The Sense of Belonging
and Happiness
Professional Ethics and 
Financial Incentives
Organizational Development 
and 'Super Employees' Outlook
Introduction
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In 2020, a series of internal training activities regarding human rights were conducted by Baidu by inviting renowned human rights experts in China, while all related policies of the company were comprehensively reviewed. In accordance with the Universal Declaration of Human Rights, the International Covenant on Economic, Social and Cultural Rights, the United Nations Guiding Principles on Business and Human Rights, and the ILO Declaration on Fundamental Principles and Rights at Work, we have formulated the Baidu Human Rights Policy. This policy and its related training programs are not only the profound interpretation of Baidu’s core value of “Simple and Reliable” but also a precedent in the Chinese Internet industry.

The protection of employees’ rights and well-being is one of the core responsibilities of enterprises as employees are the most relevant stakeholders in human rights issues; for enterprises themselves, human capital represented by employees is undoubtedly the core competitiveness of enterprises since it can be invested in economic activities and bring new values. Therefore, the Baidu Human Rights Policy is a commitment made by the company to respect employees’ rights to boost human capital; it is also a professional request to employees that we make joint efforts and set a good example in the industry; it is the criteria for external stakeholders to supervise Baidu’s fulfillment of human rights responsibility. To this end, we issue this Baidu Special Report on Human Capital 2020 for the first time to demonstrate the important efforts made by Baidu. This report is prepared by the ESG working group and issued with the approval of the ESG Committee. It aims to provide stakeholders with the disclosure of Baidu’s performance on human capital management from January 1, 2020 to December 31, 2020. It is the first special report focusing on human capital development released by Baidu. It is also one of Baidu’s 2020 ESG series of special reports. We may release more reports of this nature in the future.

As a signatory of the United Nations Global Compact (UNGC), Baidu believes that a company can only thrive in a society where human rights are fully protected and respected. It is also fully aware that enterprises have inherent responsibilities to respect human rights and have the ability to make contributions to human rights protection. In 2015, Baidu Chairman and CEO Robin Li met with Ban Ki-moon, then Secretary-General of the UN in Beijing, where Mr. Li expressed his support for the UN’s Sustainable Development Goals (SDGs). Among these goals, good health and well-being, quality education, gender equality, decent work, and reducing inequalities are all closely linked to respecting and promoting human rights. The statement by Baidu in support of the SDGs is a solemn commitment to respect human rights.

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1 Mr. Robin Li is the first Chinese entrepreneur to publicly support the UN’s 17 Sustainable Development Goals.
The continuous technological breakthroughs and the upgraded social demands have rendered the evolution of the relationship between people and organizations with a shift from human-position matching to personnel interaction. Based on this trend, Baidu’s human capital management philosophy is more concentrated on the development of individuals, paying and empowering people for their value creation, and striving to nurture ‘super employees’.

Baidu believes that the integration and mutual promotion of personal, organizational and social value can only be achieved by fully understanding and satisfying the individual’s demands that provided by the company. This is accomplished by respecting the changing hierarchy of talent needs, empowering employees with technology and innovation, and adapting to the relationship changes between organization development and the employees.
Making the Exceptional 'Climbers' Stand Out

Baidu adheres to the talent philosophy of “recruiting the best employees, providing the largest growth space, focusing on the final results, paying for the value creation, and making the exceptional 'climbers' stand out”. We value employees’ different needs from aspects of the selection, cultivation, utilization, and retention of talents. From material security (survival and sense of security) to mental satisfaction (sense of belongings and being respected), and to the cultivation of the “super employees” (self-fulfillment), Baidu has made all-round efforts and innovation to make exceptional “climbers” standing out. At the same time, Baidu follows the concept of sustainable talent development to implement forward-looking strategies of talent reserves and builds an enabling environment for talent cultivation. By doing so, we create a more mature talent supply chain, thus realizing a mutually beneficial symbiosis between the individual, the organization, and society.

Scientific Talent Strategy

Baidu has constructed a scientific talent development strategy under the strategic guidance of the company. Guide by the human capital strategic goal of “making the exceptional ‘climbers’ stand out” and based on the business strategic plan of the following year, Baidu conducts an in-depth analysis of the present condition of human capital management at the end of each year. We objectively analyze our performance in terms of talent reserve, recruitment, cultivation, and motivation. We timely adjust our talent development strategy, accurately identify the work priority, and systematically plan talent work. With all these efforts, we advance the overall construction of the talent supply chain.

Baidu values the ability of talents and more importantly, the excellent qualities of them. Therefore, a talent standard that includes evaluation for “integrity, pragmatism, self-motivation, resilience, strong learning ability, and optimism” is established, supplemented by diversified recruitment methods and a comprehensive talent pool to attract quality employees.

Baidu pledges to all employees to provide opportunities and growth space to activate “climbers”, reward them for value creation, and offer them better opportunities to climb to new heights. Based on the thorough understanding of Maslow’s Hierarchy of Needs, Baidu has implemented a “space supply management based on the hierarchy of talent needs.”

First of all, we provide employees with the greatest protection of rights and interests in terms of health and safety, salary, and performance. Non-salary benefits, communication and complaints.

Secondly, we provide employees with the largest growth space by introducing internal job rotation, promoting employee diversity, creating a learning organization, and continuously improving the training system.

Finally, we empower talents and respect their value creation through the construction of corporate culture as well as innovation and application of AI technologies. Gradually, Baidu can realize the “decentralization of organization’s authority and responsibility, and the promotion of talents’ innovation”, thus providing the largest growth space for their value creation and self-fulfillment.

Recruiting the Best Talents

Providing the Largest Growth Space

Diversified Recruitment System

Baidu has established a diversified recruitment system and multiple recruitment programs with the self-developed Intelligent Recruitment System to improve the recruitment process. In 2020, Baidu was awarded the Forbes World’s Best Employer®. Top 100 Best Employers in China (Zhaopin.com), Top 100 Best Employers for College Students in China (58.com), Employers with Outstanding Contribution to College Students’ Employment (58.com), Best Employer for Public Welfare Practice during COVID-19 (58.com), Extraordinary Employer (Lianpin.com), and Top 10 Popular Employers for College Students (CNEI Live).

Diversified Recruitment Channels

Baidu’s campus recruitment programs incorporate the following four approaches:

Spring internship recruitment

Reserve enough interns as required for business development and autumn campus recruitment

Autumn campus recruitment

Recruit young talent qualified for Baidu

Overseas campus recruitment

Recruit outstanding overseas graduates qualified for Baidu

Top campus talent recruitment

Select outstanding postgraduates, Ph.D. students, and post-doctors committed to artificial intelligence industry research and development regardless of region.

Table: Diversified Campus Recruitment Programs of Baidu

At present, the industry competition lies in the technology competition, which in turn depends on human capital competition. On the one hand, Baidu has established a sound talent metabolism mechanism to review the goal attainment; on the other hand, it pays more attention to the strategic and guiding functions of performance management, hoping that each manager will take responsibility for performance management, return to the landing point of improvement, and foster the personal development and performance improvement of employees. At the same time, Baidu adopts innovative and flexible utilization of contextual performance while replacing evaluation with collaborative contribution. We emphasize employees’ initiatives, so we exert the positive impact of Baidu’s values and the code of conduct on employees and motivate them so that they can deliver results benefiting themselves and the company.

Baidu also pays attention to the innovative update and structure optimization of incentive mechanisms, gradually achieving shared organizational incentives and maximizing the value of our employees’ talent.

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Intelligent Recruitment System

Since 2015, Baidu has developed an intelligent recruitment system with our technology advantages and applied it to the recruitment process, including resume evaluation, person-job fit, written exams, and interviews.

Our algorithm can assess the candidates’ abilities and assist HR recruiters to conduct objective and scientific resume screening to any unowned talent by the deep learning of massive data on successfully paired positions and applicants throughout our years of recruitment history, avoiding missing out on qualified candidates. Our algorithm can further help to adapt the right candidates to the right position by spotting the potential connection between resumes and job descriptions. Meanwhile, Baidu builds a non-prefering intelligent algorithm that values fair recruitment and eliminates discrimination, as specified in the Management Standard of Baidu Recruitment that equal employment should be carried out regardless of gender, race, color, age, nationality, religion, or physical disability. The system can offer the most suitable positions to candidates and help them find the best starting point for their careers at Baidu.

Flexible Recruitment Model

In 2020, Baidu flexibly launched the online recruitment process since offline campus recruitment was unavailable due to COVID-19. Baidu has conducted a total of 19 online live recruitment presentations in this year, including four for business divisions, eight for functions, and seven for regional university graduates. The sessions cover over 7 million people with a total of 89,011 resumes received, an increase of 43% over last year and a record high for the total number of resumes in the last eight years of Baidu.

Apart from launching online recruitment, Baidu pays attention to improve the interview experience of candidates, and a candidate can complete all the interview sessions in one day. To attract overseas students, while we place no preference in the positions, we take into consideration of the time difference for them when scheduling an interview to improve their experience. These details of talent recruitment measures show how much Baidu thinks highly of and strives for excellent talent.

Comprehensive Talent Pool Strategy

To reserve Baidu AI talents and support the national AI education training and the national long-term talent reserve, Baidu practices the idea of “AI empowerment, education first”, and unites the government, enterprises, universities, research institutes, and other authoritative institutions to establish an AI talent cultivation ecosystem, in which students, professors, and developers can communicate mutually, by means of the school-enterprise cooperation, elite class, teaching empowerment, competition for learning, scholarship, etc. By the end of 2020, Baidu has cultivated over 1 million AI talents in China through its full-service system. In the future, we are committed to building a training and reserve base for AI talents in China step by step.

Industry-University-Research Collaboration

Combining the most cutting-edge product dynamics and development direction of the Internet, Baidu conducts various activities with universities and research institutes to stimulate the innovation ability of undergraduates, help cultivate and reserve AI talents, and promote research innovation.

Baidu has established comprehensive strategic cooperation covering technology, products, platforms, talent training and other fields with universities such as Xi’an Jiaotong University, University of Science and Technology of China, Nanjing University, University of Chinese Academy of Sciences, and Zhejiang University.

Baidu has invested millions of RMB in the scientific research funds to support more than 200 industry-university-research projects through the “Pine Cone” Program, and has cooperated with more than 400 universities in the Peddie-Peddie deep learning courses. In 2020, Baidu “Pine Cone” program was officially upgraded to “CCF-Baidu Open Fund” (hereinafter referred to as “Open Fund”), which is jointly sponsored by Baidu and the China Computer Federation. It is committed to building a platform for Industry-University-Research cooperation and academic exchange for young scholars from universities and scientific research institutions at home and abroad and creating an AI Technology Ecosystem in China. In 2020, through one-year of open and semi-open projects, Open Fund focused on “scientific research” and “application”, which provided millions of research funds, as well as multidimensional support and services in platform, data, and technology, which worth tens of millions RMB.

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Since 2016, Baidu and Xi'an Jiaotong University have jointly launched the “Big Data & AI Elite Class” to promote the development of big data and AI and cultivate talents in this field. We selected top ten students in over 20 AI-related majors to cultivate innovative, pragmatic talents with global perspectives. The university and the enterprise jointly designed knowledge maps, developed training programs, defined training goals, and offered practical courses, thereby setting a benchmark for AI education in China. As of December 2020, 204 top AI talents had been trained and provided with “Elite Scholarship” by Baidu.

### Overall Goal: Cultivating AI Talents with Leading Potential

- **Recruitment**: from AI-related majors at XJTU
- **Theoretical Study**: segmented learning in the online AI platform
- **Operational Flow of Elite Class**
- **Platform provided by Baidu and supervised by XJTU**
- **Evaluation**: by both parties
- **Recognition**: by both parties
- **Supervision**: by both parties
- **Awards**: by both parties
- **Company recommendation**

### Operation Flow of Elite Class

- **Establishment of AI Competition**: "winning competitions of顶班" by Baidu
- **Projects Practice**: online practice at AI Studio
- **Recruitment**: from AI-related majors at XJTU
- **Evaluation**: by both parties
- **Supervision**: by both parties
- **Awards**: by both parties
- **Company recommendation**

### Training and Innovation for Teachers in AI Majors

Education comes first with AI empowerment. Baidu grasps the opportunity of AI talent pool. We not only create the unique school-enterprise cooperation elite model, but also focus on popularizing AI-related knowledge and technology in major colleges and universities (especially some general colleges and universities) to help build AI talents and cultivate application-oriented talents who can enter basic positions in the future.

#### Supporting the construction of “AI+New Engineering”

Since 2015, we have worked on an education project involving university-industry collaboration. By providing various resources such as funds, courseware, teaching materials, training, open-source technology, data, experimental platforms, and cases, Baidu fully supports colleges and universities in their construction of “AI+ new engineering” subjects and reform AI courses and teaching. We also help build AI laboratories in universities and facilitate teaching resources to implement AI projects initiated by students. Such in-depth university-industry collaboration integrates five complementary modules, which unites the real value of technology, data, and platform. The five modules are Reform of Teaching Contents and Curriculum System, Creation of Conditions for Practice, Training for Teachers, Joint Fund for College Students’ Innovation and Entrepreneurship, and Education Reform for Innovation and Entrepreneurship.

Over the past six years, we have invested nearly ten million RMB in teaching and scientific research, and supported 367 projects in about 210 colleges and universities. We have set up courses related to AI or deep learning in 156 colleges and universities and helped build 58 AI laboratories. We have trained and otherwise served nearly 2,000 professional teachers in AI-related majors.

### Training and Innovation for Teachers in AI Majors

On December 26, 2020, in Baidu, nearly 200 teachers from over 100 colleges and universities across China became students again and attended a four-day “the 13th Teacher Training for National Universities Deep Learning” in the form of online and offline.

The training followed previous features, namely combining theoretical lectures with practical applications. It set up various forms including theoretical teaching, experimental explanation and operation, PK, and competition sharing to help teachers understand the whole process of AI from development to deployment. Featured by our consistent style of from easy to hard, it consisted of an introduction to AI, deep learning foundation, structure, and principle of convolution neural network (CNN); also, it was closely combined with hot topics. Data analysis courses were delivered with hit TV series, which was more vivid and interesting, and easier to understand. The packed course schedule, along with intensive homework and assessment enabled the teachers in higher education to gain a lot within only a few days. They obtained ample teaching cases and accumulated rich experience in constructing a course platform.

### AI Learning Resources

Mineral identification is the first step in rock naming, which usually requires manual visual identification under a microscope, and some rock flakes with similar traits require a master with years of experiences to accurately identify them, which is time-consuming and labor-intensive.

Baidu provides the deep learning platform PaddlePaddle as a development tool for the software developers at Henan Polytechnic University. Since the PaddlePaddle platform is superior in terms of large-scale distributed training, high-performance inference engine supported by all hardware platforms, industrial-grade model libraries, and end-to-end development kits, they developed a mineral identification and classification model for microscopic images of rock thin sections based on deep learning to automate the mineral identification.

According to the experimental results after adopting the PaddlePaddle model, the average classification probability of thin sections is 90%, and it only takes 0.1 seconds to recognize a rock flake image, which not only eliminates the subjective influence by manually extracting the rock flake image features, but also achieves automatic recognition and classification of rock flake images, enhancing the intelligence.

The project greatly reduces the cost of identifying mineral thin sections and has a major implication for resources exploration, engineering geology, environmental protection, and water resources survey. The project supervisor includes it in the AI curriculum and makes it open-source, so everyone has access to and learns from it.

### Developing a faculty in AI education

Since 2018, we have worked with top universities in China such as Tsinghua University, University of Chinese Academy of Sciences, Dalian University of Technology, and University of Science and Technology of China to develop AI training courses for university teachers to deal with the shortage of teachers in AI majors. Together with these universities, we organize training programs for teachers in using PaddlePaddle and Baidu AI Studio, which is an AI training platform. These courses have sharpened their teaching and professional skills, promoted the exchange and cooperation among teachers, and contributed to training AI teachers and pooling talents for the AI industry.

As of December 2020, 13 training sessions had been completed, which had attracted more than 3,000 teachers to register. Among them, over 1,800 teachers from 500 universities nationwide attended the training after examination, including 71 teachers over 50 years old. As torchbearers carrying the “AI flame”, these teachers not only improve themselves but also bring the latest technologies and case studies to the classrooms, paving the way for the large-scale application of AI and cultivation of AI talents in the future.
Providing university teachers with AI resources

To facilitate participating teachers to bring the front-line knowledge back to students and better stimulate their learning interest, Baidu provides AI open source technology, open data sets, online and offline courses, AI practical training platform, and computing power resources for university teachers.

Participating teachers can have the complete class set, including 32 hours of class materials, experimental code and other support, which largely alleviates the dilemma that many universities are short of funds in building their own AI labs. In addition to the original teaching case projects, platform arithmetic resources, massive data sets, and online practical training environment, AI studio also adds teaching management back-end, teacher-student binding, homework assignment and online correction, batch export and other teaching service functions based on teaching needs.

Promoting learning through competition

To inspire the learning and growth of talents and further explore the top technical talents at home and abroad, Baidu organizes various large-scale competitions to promote learning and application, and continuously helps participants to promote themselves and expand their vision.

Baidu Star

Baidu Star, also known as Astar, is a high-level programming competition launched by Baidu for Chinese university students and programming enthusiasts. The competition focuses on the algorithm and consists of two sub-events, namely the Programming Competition and Developer Competition. Since 2005, the competition has partnered with over 1,000 universities, attracting nearly 300,000 students to participate. As the only programming competition held by an enterprise for 16 consecutive years in China, it is regarded as the “Whampoa Military Academy” and “Manufacturer of Celebrities” for Chinese programmers and is known as one of the Grand Slam events for programmers.

Each year, Astar attracts about 10,000 to 15,000 students. And many excellent teachers, as Baidu’s consultants, also actively participate in it, most of whom are head coaches of ACM*’s teams from key universities such as Tsinghua University, Peking University, Sun Yat-sen University, and Beijing University of Posts and Telecommunications. The finalists of Astar can get priority access to Baidu’s internships and campus recruitment.

Astar has seen more young contestants in recent years. In 2020, 638 students from primary and middle schools signed up for the competition, and 34 of them reached the final.

Yifan Chen, a six-grade student is the youngest finalist in the 16-year history of Astar. He got full marks on the first two questions of the final and was awarded the special prize of “Future Star” at the award ceremony. “I come here to learn skills, broaden my horizons, and gain experience. I hope after further study, I will become someone like the seniors in the competition and win a bigger prize,” he said.

Through the competition, Astar makes AI technology accessible to the students and provides them with effective solutions of natural language and deep learning. It empowers the young people through technology and offers them opportunities to participate in important summits, events and training programs of Baidu. By far, over 10 thousand contestants have entered our talent pool, becoming the backbone of Baidu.

Baidu Scholarship

Baidu launched the Baidu Scholarship Plan in 2013, which selects eight to ten of the best Chinese students in the field of computer/artificial intelligence from around the world each year and provides each student with a scholarship of 200,000 RMB, as well as data, platforms and expert guidance for their research work.

The scholarship is designed to discover outstanding Chinese students who are most likely to become technology leaders in the future, encourage them to solve the most critical technical problems in the AI industry, and cultivate top young technicians with solid knowledge and in-depth insights into AI.

Promoting Learning Through Competition

Pupils in the Final of Astar 2020

Figure: Yifan Chen in competition

5. Association for Computing Machinery
Nurturing a New Generation of ‘Super Employees’

Baidu believes that during organization development, respecting and maximizing individual value not only advances the organization but also contributes to a mutually beneficial relationship between the organization and employees. To realize the value of individuals, we keep innovating while upholding a down-to-earth approach and making full use of our strengths in AI to form an organization empowered by AI. In this way, we will be able to meet the appeals of our employees in the full range: ability building, efficiency-enhancing and so on. Eventually, we can support employees’ growth and self-fulfillment to nurture a new generation of “super employees.”

Scientific Talent Cultivation

Baidu places equal emphasis on the selection and cultivation of talents in a practical manner, encourages outstanding talents to climb to new heights, and enables truly competent people with the potential to stand out.

Baidu creates personalized professional development plans for employees after they join the company through the self-developed algorithm for career path planning based on the desensitized employee career data in Baidu’s history. The algorithm helps employees in two directions, namely career path and technological area. It distinguishes every position and is applied in Baidu’s capital resources management. This affords employees a clear judgement of their career development and make efforts to prepare for future promotions at every stage so as to achieve self-fulfillment.

Hierarchical Governance of Talent Cultivation

As for talent cultivation, Baidu has a clear hierarchical governance mechanism:

- **01 The Baidu Human Resource Committee**: Responsible for establishing talent concepts and strategies to ensure that talent strategies are in alignment with Baidu’s long-term missions and strategies.
- **02 Heads of different business system**: Responsible for implementing the medium and long-term talent plans.
- **03 Leaders in charge of the business**: Responsible for their respective short and medium term talent plans to assign the right person to the right position.
- **04 Junior business managers**: Responsible for giving full play to policies and mechanisms of the company to manage the team appropriately, identifying and activating individual potential through effective task allocation, coaching feedback, assessment and motivation, recruitment and elimination and other methods.
- **05 The Human Resource Department**: Responsible for integrating talent concepts and strategies into the core talent procedures and policies and helping business managers enhance their knowledge of talent management and improve their talent management skills.

Baidu Talent Intelligence Center (TIC) with Technology Empowerment

Baidu Talent Intelligence Center (TIC) is an AI and data science team that concentrates on “talent management computing.” Its aim is to assist modern enterprises to better manage talents via analytic tools like AI and big data and promote the talent management transformation from experience-oriented to big data intelligence-oriented. It provides intelligent decision-making suggestions for talent managers and enables enterprises to be more intelligent by AI technologies such as intelligent prediction, anomaly diagnosis, text mining, social network analysis, and machine learning. In Baidu, AI technologies have deeply infiltrated in many aspects, including the cultivation of “super-employees” and the empowerment of the organization, which not only guarantees efficiency and accuracy but also provides a brand new perspective and possibility.

Talent Review with Cultivation Orientation

Baidu is committed to launching talent reviews at different levels and scales each year. By doing so, business managers can better deploy talents and achieve business goals through the selection, utilization, cultivation, and retention of key talents. In the review, Baidu uses the leadership model based on Organizational Network Analysis to study and predicate the potential business capability index of team members and help managers to explore the core talents and high-potential talents in their teams. These talents will receive target training to become elites and thereby realizing their value in the workplace. According to various tags for talents and action plans produced during the review, Baidu provides different resources and approaches for talent cultivation, such as rotation opportunities, business tutors, and training courses to implement their development plans.

Training Model with General and Specialized Combination

Baidu carries out the rotation in an orderly manner, which expands managers’ cognitive breadth, widens their key experiences, and breeds more all-round managers. At the beginning of each year, Baidu promotes the rotation of a certain percentage of managers through the appointment and development plans.

"Fenglei" Project

"Fenglei" Project is initiated by Baidu to identify young and high-potential talents. It aims to find young talents with a strong will, competence, and correct values to contribute to the development of our talent pool. It ensures that we have competent talents ‘fighting’ in significant and appropriate positions despite organizational boundaries. Besides to accelerate the growth of high-potential talents, we will carry out targeted training programs and provide them with opportunities to communicate with senior managers regularly. More attention and platform resources will be given to these young talents.

To introduce young talents and cultivate young managers for the goal of “cultivating a new generation of pioneers for the future of Baidu and the future of AI era”, Baidu has launched the “2021 Baidu Manager Trainee Recruitment Plan” this year based on successful experience and constant investment in this regard. We expect to cultivate future managers of a technological innovation-based company in the AI era within three to five years. We will develop a tailored training path for each trainee, match them with VP-level executives for 1-to-1 coaching and help them grow quickly with systematic training resources.
Systematic Capability Improvement

Baidu has established a comprehensive talent development system that supports its employees' ability enhancement through using our advanced AI technology.

Baidu has various training courses for our employees at different levels, from interns to management, and provides them with many self-improvement opportunities. In the Baidu Training Management Standard, the Learning and Development Center of the Human Resources Department is required to develop a comprehensive annual training strategy and plan at the end of every year, which is based on the survey of employees' training needs, company's business strategy, job role requirements, performance appraisal, and employees' individual development plan, and etc.

Informative Training Courses

According to the training contents and objectives, Baidu provides the following four types of training courses: required, open, customized, and others.

<table>
<thead>
<tr>
<th>Types of Training Courses</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Required Courses</td>
<td>New Employee Orientation, Learn to Lead-New Managers, New Director Boot Camp, etc.</td>
</tr>
<tr>
<td>Open Classes</td>
<td>Quick Learning - Capsule Program, Soft Skills Learning Program for Employees, Big Shots Exchange Program, etc.</td>
</tr>
<tr>
<td>Customized Courses</td>
<td>Customized Small Group Learning, Enterprise Selling Training Camp, Soft Skills Learning for Shanghai Office, etc.</td>
</tr>
<tr>
<td>Other Training</td>
<td>Visionary Project, Senior Management Face to Face, 10-Minute Business Class, etc.</td>
</tr>
</tbody>
</table>

Table: Diversified Training at Baidu

Required courses are mandated for employees in which they must attend and take a qualification test to complete the program. Open classes aim to help employees improve their general competencies, capabilities, and job-specific skills. Employees can choose to attend any class according to their needs. Customized training courses are tailored for one or more departments according to their business needs by the Human Resources Department's Learning and Development Center. Other trainings including seminars, forums, and various online learning resources are designed to address employees' common needs and interests.

Currently, online Baidu School, our intranet learning platform, has introduced over 6,000 online courses. These courses cover various fields including Technology/R&D, Product/Marketing, Management/Career, and Activities/Life. The data shows that more than 10,000 employees log in for learning resources in online Baidu School every day.

100% of Baidu employees attended training on average an average of 37.33 training hours per employee in 2020 increased by 65.88% over 2019.

Employees' Favorite Course No.1

Quick Learning - Capsule Program

Quick Learning - Capsule Program is a series of courses customized for Baidu employees to enable them in these five areas of general capabilities: growth, thinking, motivation, coaching, and influence. The capsule Program stimulates our employees' learning interest and willingness, helps them solve problems in daily work, and meets their needs of career development.

Employees' Favorite Course No.2

User Research Season

User Research Season is initiated against the background of enhancing users' awareness. A series of courses are developed to meet our employees' needs to understand the four major user groups: Generation Z, ‘lively user’ group (aged over 40), content creators, and live streaming users. Our classes adopt various forms of learning, such as online classes, live-streaming shows for book recommendation by senior executives, and live debates to fully motivate our employees of all levels' interest in learning. The training season includes live broadcasts and recorded videos. In 2020, this program’s live broadcasting and recorded video viewers reached 14,000 in the company.
Baidu Special Report on Human Capital 2020

Customized Training Programs

Baidu offers customized training programs covering different business and job demands in different management systems based on intelligent recommendation algorithms. The training methods include but are not limited to lectures and workshops. At the beginning of each year, persons in charge of training create an annual business group (SOG) training plan. Baidu will timely update the training content and develop new projects with new sequences and new positions required.

<table>
<thead>
<tr>
<th>Career Directions</th>
<th>Training Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sequence T (R&amp;D)</td>
<td>The Coder Bootcamp, Engineer Learning Map, R&amp;D Capability Training Camp, T-Talk, Tech-Salon</td>
</tr>
<tr>
<td>Sequence U (Product)</td>
<td>To C PM Learning Map, To B PM Learning Map, PK-P7 PM Cultivation</td>
</tr>
<tr>
<td>Sequence U (User Experience)</td>
<td>Sequence U Learning Map</td>
</tr>
<tr>
<td>Sequence E (Solution and Service for Governments and Enterprises)</td>
<td>AM (Sales) Capability Enhancement Camp, Solution Architect (SA) Ability Improving Camp</td>
</tr>
<tr>
<td>Workplace</td>
<td>Senior Management Face to Face, Quick Learning - Capsule Program</td>
</tr>
</tbody>
</table>

Table: Target Training Programs for Career Development in Baidu

Among the programs, the Coder Bootcamp of Sequence T is for newly hired engineers, exclusively for members of Sequence T. It is a task-driven three-day workshop for all recruits. The workshop aims at familiarizing them with the R&D processes as well as the platforms and tools of our company, popularizing the coding culture, and improving the R&D efficiency. The Engineer Learning Map is a personalized training program set for engineers of different roles for different tasks, including RD, FE, QA, OP, etc. The training program is carried out both online and offline to improve the engineers' performances in their roles. In 2020, we launched new programs, including Engineering Capability and Awareness Special Training Camp, Coding Quality Special Training Camp, and Project Document Writing Special Training Camp. These camps provided a three-week training program. Employees will study online, clock in, and then be tested for what they have learned. Up to the end of 2020, 13,775 training opportunities had been provided for employees.

The AM Capability Enhancement Training Camp of the Sequence E is a camp for sales personnel. By combining external procurement and internal training, the camp provides the sales team with training on sales process and protocol, product knowledge, sales-specific ability, and so on. As for Solution Architect (SA) Ability Improving Camp, it is a camp for SA, aiming to improve their professional skills. Currently, the content of the camp includes solution design, value conveying, competition strategy analysis, and so on. In 2020, the online Sequence E program covered 12,000 attendances with 300 backbone staff participated in its offline courses.

Besides, Baidu launched a special training courses in 2020 named “To B Empowerment Training”, which mainly includes:

- **Orientation Training**: Enabling new employees to understand and learn Baidu's culture, cloud-computing related products, standardised processes, tool platforms, ethics, etc.
- **Backbone Training**: Providing learning map courses for PM, including the understanding of customers' demands, product design and operation, ecological construction; carrying out value-based marketing training for AM, covering 40% of target population, conducting Special Training Camp for SA/SE, covering 50% of the targeted population.
- **Product Training**: Conducting product training regularly by following the progress of production and research of Baidu AI Cloud.

Management Training for Better Leadership

Management training programs are designed based on the competency requirements for managers at different levels. This training aims to improve their leadership skills, team management efficiency, and influence.

Baidu has developed a systematic learning framework for leaders at different stages. Meanwhile, Baidu encourages its managers' continuous development of their overall management capabilities to contribute to the organizational development through periodical evaluation of managers' skills based on the five-level leadership standard model, the promotion examination, etc. In 2020, Baidu's managers (including senior management) attended training for 46 hours per person on average.

### Table: Leadership Programs in Baidu

<table>
<thead>
<tr>
<th>Leadership Programs</th>
<th>Target Groups</th>
<th>Program Goals</th>
<th>Sessions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Starting to Lead</td>
<td>New managers</td>
<td>Help new managers change their mindset from being key business talents to managers, understand their responsibilities, acquire fundamental management knowledge, and skills and become qualified associate managers</td>
<td>5-7 sessions every year since 2013</td>
</tr>
<tr>
<td>Forging Ahead</td>
<td>Senior managers</td>
<td>Improve participant’s ability to build a competent, strong, and high performing team as a senior manager</td>
<td>Based on topics and business needs</td>
</tr>
<tr>
<td>Mini MBA</td>
<td>Advanced learning for senior managers</td>
<td>Enable managers to gain systematic knowledge of business management, broaden business horizons, improve high-level thinking and promote exchange and cooperation across departments</td>
<td>Once in a year since 2011</td>
</tr>
<tr>
<td>Navigate through the Management</td>
<td>Directors and above</td>
<td>Design training and enablement according to the company's overall strategy and major pain points, enhance the core competitive advantages of middle to senior management teams</td>
<td>Once in a quarter</td>
</tr>
</tbody>
</table>

Joint Training to Enrich Knowledge

Besides internally-developed training courses, Baidu also cooperates with external professional training institutions to design joint training programs for employees.

Since 2018, Baidu has been working with Franklin Covey Co. to develop a set of courses named Baidu Growth Learning Program for employees based on the Seven Habits of Highly Effective People. They are customized for the career and self-growth of employees through full integration of the contents with Baidu’s company culture and business scenarios. By the end of 2020, this program had 4,903 attendances.

Meanwhile, Baidu works with the HPO Group to provide the course From Business Key Talents to Manager for new managers. This course helps aspiring and new managers quickly accomplish the mindset change and acquire necessary skills for their new role as managers by learning how to plan, organize, lead and provide feedback to their teams. By 2020, the training had 2,300 participants with an average of 14 training hours per person.
External Training to Broaden Horizon

In 2020, Baidu introduced many high-quality external learning resources to promote employees’ capability and broaden their horizons.

For directors and directors in the pipeline, Baidu invites senior professors such as Zhang Ying, Li Yuhui, Mao Fugen, Gong Yuzhen, who are respectively from Guanghua School of Management at Peking University, Renmin University, Xiamen University, and National School of Development at Peking University, to give lectures on “Organization Management”, “Marketing”, “Financial Management”, and “Strategic Capabilities”. The combination of management theories from external perspectives with Baidu’s business practice inspires our business leaders’ innovative thinking, as well as providing real business cases for university professors.

Different departments in Baidu also introduce various external courses for their targeted employees. For example, the Technical Group introduced courses such as “Tango”, “Understand Competitors’ Strategy”, and “Design Thinking” to enhance employees’ technical influence. The Marketing and PR group introduced Innovation Training Camp to learn about the innovation methodology and improve the overall organizational capability in marketing. The MEG introduced courses such as High-Performance Coaching to enhance coaching capabilities.

Baidu signed a university-enterprise cooperation agreement with the MBA office of Hong Kong University of Science and Technology (HKUST) in 2020. Through this program, employees who are nominated by the company and pass the MBA entrance examination of HKUST can enjoy a certain amount of tuition exemption.

Research Talk: Baidu Research Institute cooperates with top universities in the United States, such as MIT, Yale University, NYU, UCSC, and regularly invites their professors to share cutting-edge research and technology in vision, voice, NLP, KG, robotics, etc.

Master Lecture: Baidu regularly invites top academic and industry-leading experts, such as Zhang Ping and Wu Jiangxing, the academicians of the Chinese Academy of Engineering, to share advanced knowledge and technologies such as 5G and mem computing.

In 2020, Baidu introduced many high-quality external learning resources to promote employees’ capability and broaden their horizons. Therefore, the organization’s objectives are to transform personal wisdom to organization capability, make implicit knowledge tangible, and promote knowledge sharing across the organization. Baidu believes that everyone can be an educator and contribute their knowledge and experience. We advocate for knowledge management, knowledge accumulation, knowledge application, and the knowledge community. With institutional innovations and joint efforts, Baidu hopes to create a comprehensive learning ecosystem.

Baidu’s Learning Credits

In 2020, Baidu launched a learning credit system. As an important company policy that guides Baidu’s employees to learn and develop, the credit system for all the employees, which can be referred to by interns, aims to stimulate a collective learning atmosphere, facilitate knowledge accumulation on an organization level and eventually build a learning organization. We hope to encourage our employees to break their muscle memory at work and learn to change their unsustainable mindset and upgrade their understanding at a cognitive level, promoting personal and organization development together.

The learning credit system includes manager credits and “classmate” credits. The manager credits focus on the personal development needs and management requirements in response to fast-changing business environments for managers at all levels. Baidu’s core staff with five team members and above to senior executives. They shall participate in online or in-person training and gain corresponding credits in order to fulfill the organization’s requirements.

The “classmate” credits are composed of four parts, required courses, optional courses, reading and reflection, or teaching classes. The required courses focus on must-know contents, while optional courses emphasize soft and professional skills. To encourage employees to learn after achieving a certain amount of credits, they can obtain badges and souvenirs that display their social achievements and Baidu’s recognition. The credit system is to promote a healthy self-driven learning atmosphere and is not necessarily tied to employees’ performance evaluation.

Baidu is committed to building a learning organization. We hope to fully inspire the potentials and accumulate the wisdom of our employees. Therefore, the organization’s objectives are to transform personal wisdom to organization capability, make implicit knowledge tangible, and promote knowledge sharing across the organization. Baidu believes that everyone can be an educator and contribute their knowledge and experience. We advocate for knowledge management, knowledge accumulation, knowledge application, and the knowledge community. With institutional innovations and joint efforts, Baidu hopes to create a comprehensive learning ecosystem.

Continuously Building the Learning Organization

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Figure: Composition of Baidu Employee Credits

In 2020, we developed four required courses and 153 optional courses for employees to acquire their learning credits, covering nearly 30,000 employees. By the end of 2020, Baidu’s employees had gained 1,816,853 credits in total. The internal survey about the employee credits has received 93% of positive feedback from the respondents and 84% think the credit system is very helpful and they are satisfied with the outcomes.
Internal Trainers and Life-Long Learning Plan
Candidates of internal trainers come from voluntary registration or business nomination. After passing the interviews and selection by the Baidu University, they are certified to give lectures. Then they will need to complete the teaching preparation and meet the requirements before formally teaching a class. There is a three-level recognition mechanism for internal trainers, namely certified, senior, and “gold medal” trainers. Currently, we have 257 internal trainers, including 36 senior trainers and 27 “gold medal” trainers. The company provides different levels of incentives for employees becoming internal training and pays for their certification of external training. In 2020, internal trainers and managers delivered 226 courses in total. Driven by the company’s commitment to building a learning organization, 19 senior executives in Baidu became the trainers in the new employee orientation, which not only demonstrated Baidu’s corporate culture and shared their work experience, but also created a sense of belonging and pride for the organization. After the in-person lectures, the recordings were also uploaded to the online platform Baidu School for more employees to learn.

Multiple Measures to Diversify Human Resources
Based on respect for individuals and equal treatment, Baidu promotes the diversity of human resources. We believe that the diverse backgrounds of employees can bring more exchange opportunities for them to enhance mutual understanding and improve efficiency; the diversity of employees’ thoughts can inject dynamism for the organization and inspire creativity; the breadth of employees’ knowledge can improve the quality of decision-making. Meanwhile, Baidu provides multiple choices for employees’ personal development; the appearance of robotics facilitates the interaction of AI and employees.

We highly value professionals. To support multiple business models of ToC, ToB, and ToG in Baidu, we actively bring in external professionals with diversified backgrounds in new and relatively unfamiliar business areas or during business transformation to add diverse perspectives to our business development, inject fresh blood into our talent pipeline and promote internal cognitive upgrading. When selecting internal and external talents, Baidu gives full play to the integration of talents of different ages and from different backgrounds based on real needs. Meanwhile, we encourage open and equal communication so that employees with strong personalities can shine on the big platform.

In Baidu’s core management team, 22.2% of team members are female. In addition to executives from on-campus recruitment, Baidu also introduces excellent talents from different industries and companies of different sizes, among which, some have overseas education and working experience.

Baidu provides two main professional development directions for employees with different professional backgrounds: management and professional, which are divided into different development paths. Based on this, employees can choose their path, either horizontally or vertically. When employees meet the requirements for promotion, they will get vertical promotion in a channel; if they choose to change their functional direction, they will develop themselves horizontally in a different function module. Baidu emphasizes the concept of “Leaders Develop Leaders” to managers, and they should pay attention to the business objective attainment and the assessment of talent cultivation, to ensure the supply of talents.

In June 2017, a special robot employee named Xiaodu, with Baidu staff member No. 143922, started its job in Baidu. Its daily tasks include “welcoming guests, giving visitors an introduction to Baidu company and providing real-time Chinese-to-English translation; assisting employees in finding facilities inside the office building, checking the time and stopping points of the shuttle buses; creating positive atmospheres through humorous and cute languages” and so on.

In December 2020, another robot employee, the Xiaodu delivery machine, was unveiled. It is designed to assist employees with the delivery of office supplies and other products through “navigation and obstacles avoidance”. In the future, Xiaodu will also explore more functions such as the delivery of takeaway and express to reduce repetitive work and improve efficiency.

As a leading player in China’s AI industry, Baidu values AI empowerment for employees and the coordination between employees and AI technology. While improving AI technology, Baidu’s human resources management is actively exploring how to make the full use of the human ability of thinking, creation, and mobility in the robotic worlds, so that AI, both the output of future productivity and a factor of production in the present, continues to unlock potential for greater development through continuous innovation, thus promoting the development of AI in China. On the other hand, Baidu realizes that AI, based on automation and data, can explore improve capacity and efficiency by iterating ways of production, but it cannot replace creative work and humanly in the process. Therefore, Baidu emphasizes the talent philosophy “paying for value creation and making the exceptional ‘climbers’ stand out” to invest in talents and their value creation and empower “super employees”. Baidu also believes that the smart application of AI technology can bring humane care to the workplace, just as Xiaodu delivers the warmth and energy to Baidu.
The Sense of Belonging and Happiness

The core of humanistic care is to affirm human nature and human value. The sense of belonging and happiness are important psychological needs of human beings. Baidu believes that only when these needs are met can people attain “self-realization”. While the sense of belonging and happiness of employees must be based on the organizational value and the individual value that coordinate and promote each other.

In a modern society where individual value is increasingly emphasized, Baidu promotes the sense of belonging of employees by building a corporate culture through strong organizational leadership. On the other hand, Baidu develops and upgrades organizational platforms and delivers non-salary benefits to help employees achieve individual value and enhance their sense of fulfillment and happiness. Ultimately, Baidu and employees can share the value they jointly create.
Corporate Culture Building

In general, corporate culture consists of three elements, which are material culture, institutional culture, and spiritual culture. To build material culture is to identify and satisfy; to build institutional culture is to focus on its establishment and implementation; and spiritual culture building is the widely recognized corporate culture building by enterprises, which is the program of action that underpins the unified expression of an organization’s mission, vision, and core values.

From ‘Simple and Reliable’ to ‘Culture 7+3’

“Simple and reliable” is considered by our employees the core values that can best represent our culture. It is also the essence of corporate culture that every employee has believed in for the past 20 years. In 2018, Baidu summarized its corporate culture and put forward “7 Principles of Corporate Culture” to interpret “Simple and Reliable”. In 2020, we officially upgraded the “7 Principles of Corporate Culture” into “Simple and Reliable 7+3 Code of Conduct”, which gives employees more detailed behavior guidance. This is a process that further interprets and specifies our corporate culture, bringing general concepts into practice.

In this process, commitments to the core values of “simple and reliable” remain unchanged, while more specific cultural requirements for management have been put forward.

The “Simple and Reliable 7+3 Code of Conduct” is an expansion and an interpretation of the “7 Principles of Corporate Culture” with consistent propositions. The new Code of Conduct is being delivered and shall be complied with by every employee now. From 2020, the Code of Conduct has been the criteria of cultural values evaluation at the end of every year.

Moreover, we see management as an important cultural bond in the company. Therefore, based on the “7 Principles of Corporate Culture”, three new requirements for middle management and beyond have been added in the new version, namely “user/customer first”, “open and honest”, and “team spirit”.

The “Simple and Reliable 7+3 Code of Conduct” defines requirements from different dimensions. These requirements come from the company’s important meetings and agendas in the recent two years. This up-to-date Code of Conduct is developed based on common consensus and resonates with all employees, making it more relevant in the changing era and social context. The updates of the code of conduct also reflect the democratic participation and enthusiasm of Baidu’s employees. The company invited all employees and managers via email to participate in a survey and give their feedback about the new code, with a total of 1,791 valid questionnaires collected. The company has adopted valuable suggestions and has made corresponding revisions in terms of specific behaviors mentioned frequently in the survey, such as “user/customer first”, “openness and sincerity” and “team spirit”.

Managers of Baidu are keenly aware that mission, vision, and values are the core of corporate culture, as well as the cornerstone of the company’s survival, strategic planning, operations management, and business growth. Therefore, all employees should reach a consensus and a favorable environment should be created for spiritual culture. But more importantly, actions should be taken. “The goal is not to ‘remember’, but to ‘apply’.” Through the constant application, we are striving to make our employees recite, understand, recognize, and internalize our corporate culture, then we can better practice it.” said Cui Shanshen, Senior Vice President of Baidu and the executive assistant to the Baidu Culture Committee.
Customized Survey on Employees’ Satisfaction

Since 2011, Baidu has conducted regular Human Capital Index (HCI) surveys on employees every year to understand employees’ satisfaction and concerns at work, and gather comprehensive feedback on Baidu’s employee management status from different perspectives, thus providing suggestions and references for optimizing and improving company management. HCI survey is officially launched in November each year and lasts for 10 working days. In 2019, the survey covered more than 30,000 headquarter employees, and the average response rate from 2017 to 2019 reached 97%.

From 2020, Baidu conducts more flexible surveys. Instead of a unified HCI survey of all staff, each BG (Business Group) launches surveys freely based on their business and management needs. Such adjustments make the survey more diversified and timely reflect the situation. The organization can also respond quickly, take corresponding actions, and achieve optimal adjustments based on the survey results.

As users are more inclined to use fragmented time, our research methods are also advancing with time. Baidu provides an innovative and convenient channel to collect employees’ feedback, the Mini Pulse Survey, which is a mini tool that assists in the diagnosis and a new channel for employees to voice their opinions. We launched the Mini Pulse Survey in July 2020. As of now, we have rolled out a total of 22 research topics, with an average of 5,000 to 6,000 employees giving their feedback on each topic. The survey results are anonymously protected.

Reflection and Promotion Mechanism for Baidu Cultural Values

To avoid our culture construction going astray in daily operation and to maintain its dynamism and depth in the long term and at all aspects, Baidu established a promotion mechanism of cultural values through evaluation of cultural values and other methods, enhancing our culture by continuous reflection and improvement actions. The evaluation of cultural values focuses on reflection and promotion. Each question is evaluated at three levels. By referring to the “Simple and Reliable 7+3 Code of Conduct”, we make a comprehensive judgment on whether our employees’ behavior complies with Baidu’s cultural values. The process includes a 360-degree assessment and a fully anonymous collegial mechanism, and it decouples from performance appraisal. Everyone at Baidu will fully engage in the evaluation, and the results have an impact on the assessed persons. For instance, Level A denotes those few advanced individuals in the organization. This serves as an evaluation standard for the “Baidu Pride Award” of that year.

Health and Safety Assurance

Baidu believes that equal protection and comprehensive occupational health safety measures are the bottom line commitments of a company to its employees.

Equal Protection

In daily operation, Baidu strictly complies with all relevant rules. We provide equal protection for all employees and are determined to eradicate discrimination. According to the Management Standard of Baidu Recruitment, in the process of recruitment, each candidate shall be respected and provided with equal opportunity to compete regardless of gender, race, color, age, nationality, religion, disability, etc.


Occupational Health and Safety

Baidu has established a comprehensive management system to protect occupational health and safety.

- Institutional guarantees: We set up several internal rules, such as Baidu Specification on Office Management and the Baidu Office Emergency Plan, to ensure workplace safety.
- Entry and exit control: We control the building access and have strict security measures; large items can be carried outside the building only after being examined and approved with the exit permit.
- Fire fighting systems: There are fire alarm systems and automatic fire extinguisher systems in the office area and 24-hour attendants in the central control/fire control room to ensure the normal operation of the systems.
- Fire safety inspections: Baidu conducts regular inspections on fire safety in the workplace and eliminates potential risks in time.
- Safety inspections: The fire-fighting facilities are inspected by security personnel according to the monthly plan. Comprehensive safety checks are carried out in the office area before each statutory holiday, covering key areas such as kitchen, electric power room, air-conditioning room, and rooftop, etc.
- Regular drills: We carry out regular fire drills every year to enhance the self-protection ability of employees.
- Emergency response: Emergent events will be dealt with in line with different types of emergency plans. Full-time security personnel will take tours of inspection to investigate the hidden hazards and report to their superiors should they find abnormalities.
- Health space: Each building has a health space with health consultant services and free OTC drugs, etc.
- Health examination and insurance: We pay attention to employees’ health and occupational diseases prevention; we provide all employees with an annual free medical examination and supplementary commercial insurance, providing a wide range of medical check-up packages for diseases to which the Internet workers are prone.
- Aesthetics and exercise: We develop an exclusive set of aesthetics to address occupational diseases in Internet companies; we encourage employees to take exercise after work to improve fitness and maintain good health.
Baidu cares for every employee. We have developed the Baidu Caring Benefits Management and Baidu Community Management System to provide all regular employees and interns with benefits in addition to their salaries, so that they can continuously feel the warmth from the company.

Life-Work Balance:

- We adopt flexible work schedules and offer paid holiday and time off in place of overtime work in addition to the statutory annual leave entitlement, to enhance employees’ work-life balance.
- We fully support internal interest-based groups and allow appropriate departmental budgeting for team-building exercises. We have 25 clubs covering fitness, dance, music, working out, and outdoor activities with ample funding. The Women’s Club is one of the largest clubs with over 800 members. Since its establishment, the club has attracted not only many female employees but also male employees. They practice Latin dances and yoga together in their spare time.
- We hold a Family Day event at least once a year when employees can invite their family members to enjoy parent-child activities at Baidu.
- We have lounges, massage rooms, hairdressing salons, libraries, stores, coffee shops, gyms, yoga rooms, badminton courts and basketball courts for employees; in gyms, we have various types of fitness equipment and hire professional fitness instructors to offer guidance for employees.

Health Support:

- We invite doctors from prestigious hospitals, such as Peking University People’s Hospital, to conduct a series of HPV knowledge empowerment lectures for all employees.
- We offer high-quality maternal and child health resources for mothers and children.
- We have a Caring Fund to support employees in the case of serious disease and other extreme difficulties.
- We launch the Greenpine Plan that provides commercial insurance for the parents of employees who join us for at least two years. It offers insurance coverage of 300,000 RMB regardless of age, health condition, social security status, residence, or other factors, sparing employees from worries.
- We offer free physical examinations for employees, and their family members who are also entitled to a corresponding discounted medical check-up.

Employees Care:

- We offer employees free breakfast, midnight snacks, and lunch allowance. The canteen provides halal meals and various flavor meals, which can fully meet the dietary needs of employees from different ethnic groups and regions.
- We hold a ceremony and provide gifts for female employees returning to the office after taking maternity leave, to help them better return to work.
- Each office building has a special lactation room and clinic for breastfeeding mothers and employees in need.
- We send gifts and tailored best wishes to employees for their work anniversaries, birthdays, weddings, childbirth, bereavements, etc. Every year, Baidu prepares holiday gifts for employees’ children under the age of 14 on Children’s Day and prepares exclusive gifts for the company’s female employees on International Women’s Day. Baidu also provides holiday gift packs for all employees on major festivals such as New Year’s Day, Chinese New Year, and Mid-Autumn Festival.
- We have presented to the "Long-Term Service Award" since 2014 to honor employees who have served Baidu for a long time, and they can get tailored trophies after working for every 5 or 10 years of service.

Non-Salary Benefits

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Professional Ethics and Financial Incentives

“When the granaries are full, the people follow appropriate rules of conduct, and when there is enough to eat and wear, the people know honor and shame.”

Baidu pays equal attention to professional ethics and financial incentives in its human capital management to fully guarantee the basic needs of employees with a competitive salary. Abiding by law and professional ethics is the bottom-line requirement for employees work at Baidu. At the same time, Baidu has been constantly improving its performance-based incentive mechanisms, strengthening the synergistic effect of performance management, and conducting beneficial explorations in “promoting incentive sharing of the organization and protecting the rights and interests of human value.”
Professional Ethics Building

To strengthen integrity building and keep the alarm bell ringing in the mind, Baidu has launched a training campaign on professional ethics for all employees. We have three categories of training: new employee orientation, regular employee training, and specialized training.

For new employees, “Professional Ethics and Healthy Workplace” is a required course, and new employees must complete the course organized by the Human Resources Department and pass the examination.

The regular training for employees is usually carried out in form of activities such as the “Baidu Legal Literacy in Progress” once per quarter. Such activities target all employees and continue throughout the year. All employees must complete regular training and assessment every year. The “Professional Ethics and Security Awareness” exam is the specific form of assessment, which tests employees on our company’s basic policies of professional ethics and laws and regulations that may be encountered or violated in daily work. Employees must get full marks to pass it, which means any people who cannot get full marks shall retake the examination until a full mark is attained. The approach seems inflexible, while it ensures that our employees bear in mind the bottom line of professional ethics. Under such an arrangement of the system, our employees will voluntarily further their study in professional ethics and uphold the basic principle of the bottom line. In the past three years, new employee orientation and assessment, together with the regular training and exam, has covered all target groups.

Specialized training is the training or promotion programs that aim at a department, a system, or a specific problem rather than regular projects. The type of training is planned and implemented according to real needs and situations.

Compensation and Performance Incentive

In Baidu, compensation and incentive systems demonstrate employees’ capacity based on fairness and also ensures competitiveness against other companies and inspire Baidu employees.

Compensation System

Baidu’s compensation strategies are based on its talent strategies, which allow the company to evaluate individual employees’ pay levels according to their position and capacity. Their short-term stimulus package and salary increases are determined by performance.

Baidu sets up a management model based on job family, which is divided into different work groups according to their types of work, position, and capacity. There are big groups, small groups, and subgroups based on job responsibility. Individuals are assigned to a branch in a work group by their job content and to a level under this branch by certain capacity. Different work groups and different staff levels receive different salaries and incentive package. The performance-based incentive is paid on an irregular basis. In addition, the unified part of the individual salary varies in accordance with positions.

Employees who have any disagreement with the salary can negotiate with HRBP via email or in person. After discussing with their direct supervisor, HRBP will put up with objective advice, judge whether the employee's claims are reasonable, and give timely feedback.

Performance System

Baidu adopts a scientific performance assessment system and has developed Baidu Performance-based Incentive Management Standard and other regulations to regularly evaluate the performance of our staff. This enables them to have a thorough understanding of their position and capacity and to aid in their individual development.

The performance management system consists of three parts, namely objective setting, performance guidance, and performance evaluation. Goal setting requires employees to fill out quarterly OKRs (Objectives and Key Results) which should be aligned by employees and managers through communication. Then the manager provides guidance to the employee, including daily guidance, and an OKR review. Finally, employee performance is rated based on employee’s task performance and contextual performance. This regulation applies to all full-time employees at our headquarters and branches.

The IMPACT model is adopted to conduct an annual performance appraisal at the end of each year, which includes two dimensions: task performance and contextual performance. The annual performance evaluation consists of five steps: namely self-evaluation, peer evaluation, line manager evaluation, performance calibration meeting, and the evaluation result confirmation and approval. Following the evaluation, the direct manager will talk to employees and help them improve through the performance improvement plan (PIP). During the performance evaluation process, if there is any disagreement with the evaluation results, employees may communicate and appeal in accordance with the performance appeals process.

Besides, to practice the principle of “making the exceptional ‘climb’ and stand out”, Baidu also actively tries other performance evaluation methods to evaluate the value creation. For instance, nested loops and organizational performance evaluation have been adopted to strengthen the sense of mission and motivation of the middle and senior management; the scope of the evaluation is expanded with collaborative contributions (peer evaluation, etc.); values evaluation and other methods are effective supplementary. These approaches emphasize individual autonomy, unify the behavior and thoughts of employees through values management and integration, and change their behavior patterns, which eventually improve the performance.

Incentive System

Firstly, Baidu has set up effective long-term incentive plans. Through these plans, Baidu rewards the outstanding performance of employees who bring benefits to Baidu and links the personal interests of employees, the company, and members of the Board. In this way, Baidu enhances its value. Currently, Baidu implements 2016 Share Incentive Plan, which discloses basic information such as the number of the equity, shareholding percentage, and eligible participants in adherence to the supervision requirements in the United States. The equities are given to the employees who contribute to the long-term development of Baidu, including specialized employees of certain levels, middle and senior managers, and the board members. The Equity-based Incentives Plan is primarily a time-based systematic plan for employees who upon receipt of equity vesting, can then trade their vested equities in the market.

Secondly, Baidu designed a short-term incentive scheme for all employees, the scale and the frequency of incentive bonuses allocation of which are set according to the characteristics of different positions and job responsibilities. The short-term incentive scheme will also be adapted according to the development of business changes.

Besides, Baidu has established the “Baidu Top Award”, “Baidu Pride”, and other awards and honors. The “Baidu Top Award” was proposed by Baidu CEO Robin Li in July 2010. It is the highest award in the company, targeting small teams with less than 10 members who are junior employees below the director level and have made an outstanding contribution to the company. The Award aims to encourage the basic spirit of the Internet industry “small teams make big things happen”. So far, it is the highest award given to ordinary employees in China’s Internet companies, and each winning team receives 1 million US$. The Award is based on three criteria: significant enough; above and beyond expectations; small teams with less than 10 people. Until 2020, Baidu had given out 39 Baidu Top Awards, totaling 39 million US$.

Targeting all employees, “Baidu Pride” is an important mechanism to recognize outstanding talents and teams, which starts at the end of each year. It strives to discover individuals and teams that have made truly outstanding contributions to the company and have actively practiced the corporate value of “simple and reliable”. Baidu Pride’s criteria include understanding Baidu’s strategies, promoting Baidu’s culture, and establishing the company’s role model; making a significant positive impact and outstanding contribution to the company during the year; having typical and representative Baidu stories that are inspiring and encouraging. Up to 2030, the selection of Baidu Pride had continued for nine consecutive years, in which thousands of employees and nearly 100 teams had stood out. Many of them have become the backbone of the company, contributing to Baidu’s “new achievements”, “big moves” and “phantom events”. 
Guided by Baidu Human Rights Policy, Baidu emphasizes professional ethics and financial incentives in the talent strategy to protect the basic rights of employees and satisfy their needs. By improving incentive mechanisms, Baidu constantly explores the potential of human capital, fully affirms and respects humanity and human value, and promotes sustainable employee engagement and cultural consensus, thereby improving the sense of belonging and happiness from mutual recognition of the company and individuals. More importantly, by leveraging the advantages of its technology, Baidu relentlessly explores the empowerment and application of AI technology in human resources management, strengthening the coordination between employees and AI to develop a new generation of “super employees”, thus advancing the integration of individual, organizational and social value.

In this era of great change, only those with adaptability and creativity can survive and thrive. Baidu will stay committed to its mission of “making the complex world simpler with technology” and its cultural value of “simple and reliable”. We will fulfill the mission with technology and stay true to the original aspiration with commitments. Baidu will strive to deliver two “simple” commitments and be a “reliable” company for employees and all stakeholders.

To this end, Baidu’s managers of human capital will bear the idea of people-centered in mind and grasp the basic laws of organization development while connecting and integrating profound insights into the industry’s major trends with the practices of daily work. Upholding the principle of “recruiting the best people, providing the largest growth space, focusing on the final results, paying for value creation, and making the exceptional ‘climbers’ stand out”, the company and each individual can grow together and achieve mutual success.

Outlook
## Appendix I Baidu Human Capital Rules

- Baidu Human Rights Policy
- Management Standard of Baidu Recruitment
- Management Standard of Baidu Training
- Baidu Employee Manual
- Baidu Professional Ethics Reporting Management Regulations
- Baidu Caring Benefits Management
- Baidu Community Management System
- Baidu Specification on Office Management
- Baidu Office Emergency Plan
- Emergency Response Mechanism
- Management Standard of Access Control Card
- Work from Home Handbook
- Baidu Performance Management Standard
- Baidu Credit System

## Appendix II Baidu Human Capital Data Sheet

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Figure</th>
<th>Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Recruitment number in 2020</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of new employees</td>
<td>11,326</td>
<td>Person</td>
</tr>
<tr>
<td>Number of new female employees</td>
<td>4,398</td>
<td>Person</td>
</tr>
<tr>
<td><strong>Age of employees</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average age of male employees</td>
<td>31</td>
<td>Age</td>
</tr>
<tr>
<td>Average age of female employees</td>
<td>30</td>
<td>Age</td>
</tr>
<tr>
<td><strong>Number of regular employees by rank</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior employees</td>
<td>19</td>
<td>Person</td>
</tr>
<tr>
<td>Middle-level employees</td>
<td>203</td>
<td>Person</td>
</tr>
<tr>
<td>Junior employees</td>
<td>31,148</td>
<td>Person</td>
</tr>
<tr>
<td><strong>Number of regular employees by age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30 or below</td>
<td>18,584</td>
<td>Person</td>
</tr>
<tr>
<td>31-40</td>
<td>11,907</td>
<td>Person</td>
</tr>
<tr>
<td>41 or above</td>
<td>879</td>
<td>Person</td>
</tr>
<tr>
<td><strong>Number of regular employees by gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male employees</td>
<td>18,208</td>
<td>Person</td>
</tr>
<tr>
<td>Female employees</td>
<td>13,162</td>
<td>Person</td>
</tr>
<tr>
<td><strong>Number of regular employees by region</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees from China’s Mainland</td>
<td>31,121</td>
<td>Person</td>
</tr>
<tr>
<td>Employees from Hong Kong, Macao and Taiwan</td>
<td>17</td>
<td>Person</td>
</tr>
<tr>
<td>Overseas employees</td>
<td>232</td>
<td>Person</td>
</tr>
<tr>
<td><strong>Employee number by employment nature</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regular employees</td>
<td>31,370</td>
<td>Person</td>
</tr>
<tr>
<td>Interns</td>
<td>1,861</td>
<td>Person</td>
</tr>
<tr>
<td>Outsourced employees</td>
<td>4,879</td>
<td>Person</td>
</tr>
<tr>
<td>Consultants</td>
<td>6</td>
<td>Person</td>
</tr>
<tr>
<td><strong>Diversity</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of female managers</td>
<td>44.6</td>
<td>%</td>
</tr>
<tr>
<td>Number of female employees in technology or engineering</td>
<td>6,512</td>
<td>Person</td>
</tr>
<tr>
<td>Percentage of female employees in technology or engineering</td>
<td>33.1</td>
<td>%</td>
</tr>
<tr>
<td>Number of female employees in R&amp;D</td>
<td>1,901</td>
<td>Person</td>
</tr>
<tr>
<td>Percentage of female employees in R&amp;D</td>
<td>16.7</td>
<td>%</td>
</tr>
<tr>
<td>Percentage of female employees in junior management position</td>
<td>51.9</td>
<td>%</td>
</tr>
<tr>
<td>Percentage of female employees in top management position</td>
<td>22.2</td>
<td>%</td>
</tr>
<tr>
<td>Percentage of female managers in revenue-generating position (such as sales)</td>
<td>55.0</td>
<td>%</td>
</tr>
<tr>
<td><strong>Number of regular minority employees</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees with disabilities</td>
<td>25</td>
<td>Person</td>
</tr>
<tr>
<td>Employees from Hong Kong, Macao, and Taiwan</td>
<td>41</td>
<td>Person</td>
</tr>
<tr>
<td>Overseas employees</td>
<td>99</td>
<td>Person</td>
</tr>
<tr>
<td>Employees from ethnic groups</td>
<td>1,691</td>
<td>Person</td>
</tr>
<tr>
<td>Indicator</td>
<td>Figure</td>
<td>Unit</td>
</tr>
<tr>
<td>-----------</td>
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<td>------</td>
</tr>
<tr>
<td><strong>Talent Retention</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turnover rate of regular employees by gender</td>
<td>Male employees</td>
<td>26.7 %</td>
</tr>
<tr>
<td></td>
<td>Female employees</td>
<td>25.9 %</td>
</tr>
<tr>
<td>Turnover rate of regular employees by region</td>
<td>Employees from China’s Mainland</td>
<td>26.5 %</td>
</tr>
<tr>
<td></td>
<td>Employees from Hong Kong, Macao, and Taiwan</td>
<td>17.6 %</td>
</tr>
<tr>
<td></td>
<td>Overseas employees</td>
<td>18.5 %</td>
</tr>
<tr>
<td>Turnover rate of regular employees by age group</td>
<td>30 or below</td>
<td>66.5 %</td>
</tr>
<tr>
<td></td>
<td>31-40</td>
<td>31.1 %</td>
</tr>
<tr>
<td></td>
<td>41 or above</td>
<td>2.4 %</td>
</tr>
<tr>
<td>Turnover rate by employment nature</td>
<td>Regular employees</td>
<td>26.3 %</td>
</tr>
<tr>
<td></td>
<td>Outsourced employees</td>
<td>20.0 %</td>
</tr>
<tr>
<td><strong>Training</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of trained regular employees by gender</td>
<td>Male employees</td>
<td>62.6 %</td>
</tr>
<tr>
<td></td>
<td>Female employees</td>
<td>37.4 %</td>
</tr>
<tr>
<td>Percentage of trained regular employees by rank</td>
<td>Senior employees</td>
<td>0.6 %</td>
</tr>
<tr>
<td></td>
<td>Middle-level employees</td>
<td>11.1 %</td>
</tr>
<tr>
<td></td>
<td>Junior employees</td>
<td>88.3 %</td>
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<tr>
<td>Average training length of regular employees by gender</td>
<td>Male employees</td>
<td>58 Hour</td>
</tr>
<tr>
<td></td>
<td>Female employees</td>
<td>44 Hour</td>
</tr>
<tr>
<td>Average training length of regular employees by rank</td>
<td>Senior employees</td>
<td>39 Hour</td>
</tr>
<tr>
<td></td>
<td>Middle-level employees</td>
<td>47 Hour</td>
</tr>
<tr>
<td></td>
<td>Junior employees</td>
<td>54 Hour</td>
</tr>
<tr>
<td><strong>Local Employment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of local regular employees</td>
<td>in R&amp;D centers or branch of South Korea</td>
<td>100 %</td>
</tr>
<tr>
<td></td>
<td>in R&amp;D centers or branches of the United States</td>
<td>12.3 %</td>
</tr>
<tr>
<td></td>
<td>in R&amp;D centers or branches of Japan</td>
<td>64.0 %</td>
</tr>
<tr>
<td></td>
<td>in R&amp;D centers or branches of Thailand</td>
<td>50.0 %</td>
</tr>
<tr>
<td></td>
<td>in R&amp;D centers or branches of Indonesia</td>
<td>100 %</td>
</tr>
<tr>
<td><strong>Health and Safety</strong></td>
<td></td>
<td></td>
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<tr>
<td>Data on work-incurred injury or death among regular employees</td>
<td>Number of work-incurred death</td>
<td>0 Person</td>
</tr>
<tr>
<td></td>
<td>Accident number of injury rate per million man-hour</td>
<td>10 Case</td>
</tr>
</tbody>
</table>
Baidu Special Report on Human Capital

2020

Address: Baidu Campus, No.10 Shangdi 10th Street, Haidian District, Beijing
Zip Code: 100085
Email: esg@baidu.com