

# ***Reason Digital***

We're *Reason Digital* – a social enterprise that uses digital to make a difference. We only work on projects that do social good.



*ED COX*  
Co-founder  
*ed.cox@reasondigital.com*




**ED** Ideas worth  
spreading



# Reason Digital

*A tech company perspective on impact measurement*





***Impact measurement:  
what's the point?***



## *1. The legal imperative*

The Social Value Act requires companies pursuing public sector contracts to consider their economic, social & environmental impact.



## ***2. The social imperative***

Our world is broken and businesses have a responsibility to work in partnership across sectors to help fix it. It's the right thing to do.

# THE GLOBAL GOALS

For Sustainable Development



# 169

The number of targets to ensure a better world by 2030



# 232

Indicators to measure progress and impact



## ***Goal 9: Industry, innovation and infrastructure***

Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020

**9.c.1:** Proportion of population covered by a mobile network, by technology

**TARGET**

**9.c**



**UNIVERSAL ACCESS TO  
INFORMATION AND  
COMMUNICATIONS  
TECHNOLOGY**



## ***Goal 8: Decent work and economic growth***

Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.

**8.2.1:** Annual growth rate of real GDP per employed person

**TARGET**

**8.2**



**DIVERSIFY, INNOVATE  
AND UPGRADE FOR  
ECONOMIC  
PRODUCTIVITY**



## ***Goal 8: Decent work and economic growth***

By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

**8.5.1:** Average hourly earnings of female and male employees, by occupation, age and persons with disabilities

**8.5.2:** Average hourly earnings of female and male employees, by occupation, age and persons with disabilities





### ***3. The financial imperative***

Being a good business is good **for** business

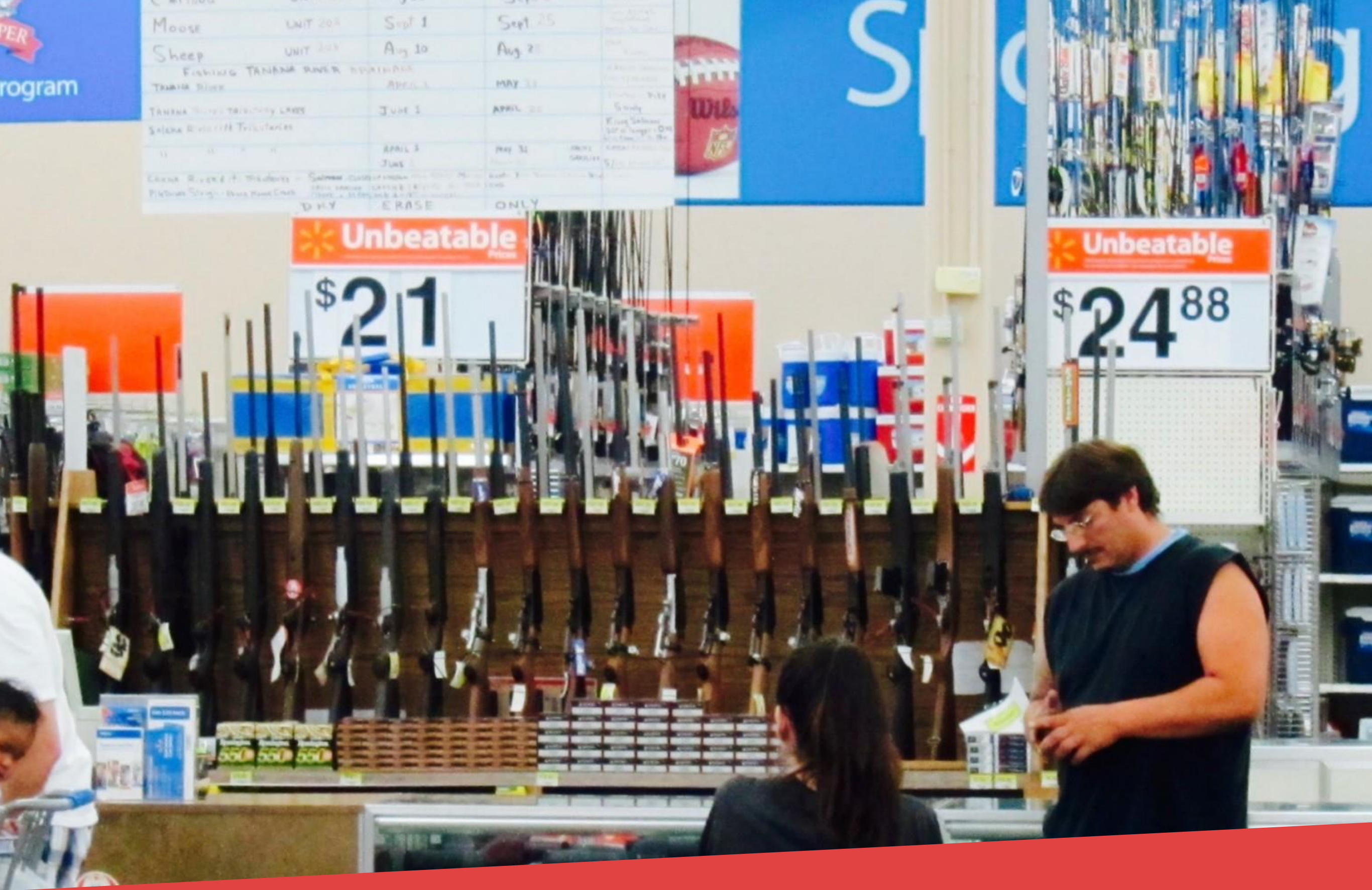


*Shareholders expect it*



***“There is one and only one social responsibility of business—to use its resources and engage in activities designed to increase its profits”***

MILTON FRIEDMAN





*“the impact of the company’s  
operations on the community  
and the environment”*

COMPANIES ACT 2006

## ***How Unilever creates value for shareholders***

We create value for our shareholders by placing consumers and their interests at the heart of what we do to generate growth that is **consistent**, **competitive**, **profitable** and **responsible**.





*Investors expect it*



## OPEN LETTER FROM JANA PARTNERS AND CALSTRS TO APPLE INC.

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January 6, 2018

Board of Directors

Apple Inc.

1 Infinite Loop

Cupertino, California 95014

Ladies & Gentlemen,

JANA Partners LLC and the California State Teachers' Retirement System ("we" or "us") collectively own approximately \$2 billion in value of shares of Apple Inc. ("Apple" or "you"). As shareholders, we recognize your unique role in the history of innovation and the fact that Apple is one of the most valuable brand names in the world. In partnership with experts including Dr. Michael Rich, founding director of the Center on Media and Child Health at Boston Children's Hospital/Harvard Medical School Teaching Hospital and Associate Professor of Pediatrics at Harvard Medical School, and Professor Jean M. Twenge, psychologist at San Diego State University and author of the book *iGen*, we have reviewed the evidence and we believe there is a clear need for Apple to offer parents more choices and tools to help them ensure that young consumers are using your products in an optimal manner. By doing so, we believe Apple would once again be playing a pioneering role, this time by setting an example about the obligations of technology companies to their youngest customers. As a company that prides itself on values like inclusiveness, quality education, environmental protection, and supplier responsibility, Apple would also once again be showcasing the innovative spirit that made you the most valuable public company in the world. In fact, we believe that addressing this issue now will enhance long-term value for all shareholders, by creating more choices and options for your customers.

## PARTNERS

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### JANA Partners LLC

JANA Partners is an investment manager specializing in event-driven investing founded in 2001 by Barry Rosenstein. JANA typically applies a fundamental value analysis discipline to identify companies that have one or more specific catalysts to unlock value. In certain cases, JANA can be the instrument for value creation by becoming an actively engaged shareholder.

### The California State Teachers' Retirement System

The California State Teachers' Retirement System, with a portfolio valued at \$219.6 billion as of October 31, 2017, is the largest educator-only pension fund in the world. CalSTRS administers a hybrid retirement system, consisting of traditional defined benefit, cash balance and voluntary defined contribution plans. CalSTRS also provides disability and survivor benefits. CalSTRS serves California's more than 914,000



# *Why I work in tech*









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# ClearlySo ATLAS

## Your Impact Navigator

Unlock new investment opportunities with our award winning, low burden, low cost solution for private equity and venture capital investors to assess and report on the topics of ESG and impact.



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# AUSTRALIA'S FIRST SOCIAL VALUE BANK

Every day Australian companies and business leaders give back to our community. Every day social organisations and not-for-profit companies are helping our communities to improve their lives.

The Australian Social Value Bank will help you put a well researched economic value on the services and programs you deliver and the individuals you help.

SHOW THE VALUE YOU CREATE BY HELPING PEOPLE

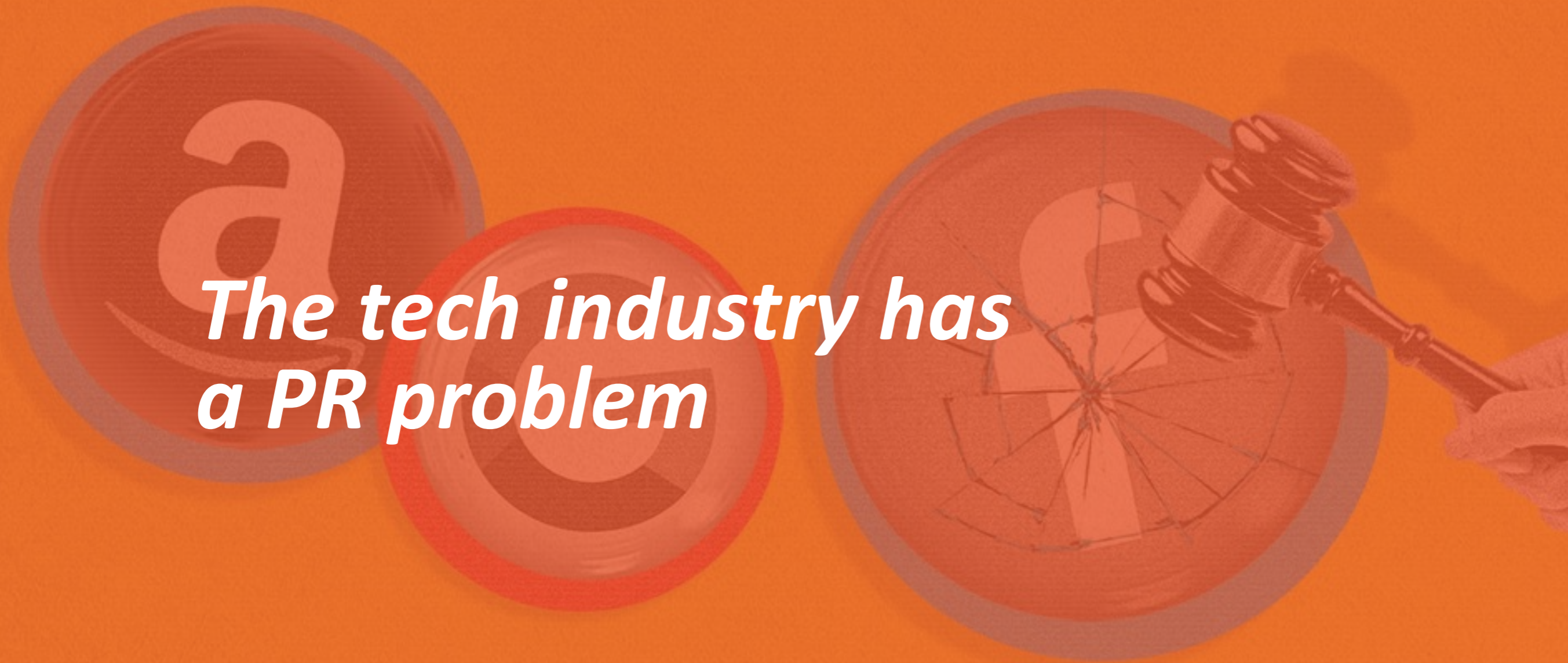
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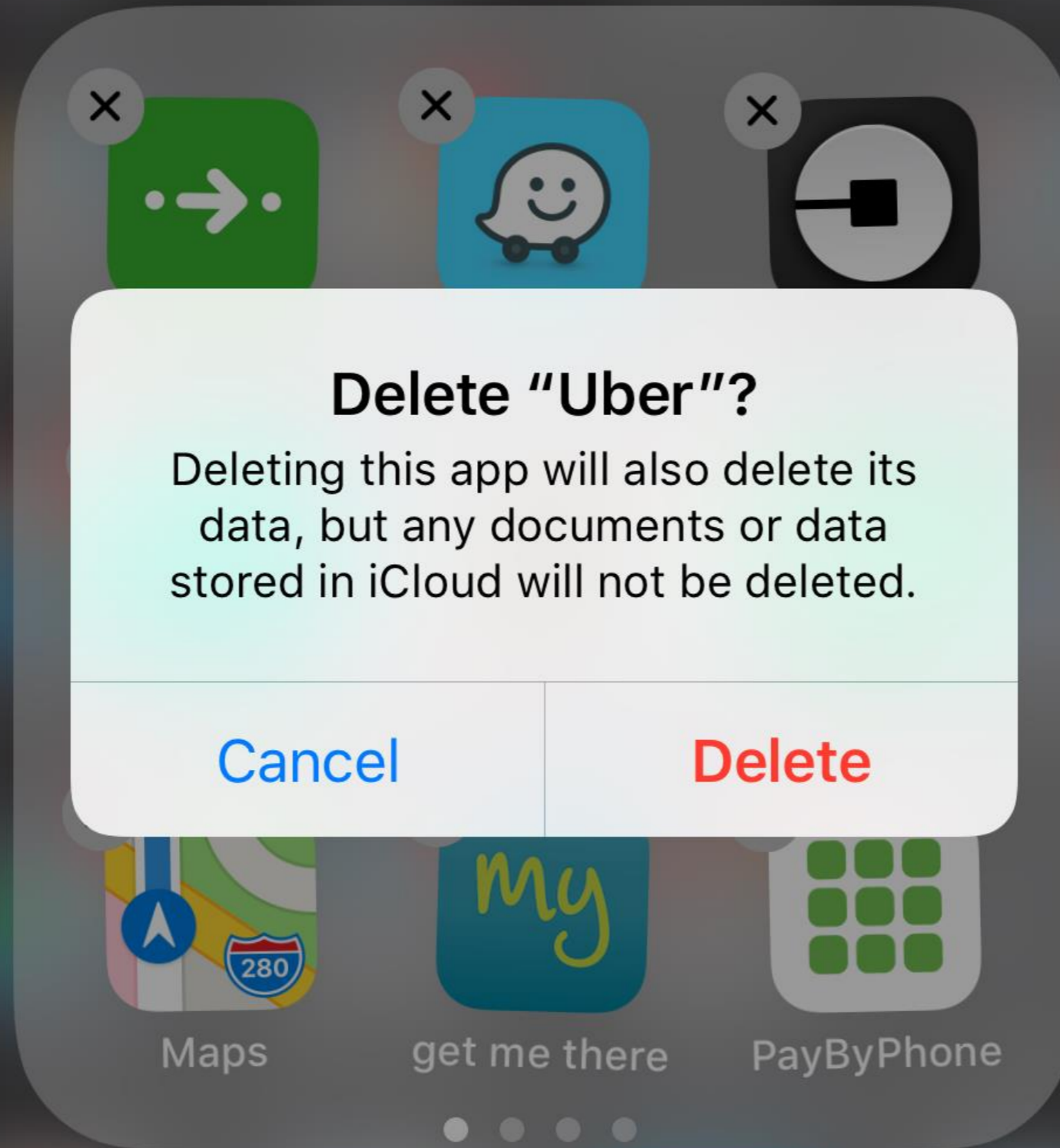
***The tech industry has  
a PR problem***





SHAME  
on.  
UBER





Uber's Self-Driving Cars Were Struggling Before Arizona Crash

For the U.S. and China, a Technology Cold War That's Freezing Over

Zuckerberg Takes Steps to Calm Facebook Employees

Elon Musk Joins #DeleteFacebook With a Barrage of Tweets

Siri, Alexa and That Google Gal Will Only Get You So Far

TECHNOLOGY

What You Need to Know About #DeleteUber

By MIKE ISAAC JAN. 31, 2017



An Uber logo on a car window in San Francisco in 2015. Some Twitter users interpreted the company as trying to profit from the crash.

RELATED COVERAGE

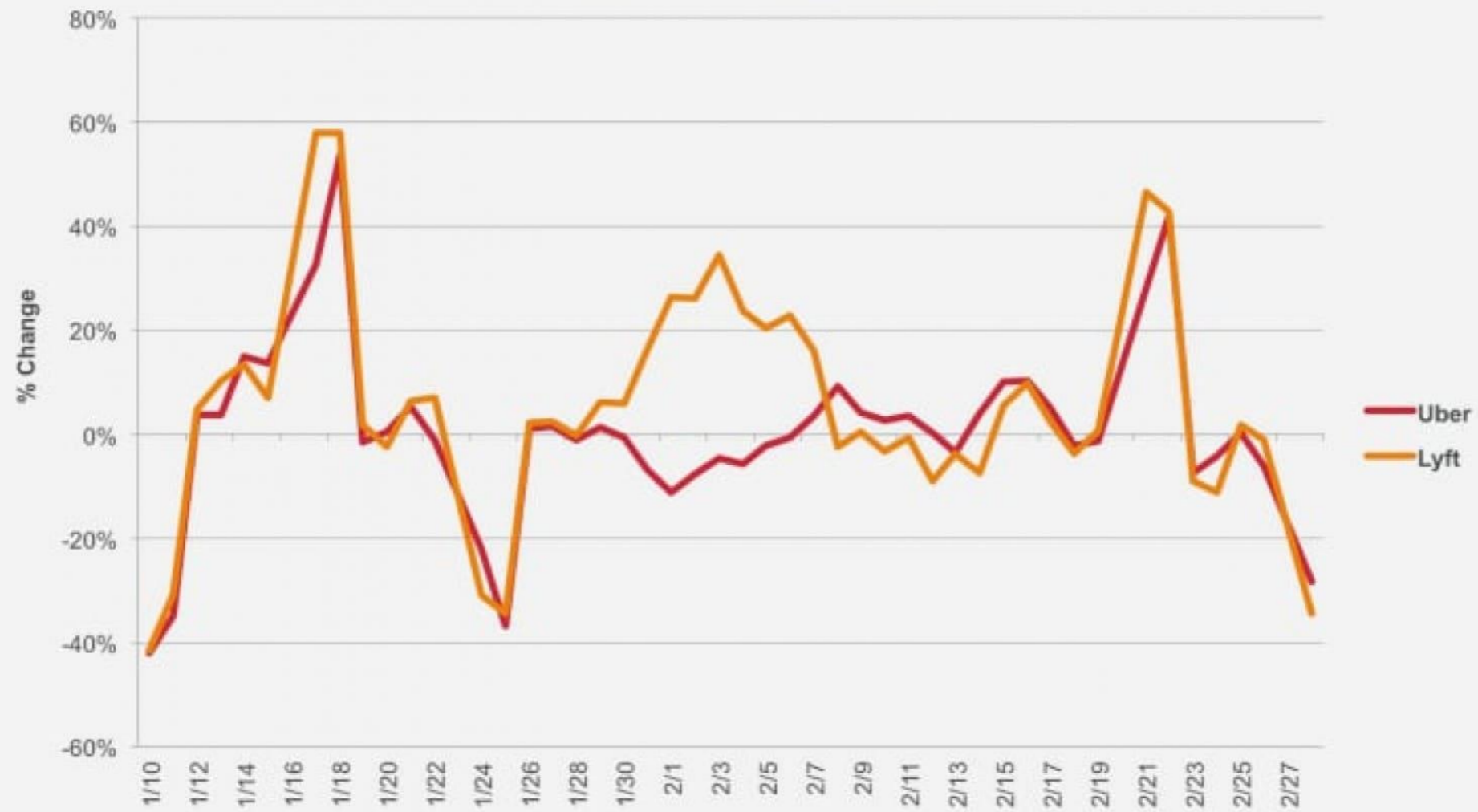
Uber Partners With Daimler in a Step Toward a Driverless Future JAN. 31, 2017

Uber Hires Google's Former Head of Search, Stoking a Rivalry JAN. 20, 2017

Uber Extends an Olive Branch to Local Governments: Its Data JAN. 8, 2017



Week Over Week Change in Users  
January 2017 - February 2017



# Epic fail



ONLINE

# 'Delete Facebook' hashtag trends as social users fume

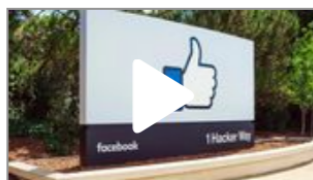
The massive social platform appears to have lost control over user data, leading to a firestorm of red-hot #DeleteFacebook tweets.

BY ERIC MACK / MARCH 20, 2018 4:39 PM PDT



Fewer people may see your latest exploits via Facebook today than would have yesterday thanks to a trending hashtag: [#DeleteFacebook](#).

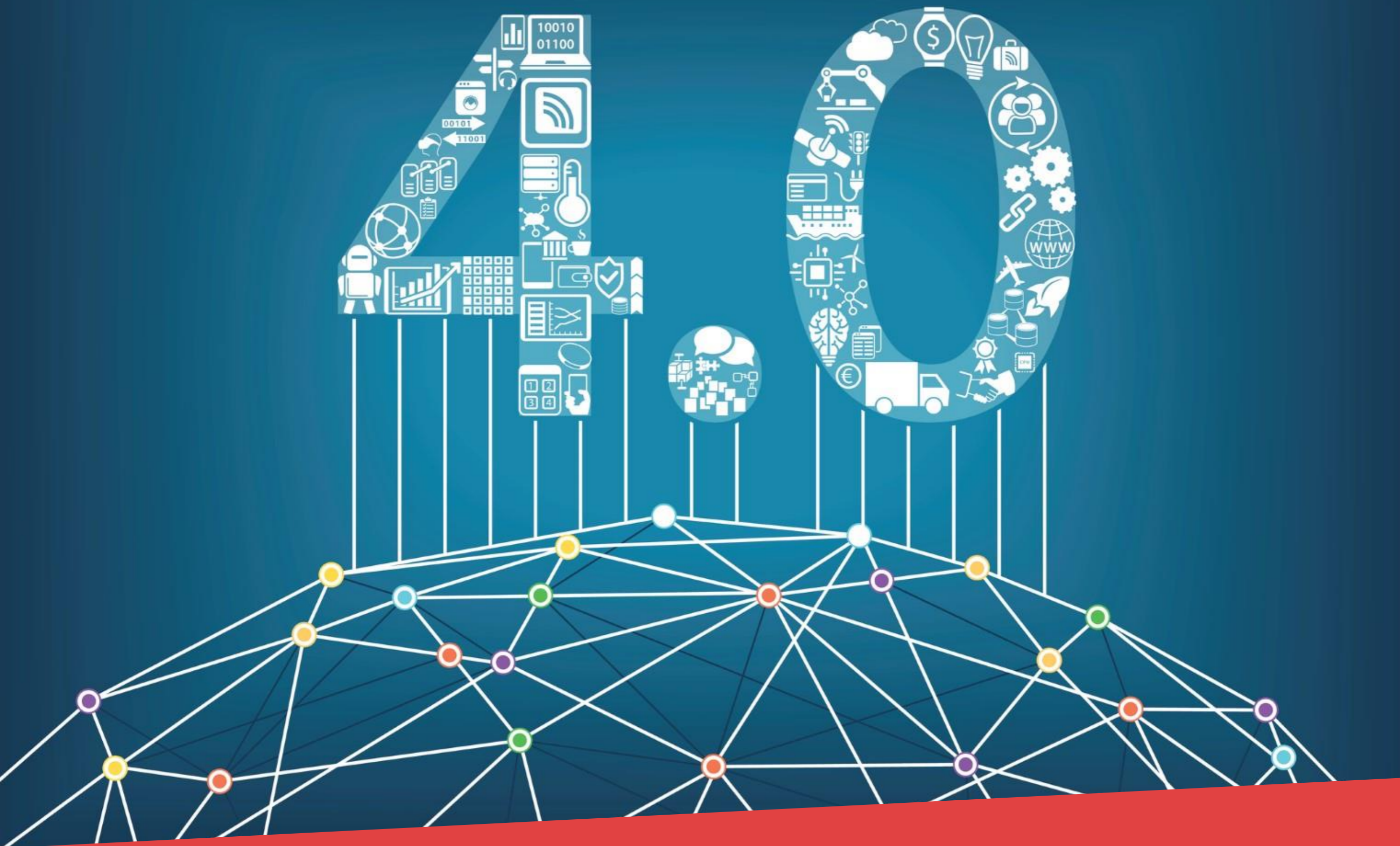
The tag trended briefly on Twitter Tuesday as a response to the scandal over Facebook user information that wound up in the hands of political advertisers without users' consent. Another indication of momentum behind the sentiment is [this Reddit post that's received 120,000 up-votes and over 7,000 comments](#) in less than 24 hours.



**Watch this:** Did Facebook lose control of your information?

3:28







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TL;DR

MICROSOFT

WEB

# Twitter taught Microsoft's AI chatbot to be a racist asshole in less than a day

68

By James Vincent | @jjvincent | Mar 24, 2016, 6:43am EDT

SHARE



It took less than 24 hours for Twitter to corrupt an innocent AI chatbot. Yesterday, Microsoft [unveiled Tay](#) — a Twitter bot that the company described as an experimental "conversation" AI.

## NOW TRENDING



Elon Musk has removed Tesla and SpaceX's Facebook pages after Twitter challenge





INDY/TECH

# **GOOGLE AI CREATES ITS OWN 'CHILD' AI THAT'S MORE ADVANCED THAN SYSTEMS BUILT BY HUMANS**



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IEEE PROJECT

## 7010 - Wellbeing Metrics Standard for Ethical Artificial Intelligence and Autonomous Systems

The Wellbeing Metrics Standard for Ethical Artificial Intelligence and Autonomous Systems enables programmers, engineers, and technologists to better consider how the products and services they create can increase human wellbeing based on a wider spectrum of measures than growth and productivity alone. Today, affective systems utilizing emotion recognizing sensors are quantified primarily by their economic value in the marketplace beyond their efficacy within certain fields (psychology, etc). While it is often understood that ethical considerations for intelligent and autonomous systems might hinder innovation by the introduction of unwanted regulation, without metrics that value mental and emotional health at both an individual and societal level, innovation is impossible to quantify. The introduction and use of these metrics for programmers and technologists means that beyond economic increase human wellbeing can be measured and better improved.

**Working Group:**

[Wellbeing for Ethical AI - Wellbeing Metrics Standard for Ethical Artificial Intelligence and Autonomous Systems](#)

**Sponsor:**

SMC/SC - Standards Committee

**Society:**

[SMC - IEEE Systems, Man, and Cybernetics Society](#)

**STATUS:**

Active Project

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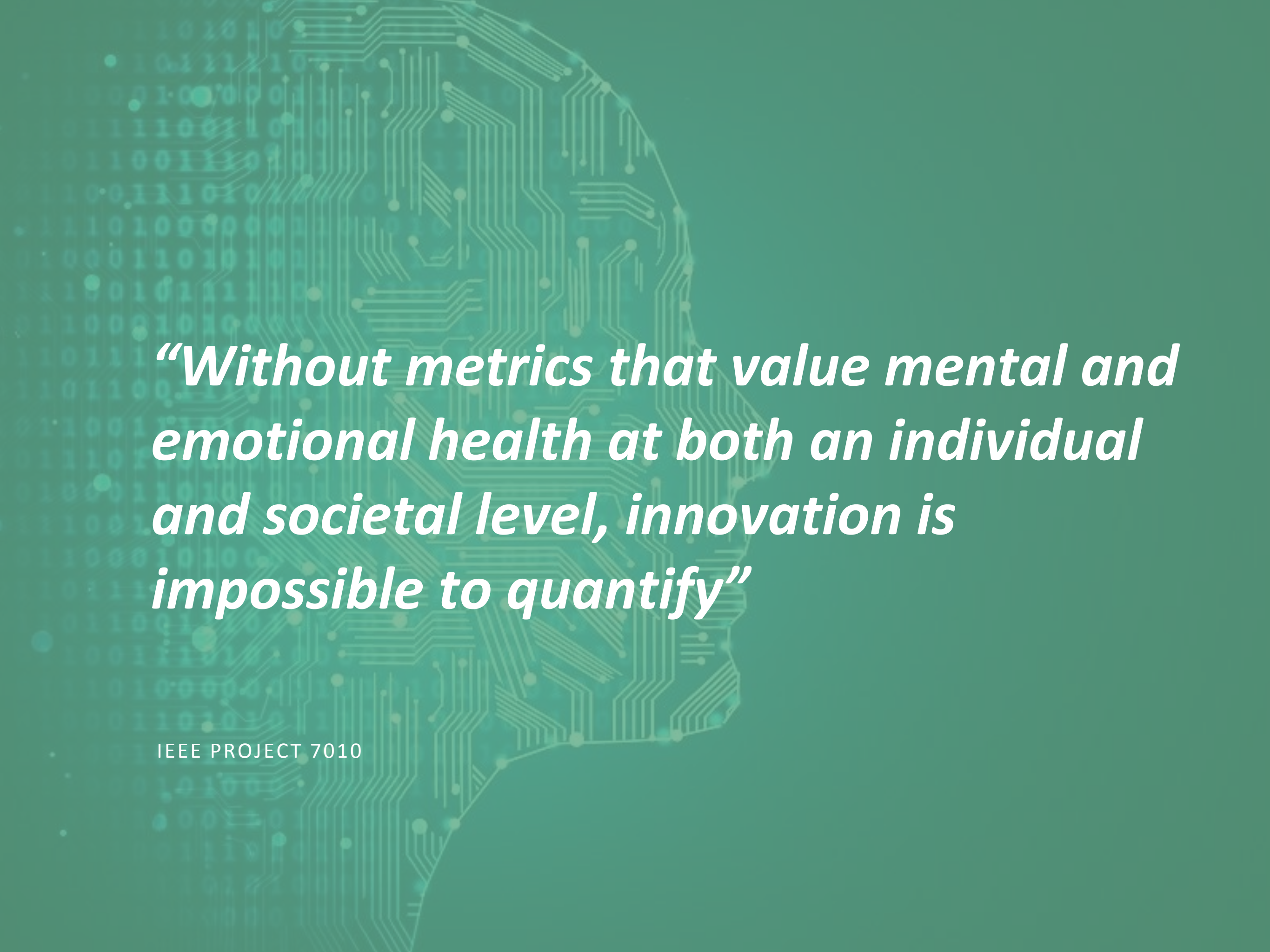
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**RELATED PROJECTS**

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*“Without metrics that value mental and emotional health at both an individual and societal level, innovation is impossible to quantify”*

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IEEE PROJECT

## 7008 - Standard for Ethically Driven Nudging for Robotic, Intelligent and Autonomous Systems

The Standard for Ethically Driven Nudging for Robotic, Intelligent and Autonomous Systems establishes a set of definition of functions and their relationships with benefits depending on cultural aspects of users (well-being, health, ...) that enables the development of Robotics, Intelligent and Autonomous Systems in accordance with worldwide Ethics and Moral theories, with a particular emphasis on aligning the ethics and engineering communities to understand how to pragmatically design and implement these systems in unison. This standard along with definitions allows for precise communication among global experts of different domains that includes Robotics, Artificial Intelligence, Autonomous Systems, and Ethics.


**Working Group:** [Ethical Nudging - Working Group for Ethically Driven Nudging for Robotic, Intelligent and Autonomous Systems](#)

**Sponsor:** [RAS/SC - Standing Committee for Standards](#) 

**Society:** RAS - IEEE Robotics and Automation Society

**STATUS:**

Active Project

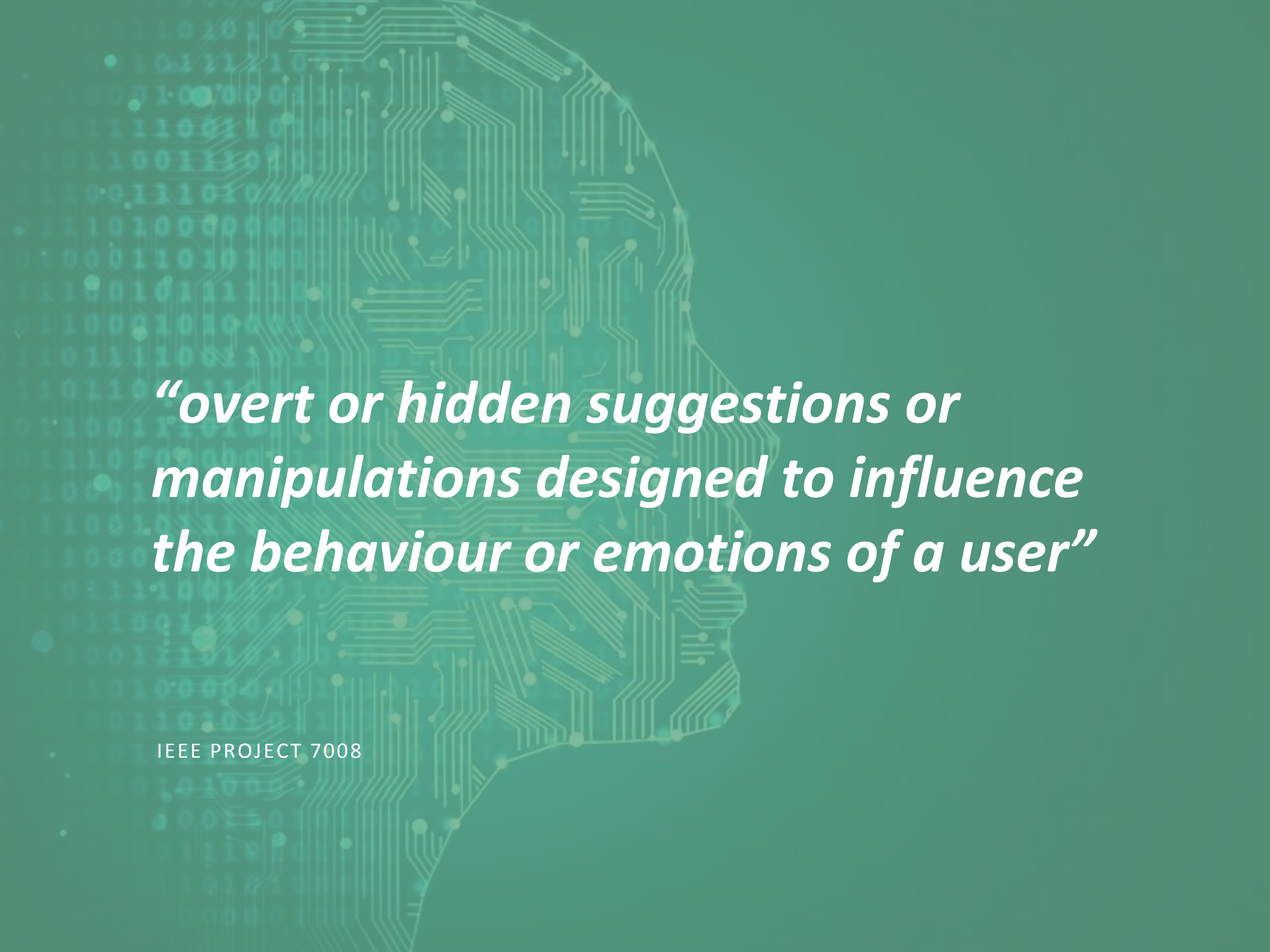
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## Get Involved In The Development





*“overt or hidden suggestions or manipulations designed to influence the behaviour or emotions of a user”*

IEEE PROJECT 7008

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IEEE PROJECT

## 7009 - Standard for Fail-Safe Design of Autonomous and Semi-Autonomous Systems

This standard establishes a practical, technical baseline of specific methodologies and tools for the development, implementation, and use of effective fail-safe mechanisms in autonomous and semi-autonomous systems. The standard includes (but is not limited to): clear procedures for measuring, testing, and certifying a system's ability to fail safely on a scale from weak to strong, and instructions for improvement in the case of unsatisfactory performance. The standard serves as the basis for developers, as well as users and regulators, to design fail-safe mechanisms in a robust, transparent, and accountable manner.

**Working Group:** [Fail-Safe Design - Standard for Fail-Safe Design of Autonomous and Semi-Autonomous Systems](#)

**Sponsor:** RS/SC - IEEE Reliability

**Society:** [RS - IEEE Reliability Society](#)

**STATUS:**

Active Project

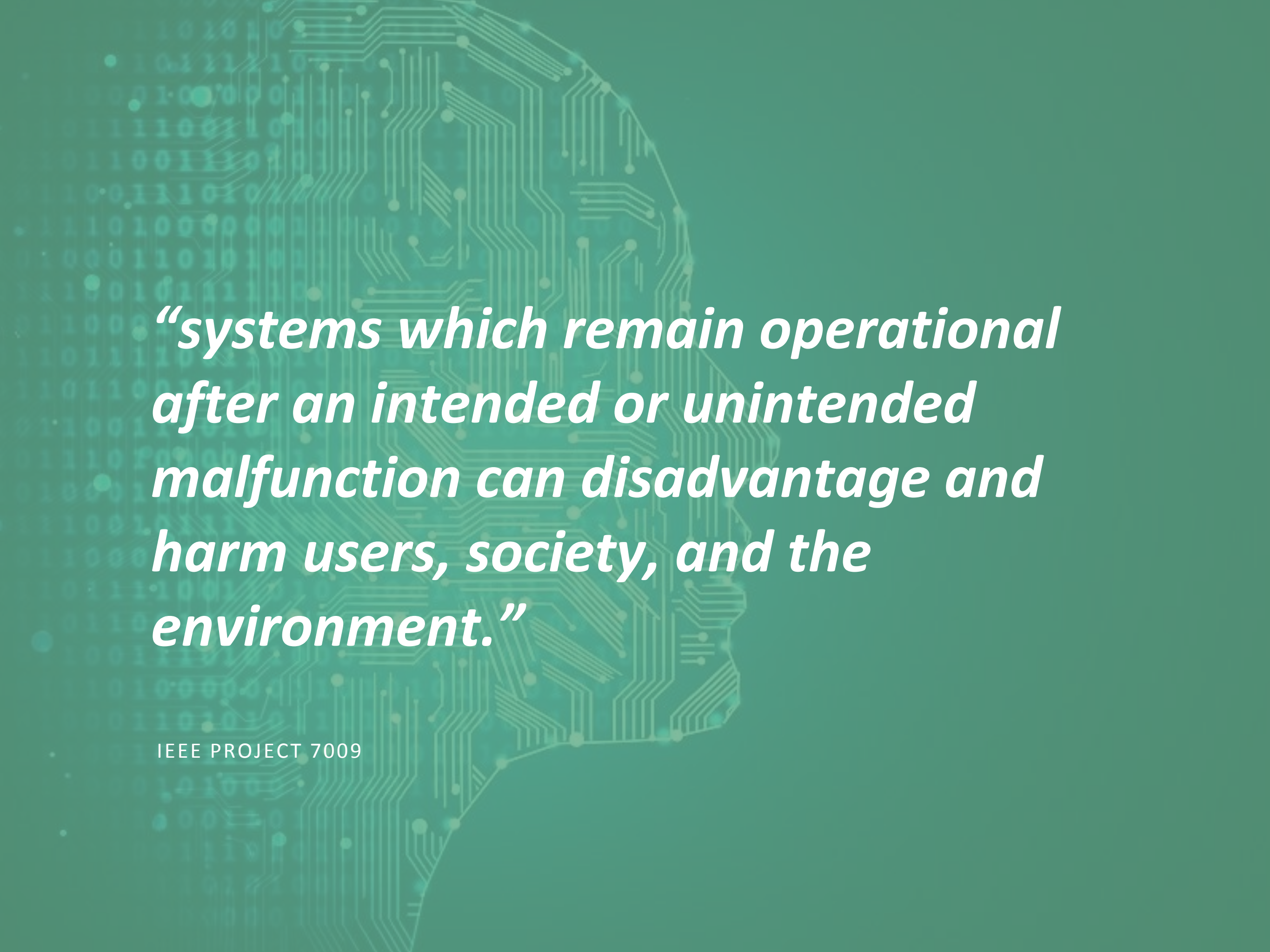
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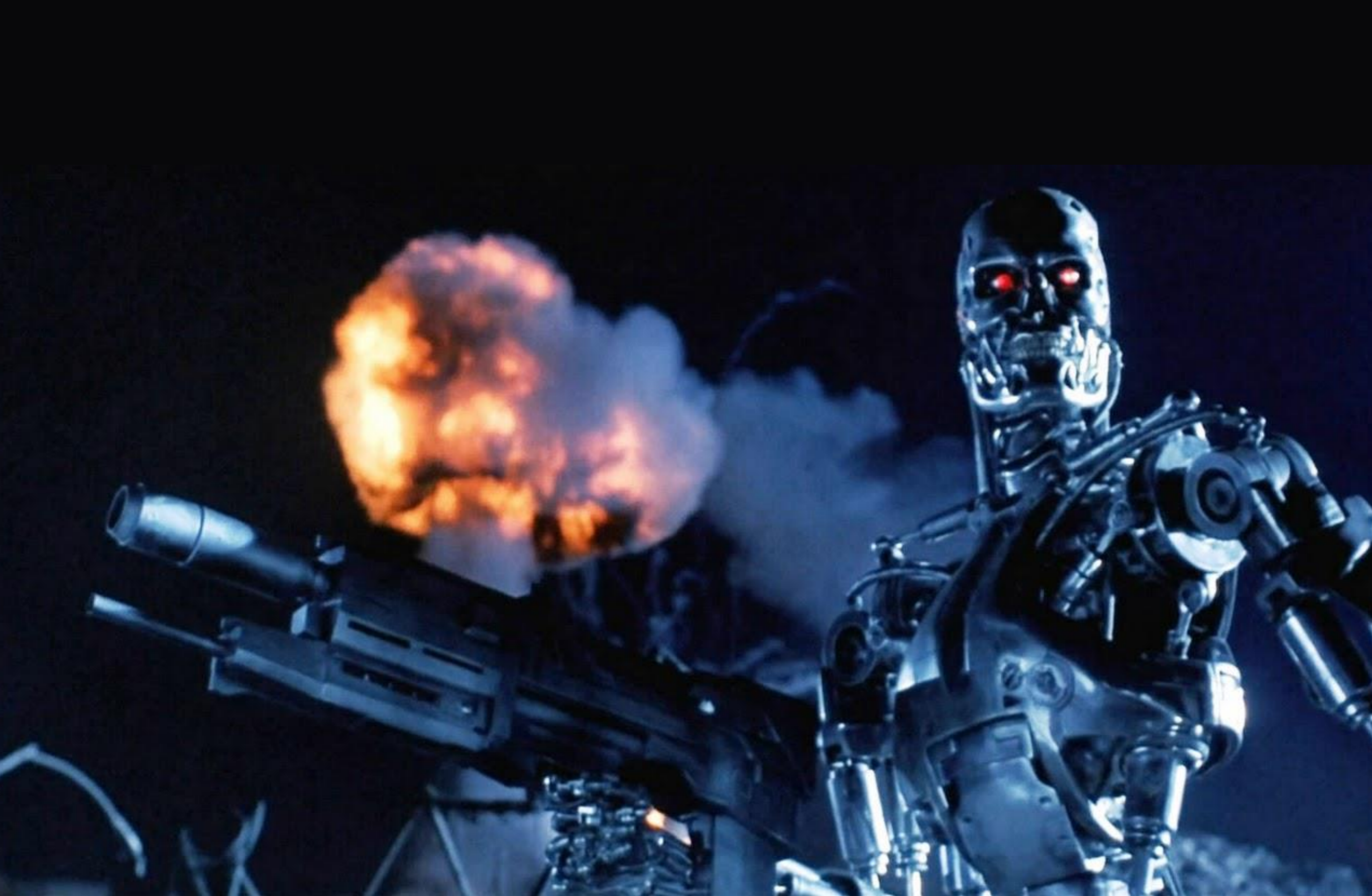
## Get Involved In The Development Of This Standard





*“systems which remain operational after an intended or unintended malfunction can disadvantage and harm users, society, and the environment.”*

IEEE PROJECT 7009



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*Meanwhile, at  
Unilever...*

10.02.15 | BEHIND THE BRAND

# Why Unilever Is Betting Big On Sustainability

CMO Keith Weed talks about why Unilever's corporate brand has gone from invisible to the forefront of sustainable business.



BY LOUISE JACK 9 MINUTE READ



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# Unilever’s sustainable brands grow 50% faster than the rest of the business

Unilever’s ‘Sustainable Living’ brands, which include Hellmann’s, Dove and Ben & Jerry’s, delivered more than 60% of the company’s growth in 2016.

By [Leonie Roderick](#) 18 May 2017 12:01 pm



Unilever’s ‘Sustainable Living’ brands are becoming

## RECOMMENDED



Brands missing out on £820bn opportunity by not pushing sustainability



Brands struggle to sustain ‘purpose’ commitments



Unilever puts brands front and centre in renewed sustainability push





## Sustainable Living

**Sustainable growth:**  
value + values

**Our Sustainable Living**  
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stakeholders

Home > Sustainable Living > Our approach to reporting > UN Global Goals for Sustainable Development

# UN Global Goals for Sustainable Development

We are contributing to the Global Goals through the Unilever Sustainable Living Plan.

A vision and roadmap for sustainable development

## THE GLOBAL GOALS For Sustainable Development



In September 2017



# How does the USLP contribute to the Global Goals?

Within our own activities we have identified where Unilever has the biggest potential to contribute to the Global Goals, given the nature, scale and reach of our business, and how this will add value to our business.

The following table is not an exhaustive list of every Global Goal which relates to the USLP but rather a broad overview.

Global Goals	Related USLP pillars
GOAL 1: NO POVERTY	Fairness in the workplace Inclusive business Opportunities for women
GOAL 2: ZERO HUNGER	Improving nutrition Inclusive business Opportunities for women Sustainable sourcing
GOAL 3: GOOD HEALTH AND WELL-BEING	Fairness in the workplace Health & hygiene Improving nutrition
GOAL 4: QUALITY EDUCATION	Inclusive business Opportunities for women Sustainable sourcing
GOAL 5: GENDER EQUALITY	







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Improving health & well-being

Reducing environmental impact

Enhancing livelihoods



Health & hygiene



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## ***In summary: what can you do?***

- If you're a purchaser of products or services, ask if your prospective suppliers are measuring their impact, ideally to a framework.
- If you're a business looking for opportunities to boost profits, choose the ones that change society for the better too. They do exist.
- Comment on the IEEE's consultation on Ethically Aligned Design so our future tech projects are safe and robust: [ethicsinaction.ieee.org](https://ethicsinaction.ieee.org)
- Whatever your sector, work together in partnership to improve the economic, social and environmental opportunities for everyone.



# Thanks for listening



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