



# Ulula

## DIGITAL INNOVATION FOR CONTINUOUS ENGAGEMENT

Prepared for the Ryerson CSR Institute Session on October 25, 2019  
*Sustainability Reporting and Communication: Understanding the Evolving Landscape*

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# WHAT IS WORKER VOICE TECHNOLOGY?

A simple and scalable  
**Worker / Stakeholder Voice Technology**  
solution for continuous engagement,  
measurement and monitoring of  
community and worker conditions around  
the world.



# ULULA ENGAGEMENT MODULES

## Automated Surveys

To monitor working conditions and community perception

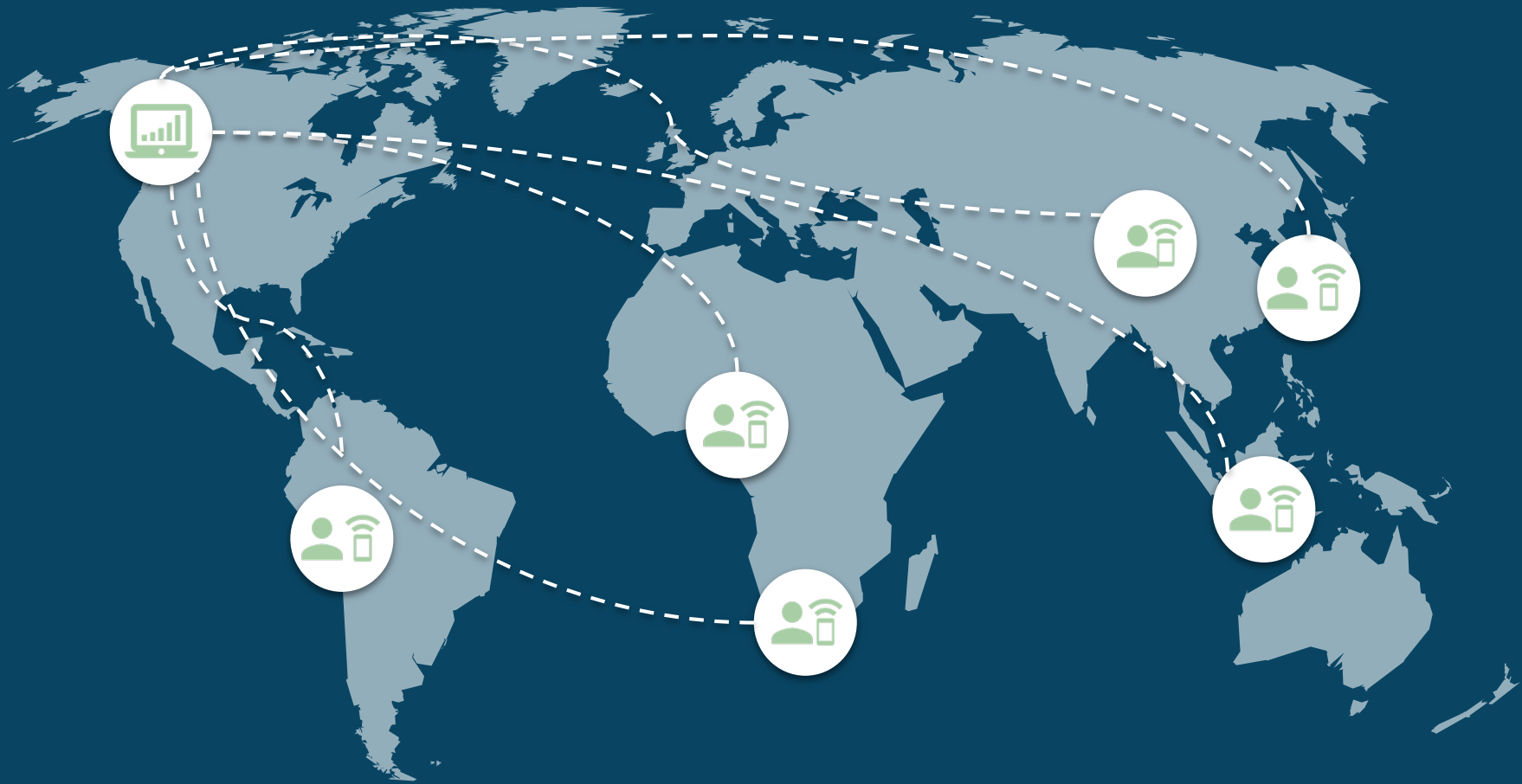
## Two-Way Communication

To enable and 24/7 manage stakeholder feedback

## Mass Broadcasts & Alerts

For continued engagement of target population

Continuous | Anonymous | Multi -Channel | Multi language | Real -Time





# INFORMING OUR WORKER VOICE INSTRUMENT



International  
Labour  
Organization



## INDICATORS

Health and safety

Worker satisfaction

Worker wellbeing

Freedom of Association

# WE WORK ACROSS SECTORS & REGIONS



AGRICULTURE



GARMENT

EILEEN  
FISHER



MANUFACTURING



MINING



# Why Sustainability Reporting?

“The **VALUE** of the sustainability reporting process is that it ensures organizations consider their impacts on these sustainability issues, and enables them to be transparent about the risks and opportunities they face. Stakeholders also play a crucial role in identifying these risks and opportunities for organizations, particularly those that are non-financial. This increased transparency leads to better decision making, which helps build and maintain trust in businesses and governments.”

-GRI

# How can Worker Voice Support Sustainability Reporting?

## **Verification**

Confirm standards and codes of conduct are being implemented

## **Real time analytics**

Critical timely insights into working conditions and community perception

## **Actionable insights**

Priorities for collaborative improvement

# ECOVADIS

SUSTAINABILITY RATING & SCORECARD SERVICE

## Sample MultiCapital Scorecard

BOTTOM LINE	AREAS OF IMPACT	Progression score (A)	Weight (B)	Weighted score (A*B=C)	Fully sustainable score (B*3=D)	Gap to fully sustainable (D-C)	Area of impact bottom line (C÷D)	TRIPLE BOTTOM LINE
SOCIAL	● Living wage	1	1	1	3	2	33%	-25%
	●●● Workplace safety	-1	5	-5	15	20	-33%	
	●●● Innovative capacity	-1	2	-2	6	8	-33%	
ECONOMIC	●●● Equity	2	5	10	15	5	67%	62%
	●● Borrowings	2	1	2	3	1	67%	
	●● Competitive practices	1	1	1	3	2	33%	
ENVIRONMENTAL	●●● Water supplies	3	3	9	9	0	100%	53%
	●● Solid wastes	1	2	2	6	4	33%	
	● The climate system	1	5	5	15	10	33%	
<b>OVERALL PERFORMANCE</b>				<b>23</b>	<b>75</b>	<b>52</b>		<b>31%</b>

NOTE: AREAS OF IMPACT SHOWN ARE PURELY ILLUSTRATIVE AND ARE ALWAYS ORGANIZATION-SPECIFIC. WITH THE EXCEPTION OF "NATURAL," THEY USUALLY INCLUDE INTELLECTUAL CAPITAL.  
SOURCE: THOMAS & MCELROY LLC

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## ULULA & ECOVADIS CHINA | GLOBAL

- Worker survey designed to complement and enhance EcoVadis scorecard
- Diverse methodologies depending on supplier
- Supplier participates in deployment and worker onboarding

# ANGLOAMERICAN

## SUPPLEMENTARY REPORT 2018

### APPROACH

#### MONTHLY EMPLOYEE PARTICIPATION

##### TOTAL VS RESULTS

TOTAL REGISTRANTS AT COMPANY

**867**

APRIL 2018

**177**

MAY 2018

**266**

JUNE 2018

**296**

#### PARTICIPATION RATE

##### RESPONSE RATE

APRIL 2018 RESPONSE RATE

**20%**

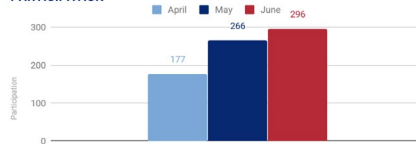
MAY 2018 RESPONSE RATE

**31%**

JUNE 2018 RESPONSE RATE

**34%** +3%

#### PARTICIPATION



Monthly Employee Engagement Report - Data provided by Ulula LLC

4

### RESULTS PERFORMANCE ENABLEMENT

#### INVOLVEMENT



#### LAST MONTH

In my company, employees are encouraged to participate in making decisions that affect their work

May	June	+/-
3.66	3.28	-0.38

#### TEAMWORK



The people I work with cooperate to get the job done

May	June	+/-
3.1	3.46	0.36*

#### TRAINING



When I work, employees are getting the training and development needed to keep up with customer demands

May	June	+/-
3.06	3.35	0.30*



Monthly Employee Engagement Report - Data provided by Ulula LLC

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## ULULA & ANGLOAMERICAN

### CHILE | PERU | BRAZIL | SOUTH AFRICA

- Community Survey - insights on social, environmental, and overall trust and support of the mine
- SMS and voice
- Local languages

# APPLE INC

## 2018 CONFLICT MINERALS REPORT PG. 12

### Going Beyond: Considering Impact

As part of its human rights due diligence and commitment to safeguard the well-being of people involved in its supply chain, Apple expanded its efforts to integrate human rights impact measurements into its responsible sourcing program in 2018. Third Party Audits are not currently designed to capture or assess to what extent conditions for people living in the affected countries are improving. Apple believes that measuring human rights impacts is a critical part of its due diligence process and that stakeholders should work together to further measure the impact of 3TG due diligence systems.

In 2018, Apple continued funding the International Peace Information Service (“IPIS”), an independent research institute, to measure the impact of due diligence programs on mining communities. IPIS worked together with **Ulula LLC**, a software and analytics company, to collect data through field visits and a mobile-based survey campaign from two sets of respondents: people living in and around mine sites with due diligence programs and people living in and around mines sites without due diligence programs. The study found that there were lower levels of armed actor interference and a higher presence of government-sponsored mining services at mine sites with due diligence programs. Respondents living around mine sites with due diligence programs reported witnessing mine accidents and instances of corruption less often than their counterparts at mine sites without due diligence programs. However, respondents at mine sites with due diligence programs also reported a decrease in wages in the past year, and a sentiment that it was difficult to support themselves and their families on current income levels.

Apple also provided funding to two additional partners to initiate work to evaluate human rights impacts of minerals certification and traceability programs on communities living on or around mine sites—faculty in the Department of Public Policy at the University of California at Los Angeles are conducting statistical analyses of relevant in-region datasets; and the Harvard Humanitarian Initiative is collecting data on economic outcomes, as well as on gender and human rights issues, through quantitative and qualitative research in the DRC.

In 2018, Apple also funded an international expert and an organization specializing in land rights to conduct initial research for a human rights impact assessment (“HRIA”) of the impact of a potential traceability project on a local community in the DRC. Results from the HRIA research informed Apple’s decision-making with respect to the location of the potential project.

Apple believes that more data is needed to track progress on human rights improvements on the ground and that all stakeholders—government, NGOs, industry, and local communities—should work together to measure impact and improve the situation on the ground.

Apple Inc. | 2018 Conflict Minerals Report | 12

*“Measure the impact of due diligence programs on mining communities. IPIS worked together with **Ulula LLC**, a software and analytics company, to collect data through field visits and a mobile based survey campaign from two sets of respondents:*

*people living in and around mine sites with due diligence programs*

*and people living in and around mine sites without due diligence programs.  
...”*

**Filed with the U.S. Securities and Exchange Commission with the OECD Due Diligence Program**

## RESPONDENT DATA

### FIVE PROVINCES SURVEYED



### 1,583 SURVEY RESPONSES



**623 SITES SURVEYED**

56% OF 1,370 PEOPLE IDENTIFY AS MINERS



## IMPACT OF DUE DILLIGENCE PROGRAMMES

### CONDITIONS POSITIVELY IMPACTED BY DUE DILLIGENCE

#### SUPPORT FROM STATE SERVICES

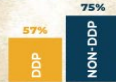


42% IN DDP MINES  
33% IN NON-DDP MINES



SLIGHTLY HIGHER PROPORTION AREAS WITH DDP (51%) THAN NON DDP (46%)

#### CORRUPTION



LESS EXPERIENCE OF CORRUPTION IN DDP (57%)  
MORE CORRUPTION IN NON DDP (75%)

#### ARMED GROUP INTERFERENCE

10% IN DDP MINES

40% IN NON DDP MINES

### CONDITIONS UNAFFECTED BY DUE DILLIGENCE



#### CHILD LABOUR

IDENTIFIED IN 16 OF THE MINING SITES

54% OF 238 PEOPLE REPORTED SEEING CHILDREN WORKING AT MINES



INCOME 45% HAD DECREASED INCOME FROM LAST YEAR  
TWO-THIRDS (~66%) OF THE RESPONDENTS REPORTED BEING UNABLE TO FEED, CLOTHE AND HOUSE THEMSELVES OR THEIR FAMILIES WITH THEIR CURRENT INCOMES.

#### FORCED LABOUR



20% OF PARTICIPATING MINERS WORKING TO PAY OFF A DEBT AND RESTRICTED TO LEAVE THEIR SITE



#### VIOLENCE

34% IN DPP AND NON DPP SITES  
PRIMARILY PERPETRATED BY PEOPLE WORKING FOR POLICE AND GOVERNMENT SERVICES

## HEALTH, SAFETY AND ENVIRONMENT



MERCURY IS USED IN 35% OF GOLD MINING SITES REPRESENTING OVER 2/3 OF THE 623 SURVEYED MINERS



### OVER 50%

OF RESPONDENTS HAVE EXPERIENCED OR HEARD ABOUT THE DEATH OF SOMEONE AS A RESULT OF A MINING ACCIDENT

## ULULA, IPIS & APPLE DRC

- Small scale artisanal miners
- SMS and IVR to measure impact of due diligence programs for environmental, social and human rights programs - OECD guidelines on responsible supply chains
- 1,500 responses - 56% identified as a miner
- Non-conclusive but insight show improvement needs to be made in both DDP and non-DDP areas to protect safety and human rights



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# ANNEX

# PROGRAM DESIGN & IMPLEMENTATION PROCESS

## PHASE I – DESIGN AND IMPLEMENT WORKER VOICE PROGRAM



# Implementation: From co-design to reporting

Ulula offers services to support client needs from co-design to ongoing reporting and monitoring of insights.

## Co-Design

Determine project parameters (sites, survey instrument, analytics).

Lead cedesign, survey instrument and methodology, telecom setup, testing.



## Outreach

On the ground outreach campaigns to generate awareness at the farms and in communities.

Train client; provide promotional material; offer training support to the ground deployment team.

## Rollout

The solution is live, monitor participation; reinforce outreach.

Deploy worker voice survey per cycle. Grievance and notification module can be made available.

## Reporting

Client has real time access to insights through the Ulula dashboards. Receive and monitor results

Share worker voice data and visual dashboards.

## Continuous Monitoring

Oversee ongoing engagement with workers and access to dashboards.

Manage continuous monitoring; close feedback loop with workers. Provide ongoing maintenance and support.

## CoDesign

# Confirm project parameters, grievance mechanism & worker voice survey methodology

In collaboration with the client and other stakeholders (advisory services), Ulula works with the client to understand projects parameters to design an optimal solution.

### Determine

- Identify locations and requirements: language and accessibility
- Identify appropriate communication channel based on technology accessibility

### Design:

- Key performance indicators : can be informed by client's supplier code of conduct, targets and challenges/opportunities
- Survey methodology and questions to capture insights based on KPIs
- Formulate how the Ulula modules are leveraged to capture worker insights on the dashboard
- Determine how to structure the grievance / two-way engagement module

## Outreach

# Worker and community onboarding take place during site visits

### Outreach and Training

- Ulula provides remote training to the management team on how to use the platform and solution
- Ulul provides remote training to the local deployment deployment team to support worker onboarding and communication
- Ulula has a network of local deployment partners clients can leverage
- Ulula provides promotional materials in the local language(s):
  - Posters and personal cards
- Client or local teams\* engage stakeholders to build initial awareness of the program

### Servicio de Mensajería

Bon: on sus socios quieren invitarte a participar en un nuevo proyecto, a través del cual buscan aprender más sobre tus condiciones de trabajo, por medio de una plataforma móvil.

Esta herramienta es un sistema de comunicación que usa teléfonos celular para conocer mas sobre las condiciones de los trabajadores y las practicas agrícolas empleadas. Este nuevo servicio estará disponible a **partir del 29 de mayo**.

Agradecemos tu participación, te estaremos contactando pronto. ¡Por favor, comparte las novedades del proyecto con tus amigos y vecinos!

#### Cómo Funciona:

1. Conectate llamando al número: **+5218008720408**
2. Te haremos algunas preguntas sobre tu trabajo.
3. Utiliza el teclado de tu celular para participar en la encuesta.
4. La participación y respuestas son completamente anónimas.
5. El servicio es 100% gratuito.
6. ¡Gracias por tu participación!




**हमें आपके कार्य के बारे में बताएं।**  
एक संक्षिप्त मोबाइल सर्वेक्षण में भाग लें।

आपके विचार से कपड़ा और परिधान उत्पादन में कार्य की दशाएं सुधारने में मदद मिलेगी।

"यह मुफ्त है। 000-800-100-4437 पर कॉल करें और टोन के बाद फोन काट दें। हम आपको वापस कॉल करेंगे।"

अपने मोबाइल कीपैड पर नम्बर दबाकर उत्तर दें।

यह अनाम है।




Rollout

## Onboarding

Streamline and scalable deployment and onboarding

1

*Post training* Client or deployment team announces the worker voice program and grievance mechanism to site management and workers.

*Share posters and promotional materials.*

2

Worker numbers are collected and added to the Ulula platform or workers self-register and consent to participating in the program.

3

The survey is pushed to workers and the grievance and engagement line is made public.

*Optional- workers can receive incentives for participation (mobile credit)*

4

The client has ongoing access to insights through dashboards and reporting.

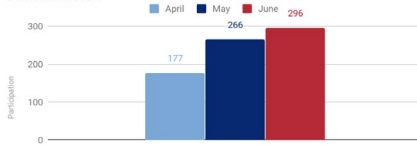
# Reporting & Access to Analytics

Choose how, when and who can access and interpret incoming data and analytics. Configure internal controls to authorize cross departmental access to reports, dashboards, engagement platforms and worker insights.

## APPROACH

MONTHLY EMPLOYEE PARTICIPATION	PARTICIPATION RATE
<b>TOTAL VS RESULTS</b>	<b>RESPONSE RATE</b>
TOTAL REGISTRANTS AT COMPANY	APRIL 2018 RESPONSE RATE
<b>867</b>	<b>20%</b>
APRIL 2018	MAY 2018 RESPONSE RATE
<b>177</b>	<b>31%</b>
MAY 2018	JUNE 2018 RESPONSE RATE +/-
<b>266</b>	<b>34%</b> <b>3%↑</b>
JUNE 2018	
<b>296</b>	

## PARTICIPATION

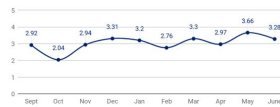


Monthly Employee Engagement Report - Data provided by Ulula LLC

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## RESULTS PERFORMANCE ENABLEMENT

### INVOLVEMENT



### TEAMWORK



### TRAINING



1.00-1.99 - 2.00-2.99 - 3.00-3.99 - 4.00-4.99 - 5.00-5.99 - 6.00-6.99 - 7.00-7.99 - 8.00-8.99 - 9.00-9.99 - 10.00-10.99

Monthly Employee Engagement Report - Data provided by Ulula LLC

5

### LAST MONTH

In my company, employees are encouraged to participate in making decisions that affect their work.

Month	Score	Change
May	3.66	
June	3.28	-0.38

### LAST MONTH

The people I work with cooperate to get the job done.

Month	Score	Change
May	3.1	
June	3.46	0.36

### LAST MONTH

Where I work, employees are getting the training and development needed to keep up with customer demands.

Month	Score	Change
May	3.06	
June	3.35	0.30

## REAL-TIME DASHBOARDS

Interactive dashboards to monitor pulse surveys and insights on the go.

## RAW DATA

Export survey data to CSV reports whenever you want.

## ACCESS CONTROLS

Determine who has access to what insights.

## REPORTS

Subscribe to monthly, quarterly or annual custom reports.



# MANUFACTURING

**China, Brazil,  
Philippines, UAE**

MNC with complex  
supply chain | Working  
conditions assessment  
anonymous survey |  
Priorities: living wage,  
respect at work,  
working hours | Insights  
shared with suppliers



# PALM OIL

## Indonesia & Malaysia

Collaboration with the  
Roundtable on  
Sustainable Palm Oil |  
Anonymous survey and  
grievance reporting line  
| engagement of RSPO  
member companies