privacy.

### REGULATORY COMPLIANCE

We fully respect and strictly adhere to all relevant data protection legislation that applies to our business operations, including the *Cyber Security Law of the People's Republic of China*, the *E-Commerce Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, the *Personal Information Protection Law of the People's Republic of China*, the *Provisions on the Management of Network Product Security Vulnerabilities*, the *Provisions on Protecting the Personal Information of Telecommunications and Internet Users*, the *Methods for Identifying Illegal Collection and Use of Personal Information by Apps*, the *Cybersecurity Review Measures*, and the *Mobile Internet Application Interim Provisions on the Administration of Personal Information Protection (Draft for Comments)*. We also closely

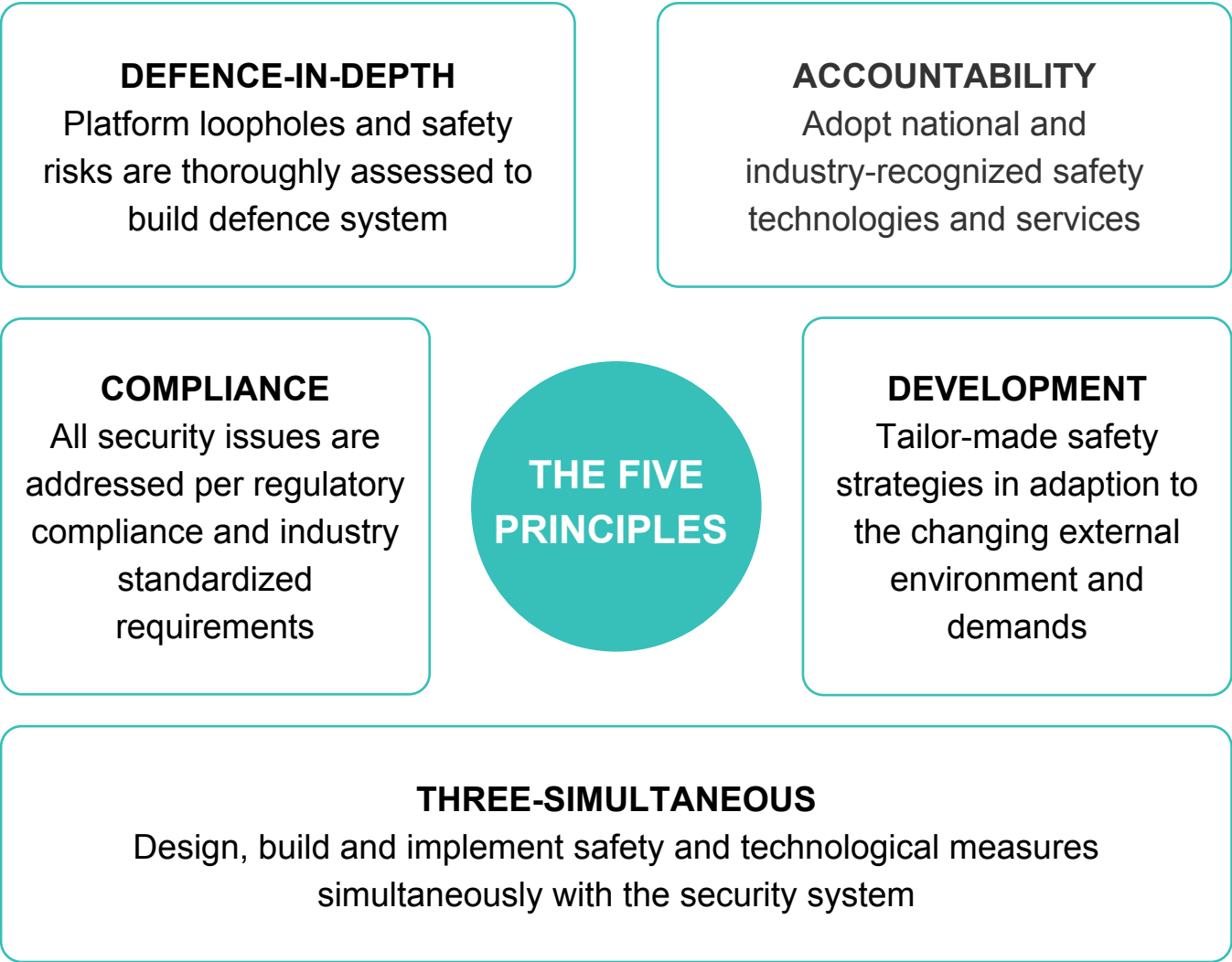
monitor the evolving laws and regulations regarding cybersecurity and information security in China and the international market as well as update our know-how in a timely manner.

For instance, as regulatory authorities in China are increasingly enhancing data protection and cybersecurity regulatory requirements, we shall be prepared to fairly cooperate with the regulator whenever we receive requests for safety review. When responding to valid legal requests, we carefully review all requests, seek professional third-party advice, and remain transparent with our users in the actions that we take with regard to the legal requests.

### MANAGEMENT APPROACH

We have developed internal rules and policies, such as the *Cyber and Information Security Emergency Response Plan* and the *KANZHUN's Compliance Risk Identification Guide for the Protection of Personal Information of Product Functions*, to govern how we may use and share data and information; we also have protocols, technologies and systems in place to ensure that data and information will not be accessed or disclosed improperly. In general, we follow five principles to ensure data security and privacy protection.

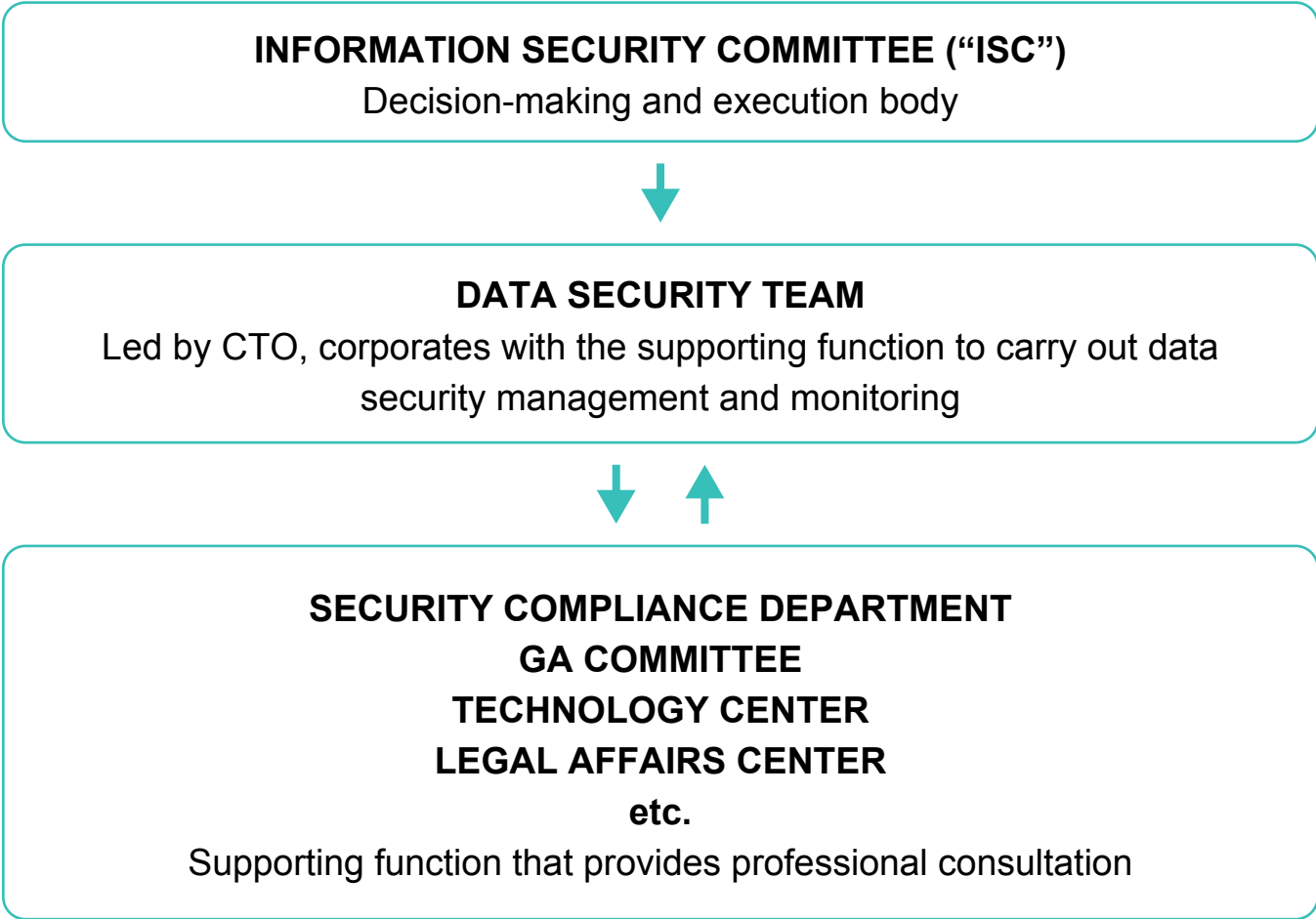




These internal rules and policies primarily cover facets of data security and personal information protection, including but not limited to information asset management, data grading and classification, data access management, data desensitization, emergency response, and incident management.

For data and information governance, our Information Security Committee (“ISC”) is the decision-making and execution body, which comprises specialists from multiple departments. The ISC is

responsible for devising major information security strategies, formulating privacy protection protocols and providing relevant risk control suggestions. Alongside, we also have a Data Security Team, led by our CTO, that works closely with other departments (such as the GA Committee, Legal Affairs Center, Technology Center and Compliance Department) to jointly enforce procedures regarding the management of data security, including ensuring security compliance, implementing and improving the security strategies, and carrying out routine data lifecycle management.



## DATA SECURITY OPERATIONS

Having a comprehensive security management process and emergency action plans is an important part of upholding the trust of customers, and we have adopted a series of safe practices to identify, prevent, detect and mitigate data breach risk, cyber threats, and other system vulnerabilities.

### *Risk Identification and Evaluation*

We start evaluating and identifying probable cyber risks at an early stage through adopting the Safety by Design concept, which means we consider safety factors at the product design phase. We commence safety compliance assessment at the design stage in accordance with KANZHUN's *Risk Identification Guide for the Protection of Personal Information of Product Functions* so that any product functions that may potentially harm user's rights and interests will be nipped in the bud.

In addition, considering different data application scenarios, we apply a risk-based approach to evaluate different types of safety risks in areas such as network security, host security, and application security, so as to generate targeted prevention and remedial measures.

### *Prevention and Disruption Measures*

We have generated safety features coupled with a number of measures that have been put in place to prevent and disrupt data theft

and leakage as follows.

**Data Encryption.** To begin with, we restrict data access and use data encryption in a way that protects us from security breach. Confidential personal information must be de-identified and encrypted to ensure the secure usage of data. Personnel are granted access to the minimum extent necessary to fulfill their job responsibilities and are required to go through strict authorization procedures before operating. Moreover, all information used in our daily business has been desensitized, and the platform timely deletes or anonymizes personal information when applicable.

**Data Backup.** We are guided by our internal data backup and restore policies to maintain regular system backup and perform frequent inspections of our backup systems to ensure they function properly and are well maintained. Data restoration drills are also conducted periodically. We further extend data safekeeping by establishing a disaster recovery and backup mechanism, which involves leveraging multiple machine rooms located in different places.

**Technology Application.** We use a proprietary private cloud located in PRC and maintained in-house to reduce the reliance on third-party cloud infrastructure providers, which allows us to better safeguard user data and address regulatory and compliance concerns. All of our data are stored and used in China.

**Others.** We have adopted other practices to prevent and disrupt data theft and leakage include 1) employing multiple security protection

devices for securing the network boundary; 2) conducting periodic system-wide vulnerability scanning and prompt repairing; 3) deploying data leakage prevention products to identify and prevent abnormal data usage and the outflow of these data from employee terminals; 4) conducting layered monitoring and auditing work, including the application layer, host layer, and data layer; and 5) appointing specialized security personnel to constantly carry out monitoring, testing and follow up of the detected risks.

#### *Incident Management*

The Company has set up a comprehensive incident management response mechanism, supplemented with *Emergency Response Plan for Network and Information Security Emergencies*. This response plan stipulates contingency response measures to address emergency matters in security technology. We have formulated corresponding response plans and procedures for incidents in different categories and levels of severity. A closed-loop management approach is followed, which includes incident detection, handling, remedy, follow-up, post-investigation, evidence collection, correction and refinement. The incident processing records are to be archived and maintained by the Security Department.

#### *Security Audit*

Relevant departments also conduct internal audits at least once a year in accordance with the regulatory guidelines to detect system loopholes and safety risks, and the operation records of personnel

handling important Company data will be retained for a period of time. The Company also invites qualified external agencies to conduct annual audit as well as security assessment.

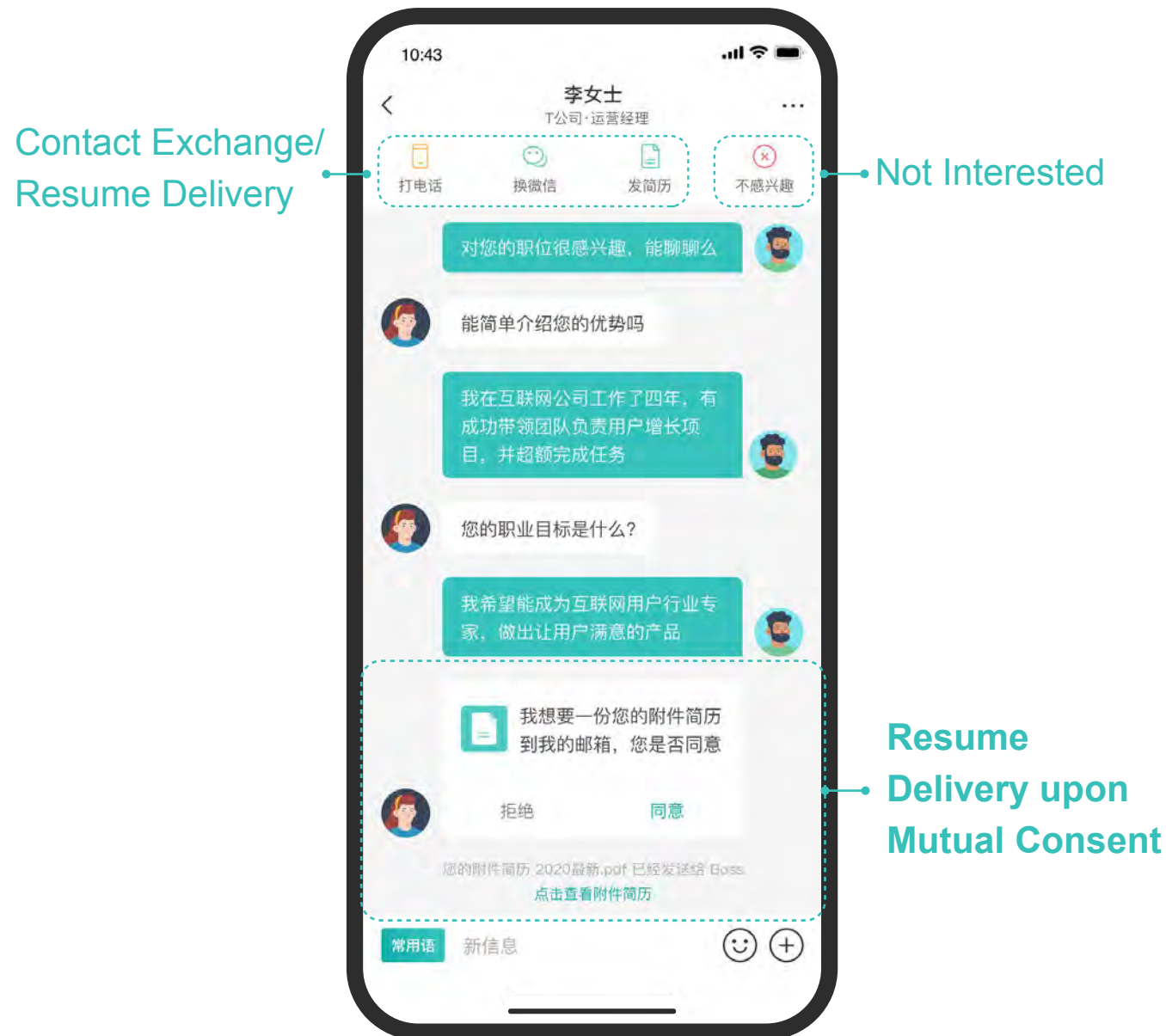
In order to better fulfill the regulatory requirements on protecting personal information, we continuously seek to improve our safety performance through self-assessment. For instance, in October 2021, we committed an impact assessment of the rights and interests concerning personal information used in major business scenarios. We also self-assessed our internal data security capability in January 2022 based on the *Data Security Capability Maturity Model*.

### **PRIVACY PROTECTION MECHANISMS AND PROCEDURES**

We are transparent about how our users' information is collected, used and protected, and users can manage their personal information when using our platform. The *KANZHUN's User Privacy Policy*<sup>2</sup> (the "Privacy Policy") explicitly describes our data use practices and how privacy works on our platform. In particular, we provide users with prior notice and obtain their consent as to what data are being collected and undertaken to manage. We use the data collected in accordance with the applicable laws during the provision of service. It should be noted that we will not display or disclose users' personal information such as

<sup>2</sup>KANZHUN's User Privacy Policy:

<https://about.zhipin.com/agreement?id=personalinfopro>



full resumes and contacts unless users agree so. Users also have the autonomy to choose, including but not limited to, whether or not to make their resumes or other personal information available for viewing.

We only collect the necessary information to provide users with better service and keep the data collected at a minimum. We also limit the frequency of collecting personal information for job seekers. We are especially cautious about introducing new functions involving collecting and using personal information, where compliance assessment should be subject to protecting the rights and interests of individual users.

We do not share our user data with third parties, except for particular circumstances set forth in our strict privacy protection policies. Pursuant to our policies, we only grant authorization to third-party business partners to access our user data for legitimate, necessary, specific and clearly defined purposes. We also inform our users of such purpose, the use and the scope of data sharing. We exercise great care and prudence in evaluating the purpose and scope of data-sharing authorizations. We secure legal undertakings from authorized business partners under relevant confidentiality agreements that require them to comply with the authorized purposes, scopes and security measures in handling our user data.

We welcome any feedback and complaints targeting personal information-related matters from the public. We have set up a special reporting email and hotline to deal with such complaints. Upon receiving complaints about personal information and privacy security, the handling personnel will consult the Legal Affairs Center and the



Compliance Department and then form a resolution plan for the reporter. If the reporter is unsatisfied with the proposed resolution, the case will be further transferred to the relevant management department until a solution is met. In 2021, we received 2,627 substantiated complaints<sup>3</sup> about personal information security, all of which have been well handled and resolved.

### DATA SECURITY AND PRIVACY PROTECTION CULTURE

All employees are required to strictly follow our detailed internal rules, policies and protocols to ensure the privacy and security of our user data. We provide regular training and assessment to enhance employees' awareness of personal information compliance and security risks, especially those in technical positions.

We expand our learning resources via Noah, where employees can find courses online concerning compliance with cybersecurity, data security and information security regulatory requirements. All employees and technical personnel are required to complete training in relation to data security.

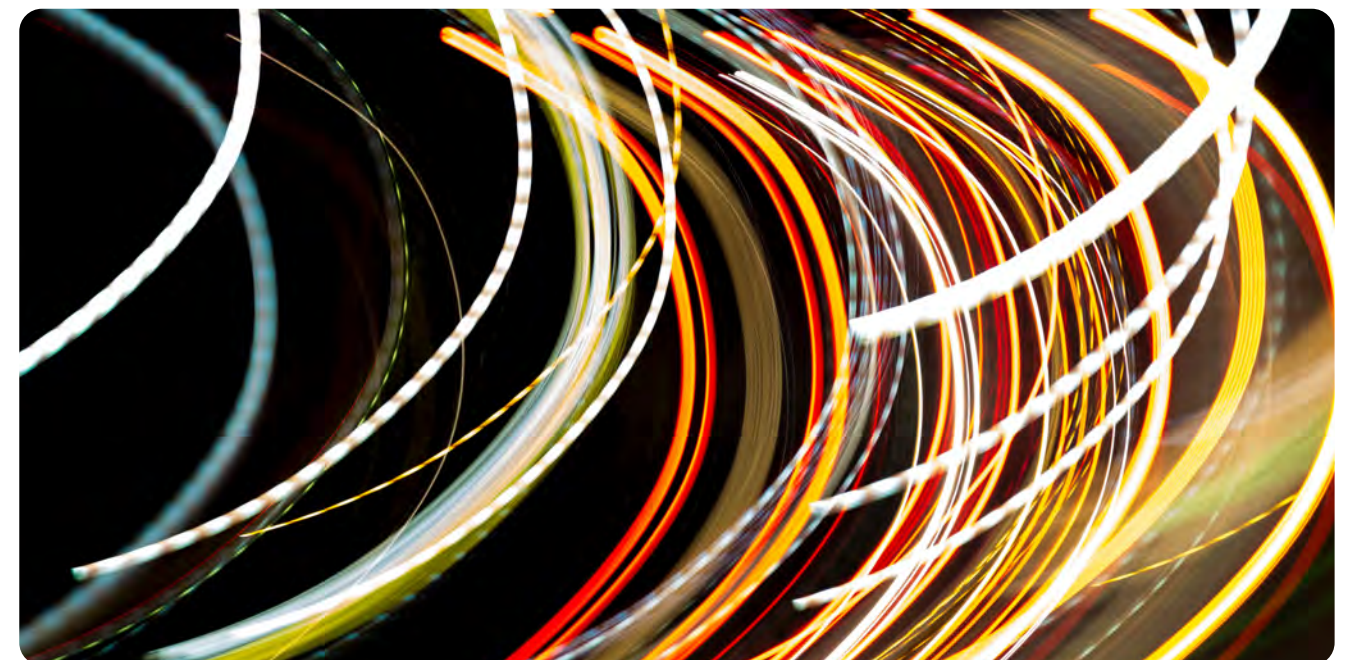
<sup>3</sup>Substantiated complaints refer to complaints lodged with the Company that have been recognized as legitimate by the Company.

### SECURITY CERTIFICATION AND ECOSYSTEM

Our business systems have received and maintained valid IT and safety certificates.

Both the BOSS Zhipin and the Dianzhang platform systems received *Level 3 Classified Protection Certificate of Cybersecurity* for the first time in 2018. Since then, annual review has been carried out by the authority according to the requirements of national regulations. In 2021, the above systems successfully passed the assessment and obtained such certification again in December.

We also actively participate in advancing the industry development. For instance, we have attended policy discussion and opinion review sessions as members of the National Information Security Standardization Committee WG7 and SWG working group.



## INTELLECTUAL PROPERTY MANAGEMENT

We fuel the development of our Company with independent innovations and seek to safeguard our innovation advantages with intellectual property (“IP”) rights such as trademarks, patents, and copyrights. We strictly abide by the relevant laws, regulations and industry standards on IP protection and management. Moreover, we actively implement measures to protect our IP rights, and thereupon we have formulated tailor-made internal *Intellectual Property Protection Rules* that considers our actual business demands. On top of that, all employees are required to sign the *Intellectual Property Ownership and Confidentiality Agreement*. Examples of laws and regulations we follow include but not limited to the *Civil Code of the People’s Republic of China*, the *Copyright Law of the People’s Republic of China*, the *Patent Law of the People’s Republic of China*, the *Trademark Law of the People’s Republic of China*, the *Law of the People’s Republic of China Against Unfair Competition*, the *Regulation of Beijing Municipality on the Protection of Intellectual Property Rights*, and the *Agreement on Trade-Related Aspects of Intellectual Property Rights (“TRIPS”)*.

We have established a robust IP management system that involves the Legal Affairs Center, the Administrative Department and Business Department, jointly protecting IP rights and managing relevant matters during product design and business operations.

The Legal Affairs Center consists of a team of legal experts led by the Company’s general counsel. It is primarily responsible for the application, management and maintenance of IP rights. The Center maintains IP ledgers, files IP registration applications, monitors third-party IP applications and investigates market conditions, and takes response action when an infringement happens. In the event of an infringement incident, the team systematically follows the below steps for carrying out protection measures: 1) conduct legal research as soon as possible and make the professional judgment; 2) determine the work objectives and formulate a corresponding work plan; 3) submit the incident log along with the work plan for internal review; and 4) finalize and implement response action.

The Administrative Department is responsible for the management of IP-related legal documents and certifications (including trademark registration certificate, patent certificate, copyright registration certificate, and change certificate).

The Business Department works closely with the Legal Department to uncover potential IP risks. The Business Department proactively detects infringement incidents, deals with third-party infringement notices, verifies such third-party’s demands, and timely informs the Legal Department.

The Company also entrusts external agencies to conduct regular monitoring and screening of suspected IP infringement issues. Upon detection of verified infringement issues, the Company will immediately impose measures such as sending legal letters and filing lawsuits to

effectively protect the IP rights of the Company.

In addition, the Legal Affairs Center firmly stands against any registration of trademarks that resemble ours. Such act has successfully prevented the risks of malicious registration and avoided causing probable confusion. We also proactively apply for cancellation of the registered yet unused third-party trademarks so as to create a smooth trademark registration process. With continuous efforts in enhancing IP management and protection since the establishment of the Company, we have filed 99 patent applications, and 84 patent authorizations were granted. As of 31 December 2021, we have successfully achieved the following results.

## INTELLECTUAL PROPERTY

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### MAINTAINED 451 TRADEMARK REGISTRATIONS

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### 84 PATENTS, INCLUDING INVENTION PATENTS AND DESIGN PATENTS

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### 61 COPYRIGHTS, INCLUDING 46 SOFTWARE PROGRAMS IN CHINA RELATING TO VARIOUS ASPECTS OF OPERATIONS

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We also respect the IP rights of others and strictly follow the Company's rules and other compliance procedures. For instance, we adopt the principle of "search before use" for newly registered

trademarks so as to avoid infringement of third-party trademark rights. The Legal Affairs Center provides training for employees to educate and raise their awareness of respecting and protecting our IP rights and those of others. Some specific training sessions include addressing the importance of IP rights in product design and company operations, IP protection and management in daily operations and reviews, and procedures for handling infringement complaints.

In 2021, our registered trademarks and authorized patents did not infringe on the legitimate rights and interests of other third parties; we received zero complaints or lawsuits from third parties in this regard.

## ■ CUSTOMER CARE

As we interact with our customers on an ongoing basis, we make every effort to provide a secure, efficient, and reliable customer experience.

The Customer Service Center consists of the Hotline Service Department, Online Customer Service Department, Quality Assurance and Training Department, and Customer Service Management Department, which jointly ensure sound customer care. We also adapt our services to different user groups such as free-to-use users, small-scale and on-demand purchasers, and annual subscribers. Specifically, for free-to-use users and small-scale on-demand purchasers, our Customer Service Center together with relevant departments are able to cover the entirety of after-sale service needs with a systematic response mechanism. On the other hand, the Sales Department and the Customer Service Center serve the enterprise-in-cooperation users and follow up the after-sale inquiries.

We encourage customers to provide feedback and filing complaints if any via our communication channels, including email, customer service hotline, and live chat. Reporters are protected under the existing whistleblowing system. For the protection of the reporters, we keep their information confidential and assign dedicated personnel responsible for handling the complaints. Upon receiving the inquiries, we categorize them based on the types of the inquiries and process them accordingly. In general, customer representatives will resolve inquiries directly during the handling process in real-time. Otherwise, inquiries will be transferred to the relevant department or escalated to

assigned personnel of higher seniority. Most of the customer inquiries should be generally responded to and resolved within one business day; nevertheless, special inquiries involving major product feature optimization normally take longer time to come up with a solution.

We are attentive to our customers' inputs and make sure their voices are heard. A series of measures have been carried out to enhance customer experience, including 1) regularly reviewing the complaints, feedback and inquiries during department meetings so as to incorporate valid feedback into our product design; 2) appointing personnel to pay a return visit to key users to gather feedback and learn about their experience with us; 3) setting up a hotline specialized in assisting the elder customers by arranging personnel to explain and guide the use of our products step by step; 4) providing dedicated guidance to paid users to thoroughly explore the use of the platform and customizing services according to user needs; and 5) upskilling our customer service representatives with training series, so all our representatives are equipped with the knowledge and skills for professional customer support.

Since the inception of the compliant determination process mechanism in June 2021 by the Customer Service Center, all complaints have been reviewed and inspected by the Quality Assurance and Training Department. From June to December 2021, we have received 60 valid complaints<sup>4</sup>.

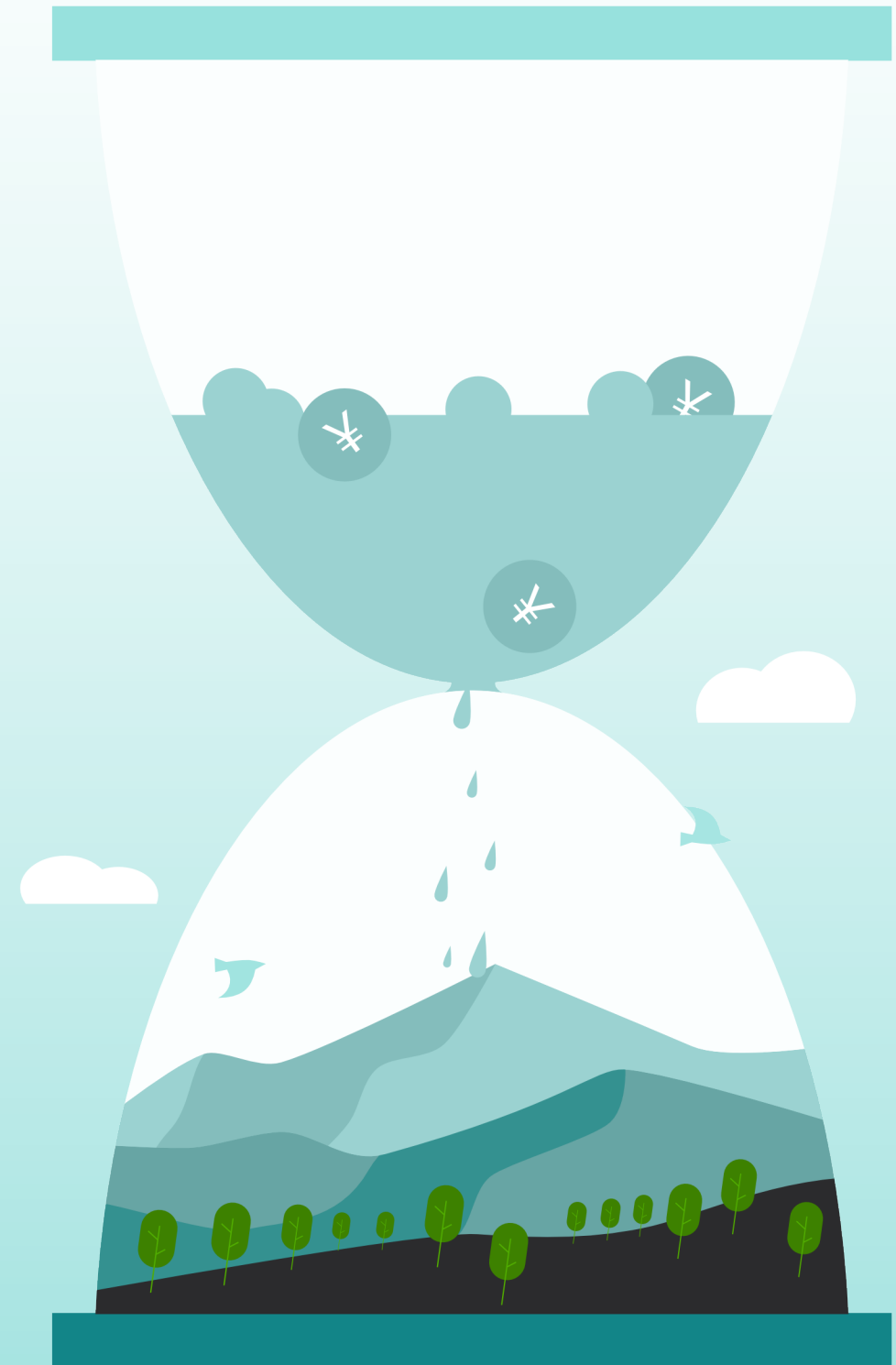
<sup>4</sup>*Valid complaints refer to substantial complaints determined by the Company about improvements on product functions and services.*



# COMMUNITY

- **Customized Support for the Underserved**
- **Philanthropic Activities**

We could not thrive without our communities, and we are committed to working together to bring about positive changes to our society. We have established a Social Responsibility Department to coordinate philanthropic and corporate citizenship activities. A social responsibility mechanism is also in place, which includes effective responses to major events that incite heated public opinions. We actively forge partnerships with the local government and engage with internal departments to lead on the most pressing social issues, including protecting the rights and interests of the disadvantaged groups, environmental protection, public health and emergency, and industry development.



## CUSTOMIZED SUPPORT FOR THE UNDERSERVED

Our goal is to assist the underserved groups with inclusive and barrier-free job-seeking and recruiting services. We believe our supportive efforts will strengthen our ties with the communities we serve and consolidate our long-standing value of being socially responsible.

### *Project Inclusive*

Traditional algorithms focus on serving the most competitive candidates and enterprises but often neglect the needs of the disadvantaged groups, particularly candidates from vulnerable and marginalized communities, enterprises in small and micro-scale and employers from less-developed regions. To this end, we leveraged our powerful matching algorithm and the industry research team and launched *Project Inclusive* with the aim to pursue fairness in the bilateral resource allocation among the job market, as well as empower the underserved job seekers and enterprise users. In 2021, we witnessed significant year-over-year growth in the number of jobs posted on our platform by small and micro-enterprises with less than 20 employees. The number of job postings for the less-developed regions rose by 20%, and the number of communications between the recruiters and job seekers exceeded 12 million times throughout the year.





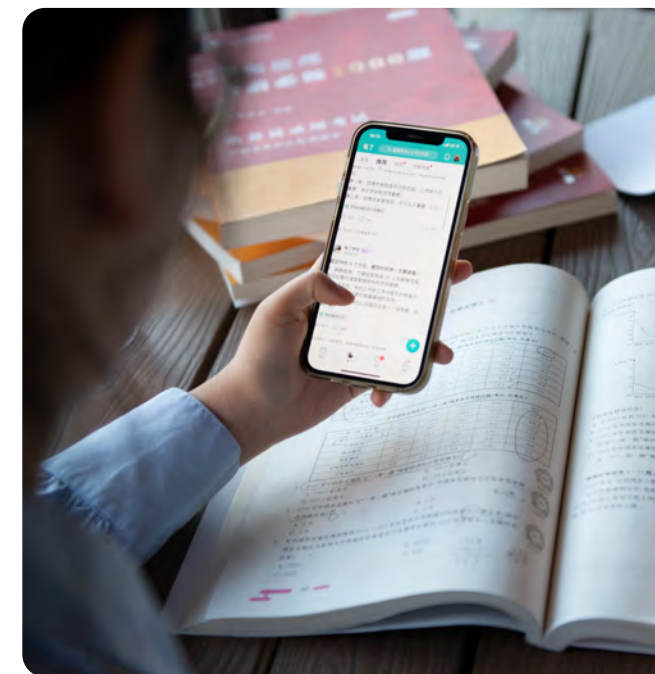
### Blue-collar workers

Blue-collar recruitment has traditionally been an underserved realm, wherein blue-collars often face barriers such as scam recruitment agencies and recruitment fraud. In order to address these particular concerns, we have deployed *Hai Luo Program*, through which we ally with workers to protect the rights and interests of blue-collar job seekers. With the program, we formed the industry's first offline security team that adopted AI screening and security verification process to identify high-risk job positions and businesses in 50 cities. We have listed and titled high-quality companies and positions that have been verified and screened by our offline security team as *Hailuo Selected*. By combining technological tools and manual verification, we have verified and covered approximately 80,000 recruitment agency accounts on our platform.



### Graduates from impoverished areas

Our CSL has cooperated with China Higher Education Student Information and Career Center since May 2020 to track the job-seeking behaviors and preferences of graduates from impoverished areas. The retrieved data were used to supplement the data-powered recommendation algorithm to promote direct chatting between the graduates and the employers. Driven by the customized intelligent matching algorithm, these students' resumes are presented to the specially selected employers at a higher frequency to improve the chances of matching. In 2021, we were awarded by the Ministry of Education as the *2021 Partners of Excellence in Employment of College Graduates*.





### *Re-employment of ex-servicemen*

Considering ex-servicemen may find it difficult to make that transition from the military to civilian life and find employment after leaving the forces, in response, we actively host free and diversified training sessions for ex-servicemen to pass on knowledge and skills at work in support of their employment and entrepreneurship. At present, we have 16 targeted employment training sessions, and more are planned to come. Meanwhile, we have also offered a number of our own job openings to ex-servicemen at the Company.

### *Persons with disabilities*

With the purpose of eliminating biases about persons with disabilities and providing them with inclusive employment opportunities, we incorporated a barrier-free logo in job descriptions and conducted a survey to determine the employment environment for the disabled groups. A number of positions on our platform indicated their willingness to accept persons with disabilities in their job descriptions. Many users have also responded in their feedback that they did not specifically tag themselves but do welcome these candidates.

### *Women are Amazing documentary*

We filmed a short documentary *Women are Amazing* spotlighting the individual career journeys of women with different experiences, career paths and life stories to provide a window into the experiences of women from all walks of life. By exploring their stories and building

personal connection, we aim to drive the awareness of women's irreplaceable roles in and significant contribution to the society.





## ■ PHILANTHROPIC ACTIVITIES

Our efforts to serve the community go beyond the recruiting industry, and we will continue to seek opportunities to connect with our communities. We aim to act as a catalyst of positive change-change that will help build a better shared future by addressing the urgent needs of our communities.

### *Covid-19 resistance*

Our commitment to society is embodied in our efforts during the Covid-19 outbreak and disaster relief. During the outbreak in 2020, we launched the *Peach Blossom Action Program*, in which we established a mutual assistance channel between enterprises in urgent need of recruitment and those with idle personnel.

The Company stepped up efforts by donating RMB1.5 million worth of tents, protective clothing, police vehicles, and other epidemic prevention materials to the District Office of Tai Yang Gong, the Tai Yang Gong Community Health Service Centre, the Tai Yang Gong Police Station.

### *Henan Flooding disaster relief*

When the deadly flood swept Hebi City, Henan Province, in July 2021, five heroic truck drivers threw their vehicles to block the breach in a river embankment resolutely for the protection of people's lives. With

due respect, we donated RMB5 million to pay tribute to the caring truck drivers.

### *Urban park transformation*

We helped the Tai Yang Gong township in Beijing to build a small park by the river. The Company signed a tripartite contract with the construction company directly, and the township government was appointed as the third-party manager in this project.

### *Protecting the Qinghai Hoh Xil*



We donated patrol vehicles to the Hol Xil Nature Reserve through the Sanjiangyuan Ecological Protection Fund and jointly launched the public welfare project, *Antelope Plan*, with a well-known youth

volunteering platform. The Plan disseminated natural science knowledge and promoted the protection of wild animals, such as the Tibetan antelopes in the Hol Xil Nature Reserve, through engaging science cartoons, live photos, and vivid work diaries. The subject became one of the trending topics on the social media platform-Weibo upon release and received more than 160,000 accumulated views.

### *Zhizhi Academy*

We work to navigate fresh graduates through job searching and finding the right jobs. We have launched *Zhizhi Academy*, a free career mentorship program for students with abroad study experiences, through our Zhizhi Charity platform since 2019. This year, we invited senior professionals to provide insightful career guidance, and we recorded over 138 hours of volunteer job coaching, matching 832 liters of milk donated to young Tibetan antelope in Hol Xil.

### *Protection of Juvenile*

With guidance from the Beijing Network Public Opinion and Report Center, the Company carried out the *2021 Juvenile Protection Special Project on Internet Whistleblowing Initiative* with the Beijing Office of Cyberspace Administration of China. In the interest of further cleaning up the internet ecosystem, the project heightened measures directed to purge harmful information for juveniles on the internet.

### *Active Participation in Self-regulating Bodies*

We actively promote the industry development and self-regulation by joining associations such as the China Federation of Internet Societies, Internet Society of China, and Beijing Internet Association. We have participated in the preliminary policy formulation research with the Ministry of Human Resources and Social Security of the PRC on the *Administration of Online Recruitment Services- Decree 44* and put forth our suggestions which were eventually adopted. We have also taken

part in the China Internet Integrity Conference, and we are planning to join the *Credit Construction Cooperation Mechanism in the Field of Platform Economy* to jointly strengthen the punishment of trust-breaking behaviors with our industry partners.



An Offer from  
Sanjiangyuan National Park



Collaboration with Influencers to  
Achieve Low-Carbon Lifestyle



A scenic landscape featuring a calm lake reflecting the sky and distant mountains. The sun is low on the horizon, creating a warm, golden glow. On the left, a person holding a white umbrella stands on a path. The overall atmosphere is peaceful and contemplative.

**“ We embark on a journey to stay true to our commitments, make contributions to individual development, strive to empower our users, invest in technology and create lasting impacts on the society. ”**