

What is the problem you are trying to solve?

The palm oil industry has directly impacted the communities, laborers and smallholders across its supply chain.

Numerous standards and regulations mandates the establishment of HRDD and effective grievance mechanisms to ensure that No Exploitation under the NDPE Policy is implemented on the ground. However, human rights issues continue to be a challenge as there are still large gaps in the implementation of these regulations (eg - lack of confidence in the system, fear of retaliation, no transparency or anonymity, outdated systems like logbooks, etc).

What is your proposed solution?

Ulula provides a digital solution allowing direct access with communities and workers to communicate and raise their concerns and grievances without interference from their supervisors, community leaders or plantation/factory management. Parties to the supply chain are able to customize surveys, manage grievances efficiently, broadcast information and collect data from the ground.

The tools are available on traditional mobile phones and smartphones via Web, App, IVR and SMS. **IVR and SMS can be used offline and do not require a smartphone.** With a variety of tools available in Ulula’s toolbox, we are able to connect to the stakeholders independently to obtain information on the ground, which will then be used to map out risks, provide resolution to grievances and identify action points to bridge any gaps found. Communities and workers at remote mills and plantations can now speak out directly and establish a secure two-way-dialogue on issues that affect them. Purchasers and buyers are able to monitor their suppliers’ compliance in this area in real time and work together with the shared objective of ensuring that human rights within their supply chain are protected.

Ulula’s tools are not only inclusive, but also cater to all segments. **It can be made available in almost any language - including indigenous languages,** automated, totally anonymous and transparent. This minimizes interference, bias or manipulation by any third party.

Ulula Tools



MOBILE SURVEYS
(SMS, voice, web) in any language for timely, reliable and actionable insights on working conditions

24/7 anonymous INCIDENT REPORTING
line with comprehensive case management system for two-way engagement with workers

BROADCASTING for mass campaigns and targeted messages to drive retention, safety and business performance

Visualise performance and risks through simple dashboards to manage issues proactively and drive continuous improvement



We believe that it's not only important to give the workers and communities their voice, but it's also important to ensure that those who hear listen in the best manner.

What would make your innovation successful and how would you measure this?

- Adaptable to any device whether it is a traditional mobile phone or a smartphone, there's always a channel available.
- Worker anonymity is respected and sensitive information is securely stored.
- Customizable content and analytics developed in accordance with standards and best practices
- Online onboarding with materials in adapted language.
- On the ground representatives and partners
- Agility of the tool which enables it to be scaled from a small farmer's production to a multinational plantation operation.

A key advantage of worker engagement technology is our ability to reach a larger sample of the population -i.e. hundreds or thousands, **including rurality and remote area**, compared to traditional onsite assessments (e.g. 10-50 interviews). Worker surveys enable us to get statistically robust results: we have a high degree of confidence that the results present an accurate perspective of working conditions. Demonstrable successes can be seen in the case studies attached.

Why should this innovation receive a place in the Innovation Fair at the Sustainable Palm Oil Dialogue?

Ulula's digital tools provide current solutions to the human rights issues across different sectors across the globe. The ability to customize this tool ensures that companies are able to innovate their own solutions and be proactive in solving human rights issues at its roots, and secure a sustainable production instead of just reacting to the issues when they emerge later with compounding effects.

Case Study

Identifying Audit Coaching and Retaliation - Indonesia

Ulula deployed a worker feedback tool across 4 estates in Indonesia so that workers could anonymously report if their employer has ever coached them before social audits or if they have been threatened if they speak out about conditions at work. This project was a direct response to the claims of civil society organizations that management repressed workers' voices. Workers were able to dial into an anonymous IVR or SMS line, and share their feedback via the Ulula Chatbot. The tool had good participation by female workers, which can be challenging to capture in the palm estate context in Indonesia.

Smallholders - Feedback Line - Malaysia

Ulula is in the midst of rolling out a smallholders voice program in Sabah, Malaysia where the technology will be used to collect insights on key wellbeing and labor risk indicators while simultaneously be used as a digital tool to collect production and farm records. Co-designed with WildAsia, Ulula's partner for the program, this program has two key components - 1. various surveys pushed out to Smallholders & workers via the OWL app; and 2. an open, anonymous and free feedback line where workers can raise grievances, ask questions or report incidences directly and independently. The above are available in English and Malay, Malaysia's native language. This effort will not only digitize the recordkeeping for smallholders, but partners are able to access Ulula's dashboard analytics which showcases aggregate performance over time, such as the most common challenges raised by smallholders & workers, and aggregate results that provide supply chain actors meaningful insights to drive action.

Identifying High Risk Labour Issues - Guatemala In partnership with a multi stakeholder initiative, Ulula launched a multiregional program to help strategic producers identify high-risk labour issues in their supply chain. The program includes the integration of an anonymized and automated worker grievance line, embedded as an operational grievance mechanism for employers. Working with local experts from the non-profit organization ProForest, partners are able to support local management in turning data into action plans to remedy risks and workers' concerns and create a safe and compliant workplace. All partners receive access to anonymized aggregate data for collaborative problem-solving in order to improve local impacts with workers in mind.

Palma Futuro Project - Colombia, Ecuador

In collaboration with Social Accountability International - one of the largest global social compliance firms - and funded by the US Department of Labour, the Palma Futuro project aims to equip medium size palm oil producers in South America with the processes and policies to improve their sustainability outcomes. As part of that project, Ulula's tool is used to capture anonymized worker feedback from plantations to mills, including smallholder suppliers who are located in very remote areas that are difficult for agronomists and consultants to reach. Data collected is then shared with all key stakeholders and has led to better decision making about key improvements for workers' safety and livelihoods.