

**Shenzhen Social Commonweal Foundation ·
Designated Donation
Rider Re-Start Project Implementation Plan**

Design Portfolio 2025

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I. Project Background

1. Social Status of the Food Delivery Industry

In recent years, China's food delivery industry has experienced rapid and continuous development, becoming an integral part of urban residents' daily lives. According to data from the National Information Center and related industry research, China's online food delivery market reached 1.63 trillion RMB in 2024, accounting for approximately 28% of the national catering revenue, and maintains an annual growth rate exceeding 7%. The user base for food delivery is also continuously expanding, with projections indicating that the number of national online food delivery users will reach 550 million by 2025, covering nearly half of the urban population.

Within this vast system, food delivery riders, acting as the "urban capillaries," play a crucial connecting role. Major platforms like Meituan and Ele.me consistently handle daily order volumes in the tens of millions; Meituan alone can exceed 60 million orders per day during peak periods, with over 7 million active riders. According to reports from CCTV Finance, the total workforce in the instant delivery industry exceeds 10 million people, making it one of the largest flexible employment groups after manufacturing and construction.

In first-tier cities like Shenzhen, the penetration rate of food delivery is particularly high. Shenzhen government statistics from 2020 show that the citizen usage rate for food delivery reached 78.9%, far above the national average. Considering local commercial density and population mobility characteristics, the current number of resident food delivery riders in Shenzhen has exceeded 50,000 and is still increasing. This group not only supports catering consumption and daily city operations but also has a broad impact on related industry chains such as e-commerce, logistics, and payments.

In summary, the importance of the food delivery industry in the national economy and urban operations is becoming increasingly prominent. The large-scale rider group has become an indispensable foundational labor force in modern cities. This also provides a realistic basis and an urgent need for Shenzhen to explore more humane and sustainable urban governance pathways.



2. Rights and Interests Dilemmas of Food Delivery Riders



(1) High work intensity and excessively long working hours. Surveys show that the vast majority of riders work more than 8 hours per day. Specifically, crowd-sourced riders typically work 8 to 10 hours daily, while dedicated delivery riders, to maintain income levels, generally need to work over 10 hours.

(2) Income level does not match labor input. From interviews, dedicated delivery riders earn a monthly income of around ten thousand RMB, while crowd-sourced riders mostly earn seven to eight thousand RMB. Overall, this remains below Shenzhen's 2023 average monthly salary of 14,321 RMB for employees in non-private sectors.

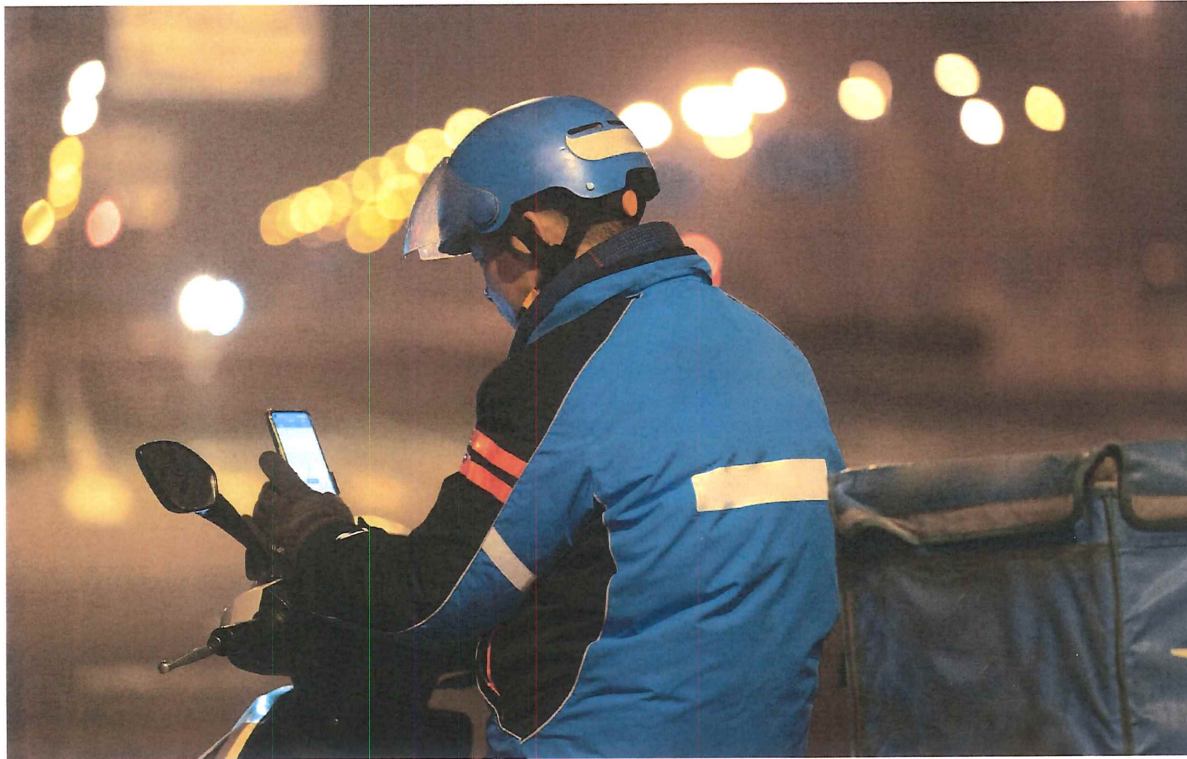
(3) Inadequate social security and prominent occupational risks. Most riders, especially crowd-sourced riders, do not enjoy complete "Five Social Insurances and One Housing Fund" coverage. Accident and occupational injury insurance coverage is also insufficient.

(4) High psychological pressure and low social recognition. In questionnaires, many riders exhibited strong anxiety, with issues like order timeouts, penalty deductions for negative reviews, and lack of resting places exacerbating psychological burdens. Although they are crucial support for urban functioning, they often feel a lack of social recognition and do not receive due respect.

Overall, there is a significant gap between the rapid growth of the food delivery industry and the protection of riders' rights and interests. As a key force driving industry development and efficient urban operations, riders face multiple pressures including excessive working hours, insufficient income, lack of security, and inadequate recognition. This imbalance not only affects the sustainable development of the industry but may also pose potential risks to urban public safety and social stability. Therefore, it is necessary to actively guide riders in enhancing their vocational skills, promote their career transition, and foster social equity and healthy industry symbiosis.

3. Survey and Interviews with Food Delivery Riders

The "Intelligent Revolution and Rider Future" research team conducted large-scale questionnaire surveys and structured interviews targeting food delivery riders and other groups for two consecutive years, collecting 1559 electronic questionnaires and interview records. They comprehensively analyzed the work status and career development of this group. The research results show that 78.21% of respondents have less than 3 years of work experience, 21.99% have worked for less than 3 months, and nearly 50% have less than 1 year of experience. Regarding specific career development directions for food delivery riders, we also conducted a questionnaire survey with the following results:



(1) According to the survey, "returning home to start a business/property" is the top choice for future plans. Many workers engaged in occupations like food delivery and courier services prefer to return to their hometowns and families, start small businesses, and manage them independently after obtaining stable income and some savings.

(2) Secondly, transitioning from basic delivery to technical or management positions. For example, becoming an intelligent dispatcher, unmanned delivery equipment maintenance technician, warehouse administrator, or station manager through training.

(3) Leveraging familiarity with roads, driving skills, and service experience to shift to related fields such as ride-hailing driver, intra-city courier, or truck-hailing driver (e.g., Huolala). Research indicates that ride-hailing drivers may have slightly higher income and job satisfaction.

(4) Some younger riders with strong learning willingness and long-term plans, willing to invest time and energy for the future, can achieve "dual improvement" in academic qualifications and skills by participating in school-enterprise cooperation training programs (e.g., JD.com's "Modern Rider Academy"), laying the foundation for long-term career transition.

II. Project Implementation Plan

In summary, with the vigorous development of new forms of employment, food delivery riders have become an indispensable force in the urban service system.

However, from the perspective of career development and training, this group commonly faces challenges such as unclear career development paths, lack of systematic skills training, and limited channels for academic qualification enhancement, creating bottlenecks for long-term career transition and sustainable development.

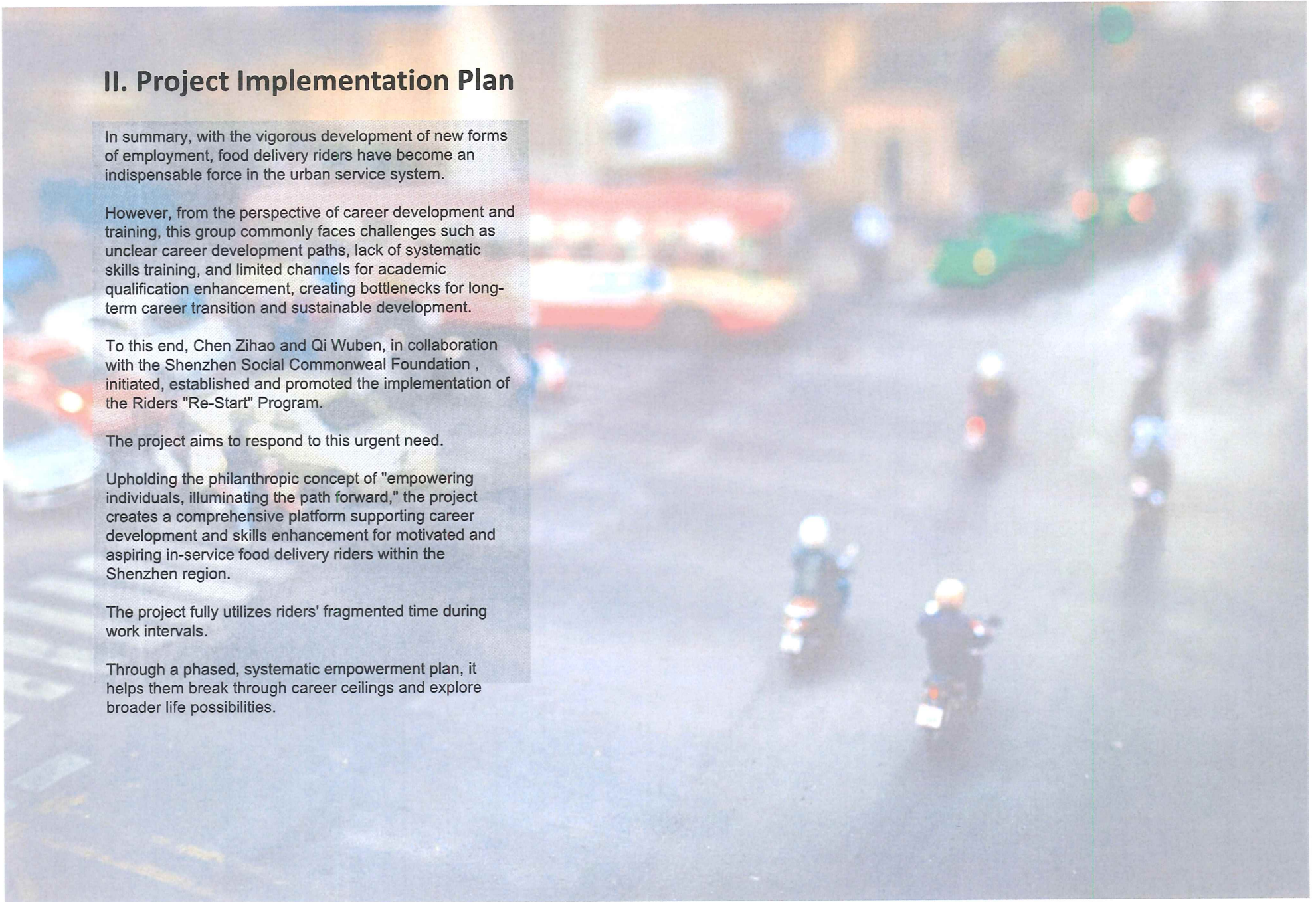
To this end, Chen Zihao and Qi Wuben, in collaboration with the Shenzhen Social Commonweal Foundation, initiated, established and promoted the implementation of the Riders "Re-Start" Program.

The project aims to respond to this urgent need.

Upholding the philanthropic concept of "empowering individuals, illuminating the path forward," the project creates a comprehensive platform supporting career development and skills enhancement for motivated and aspiring in-service food delivery riders within the Shenzhen region.

The project fully utilizes riders' fragmented time during work intervals.

Through a phased, systematic empowerment plan, it helps them break through career ceilings and explore broader life possibilities.



The specific implementation is divided into three stages:

Stage One: Launch Plan — Personalized Learning Empowerment

This phase focuses on laying the knowledge and skills foundation for riders and cultivating self-directed learning habits.

(1) Procure or co-develop high-quality online courses covering general vocational skills (e.g., office software, communication skills), industry knowledge (e.g., food safety, traffic regulations), and interest expansion (e.g., cooking, photography, psychology).

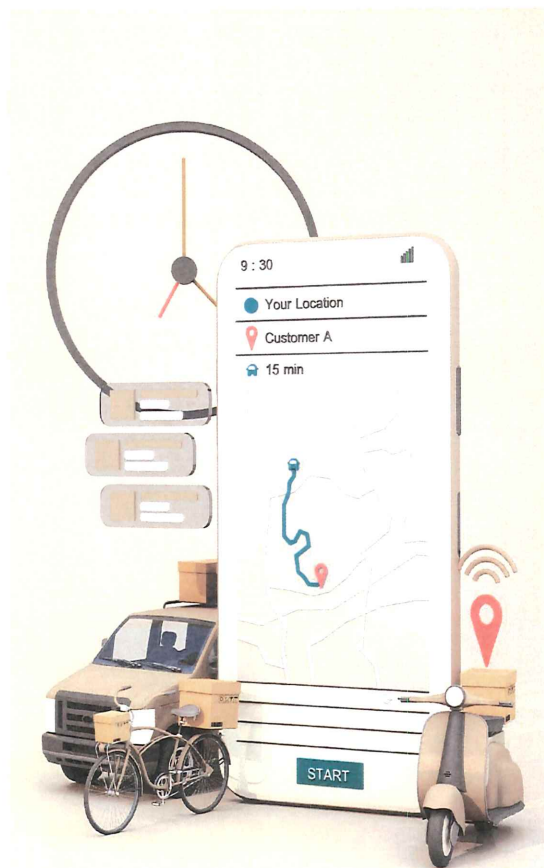
Course selection emphasizes modularization and short-video format to suit fragmented learning.

(2) Establish a project book fund. Riders can apply to purchase relevant books based on personal development plans. After reading, books can be returned to the "Rider Station" mobile book corner for resource sharing.

Establish online learning groups to encourage riders to share insights, answer questions, and foster a collaborative learning atmosphere.



Stage Two: Set Sail Plan — Skill Deepening and Certification



This phase focuses on practical skill application and qualification acquisition to enhance market competitiveness.

(1) In cities with relatively concentrated rider populations, regularly organize weekend or evening offline skill training workshops. Invite industry technicians, professional training institution lecturers, university teachers, and successful entrepreneurs to teach. Course directions include but are not limited to:

Vocational Skills: Basic electric vehicle maintenance and safe driving, fundamentals of catering outlet operation, primary first-aid training, advanced customer service.

Emerging Skills: Short video production and operation, application of digital tools, basics of community marketing.

Life Skills: Financial literacy, legal knowledge, mental health adjustment.

(2) Regularly organize online-offline hybrid innovation and entrepreneurship sharing sessions. Invite successfully transitioned former riders (e.g., those who became shop owners, ride-hailing fleet managers, regional agents) to share real experiences, market insights, and practical advice, inspiring riders' entrepreneurial ideas and connecting initial networks.

(4) For riders participating in nationally recognized vocational skill assessments (e.g., for drivers, chefs, electricians, welders, computer operators) or academic continuing education exams, provide partial or full subsidies for exam registration fees, connect them with pre-exam tutoring resources, and offer a one-time reward for obtaining certificates, forming an incentive loop.

Stage Three: Voyage Plan — Career Transition and Resource Connection

This phase is dedicated to bridging the final step from learning to practice, assisting riders in achieving career leaps.

(1) Establish a "Friendly Employer" cooperation network with various enterprises to prioritize recommending positions such as logistics management, warehouse scheduling, sales consultant, after-sales service, and administrative support to riders who have completed prior training.

(2) Cooperate with mainstream ride-hailing platforms to provide green channels for joining the ride-hailing driver workforce, vehicle rental discounts, or specialized onboarding training for eligible and willing riders.

(3) For riders with feasible business ideas, provide guidance on business plan writing, legal and financial consulting, and attempt to connect them with information on microloans, low-rent shop resources, and supply chain resources.



Introduction to Project Implementing Organization (Registration Certificate)

CSRDC (Shenzhen Innovation Corporate Social Responsibility Development Center) actively carry out deep cooperation with government, enterprises, charities, foundations, universities and professional academic institutions domestically and globally since its establishment, helping to enhance the sustainable development of enterprise strategy in social innovative model. CSRDC (Shenzhen Innovation Corporate Social

Founders : Tencent Foundation, China Merchants Charitable Foundation, Vanke Foundation, Heungkong Charitable Foundation, Taoyuanju Community Development Foundation, and Shenzhen Charity Federation, etc.



Corporate Social Responsibility

Academic Research:

《The Caring Economy : How to Win With Corporate Social Responsibility》 is written by Toby Usnik, former Head of CSR for auction house Christie's. This book look at CSR – where it began, where it is today, and where it is headed; This book explains to business leaders: How CSR contributes to their bottom line. How business leaders leverage to CSR make their companies more profitable.

China Corporate Social Responsibility Ceremony:

To encourage more entrepreneurs and NGOs to engage with the CSR.

Responsibility Action Award

Responsible Enterprise Award

Philanthropy Advisory

Hosted by Shenzhen Charity Federation and CSRDC, and specially sponsored by China Construction Bank Shenzhen Branch, “China Philanthropy Advisor Training Program” is to collect global professional resources, and build versatile talents who are proficient in wealth management, corporate strategic philanthropy and family philanthropy.

To cultivate financial philanthropy advisers.

Based on subdivided fund demand, provide systematic philanthropy service for wealthy families and high net worth clients.

Provide Charitable Organizations with financial advisory service.

To jointly develop social financial products.

Social Finance Innovation Lab

China Social Finance Mini MBA:

China Social Finance Mini MBA, an innovative public-benefit project, is jointly launched by YICAI Foundation and CSRDC. This project, through collection of global professional resources, cultivates crossover elites for the government, enterprises and social organizations in Shanghai, Shenzhen, etc. Through skilled application of business models and core financial resources, the project maximally solves social and environmental problems to achieve economic benefits.

Social Impact Bond:

In order to create chances and establish platforms for the young's exchange and understanding, and retain talents for the young's stable development in Shenzhen, this project changes previous ways of solving social problems through corporate investment or government purchasing service, but by virtue of the mechanism 'Pay for Success', unites the government and society to solve social problems, take risks and share earnings together as co-investor and partner.



民办非企业单位登记证书

(法人) 统一社会信用代码: 524403005967655809

名称: 深圳市创新企业社会责任促进中心

法定代表人: 曾亚琳

住所: 深圳市罗湖区红宝路8号508、509室

开办资金: 贰佰伍拾万元

业务范围: 开展推动企业社会责任、促进慈善公益创新发展的相关活动。

业务主管单位: 深圳市相关职能部门及单位

该证书有效期至2029年03月10日



发证机关: 深圳市民政局

发证日期: 2025 年 03 月 10 日



中华人民共和国民政部监制



III. Project Objective Setting

1. Target Beneficiaries:

(1) Core Target: All in-service food delivery riders, with particular focus on individuals who have been employed for at least one year, have clear learning intentions and long-term career plans, but face difficulties in self-improvement due to economic or time constraints.

(2) Priority Groups: In selection and support, appropriate inclination can be given to riders with outstanding performance (e.g., high positive review rates, excellent service records), heavier family burdens, or those with special contributions (e.g., acts of bravery), reflecting humanistic care and social incentives.



2. Project Objectives:

(1) Process Monitoring: Track rider participation rates, course completion rates, frequency of mentor interaction, etc.

(2) Effectiveness Evaluation: Short-term assessment of skill acquisition rates, certification attainment rates, satisfaction surveys; medium-to-long-term assessment of career transition success rates (6-month/1-year follow-up), changes in income, and improvement in personal development confidence.

(3) Storytelling: Continuously collect and disseminate real stories of riders changing their destinies through the project, building the brand, and attracting more social resource attention and support.

IV. Project Execution Team

Project Role	Name	Work Division	Personal Profile
Project Leader	Wang Ruonan	Project Coordination & Execution	Overall planning, execution of activities, team formation and management, communication and coordination
Project Staff	Long Yan	Project Execution	Assisting the activity coordinator in implementing various tasks
Project Staff	Huang Yiting	Project Execution	Assisting the activity coordinator in implementing various tasks

V. Project Implementation Plan

Time	Project Phase	Specific Project Activities	Phase Output Indicators	Person in Charge
Apr 2026	Preparation Phase	Liaise with riders regarding course needs for personalized learning; determine specific content for three types of courses	Course Outlines	Wang Ruonan
May 2026	Execution Phase	Based on course outlines, invite relevant field experts to provide course content, teaching plans, and micro-lesson scripts; produce micro-lessons	6 micro-lessons produced and launched on the platform	Wang Ruonan
May-Jun 2026	Execution Phase	Establish the project book fund; procure books based on riders' purchase requests	Complete book procurement and lending tasks	Huang Yiting
May-Jul 2026	Execution Phase	Form online study groups; share relevant information irregularly within the groups	Establish and operate the groups	Long Yan
Aug 2026	Closing Phase	Project effectiveness evaluation	Produce 1 final project report	Wang Ruonan

VI. Project Budget Table

Category	Project Period	Expense Type	Expense Details	Unit Price (RMB)	Quantity	Budget (RMB)
Project Direct Expenses	Apr-Aug 2026	Series Course Development/Procurement	3 series * 500 RMB/series * 2 courses/series	500	6 courses	3,000
		Course Video Editing & Production	500 RMB/course * 6 courses	500	6 courses	3,000
		Book Procurement		1,000	1 batch	1,000
		Online Learning Platform Fee		1,550	1 platform	1,550
		Project VI Design		1,500	1 set	1,500
Execution Personnel Subsidies	Apr-Aug 2026	Labor Subsidy	Project Manager	1,000	1 person	1,000
	Apr-Aug 2026	Labor Subsidy	Project Staff	500	2 persons	1,000
Communication Expenses	Apr-Aug 2026	Media Coverage	Municipal-level media platforms	600	2 times	1,200
Other Expenses	Apr-Aug 2026	Administrative Costs	Utilities, office venue allocation, etc.	712.5	1 item	712.5
	/	Taxes	Calculated based on invoice tax rate	142.5	1 item	142.5
		Contingency Fund (limited to project direct expenses)		145	1 item	145
Total				14250		

VII. Project Risks and Mitigation Plans

1. Rider Participation Sustainability: Enhance engagement through incentive systems, flexible learning design, and community companionship.
2. Training Content Practicality: Establish feedback mechanisms, regularly survey rider needs, and dynamically adjust courses.
3. Employment Matching Effectiveness: Deepen corporate cooperation, ensure positions are genuine and effective, and provide proper job search guidance for riders.
4. Financial Sustainability: Design diversified fundraising strategies, explore low-cost sustainable models for some services.

Project Partner:

(Signature/Seal)

Contact Person: Guo Hailin

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Date: December 31st. 2025

Project Implementing Organization:

(Signature/Seal)

Contact Person

Mika Yang

Email: SzSxZX2019@163.com

Date: December 31st. 2025