

# 知乎

## Zhihu Inc.

(A company controlled through weighted voting rights and incorporated in the Cayman Islands with limited liability)

Stock Code : 2390

# 2022

ENVIRONMENTAL,  
SOCIAL AND  
GOVERNANCE REPORT



# ENVIRONMENTAL, SOCIAL AND GOVERNANCE REPORT

## 1. ABOUT THIS REPORT

### Report Overview:

This is the Environmental, Social and Governance (“ESG”) report of Zhihu Inc. (“Zhihu”, “the Company”, or “we”) (NYSE: ZH; HKEx: 2390). We hope that this report will convey Zhihu’s concepts and practices on environmental, social and governance issues, and enhance the understanding and communication of various stakeholders of the Company.

### Reporting Boundary:

This report covers the information and data of Zhihu’s branches from January 1, 2022 to December 31, 2022 (hereinafter “the reporting period”), and some information beyond this scope will be explained separately.

### Reporting Principles:

The Report is prepared in accordance with Appendix 27 Environmental, Social and Governance Reporting Guide (the “ESG Reporting Guide”) to the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited (the “Listing Rules”) by Hong Kong Exchanges and Clearing Limited (“HKEx”). This report has complied with the “comply or explain” provisions set out in the “ESG Reporting Guide” and follows the principles of materiality, quantitative, balance and consistency, striving to fully represent our current management status and performance results in terms of environmental, social and governance for the year.

“Materiality”: This report has been prepared to identify key stakeholders and their concerns about ESG issues, and to make targeted disclosures based on the relative materiality of their concerns. We followed *ESG Reporting Guide* in conducting materiality assessments, which include: i) identifying relevant ESG issues, ii) assessing the materiality of the issues, and iii) the Board review and validate the assessment process and results. We report on ESG issues based on the materiality assessment results. Details of the materiality assessment process are described in the “Communication with Stakeholder and Material Issues Analysis” section below.

“Quantitative”: The report presents the key metrics at the environmental and social aspects in quantitative terms, and the measurement criteria, methodologies, assumptions and/or calculation tools for the KPI in this report, as well as the sources of conversion factors used, are described in the corresponding paragraphs.

“Balance”: This report objectively discloses both positive and negative information to ensure that the content presents an unbiased view of the Company’s ESG performance during the reporting period.

“Consistency”: Unless otherwise indicated, the data disclosed in this report are statistically consistent with previous years.

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## Feedback On The Report:

We attach great importance to the views of our stakeholders and this report is available in English and Chinese for readers' reference. The electronic version of the report is available on the Company's website <https://ir.zhihu.com> or on the website of the Hong Kong Stock Exchange. If you have any comments and suggestions on the ESG management of the Company, please contact us via email, we look forward to your valuable comments.

E-mail: [ir@zhihu.com](mailto:ir@zhihu.com)  
Tel: 86-10-6508-0677

## 2. BOARD STATEMENT

Zhihu attaches great importance to ESG management and has established a three-tier ESG management structure, the Board takes the responsibility of corporate ESG management, the Nominating and Corporate Governance Committee leads the ESG management work, and the ESG working group is responsible for performing ESG-related work. As the highest responsible and decision-making body for ESG matters, the Board comprehensively supervises and manages the Company's ESG work, and is responsible for assessing and determining ESG-related risks and opportunities, ensuring that appropriate and effective ESG risk management measures are in place. The Board holds regular annual meetings to discuss ESG management strategies and important issues.

We value the suggestions of various stakeholders on important ESG issues and have close communication with stakeholders. The Board has participated in the identification, evaluation, prioritization and management of the Company's ESG key issues. The specific issue evaluation process and results are detailed in the section "Communication with Stakeholder and Material Issues Analysis" of this report. The Company has formulated ESG goals, and regularly reviews the progress and performance of ESG goals, relevant content is detailed in the subsection "Practicing Green Operation".

In 2022, we have invited external professional institutions to conduct ESG training for the Board to clarify the HKExs ESG compliance requirements. This report provides detailed information on the above ESG-related matters, and the report framework and first draft were reviewed by the Board in March 2023 and approved by the Board resolution in April 2023.

The Board

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## 3. RESPONSIBLE GOVERNANCE

### 3.1 ESG Management

Zhihu continuously strengthens its ESG management capabilities by establishing an ESG management structure and forming a regular mechanism for ESG management and fulfilment, integrating the concept of sustainable development into corporate strategies and implementing them. We have formed a three-tier ESG management structure, including the Board, the Nominating and Corporate Governance Committee, and the ESG Working Group composed of various functional departments, with specific responsibilities as follows.



Zhihu ESG Management Structure

The Board supervises and manages ESG matters of the Company, assumes ultimate responsibility for ESG strategies and objectives, and regularly reviews the Company's performance. The Nominating and Corporate Governance Committee are responsible for formulating ESG action plans and objectives, coordinating resources to ensure the implementation of ESG work, and guiding and supporting the implementation of ESG work. ESG Working Group, as the executive arm of ESG work, is responsible for carrying out ESG-related practices, promoting the implementation of ESG issues and integrating sustainable development into daily operations.

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## 3.2 Risk Control

An effective risk management system is an important guarantee to maintain the normal operation of the Company. We attach great importance to risk prevention and management. We have adopted a “three lines of defense” risk management model and established a risk management system and internal control structure under the supervision and guidance of our Board of Directors.

The first line of defense	Mainly composed of business departments to identify, evaluate, monitor and manage risks in daily operations.
The second line of defense	Mainly composed of human resources, legal affairs, finance, risk control, community, safety and governance center and other functional departments, to provide professional knowledge support and supervision for risk-related affairs, to assist the effective implementation of the first line of defense.
The third line of defense	Mainly composed of the internal audit department and supervision department of the risk control center, which is mainly responsible for the evaluation of the Company’s risk management and internal monitoring system, and supervises the first line of defense and the second line of defense to constantly improve the risk management system. The internal audit department and the supervision department have a high degree of independence.

We have formulated institutional policies such as the *Regulations Management Code*, *Conflict of Interest Management Policy* and *Internal Audit Management Policy*. Also, we have built relevant risk management and internal control processes based on the COSO internal control framework model, and regularly conduct risk assessments based on the Company’s risk areas. We formulated audit plans and risk management measures and formed an effective risk prevention and control mechanism. Especially in the field of internal control related to financial reporting, we regularly conduct risk self-assessment every year, identifying relevant risks, forming documents such as risk self-assessment tracking lists, and synchronizing with relevant business leaders for subsequent risk identification and control.

We also invite the Company’s senior management to evaluate risk events and form risk assessment results. Based on the identified significant risks of the Company, the internal audit department will supervise and rectify the problems found.

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## 3.3 Communication with Stakeholders and Material Issues Analysis

We identify ESG issues that are important or relevant to the Company and stakeholders by continuously communicating with stakeholders and conducting substantive issue assessments. We regularly understand the demands of stakeholders through various channels like questionnaires, to identify ESG issues that are important to the Company and stakeholders in the current business environment. Based on the results of the identification and analysis of material issues, we define the content of this report and help stakeholders better understand the ESG performance of the Company.

### **The first step: Issue identifications**

At the early stage of report preparation, we conducted in-depth research and identified 21 ESG substantive issues that are highly concerned by stakeholders and closely related to the Company's ESG work by benchmarking the content of excellent reports in the same industry, conducting research on substantive issues and responding to the disclosure requirements of the guidelines, and made them the key content of the reported disclosure.

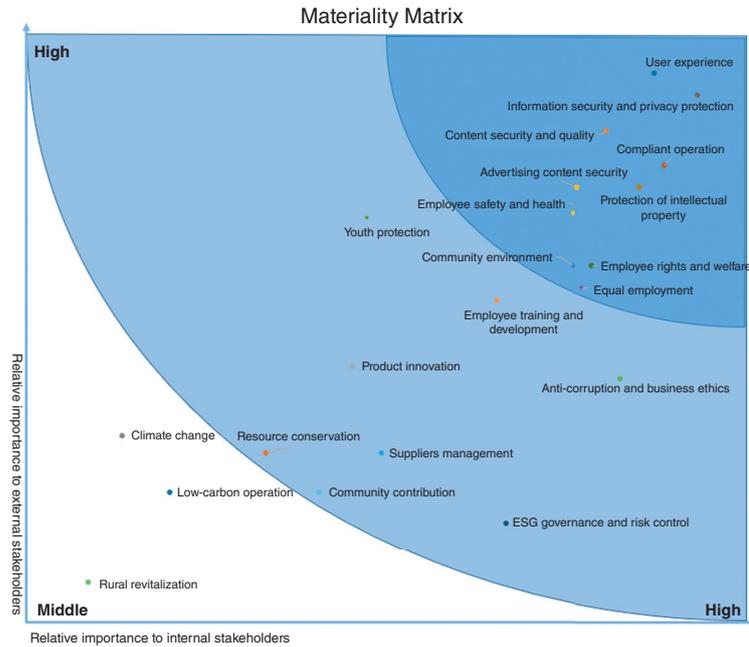
### **The second step: Conduct research**

We used online questionnaires and targeted communication to distribute questionnaires on material ESG issues to various stakeholders, who scored the issues from their own perspectives and collected more than a hundred questionnaires.

### **The third step: Establish the ESG materiality matrix**

Based on the results of the questionnaire, we analyzed the importance of each topic from both internal and external perspectives, and ranked the issues from the two dimensions of "importance to the internal stakeholders" and "importance to external stakeholders" to obtain the following ESG materiality matrix.

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## 4. HEALTHY ECOLOGY AND DYNAMIC COMMUNITY

### 4.1 High-Quality Community Construction

#### 4.1.1 Community and Content Building

We adhere to the strategy of “Ecology First” and continue to improve the community governance system of Zhihu, cultivating a community culture of “sincerity”, “expertise”, and “respect”. We have established the *Zhihu Community Code*, *Zhihu Agreement* and other community governance regulations, encouraging users to respect each other, express themselves sincerely and discuss professionally, and publish “useful”, “helpful” and “quality” content, so as to continuously improve the creators’ experience, provide more accessible content, and build a good community atmosphere.

As a high-quality Q&A community with a high concentration of creators, questions with unique perspectives and brainstorming topics are asked and answered every day at Zhihu. People come here to find solutions, make decisions, seek inspiration and have fun. We believe “if there is a question, there is an answer”, and we believe every Zhihu user is an expert in his or her field, so we provide a platform for every ordinary person to shine, and build a friendly and healthy community atmosphere with rich and diverse positive content.

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Content is the foundation of the community ecology. We build Zhihu into a trustworthy content community by providing content with a sense of fulfilment. From time to time, we launch various initiatives and campaigns to further enhance the depth, breadth, and relevance of the Zhihu content. We currently focus on promoting timely content, which covers a wide spectrum of trending events to satisfy our diverse user base.

We constantly improve the content audit mechanism, improve the intelligence and accuracy of content audit, and ensure strict control of content quality. The platform continuously manages the discussion atmosphere under multiple content scenarios such as articles, answers, ideas, and private letters through model identification, manual inspection, report acceptance, and public opinion monitoring. “Wally bodyguard”, as a 24-hour online community governance robot, will find and clean up the junk information in the station in real time, strive to improve the user interaction atmosphere, and effectively prevent and reduce the risk of bad information attacks. For physical products, we have established a method for product identification traceability and recovery requirements, and ensure that there is a reliable traceability path when nonconforming products occur. We have no products recalled this year for safety or health reasons.

We have established a set of community governance systems overseen and implemented by our experienced community management team. Equipped with professional knowledge accompanied with AI-powered content assessment algorithms, our community management team promptly and effectively identifies and responds to inappropriate content to enhance user experience and maintain the community ecosystem. Through the content quality improvement process and dispute review process, content quality ultimately determines the order by which content is presented, to optimize the user experience and strengthen the community culture of “sincerity”, “expertise”, and “respect”. As a service provider of the community, the “Zhihu Butler” also plays the role of a community values propagandist and guardian, closely connecting Zhihu with its users, faithfully listening to their opinions, and helping to maintain a healthy and orderly community atmosphere, which has become one of the features of Zhihu.

We convince that our users are essential in building and maintaining our community culture. In our vibrant online community, users contribute through various engagement activities, respect diversity, and value constructive discussions. Besides, certain experienced users can assign tags and participate in community reviews to collectively resolve disputes. In addition, our users can actively participate in community governance by initiating and participating in the dispute review process, and certain users can even become “jurors” on Zhihu to decide on fact-finding in community disputes to improve the sense of engagement and belonging of users in the community affairs.

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### 4.1.2 Intellectual Property Management

Zhihu is a platform for acquiring, sharing and disseminating information. We respect and encourage the content creation made by Zhihu users, and regard the protection of intellectual property rights as one of the basic principles of Zhihu's operation as it is critical to the survival and development of Zhihu. Intellectual property protection is an important guarantee for the achievements of innovation. We attach great importance to the protection of our own intellectual property rights, and also respect the intellectual property rights of others. We strictly abide by the *Patent Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China*, the *Copyright Law of the People's Republic of China* and other relevant laws and regulations and practice protection of intellectual property rights. We have also formulated the *Intellectual Property Management System* to regulate the management of intellectual property rights, stimulate employees' enthusiasm for creation, and reinforce the protection of the intellectual property rights of Zhihu.

Our intellectual property matters are managed by specific employees, and the four-tier management process ensures compliance with intellectual property in Zhihu. We take a positive attitude towards the registration, filing and application of intellectual property rights, and strictly prevent trademarks, patents and other intellectual property rights from being pre-empted by others. Zhihu entrusts an agency to conduct "dynamic monitoring of trademark infringement" with measures taken to combat infringement after a comprehensive judgment.

Content creators bring vitality to the Zhihu community, and we have taken a series of measures to protect their copyrights. Not only does Zhihu automatically monitor the entire network 24/7, but creators can also choose to defend their rights with certain content and initiate the process of defending infringing content with a single click, and we will also provide timely feedback on the progress and results of defending their rights.

Gaining awareness of intellectual property protection and enhancing intellectual property management is of great significance. Therefore, we organize training in this regard for our employees aiming at raising their awareness and upskilling them. In March 2022, we held a training session on copyright law, which provided an in-depth explanation of "copyright laws and regulations", "copyright protection", and "risk prevention and rights protection". And we have Q&A sessions for business-related consultations on a long-term basis. In addition, we encourage employees to undertake R&D activities and patent applications, and have a special patent incentive policy to reward those with outstanding contributions to R&D innovation.

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### 4.1.3 Improving the Advertising Review Mechanism

The *Advertising Law of the People's Republic of China*, the *Interim Measures for the Administration of Internet Advertising* and other laws and regulations are taken as the basic guidelines for Zhihu's business ecology. We have established advertising entry standards and auditing processes that are stricter than the industry standards, we conduct detailed evaluation, review and management of advertising business in the three stages of client account registration stage, material collection stage and advertising release stage, so as to ensure a healthy and sustainable business ecology in the community and grow together with customers and users.

- Client account registration stage: We require our clients to provide relevant business documents and qualifications in accordance with laws and regulations and administrative permits, and establish a sub-industry customer assessment access mechanism for different industry-specific regulations. Companies or products that harm national dignity and sovereign interests, endanger social security, prohibited by law, harm the growth of minors, and cause negative social impact are strictly prohibited to protect the healthy business ecology and users' rights and interests.
- Material collection stage: We strictly fulfill our advertising review obligations, all clients must provide legal and compliant material, and they are required to provide legal qualifications and materials proving the authenticity and validity of the advertising content to ensure that advertising business files can be checked back.
- Advertising release stage: We conduct a combination of manual inspection and technical inspection to work together for the completion of advertising. Our manual inspection team has been professionally trained, and is mainly responsible for inspection of advertising links and maintenance of historical content, at the same time the team also regularly carries out online special inspection, ensuring the legal compliance of the material. If violation material is reported by the users, punishment measures such as immediately refusing the material, notification of violation, blocking the account and prohibiting cooperation shall be taken according to the violation facts. We have also developed AI powered proprietary systems such as content filtering systems and anti-spam systems. In addition, our community management team handles user complaints through our mobile app about inappropriate or illegal ads found on the platform.

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We continue to improve compliance training, we keep up with the regulatory requirements and changes, and actively participate in learning and training, increase the training of internal staff and clients to promote the assessment, enhance the awareness of compliance of all parties in business activities, we also have the ability to identify plagiarism system and the penalty mechanism for plagiarism, etc. to protect the rights and interests of clients and users.

## 4.2 Being User Experience-Oriented

Zhihu's core goal is to improve user satisfaction and service experience, and our service guideline is to provide high-quality answer services for users. In order to play the role of user experience radar, we take "feedback" as a grip to discover user needs, speak out on behalf of users, and closely connect with business teams to promote the resolution of issues affecting users' experience and provide users with a better product and service experience.

### 4.2.1 Listening to Users

Through various user communication channels, we listen to users' feedback, understand users' needs, and promptly adjust product and service content to provide a humanized, interactive, and warm service experience. In order to further improve user experience, we constantly optimize the complaint handling procedures and methods, thus users' feedback and problems could be timely, efficiently and accurately responded and solved.

Zhihu always upholds the user service operation strategy of "with standards and temperature". For users' inquiries, we have adopted a closed-loop first-question responsibility system, insisting on the responsibility to the person and the implementation to the post. We also strictly regulate the operation process and follow a standardized service process, while providing humanized service answers to give users a more comfortable communication and service experience. In addition, we have a service data platform, visual screen real-time monitoring, and risk warning mechanism to protect service operations, and through data analysis and algorithm support, intelligent service capabilities could be effectively enhanced.

Zhihu Butler is an official customer service channel for Zhihu users to seek help when they encounter problems. It provides an "interactive" service experience for users and brings them closer to the community platform. As the "spokesperson" of users, Zhihu Butler sticks to the position of users and speaks on their behalf. In addition, Zhihu Butler insists on active communication to improve creators' usage experience and deliver positive messages to users, so that they can directly feel the optimization and improvement of the platform and form a positive cognitive cycle.

We take every user complaint seriously and continuously improve the user experience. We collect users' opinions and suggestions through the 400 hotline, email, APP online feedback, and return visits to users, etc. In 2022, we received a total of 86,274 complaints. For complaint handling, we require customer service to respond within 30 minutes and provide feedback within 24 hours.

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## 4.2.2 Professional Customer Service Team

In order to improve human customer service quality and guarantee user service experience, we continuously improve customer service training, quality control, performance programs, and service awareness building. We help our employees to improve their service skills and continuously improve their personal abilities and professionalism through lectures and sharing, thematic discussions, simulations, and practical exercises.

### **Customer service training system:**

- Boarding and sailing: new employees are given induction training, and team goals are declared and a series of trainings on knowledge and skills and corporate service culture are launched to enable employees to quickly adapt to the service characteristics of Zhihu.
- Service upgrading: staff growth-oriented training, knowledge and skill expansion, the weak link replenishment, focus on teamwork awareness and cohesion development.
- Service improving: strong soldiers plan, reserve backbone talents, improve service level and communication ability specializing in service experience problem-solving.
- Backbone cultivation: strengthen the mainstay and cultivate business management talents.

With the goal of increasing quality and efficiency, we regularly conduct quality checks on customer service employees' services to promote service quality improvement, improve service processes, and stimulate service innovation. We help identify operational risks through multi-angle "human + machine" quality inspection and supervision and provide suggestions to the business to drive improvements. We also use quality inspection data to gain insight into user needs, optimize and analyze service details and processes, and improve communication skills, thereby enhancing user satisfaction. The newcomer quality inspection and regular quality inspection carried out daily have been incorporated as the standard of performance assessment, at the same time, we will also carry out special quality inspections, and conduct full process of inspection analysis, node specification, key feedback and other improvement training for employees who fail the assessment to promote their growth and progress.

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## 4.3 User Care and Technology for Social Good

### 4.3.1 Minors Protection

Zhihu continues to improve the protection mechanism for minors and strictly abides by the *Law of the People's Republic of China on the Protection of Minors*. In the *Zhihu Community Code*, we prohibit the posting that is harmful to the physical and mental health of minors, and in the *Zhihu Personal Information Protection Guidelines*, we emphasize the importance of protecting the privacy of minors and take the protection of minors as our responsibility. We combine positive guidance with negative strikes, and we set up a youth mode, giving priority to pushing educational and knowledge content to minors, filtering content that is inappropriate for minors, and making it impossible for them to use live streaming, rewarding and top-up features, as well as limiting the time of use for underage users. Our Walleye Bodyguard also provides real-time protection. Walleye Bodyguard will find and clean up spam on the site in real time to effectively prevent and reduce the risk of undesirable information attacks. For the risky contents identified, the system will automatically intercept. In addition, we provide a variety of feedback channels for the protection of minors. Users can give us feedback through the underage reporting portal on our website, email and phone, and so on, to create an online community environment that is conducive to the healthy growth of minors.

#### **The “protect the seedlings” special activities**

We call on more users to pay attention to and help the healthy growth of teenagers, to provide a good environment for their growth on the Internet, and to better “protect the seedlings”. Every summer, in order to create a good community environment for teenagers, Zhihu, under the guidance of the “Beijing Municipal Center for Reporting Illegal and Undesirable Information on the Internet”, has set up a special report handling team to carry out a two-month “protect the seedlings reporting” campaign, which is dedicated to special handling of undesirable information involving children.

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### **“Clear” special campaign to improve minors’ Internet environment during summer vacation**

Summer vacation is the peak period for teenagers to spend time on Zhihu. In order to create a “Clear” community environment for the majority of teenagers, under the guidance of the State and Beijing Internet Information Office, Zhihu has launched a two-month “Clear” special campaign to improve minors’ Internet environment during summer vacation, to specifically deal with undesirable information involving minors. To this end, we have taken the following measures.

- Set up a working group for “Clear” special campaign to improve minors’ Internet environment during summer vacation to coordinate the clean-up work.
- Upgrade the strategy of anti-cheating system of Zhihu to actively identify high-risk harmful information, and screen and deal with undesirable content involving minors in real time.
- Establish a 24/7 rapid processing mechanism to improve the timeliness of special reports to prevent harmful content from harming minors.

This activity not only protects teenagers, but also maintains a good community atmosphere in Zhihu and builds a comprehensive protection system for teenagers.

### *4.3.2 Being Aging-Friendly*

The aging population is becoming an important social concern. As the number of seniors surfing the Internet continues to increase, helping them integrate into digital lives and bridging the digital divide is a direction that Zhihu has been actively exploring. We have set up an aging-friendly accessibility service module to help seniors better experience Zhihu’s services. We have also set up a dedicated service line for seniors that supports fast human customer service to better address their service demands. In addition, seniors are the main victim group of illegal fraud, in order to crack down on illegal and criminal acts of fraud against seniors, and to manage fraud-related chaos that infringes on the legitimate rights and interests of seniors, Zhihu has created a special channel called “Senior Fraud Reporting Zone” to effectively protect the legitimate rights and interests of seniors in accordance with the law.

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### 4.3.3 *Focusing on the Disabled*

Based on the bright vision of “At Zhihu, people with disabilities can also access knowledge without barriers”, Zhihu continues to promote the construction of accessible communities and bridge the digital divide. We have improved accessibility according to national and international accessibility standards and launched “Accessibility” pages to provide more services for users with visual impairment or mobility problems. In addition, Zhihu is committed to building a discussion atmosphere for barrier-free communication and dissemination, spreading and promoting more accessibility-related knowledge and information through the “Accessibility Column”, and inviting accessibility professional organizations and individuals to be part of the community. During the Accessibility Awareness Day, Zhihu also held special events to attract enthusiastic discussions among users, answering questions such as “What are the channels for people with disabilities to pursue higher education?” and “What is the value of people with disabilities in society?” The event provided practical help for people with disabilities and increased their sense of fulfillment to the Zhihu community.

### 4.3.4 *Caring for Users’ Mental Health*

Zhihu is always committed to spreading positive culture, exploring users’ potential spiritual and psychological needs, and promoting the spirit of humanistic care. “Zhihu Butler” provides psychological guidance to users who have negative emotions with a tendency to self-harm, and provides users facing psychological problems with access to psychological assistance and treatment to help them regain a good state of mind and face life more positively.

We hope Zhihu is not only a place to learn new knowledge and gain respect and recognition, but also a place to send appropriate love and care to our users in their time of need. In Zhihu, there are questions related to “depression” or “suicide” every day, so we have created topics and roundtable discussions such as “How to regulate depression in daily life?” and roundtable discussions to help users regulate their negative emotions. When users search for related keywords, the system will automatically trigger prevention and guidance, and provide a national suicide intervention helpline. In order to detect abnormalities of Zhihu users in a timelier manner, we have arranged for certain staff to work on related detection and protection, and have initially formed an integrated rescue process of detection, research and evaluation, and graded disposal through algorithms and products. In recent years, Zhihu has saved hundreds of suicidal friends by reporting them through the rescue mechanism of relevant departments.

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## 4.4 Sustainable Creation and Innovation

In Zhihu, content creators are the source of high-quality content. One of the main tasks of Zhihu is encouraging various content creators to generate comprehensive content. We are committed to inspiring content creators to produce high quality and diverse content by investing resources to discover, nurture and support content creators, enhance their creative potential, and continuously drive users to become content creators. Our question routing system accurately shares questions to relevant users, further defining their interests and expertise to encourage content creation. In addition, we provide ongoing support and guidance to content creators, offering them a set of productivity tools to help build different forms of content and help them improve the quality and quantity of their content creation. We also organize online roundtable discussion series based on specific topics and events to increase the frequency and relevance of content creation.

### Content creator support

We are constantly optimizing our content creator services to help them start a more professional, secure and sustainable content creation journey. Zhihu Creation Center has various content creation management functions, including:

- Creation Assistant: including content analysis, question recommendation, follower analysis, and other functions to help creators improve efficient creation and content operation.
- Creation rights and interests: Through multi-faceted data analysis, Zhihu helps content creators gain more economic benefits and a sense of fulfillment from upgrading their ranking.
- Growth boost: Zhihu has established a comprehensive level growth system and content creator training system, including a creation academy and a creation training camp, to help content creators choose the right vertical fields and improve the quality of their content.

To meet the demand of commercialized platforms and reward content creators financially for their work, we provide a suite of marketing utilities embedded in various parts of content to help merchants and brands realize sales conversion, customer acquisition, or service provision, among others. In addition, Zhihu launched the "Sea-salt Campaign" 4.0 in May this year as part of its continued efforts to improve creators' experience and income, so as to encourage in-depth content creation in vertical fields. "Sea-salt Campaign" 4.0 has not only updated the creation assessment system for creators to get more traffic, but also created an income system of "Zhizhi Knowledge Campaign + Cheese Platform + Yanxuan Member", so that creators involved in different areas can benefit from at least one income plan.

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Besides financial incentives, we place great importance on the psychological acquisition of content creators, i.e. enjoying their Zhihu experience through recognition from fellow users. Our annual Zhihu Content Creators Ceremony promotes and strengthens our community culture by enhancing engagements between content creators and users. We invite leading content creators in various fields to share their Zhihu experience with users through award-giving speeches, round table forums, and other activities. This fosters a win-win situation for us as content creators not only to receive better recognition within our community, but also to inspire our users to become content creators.

### **“Sea-salt Campaign” 4.0**

To better motivate content creators, Zhihu has launched the fourth phase of the “Sea-salt Campaign”, an incentive policy for creators, with three initiatives including “traffic support”, “income system” and “in-depth creation”. This plan aims to encourage content creation in vertical fields, making Zhihu’s creators acquire more traffic and more income.

In addition to creators with professional backgrounds, we also encourage those with industry and professional experience to share right knowledge, skills and perspectives. In 2022, we successively launched a series of activities such as “Adults, Please Answer”, “Parents’ Study Club” and “Advice for New Parents” to discuss parenting-related topics with doctors, people with parenting experience, teachers, creators specializing in pedagogy and creators of popular science for children.

To enrich the content in Zhihu and stimulate the innovation of content creators, we are applying various technical means, including AI, machine learning, and natural language processing, in cultivating our technological capability of identifying and promoting “fulfilling content.” On the one hand, to facilitate our experienced content operations team in enhancing the efficiency of machine learning, we continually evaluate and provide feedback on relevant system output to help with the iteration process. On the other hand, we also seek to enhance our technological capability to support content management through the algorithms. Based on the analysis of a particular question and data insights on users, the question routing system identifies users who have created content or shown interest in the relevant field based on user profiles and behaviours, and distributes the question to these users, prompting a response, inspiring users to create content.

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## 5. BEING PEOPLE-ORIENTED AND CREATING A SATISFING WORKPLACE

Zhihu always believes that outstanding personal abilities and teamwork spirit are the foundation of our value creation. We are committed to protecting the rights and interests of our employees and advocating an equal, open and inclusive working atmosphere. We focus on exploring the potential of each employee and provide them with abundant learning resources and a wide space for their growth. We care for the physical and mental health of our employees and provide diversified employee activities to stimulate their vitality, striving to achieve alignment between corporate development and employee value.

We adhere to the concept of talent first and strive to build an efficient, diverse and dynamic team by expanding our recruitment channels to bring in outstanding talents, and creating a fair and open environment for job seeking. We strictly comply with 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 *Provisions on Prohibition of Child Labor* and other relevant laws and regulations, and have established internal policies such as the *Zhihu Background Investigation Policy and Management System*, the *Re-employment System*, and the *Management Rules for the Use of Recruitment Channels* to protect the legitimate rights and interests of our employees. We continue to build a sound recruitment and selection mechanism for human resources, and resolutely oppose all forms of employment discrimination. In this regard, we treat employees of different genders, ages, ethnicities, regions, countries, and religious backgrounds fairly and equitably, and firmly eliminate child labor and forced labor. During the reporting period, there was no violation related to child labor or forced labor in Zhihu. In the event of such cases, we will handle them in strict accordance with relevant regulations to ensure compliance with the recruitment process and employees' legitimate rights and interests.

### 5.1 Building A Platform for Employee Growth

Based on the needs of each employee's career development and capacity building, Zhihu continues to improve the talent development system and help employees improve their career skills and professional qualities by providing diversified training courses to better utilize their personal potential and realize the common growth of employees and the Company's. We have established systematic employee training programs such as corporate culture promotion, leadership training, professional competence training, general skill training, and training mechanisms such as the M+ plan (Zhihu Mentor Mechanism) and the T+ plan (the *Zhihu Internal Trainer Management System*). These programs and mechanisms, together with online learning platforms, provide systematic and targeted training programs and rich learning resources for employees at all stages of their career development, to empower our employees and help them achieve rapid growth.

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Zhihu has also established a comprehensive leadership development system to help managers improve their management skills from multiple levels. In 2022, we conducted a management competency assessment for managers, continuously assessing their leadership through job reporting and other forms, and continuously providing training programs and learning resources for all managers to continuously improve their management capabilities.

Zhihu continues to improve training resources and training system. Zhihu also provides resources and support for the improvement of the professional and general abilities of new and in-service employees through various channels and ways such as centralized training, internal sharing, workshops, and external communication. In 2022, We have carried out induction trainings covering all new employees.

Every year, we maintain close interaction with the fresh graduates, carrying out the training plan for the fresh graduates through the "Sailing Training Camp", students are accompanied by the mentor team to integrate and grow, clearly plan their growth path, and combine the main and auxiliary posts to help themselves quickly find the direction of development. This activity also helps the fresh graduates achieve the growth from students to qualified "professionals".

In 2022, we organized special career talk lectures for college students, and organized air lectures and promotional activities for universities. We attracted new graduates, and provided rich internship positions for undergraduate/graduate students.

We are committed to widen career development paths for employees, and fully respect their personalized development to realize their personal and professional value. We have established the *Zhihu Rank System*, which stipulates that Zhihu's employees are classified into "management path" and "professional path" according to their job characteristics. Based on their own career planning, employees can grow in their own path or transfer between paths. Both management path and professional path have corresponding ranks, with a clear upward path.

By forming a smooth and flexible talent flow mechanism internally, the Company's need for product and business talents can be met. To achieve mutual development of employees and the Company, we have also established a "flexible mechanism" for job transfers to further stimulate employees' vitality.

We follow fair and impartial performance assessment standards to maximize the reasonableness of our performance ratings and motivate our employees. We have set up a complete performance assessment process, including organizational performance and personal performance. Based on the plans developed by the Company, we conduct the performance assessment from two perspectives of performance and culture. And the specific process mainly includes self-evaluation, evaluation from a higher level, correction and release of results. The performance results will be considered in promotion, excellence selection and talent development as required by relevant regulations.

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## 5.2 Employee Care

We endeavor to foster workplace happiness so that our employees can feel warm and being cared. We keep improving the employee welfare system to promote employee happiness. In this regard, except for the statutory social insurance and welfare, we also provide additional commercial medical insurance for employees and supplementary medical insurance for their children. In addition, we offer employees special discounts on transportation, catering, rental, electronic equipment, hotel accommodation, laundry service, etc.

Sticking to the people-oriented philosophy, we care about our female employees and employees from ethnic minorities. For example, we set up breastfeeding rooms in working areas and provide halal meals for ethnic minorities.

Zhihu is committed to open, free and people-oriented management. We adopt flexible working hours and advocate work-life balance, where employees' performance is evaluated according to their actual output and values instead of working hours and overtime work, so as to ensure that employees enjoy their work and get relaxed.

Zhihu attaches importance to communicating with our employees and has various communication and feedback channels in place to learn about employees' requests timely. We have established the "Pirate Ship", an online platform for internal communication, where employees are encouraged to raise questions and give their answers, so as to facilitate mutual communication and assistance. Our "Zhihu Staff Group Chat" and "Pirate Manager" are also important channels for employees to communicate and exchange ideas. In addition, Zhihu has set up a relevant channel for employees to appeal against performance evaluation and other results by email, which will be sent to the responsible person of corresponding departments to follow up.

Zhihu strives to create a "joyful" work atmosphere to boost employees' sense of belonging and happiness. To support employees' healthy hobbies and promote healthy life of employees, Zhihu has established various clubs including basketball club, football club, badminton club, and organizes club activities every week and club competition events annually, to strengthen inter-departmental communication and show team cohesiveness. We also organize Zhihu-featured events to create a joyful work environment and boost employees' sense of belonging and happiness.

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## 5.3 Employee Health and Safety

We do care for the health and safety of our employees and strictly comply with the *Labor Law of the People's Republic of China*, the *Law of the People's Republic of China on Prevention and Control of Occupational Diseases*, the *Fire Protection Law of the People's Republic of China* and other laws and regulations. To raise employees' awareness and achieve better occupational health and safety, we organize relevant activities and arrange a regular physical examination for employees to take control of their own health. To create a secure working environment, improve the employees' ability of safety emergency response, we actively carry out fire drills, and established a first-aid response management system, for example, AEDs (Automated External Defibrillators) have been fully put into use in two workplaces in Beijing, to safeguard the health of employees.

### Case study: AED training

To equip more employees with first-aid knowledge to better protect themselves, their families and friends in an emergency, Zhihu invited the Red Cross Society of China Beijing Branch to give lectures regarding cardiopulmonary resuscitation and use of an automated external defibrillator (CPR+AED) and carried out exams for the professional certificate issued by Red Cross Society of China Beijing Branch. In 2022, we held 4 AED trainings and all of the 214 attendees received the first-aid certificate.

### Case study: Workplace health talk & sports health test

Zhihu invited health-related answerers from the platform to hold the "workplace health talk" and "sports health test" for employees to help them stay away from physical pain and exercise in the right way. Through explaining muscle joints, moves and sports postures, the talk lectured on how to analyze our movement abilities, body functions and possible injury risks, so as to better avoid getting hurt in life and sports. The talk also helped employees to relieve physical pains. In the end, we organized a sports health test for our employees and output detailed test reports.

## 6. CONTRIBUTING TO SOCIETY

Zhihu is committed to becoming a company with social responsibility, which is also the core value of Zhihu since its inception. As a responsible corporate citizen, we always regard giving back to society as equally important as business development. We take on corporate and social responsibilities by promoting positive energies through the community platform and engaging in various public welfare undertakings.

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## 6.1 Knowledge Sharing

Zhihu cares about the growth and development of the young generation and puts a high premium on fundamental education. Therefore, we cooperate with content creators to promote positive energies and values to the public. During the 2022 national college entrance examination (NCEE), we launched topics, discussions and live broadcastings regarding NCEE, making Zhihu platform a core information source for exam preparation and college application. In 2022, we produced relevant OGV programs, including “My NCEE Memories” and “My Dream Occupation”, to share positive attitudes and relevant cases facing NCEE failure, and information about occupation and workplace knowledge. Since its exclusive broadcast on Zhihu in August 2022, “My NCEE Memories” has attracted widespread attention across the network. In the third quarter of 2022 Outstanding Network Audiovisual Works Selection Event of the National Radio and Television Administration, “My NCEE Memories” was awarded as an outstanding network documentary due to its high-quality content.

Leveraging our rich content offerings and engaging content creators, our content operation team launches thematic discussions from time to time to promote values such as diversity, equal education, and philanthropism. For example, we promoted a Q&A-based thematic discussion on questions collected from children living outside the cities to arouse public interest in rural education, to arouse the public’s interest and awareness of rural children’s education.

### Case study: Zhihu’s answerer passed on knowledge to children in rural villages

In December 2021, aiming at nourishing the curiosity and imagination of kids in rural areas, Zhihu Science, together with Xiangguo Science of Dandangzhe Foundation, launched the online Q&A activity “Questions from Children in Rural Villages”. A bunch of Zhihu’s answerers worked as a public welfare instructor, answering questions raised by over one hundred kids from rural areas to satisfy their curiosity.

Wulianhuakai, a Zhihu’s answerer, is one of the instructors, he went to rural areas to give on-site lectures, where he would meet his readers and answer every question from the kids face to face. He went to Meiziya Primary School, Longxin Hope Primary School and Baojia Primary School in Pengshui County of Chongqing and gave lectures on *How Fishes Breathe* for local kids.



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### **Case study: Zhihu launched children's science education campaign with Shanghai Soong Ching Ling Foundation**

On November 20, 2021, World Children's Day, Zhihu launched the education campaign "One Hundred Thousand Answers for Children", which invited leading experts, Zhihu excellent answerers, celebrities and professional institutions to join an online round table discussion on children's science education. For the offline event, through Shanghai Soong Ching Ling Foundation, Zhihu donated a batch of picture books, *I Wonder Why*, Zhihu Version, to multiple kindergartens and children's playgrounds in Shanghai. In addition, Zhihu donated a charity fund for various charity reading campaigns in children's playgrounds in the streets and communities of Shanghai.

Zhihu believes that curiosity can drive kids to observe and perform deep thinking. Answering children's questions with scientific knowledge can lead them to get enlightenment answers in science, guide them to establish the correct world view and stimulate infinite creativity. Through a series of initiatives, Zhihu provides Chinese children with professional and fascinating general science education, so as to promote the development of children's science education.

### **6.2 Science Bridge**

Zhihu keeps focusing on the field of science and gradually builds a scientific bridge between academics and the public. Zhihu has gathered a large number of scientific research groups with professional backgrounds. They not only promote science popularization on Zhihu, but also conduct academic communication on Zhihu, bringing the scientific spirit to the Internet.

Since 2021, Zhihu receives support from the science popularization in China, and the annual "Ask Science for Answers" ceremony is jointly held, inviting authoritative institutions in different industries, scientific researchers and Zhihu Answerers together to launch a discussion in science communication and cross-border exploration. On February 20, 2022, the first "Zhihu Science and Technology List", sponsored by Zhihu and supported by China Science News, announced the results of the 2022 Annual Science and Technology Progress selection, including the top 10 science and technology progress in China and the top 10 science and technology progress in the world. The judging panel was composed of 42 leading Zhihu answerers in the field of science on Zhihu. Behind the list, zhihu gathered a group of high-level scientific researchers for "professional endorsement", and engaged more people to participate in the "diverse discussion", making Zhihu not only a popular community for scientific researchers, but also the first platform for the public to obtain and discuss scientific knowledge. With the release of the "Zhihu Science and Technology List", the influence of Zhihu in the scientific research community will be further expanded, attracting more science and technology workers and bringing more good content to the platform.

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## 6.3 COVID-19 Prevention

Zhihu has been closely monitoring COVID-19 and our efforts to fight the pandemic demonstrate our commitment to social responsibilities. During the outbreak, we upgraded the remote work system and monitored employees' health every day. Besides, we promoted reliable information about pandemic prevention through a series of initiatives launched in the Zhihu community. We have a dedicated thematic page to provide live updates of the new COVID-19 cases, geographic information, and useful information and links for protective measures such as medical treatment, vaccination, and nucleic acid tests. We also launched a "rumor buster" page to crush prevalent, unsubstantiated rumors regarding the COVID-19 pandemic with evidence, scientific analysis, and expert opinions.

We also proactively engaged our users and content creators in discussions regarding the COVID-19 pandemic, which had been among the most active and engaging topics in our community. We have promoted content creation and engagements on relevant topics through our content operations, cooperated with qualified and reputable medical information platforms for online consultation and diagnosis, and encouraged content creators with expertise in the relevant areas to contribute to public discussions. At the same time, during the pandemic, we showed our care for content creators with concrete actions, including delivering anti-epidemic food kits.

### **Case study: Zhihu dispatched anti-epidemic food kits to content creators in Shanghai**

In April 2022, during the pandemic lockdown in Shanghai, citizens were confronted with supply shortage and surge in logistic prices, and they mainly depended on group buying to purchase goods. With the belief that people always show love in times of difficulty, Zhihu delivered anti-epidemic packages containing hard-to-buy food to content creators, such as green pepper, spinach and fresh meat, to help improve their diet and convey warmth and faith to every content creator.

## 7. COMPLIANCE MANAGEMENT AND WIN-WIN COOPERATION

### 7.1 Information Security and Privacy Protection

Recognizing the importance of information security and privacy protection, Zhihu strictly adheres to the red line of data privacy protection, and continues to improve the process management and technology application of safety operation by establishing a sound internal system and security management framework, so as to protect the data privacy of the Company and users. We strictly abide by laws and regulations such as the *Cybersecurity 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* and the *Administrative Measures on Internet Information Services*, and have formulated relevant policies such as the *Data Life Cycle Management Standards*, the *Third Party Data Sharing Reporting Standards*, the *Data Backup and Recovery Requirements*, the *Vulnerability Classification and Handling Standards* and the *Emergency Response Process for Data Security Incidents*. These policies cover cybersecurity management, data lifecycle management, data backup, emergency management and vulnerability remediation, so as to safeguard the information security in an all-round manner.

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To coordinate information security management and improve the mechanism for common security, we have set up the Security Committee which is composed of the decision-making management and the executive team. The decision-making management is mainly responsible for formulating the Company's medium and long-term safety strategic plan, guiding and inspecting safety work, and directing, coordinating, and following up the handling of unexpected and major safety incidents; The executive team is mainly responsible for the specific implementation of information security work.

In order to protect data security, the Company has optimized the control process and established a data cycle security management system based on industry standards and its own excellent practices, and applies the three-phase protection of data security including "pre-event prevention", "in-process monitoring" and "post-event response" to ensure that the Company's data security is preventable, manageable and controllable. By continuously strengthening the authorization management within the scope of reasonable use of data, we protect the security of accessible data in the pre-prevention phase. We will conduct security assessment in the business involving application security, data security and other dimensions, so as to detect security risks in advance in the monitoring phase. In the post-event response stage, Zhihu also made full preparations for data security incidents. While carrying out vulnerability prevention and control at different levels and reducing security risks, the emergency response work when data security incidents occurred is clarified, and a mechanism for data threat detection, defense and response is also established.

It is the consistent principle of Zhihu to respect the privacy of users' personal information. Zhihu always respects and protects users' personal privacy information with technical means and heightened internal management. We have developed and publicized the *Personal Information Protection Guidelines*, and highlighted the protection measures of personal privacy in *Zhihu's User Agreement*. We will obtain users' consent to collect, store and transmit data prior to providing services to them, and will not use such data for purposes other than those specified in our data privacy policy with users. In addition, we have protocols, technologies and systems in place to ensure that such data will not be accessed or disclosed improperly. In addition, we conduct technical means of privacy protection, including big data platform security governance to hide or delete personal sensitive information; and carry out personal sensitive information backstage governance, to improve the ability to enhance data risk event awareness, and form a closed-loop process of risk monitoring, event alert, and alarm disposal.

For the external restriction of information security, we have formulated the *Third-party Data Sharing Reporting Standards*, which specify the scenarios, sharing principles, approval process and other requirements, to ensure secure data sharing. We make requirements and restrictions on the use of data by the third parties in the contract, and clarify rights and responsibilities. At the same time, third parties are required to answer a questionnaire on security capability. In addition, to ensure user information security to the best of our ability, we adopt a data decryption system intended to ensure the secured storage and transmission of data, and prevent any unauthorized member of the public or third parties from accessing or using our data in any unauthorized manner. We typically provide third parties with anonymous and desensitized personal information and require third parties to undertake equivalent data protection measures.

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For the internal control of information security, Zhihu continues to strengthen the information security awareness of internal personnel and minimize data security risks. We implement personal information access control measures, and our employees are granted the minimum access rights required to perform their work duties, and can only operate relevant data through strict internal approval procedures. We also signed confidentiality agreements with relevant employees and organized training to strengthen their awareness of data privacy and protection. We also regularly send safety awareness email reminders to all employees to strengthen the awareness of “everyone is a security guard of Zhihu”. Besides, we have constantly improved our information security training system, and carry out various information security and privacy protection related trainings regularly, we mainly carry out information security training for new employees and information security training for all employees. Our trainings are conducted in both internal and external forms, internal trainings have been made full use of various media, we carry out publicity and education on laws and regulations, policies and rules, Zhihu’s regulations and basic knowledge related to cybersecurity emergencies on an ad-hoc basis, and encourage departments to conduct various forms of cybersecurity learning. We invite external experts for external training to conduct special training for personnel in specific positions. For example, in June 2022, Zhihu Safety Team participated in a data security management audit training held by the China Academy of Information and Communication Research, professional skills have been further improved.

We insist on combining training and practice to better help employees understand the training content. We organize at least one company network security emergency drill each year, and each department organizes at least one network security emergency drill in their own department each year to improve Zhihu’s ability to respond to network security emergencies. We have successfully passed the internet security level protection level 3 evaluation, and every year we ask the national evaluation agency to evaluate the system level protection, we also won two international standard certifications of ISO 27001 and ISO 27701. In addition, we are also keen to exchange information security knowledge in the Internet industry to better understand and respond to information security therein. In 2022, we participated in the compilation of the *Panoramic Observation of Mobile Internet Data Security Management System 2022* issued by the China Academy of Information and Communications Technology.

### 7.2 Integrity and Morality Management

Zhihu adheres to the business ethics of diligence, integrity, fairness and selflessness, strengthening the supervision of anti-corruption, anti-bribery and anti-monopoly practices. We require our employees and external partners to adhere to laws and regulations and insist on the integrity of the business. We strictly abide by the *Criminal Law* of the People’s Republic of China, the *Anti-Unfair Competition Law* of the People’s Republic of China, and the *Foreign Corrupt Practices Act* (FCPA) of the U.S. and other laws and regulations. We have established internal policies such as the *Zhihu Employee Integrity Code*, the *Zhihu Employee “Seven Red Lines”*, the *Zhihu Employee Sunshine Declaration Policy*, the *Supervision Department Case Investigation Code*, and the *Zhihu Sunshine Monitoring Policy* to prevent, detect, and stop corruption, bribery and other violations of business ethics in a timely manner.

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To foster a smooth communication and whistle-blowing mechanism, and strengthen internal and external supervision, we have developed internal polices such as the *Supervision Department Case Investigation Specification* and the *Whistle-blower, Complainant and Witness Protection Policy*. Also, we have set up multi-channel reporting channels such as e-mail of monitoring (Zhihujc@zhihu.com), and stipulated that after receipt of a complaint or report, we shall advance the response and implement the investigation according to the internal process and the specified time limit. At the same time, we strictly protect the whistle-blower's personal privacy, to protect the rights and interests of whistle-blowers from infringement. During the reporting period, Zhihu had no concluded corruption lawsuits against the Company or employees.

We continue to optimize our business ethics management mechanism. When our employees join the Company, they are required to sign the *Notice of Integrity for Zhihu Employees* and an integrity commitment clause in the *Employment Contract*. In terms of hospitality and visits with outside parties, we stipulate that employee are not allowed to accept gifts from outside parties, and encourage them to make declarations. We also conduct interviews for some employees resigned to fulfill the monitoring function of non-competition and information confidentiality.

In order to establish a transparent supplier partnership, we require 100% of our suppliers to sign the *Fair-Trade Commitment* and *Anti-Corruption and Anti-Bribery Agreement*. We have established the *Code of Conduct for Procurement Personnel* and the *Code of Conduct for Requisitioners* to prevent violations. We have also established strict management process regulations at the stages of supplier access, inspection, performance review, and exit management, to continuously improve the standardization and transparency of the procurement process. The supervisory department assists the business department in monitoring of the bidding and other processes to ensure fairness and impartiality.

To further promote the construction of corporate integrity culture and create a strong atmosphere of anti-corruption and integrity promotion, we continue to carry out awareness propagation. We have established an internal monitoring integrity platform "Pirate Ship", which is updated regularly according to the industry's integrity dynamics. During the reporting period, Zhihu conducted anti-corruption and integrity training for all the Board of Directors, emphasizing their responsibilities and obligations. Besides, we hold irregular online integrity trainings and promotion activities for employees to strengthen their integrity awareness. We provide anti-corruption training for new staff; and in 2022, we distributed "Monitoring Knowledge Questionnaires" several times to emphasize the anti-corruption rule of "integrity in heart, integrity in action"; in May, we conducted anti-monopoly compliance training, clarifying concentration compliance, monopoly agreements, abuse of dominant market position, and algorithm abuse compliance to guide business compliance.

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In terms of external activities, we joined the “Sunshine Integrity Alliance” and actively participated in various activities of the Alliance as a member to conduct industry exchanges on anti-corruption and anti-fraud and to jointly build an honest business environment. In addition, to strengthen the integrity awareness of suppliers, we provided a number of propagation and assessment activities for suppliers. In July, we held the “Agent-side Anti-Commercial Bribery Promotion” event to clarify the compliance requirements standards for Zhihu’s supplies. In addition, we conducted integrity training for our procurement department this year to continuously strengthen the integrity of our supply chain management. We also developed the “Sunshine Integrity Perception Index Survey Questionnaire”, which sampling investigated employees’ and suppliers’ knowledge of Zhihu’s monitoring system to understand their ideas and suggestions on Zhihu’s business environment, so as to jointly create a sunny and honest business environment.

### 7.3 Supplier Management

Zhihu has always been committed to forging mutually beneficial partnerships with suppliers, and continuously optimizes supplier lifecycle management. In strict compliance with laws and regulations such as the *Law of the People’s Republic of China on Tenders and Bids* and the *Regulations for the Implementation of the Law of the People’s Republic of China on Tenders and Bids*. We have formulated internal systems such as the *Zhihu Supplier Management Code*, the *Zhihu Procurement Management System* and the *Zhihu Sourcing and Procurement and Performance Management Code* to control procurement behavior in all aspects from platform to execution, continuously build a good supplier service guarantee system and further standardize supplier management.

In order to standardize the management of procurement process, clarify the development process of procurement at each stage, ensure the compliance and orderly development of procurement, and achieve the goal of cost reduction and efficiency improvement, we have formulated the *Zhihu Sourcing Procurement and Performance Management Standards* to improve the traceability of supplier recruitment. Supplier sourcing mainly includes demand analysis, procurement plan, market research, supplier sourcing, procurement strategy project approval, inquiry price comparison/bidding and other important steps. On the stage of supplier sourcing, procurement personnel carry out sourcing work according to procurement requirements, and introduce effective and matched supplier resources into the market through supplier registration, inspection and other processes of selection.

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We conduct strict qualification reviews and set stringent requirements for supplier access. In addition to corporate qualification and business license, for some suppliers, we also request them to provide certificates of ISO 9001 Quality Management System, ISO 14001 Environmental Management System, and ISO 45001/OHSAS 18001 Occupational Health and Safety Management System, and check their performance in terms of product quality, raw materials procurement, business ethics, and employees' health and safety. And products and services of suppliers with environmental protection certification will be our first choice. For the management and performance evaluation of suppliers during cooperation, we regularly evaluate suppliers' performance on a quarterly, semi-annual and annual basis, and have established an incentive and elimination mechanism. At the same time, the Company obtained the certification of "ISO 27001/27701 Information Security and Privacy Management System" in 2022, and signed relevant agreements with suppliers in terms of supply relationship security to ensure information security. Supplier management and procurement personnel should regularly sort out the supplier database, and implement withdrawal management measures for suppliers that meet the withdrawal conditions, so as to ensure a virtuous cycle of Zhihu's supply system.

## 8. ENVIRONMENTAL PROTECTION AND GREEN OPERATION

A sound ecological environment is a cornerstone for human survival and development. Zhihu has been practicing the mission of green development. In response to China's energy conservation and emission reduction policy, Zhihu advocates green office and promotes biodiversity conservation campaigns. Meanwhile, Zhihu has set practical environmental targets to cope with climate risks and identify climate change opportunities.

### 8.1 Practicing Green Operation

Zhihu strictly abides by laws and regulations such as the *Environmental Protection Law of the People's Republic of China*, the *Law of the People's Republic of China on Prevention and Control of Water Pollution*, the *Law on Energy Conservation of the People's Republic of China*, the *Law of the People's Republic of China on Prevention and Control of Environmental Pollution by Solid Waste*, and has formulated the *Zhihu Office Area Energy Conservation Policies* to incorporate the green and low-carbon philosophy into daily management and encourage employees to pursue green practices.

We are devoted to engraving a green and environmentally friendly philosophy in the design and construction of office buildings and our business operations. Our office is located at a low-carbon park which is renovated from old buildings. All designs and selected materials are in line with the service concept of "technology, safety, green and harmony" so that former buildings have been remodeled into a green, intelligent and healthy workspace. Through our investigation, the material, construction and decoration of projects in the park have met the requirements of green and carbon reduction, which provides a safer, more environmentally friendly and greener office environment.

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During our daily work, we also embed such concepts in Zhihu's culture building by carrying out various environmental protection initiatives in our office. Energy-saving office equipment is our preference, we choose LED lamps for new offices and, set the air conditioning in the office at 26 degrees in energy-saving mode. Security personnel regularly checks the temperature changes in the office and adjusts correspondingly, and ensures that air conditioners are turned off after all employees left the office. In addition, to raise employees' awareness of energy saving, we post energy-saving and emission reduction icons in main working areas and on large electrical equipment. We also strengthen the supervision of employees' electricity consumption in their daily work, such as requiring employees to shut down computers when they are not in use and turn off lights and air conditioners when leaving the office.

we adopt cloud servers in our operations. Compared with traditional servers, cloud servers can use hardware resources more efficiently, avoids idle and waste, and thus reduces energy consumption in data centers. Using cloud servers can also reduce the carbon footprint of a data center by consolidating the computing tasks of many traditional servers into just a few. In addition, the cloud server provider will update the hardware regularly to ensure the performance and reliability of the server. Compared with the maintenance and update of traditional servers, it also reduces the generation of discarded hardware devices.

We highly value water conservation and utilization by strengthening daily maintenance and management of water equipment, such as regular maintenance of faucets, installation of inductions faucets and flush systems in washrooms to reduce waste of water resources. We also strive to raise awareness of water conservation and advocate green practices amongst our employees by posting relevant slogans on water equipment.

Our solid wastes are mainly produced from domestic waste, wastepaper and waste office consumables. To reduce waste and improve utilization efficiency of office consumables, we advocate paperless office, encourage printing on both sides and set recycling baskets for wastepaper. In washrooms and other areas, we set icons near tissues to call for reducing paper consumption. For office supplies, we organize internal shopping campaigns where employees can exchange their idle items to reduce waste. Zhihu has also set self-service buffet tables and encourages employees to dine in, so as to reduce the use of take-away food boxes. We also promote waste sorting and strictly abide by "Regulations on Domestic Waste Management of Beijing Municipality" to sort wastes produced in office areas, for which, we have placed four classified collectors and arranged cleaning personnel for subsequent classification, recycling and disposal. Obsolete computers with no repair value are disposed of by professional recycling companies while used toner cartridges, ink boxes and other hazardous waste are processed by original factories.

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Based on the characteristics of our office operation, we have developed environmental objectives, which include:

- Hazardous waste to achieve 100% recycling process.
- Implement 100% waste separation and paperless office in Zhihu's Beijing workplace.
- By the end of 2027, we will reduce electricity consumption by 5% per capita in our Beijing workplace, with 2022 as the base year.
- Enhance employees' awareness of water conservation and reduce per capita water consumption in Beijing by 5% by the end of 2027, with 2022 as the base year.

Our greenhouse gas emissions are mainly derived from the energy consumption of our offices and operations. We will not set a specific greenhouse gas emission reduction target this year due to the existed energy efficiency target.

We leverage Zhihu platform to contribute to environmental protection. We host and encourage online discussions and introduce audiobooks, which contributes to a green, paperless society. In addition, leveraging the depth of the content relating to environmental matters in the Zhihu community, environmental enthusiasts are well-equipped to create content in our community and engage in meaningful discussions on environmental matters. Through such education and activities, we aim to communicate the latest environmental matters to the public and raise their environmental protection awareness. We have started publicity related to environmental protection since 2022 to educate citizens about basic topics regarding ecological restoration, biodiversity protection and green and low-carbon life. For instance, on December 21 of this year, in the round table live-streaming discussion "Half past Eight in Zhihu", we invited experts to discuss "Will global warming intensify in 2023?", Live-streaming discussions about ecological environment had been held together with Xishuangbanna Tropical Rain Forest Conservation Foundation, Kunming Institute of Zoology, to raise public awareness and enthusiasm for environmental protection. to raise users' awareness about climate change.

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## 8.2 Responding to Climate Change

Growing awareness among international communities on global warming and extreme weather means that further steps regarding sustainable development should be implemented by enterprises. Zhihu identifies risks and opportunities that came with climate change and has formulated countermeasures against special weather to address climate change with concrete actions.

Climate change risks identified and relevant responses are shown below:

Risk type		Identification and evaluation of potential risks	Responses
Transition risks	Policy and legal risk	China and other countries have successively formulated or upgraded laws, regulations and policies related to climate change which will increase Zhihu's regulatory pressure and compliance cost.	<ol style="list-style-type: none"> <li>1. Actively study and learn climate-related laws, regulations and policies; and</li> <li>2. Updating impacts of relevant laws, regulations and policies on businesses to each business line and discussing necessary measures.</li> </ol>
	Technology risk	With the introduction of China's energy conservation and emission reduction control policies and measures, the Company faces the pressure of investment and use of low-carbon technology and environmental protection and energy-saving equipment.	<ol style="list-style-type: none"> <li>1. Enhance the use of cloud servers to reduce energy consumption; and</li> <li>2. Grasping the opportunity brought by new energy and increasing the proportion of renewable energies.</li> </ol>
	Reputation risk	In deepening implementation of the green development concept, any destructive impacts on climate caused by enterprises in operations may lead to customer loss, employee loss, etc.	<ol style="list-style-type: none"> <li>1. Tracking impacts of climate change on operations and adhering to the philosophy of environment protection by actively saving energy and reducing emissions to shape an environmentally-friendly corporate image; and</li> <li>2. Actively promote the concept of green development through Zhihu platform and roundtable meetings.</li> </ol>

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Risk type		Identification and evaluation of potential risks	Responses
Physical risks	Acute risk	Physical risks arising from extreme weather events caused by climate change, such as flood, blizzard and typhoon, may threaten the normal operation of our businesses, resulting in higher energy consumption and operating costs.	1. Following up on extreme weather forecasts released by the climate sector and releasing warnings with emergency plans in place; adopting work-from-home if necessary to ensure the safety of life and property and responding to extreme weathers appropriately; and
	Chronic risk	Changes in temperature and rainfall, sea level rise and other impacts may threaten the safety and health of the operations and related employees in Zhihu.	2. Zhihu has formulated the <i>Emergency Response Plan</i> for flood control, natural disasters and other emergencies, and established fast and effective mechanisms for relief, rescue and emergency response to ensure the safety of life and facilities and minimize losses.

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## 9. APPENDIX

### Appendix: Key Performance Indicator

Category	Indicator	Unit	2022
Environmental	<b>Greenhouse Gas<sup>1</sup></b>		
	Total greenhouse gas emission	Tonnes of carbon dioxide equivalent	1,039.01
	Greenhouse gas emission intensity	Tonnes of carbon dioxide equivalent/person	0.41
	<b>Indirect emission (Scope 2)</b>		
	Purchased electricity <sup>2</sup>	Tonnes of carbon dioxide equivalent	1,039.01
	<b>Energy</b>		
	<b>Total energy consumption<sup>3</sup></b>	kWh	1,590,067.00
	<b>Energy consumption intensity</b>	kWh/person	632.23
	<b>Indirect energy consumption</b>	kWh	1,590,067.00
	Electricity	kWh	1,590,067.00
	<b>Water consumption</b>		
	Total water consumption <sup>4</sup>	Tonnes	13,029.00
	Per capita water consumption	Tonnes/person	5.18

<sup>1</sup> The list of greenhouse gases includes carbon dioxide, methane and nitrous oxide, mainly from the use of purchased electricity, gasoline and diesel. Greenhouse gas emissions are calculated in accordance with the Emission Factors of China's Regional Grid Baseline for 2019 Emission Reduction Projects published by the Ministry of Ecology and Environment of the People's Republic of China and the 2006 IPCC Guidelines for National Greenhouse Gas Inventory published by the Intergovernmental Panel on Climate Change (IPCC) and are presented as carbon dioxide equivalent. Zhihu does not consume gasoline, diesel, etc., and its greenhouse gases only generate from the use of purchased electricity, so the emissions of direct greenhouse gases and the consumption of direct energy are not listed.

<sup>2</sup> The outsourced power data covers all workplaces in Zhihu, including those in Beijing (768 workplaces, industry-university-research institutes), Shanghai, Chengdu, Guangzhou and Nanjing.

<sup>3</sup> The energy consumption data is calculated based on the consumption of electricity and fuel and the relevant conversion factors in the national standard of the People's Republic of China "General Principles for Calculation of Comprehensive Energy Consumption (GB/T 2589-2020)".

<sup>4</sup> The water sources used by the Group are mainly municipal water supply, and there is no issue in sourcing water that is fit for purpose.

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Category	Indicator	Unit	2022
Environmental	<b>Waste</b>		
	Non-hazardous waste <sup>5</sup>	Tonnes	27.63
	Hazardous waste <sup>6</sup>	Tonnes	0.20
	Per capita generation of non-hazardous waste	Tonnes/person	0.01
	Per capita generation of hazardous waste	Tonnes/person	0.00008
Social	<b>Employment</b>		
	<b>By gender</b>		
	Male	Person	1,229
	Female	Person	1,286
	<b>By employment type</b>		
	Full-time	Person	2,515
	Part-time	Person	0
	<b>By age</b>		
	Under 30 years old	Person	1,374
	Age 30 to 50 (including)	Person	1,139
	Above 50 years old	Person	2
	<b>By employee level</b>		
	Senior management	Person	33
	Middle management	Person	227
	Non-management	Person	2,255
	<b>By region</b>		
Chinese Mainland	Person	2,512	
Hong Kong, Macao, Taiwan in China and overseas region	Person	3	

<sup>5</sup> Non-hazardous waste shall be disposed of by garbage removal units, mainly waste paper, waste office stationery and food waste generated in the office area.

<sup>6</sup> Hazardous waste is handed over to professional recycling companies for harmless treatment or to the original factory for recycling, mainly including waste computer monitors, etc.

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Category	Indicator	Unit	2022
Social	<b>Turnover Rate<sup>7</sup></b>		
	Total Employee Turnover Rate	%	29.7
	<b>By gender</b>		
	Male	%	28.4
	Female	%	30.9
	<b>By age</b>		
	Under 30 years old	%	29.9
	Age 30 to 50 (including)	%	29.5
	Above 50 years old	%	0.0
	<b>By employee level</b>		
	Senior management	%	6.1
	Middle management	%	26.0
	Non-management	%	30.4
	<b>By region</b>		
	Chinese Mainland	%	29.7
	Hong Kong, Macao, Taiwan in China and overseas region	%	0.0
	<b>Health and Safety<sup>8</sup></b>		
	Number of death due to work in 2020	Person	0
	Number of death due to work in 2021	Person	0
	Number of death due to work in 2022	Person	0
Death rate due to work in 2020	%	0	
Death rate due to work in 2021	%	0	

<sup>7</sup> Employee turnover rate = the number of employees who leave the Company in the reporting year/the total number of employees at year end \* 100%. The number of employees who leave the Company does not include employees leaving during their probation period.

<sup>8</sup> The number of working days lost due to employee death and injury is subject to the identification of injury by the local social insurance administrative department.

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Category	Indicator	Unit	2022	
Social	Death rate due to work in 2022	%	0	
	Number of working days lost due to injury in 2022	Day	0	
	<b>Percentage of Trained Employee</b>			
	<b>By gender</b>			
	Male	%	51	
	Female	%	49	
	<b>By employee level</b>			
	Senior management	%	1	
	Middle management	%	8	
	Non-management	%	91	
	<b>Average Training Hours Per Employee<sup>9</sup></b>			
	<b>By gender</b>			
	Male	Hour	16	
	Female	Hour	20	
	<b>By employee level</b>			
	Senior management	Hour	22	
Middle management	Hour	24		
Non-management	Hour	18		
Society	<b>Supplier Management</b>			
	Total suppliers	Unit	5,347	
	<b>By region</b>			
	Chinese Mainland	Unit	5,269	
	Hong Kong, Macao and Taiwan in China and overseas region	Unit	78	

<sup>9</sup> The average training hours per employee= the total training hours by type/the total numbers of trained employees by type.