

PHOENIX DESIGN AID

Communication on Progress 2013-14

ADVANCED LEVEL



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BRIEF DESCRIPTION OF NATURE OF BUSINESS

At Phoenix Design Aid we combine technology with creativity to produce unique communication solutions for clients across the world. Seeking to inspire, innovate and captivate, our creative team embraces and masters skills across the array of communication disciplines. Our expertise covers a broad spectrum of communication solutions, from initiation and concept development to the production and printing of finished products and their distribution.

Examples include conceptual design, visual branding of campaigns and subject matters, design and layout of communication material, website design and development, electronic newsletters, apps, printing services, editing, and translation.

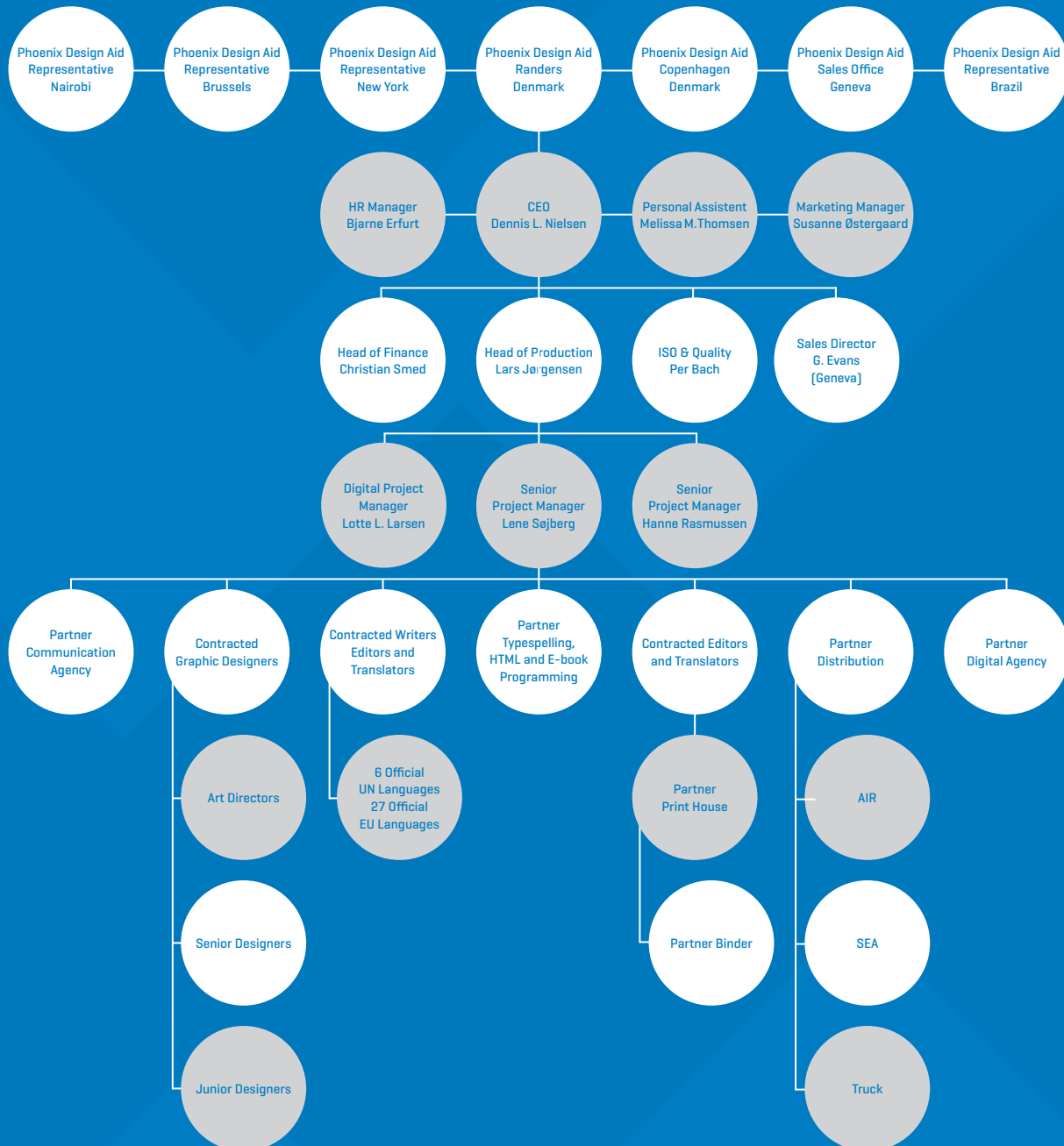
Phoenix Design Aid was founded in 1998 by managing director Dennis Lundoe Nielsen, who has more than 30 years' experience in the graphic industry. With particular emphasis on serving international and intergovernmental organisations, UN and EU agencies, NGOs and public authorities, we perform all projects in compliance with internationally recognised principles of social responsibility as well as UN requirements. We hold Long Term Agreements with several UN and EU organisations and on the basis of long-term client partnerships we have gained in-depth knowledge and understanding of the culture, needs, expectations and constraints of organisations, allowing us to deliver the highest possible value to all our clients.

Phoenix Design Aid is built on respect. We respect our clients, employees and the world around us. Respect makes demands on all of us to think and act responsibly. Our company is certified in the fields of quality (ISO 9001), environment (ISO 14001), health and safety management (OHSAS 18001), and social responsibility (DS 49001), and we are also certified as CO2 neutral. These certifications are our guarantee to our partners and clients that we will not be content with anything less than best practice in environmental and social responsibility, both in terms of our internal activities and within our supplier network.

Our reach is global, and our full-time employees in Denmark serve as project managers in a network that involves qualified and trusted collaborative partners across the world. Our project managers are key contributors to our success: They represent focal points for our network of partners and consider it their main responsibility to bring together a suitable and highly skilled team for each individual project, assigning tasks to each member and conducting high-quality project management throughout the subsequent processes. Our network of partners includes formally associated local and foreign editors, UN-trained translators, graphic designers, print facilities, and logistics companies, among others. Thus, we have the best competencies in place to bring each assignment to a successful execution.



COMPANY STRUCTURE



OWNERSHIP

Phoenix Design Aid is owned by DPN Holding ApS [90%] and Malaj ApS [10%]. Our company enjoys the support from a professional and experienced advisors team, who give their opinion on legal, strategic and financial matters to serve the company's best interests.

The summary of the financial statement for the total company structure of Phoenix Design Aid, for the years 2010-2013, is added below.

Phoenix Design Aid A/S

CVR no. DK 20 77 12 91

SUMMARY OF FINANCIAL STATEMENT FOR YEAR 2010-2013

PROFIT AND LOSS ACCOUNT

	2010	2011	2012	2013
	DKK'000	DKK'000	DKK'000	DKK'000
Net turnover	20.796	26.677	18.876	30.375
Gross profit	5.127	7.290	5.106	7.188
Staff costs	-3.611	-4.133	-4.375	-4.817
Depreciation	-360	-177	-87	-108
Financial items, net	303	-262	-59	-584
	1.459	2.718	585	1.679
Corporate tax	-389	-704	-144	-426
	1.070	2.014	441	1.253



OUR COMMITMENT TO THE UN GLOBAL COMPACT

At this time of rapid change, stakeholder demand for higher degrees of accountability and transparency has never been more prevalent than it is today. Sustainability and responsibility are prerequisites for sound business practice, and the daily conduct of organisations across the world is often subject to scrutiny and evaluation. Corporate social responsibility is about addressing such issues.

Our business – like most other human activities – is not conducted without challenges or dilemmas. Our membership of the Global Compact dates back to 2007 and is a valuable tool that helps us meet the strict requirements of the industry in which we operate. The ten principles of the Global Compact provide a frame of reference for us within the issues of human rights, labour, environment and anti-corruption, and offer guidance in our quest to practice corporate social responsibility in our daily operations.

Our CSR strategy is ambitious, and we continuously invest in CSR activities in order to take our standards to even greater levels, working beyond compliance wherever possible. We follow this path out of a commitment to openness and respect for the communities in which we operate, and we commit to share our progress with our stakeholders.

STATEMENT OF CONTINUED SUPPORT

We are pleased to confirm that Phoenix Design Aid reaffirms its support of the UN Global Compact and its ten principles. We are proud to reiterate our continued support, seeking to do our utmost to improve the integration of the ten principles into our business strategy and daily operations. High standards are essential to our business approach.

On account of our adherence to the guiding principles, we strive to maintain a sound dialogue with our stakeholders, enhance our labour practices, protect human rights throughout our supply chain, minimise our environmental impact, and work against corruption.



ABOUT THIS COMMUNICATION ON PROGRESS

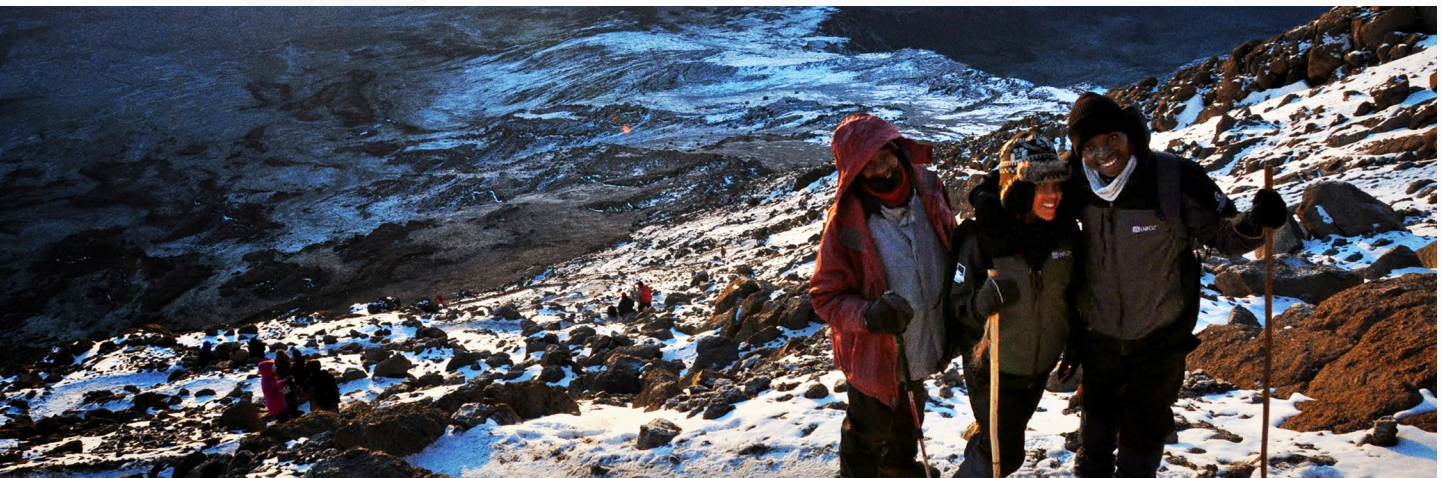
This Communication on Progress provides a status on Phoenix Design Aid's activities within the field of corporate social responsibility for the period from July 2013 to September 2014. Focus areas have been selected by management on the basis of close dialogue with our stakeholders – with an overall purpose of providing an informative and systematic account of our CSR activities.

The report includes facts, case descriptions and explanations on the fulfilment of our targets. Furthermore, the report contains detailed portrayals of our progress in selected focus areas as well as particular supporting initiatives that are of great importance to our business operations.

The Phoenix Design Aid Communication on Progress for 2013/14 is available for download at our website and is continuously distributed among all major stakeholders. The report is written in cooperation with external experts and consultants, brought in to analyse the content for inaccuracies and to ensure that no green washing occurs. In addition, the report is part of our system documentation within our integrated and certified management system, and will be verified by the certification body 'Det Norske Veritas' – one of the world's leading certification bodies, responsible for delivering independent certification audits to Phoenix Design Aid each year.



Dennis Lundoe Nielsen
Managing Director



THE PHOENIX DESIGN AID APPROACH TO CSR

At Phoenix Design Aid we have a clear strategic intent to base our operations on our core values and honour our obligations towards the communities in which we operate. Certification and industry standards help us guide our approach and actions. We have been environmentally certified according to ISO 14001 since 2004, certified in the field of working environment, OHSAS 18001, since 2008 and quality certified under ISO 9001 since 2008. In 2011 our company also became the world's first graphics company to receive formal approval of CSR activities, as we obtained our CSR certification under the Danish standard DS 49001, following the guidelines of ISO 26000.

We operate an integrated certified management system covering all of the above. This means that our everyday lives and work conditions are entirely consistent with the principles of environmental and social responsibility and human rights, and that we comply with laws and general standards of good practice within these areas. Devoting our services exclusively to international and intergovernmental organisations entails that our attention is directed towards the international arena. Inspired by the work conducted by these international players, promoting sustainability, environment, community development, human rights etc., Phoenix Design Aid is based on a fundamental sense of obligation and responsibility.

PDA - A COMPANY DRIVEN BY CSR VALUES AND STRATEGIC PLANNING

PDA's business concept and the basis for continuous development is based on CSR values and strategies which will be presented in this report. We have moved from a primary focus on "good housekeeping" in the areas of environment, health and quality to a much broader CSR mindset.

CSR concerns and options shall be considered in all our major decisions and plans. We are developing our business in a way that CSR impacts our supply chain, our stakeholders as well as the local and the international communities we operate in. It is also becoming increasingly important in our daily lives and our strategy. In this way we connect closer to our stakeholders, customers and suppliers.

In addition to this we are thinking in a long-term perspective and believe in trust-based and long-lasting partnerships as a business strategy. We gladly invest in resources to influence future leaders / decision makers so that CSR and sustainable management become as natural a way of thinking for them as it is for us.

In this regard, we have successfully formed a connection with the Danish University in Aarhus, etc. and we are in the process of creating support programs for the development of future leaders in appropriate countries on our markets, starting in Kenya inspired by "the Kilimanjaro Initiative" and with the ambition to influence and support future leaders in a number of other relevant regions where the need for support of talent exists. We know that social responsibility in many cases distinguishes us in our market and thus enable us to run a sound business under continuous development; In this way we ensure that the variety of CSR-related projects we support, can count on us in the future.



A VALUE-BASED MANAGEMENT APPROACH

We have a long history of working with sustainability and CSR. Founded on core values such as respect, credibility and professionalism, Phoenix Design Aid seeks to offer high-quality, cost-effective solutions, whilst minimising our impact on the environment. At the same time, we wish to honour our obligations as a global player by setting high standards in terms of promoting sustainability, sound business practice and community development.

We have adopted a holistic approach to our business and operate an integrated management system. By doing so, we are able to possess a comprehensive understanding of our possible impact on matters relating to human rights, working conditions, climate and environment, and ethical issues such as anti-corruption. Our management system comprises an all-embracing description of our policies, goals, actions, procedures and monitoring mechanisms. We seek to work beyond compliance through the continuous improvement of our management and efforts in all areas.

Each year, a number of CSR activities with a global reach are carried out, and continuous efforts are made to promote sustainable management and community involvement among our stakeholders. Our strategic intent is to support initiatives and actions among international organisations, either through direct funding or by making our own skills available [such as printing, design services, etc.]. We are also active in a number of forums and networks, as well as among our own stakeholders, to promote messages regarding respect for human rights, decent working conditions, sustainable environment and other climate and environmental initiatives as well as the development of skills and resources in developing countries.

The case studies on the next pages exemplifies Phoenix Design Aid's attempt to practice local involvement, thus paving the way for change and development:



CASE: ARAB PRINTING PRESS

Collaborative development of companies

In 2010 cooperation was initiated with Arab Printing Press, a print facility based in Beirut, Lebanon. Initially, cooperation involved production of a number of printed matters, among these the 46664 Bangle book – a limited edition coffee table book intended to raise awareness of the story of Nelson Mandela and the fight against AIDS/HIV. The book was sponsored by Phoenix Design Aid and Mr. René Sindlev, and printed flawlessly by Arab Printing Press.

Common ground was established between Phoenix Design Aid and Arab Printing Press, and a cooperative agreement was signed in July 2012.

From day one, dialogue between Phoenix Design Aid and Arab Printing Press on matters relating to corporate social responsibility has been strong and on-going. We take pride in sharing our experience with CSR issues with our stakeholders and strongly urge our collaborative partners to pursue opportunities of certification as well as activities that enable them to contribute to sustainable development.

Arab Printing Press is certified in the field of quality under ISO 9001. During our collaboration, with Arab Printing Press, Phoenix Design Aid has strongly encouraged the pursuit of further certification. Arab Printing Press is now FSC (Forest Stewardship Council) certified, which illustrates that the print facility actively promotes sustainable forestry. Arab Printing Press also obtained an environmental certification under ISO 14001 in September 2014. Similarly, the print facility is seeking to become a CO2 neutral company, and considerations of a CSR certification are being investigated and pursued. Finally, membership of the UN Global Compact is also being considered.

We commend Arab Printing Press and our additional partners for the steps taken towards certification and formal approval. We take pride in joining forces with them to inform about and promote sustainable management, thus setting the standard and raising levels of awareness and involvement.



CASE: THE PDAID FOUNDATION

Developing talents - future sustainable leadership

After years of effort cooperating with Universities and programmes to support sustainable leadership in Denmark, PDAid now expands this CSR mindset to a global level. We cooperate with local NGOs in developing countries on talent development which stems from a belief that future leaders in these communities, if provided with the right support and the proper influence, will contribute very positively to the development of these regions. For a start, we initiated collaboration with the "Kilimanjaro Initiative" NGO in Kenya which involves two young leadership talents (up to you whether there should be more individual elaboration here). While this is in process, we are working on developing concepts for sponsorship and mentoring so that the initiative can be extended to many, more, young talents globally. This we will seek to do through the establishment of a fund which mission statement is available here:

VISION

'The PDAid Foundation' will aim to make this world a better place by seeking to develop talent in underdeveloped communities. We believe that growth, democracy and human rights in underprivileged communities must be strengthened from within to create and ensure ongoing and viable improvements. Therefore, we believe that an efficient way of achieving this is through a structured, global, talent, support programme.

IDEA

Through education, financial means, personal contact and mentorships we will help young people become agents of positive change in the corporate and societal management of the future. We do not believe that financial support alone is enough. These young people must experience first-hand mentorship from adult leaders and role models. Each individual mentor must be prepared to share his/her experience and opinions as a leader and human-being, thus inspiring to corporate social responsibility, sustainable management and a democratic mindset.

THE FOUNDATION'S FIELD OF EXPERTISE

The foundation will aim to function and coordinate on a project basis. The actual work of the foundation will revolve around the task of locating young, talented individuals and partnering them with suitable mentors. The foundation will ensure that a plan of action is established for each individual participant, involving education, a mentorship programme and financial support. To the extent possible, the foundation will also explore support opportunities from public or corporate sources, but the fundamental notion is that the mentor in question is to finance the educational path chosen. The foundation will work on a non-profit basis.

OBJECTIVE

Within the next five years, we will work on establishing the 'PDAid foundation'. The foundation will make its presence known in the form of talent development programmes in Africa, Asia, the Middle East and South America.

COLLABORATIVE PARTNERS

The foundation will be established by Dennis Lundoe Nielsen and Phoenix Design Aid A/S. The foundation will seek collaboration with private and public sponsors, relevant organisations and NGOs in order to locate suitable talents and mentors – the latter primarily from the private business world.



Dennis Lundoe Nielsen, his wife Pia Nielsen and the rest of the team who took part in this year's Kilimanjaro climb.

THE PHOENIX DESIGN AID CSR POLICY

In close collaboration with our employees and partners, Phoenix Design Aid always seeks to:

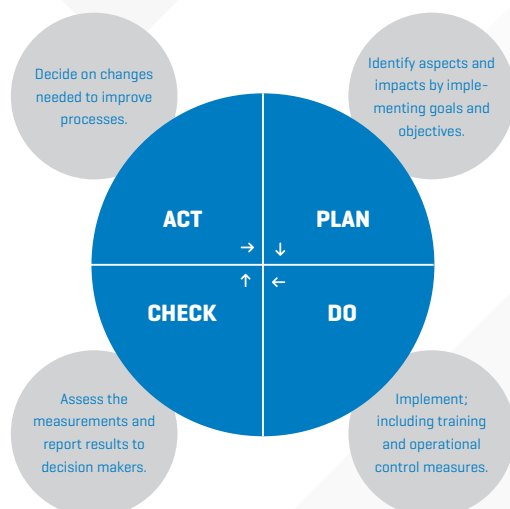
- Demonstrate respect for people, animals and nature in any action we undertake
- Respect human rights and recognise labour standards wherever we do business
[Universal Declaration of Human Rights, Guiding Principles on Human Rights and ILO Convention]
- Set ambitious goals for social responsibility, environmental impact, quality and safety
- Comply with laws and regulations in all countries where we work
- Inform, involve, engage and provide ownership for our policy

This policy has undergone continuous development since the first certifications were obtained and has been adapted to our business development, standard requirements and stakeholders' focus areas. Phoenix Design Aid's CEO, Dennis Lundoe Nielsen, has been the person responsible for the policy and has incorporated the input from employees, external stakeholders and external consultants/experts into further development of the policy.

The policy is thus well implemented among Phoenix Design Aid's employees and is executed in our value chain through dialogue and contract renewals. Finally, but equally important, we have listed our guidelines in a Code of Conduct, intended to function as our primary communication tool for the work conducted with our stakeholders. This Code of Conduct is available at our website and is the foundation of all our work regarding processes of due diligence.

DUE DILIGENCE AND BASIC STRUCTURE OF THE INTEGRATED MANAGEMENT SYSTEM

Phoenix Design Aid's management of CSR initiatives is consistent and thorough fulfilling the requirements of the standards on which it is based. On-going due diligence processes address issues such as respect for human rights, working conditions and environmental issues, anti-corruption and a number of other conditions. As known from the structure of management systems, a so-called PDCA methodology is adopted to ensure effective management and continuous improvement.



We operate an integrated
certified management system

A cornerstone of this process is our company's action plans for the different areas covered by our management system. These plans are incorporated in this report under the relevant section.

Upon launching new types of projects or collaborations a thorough risk assessment is carried out. Here significance, risks and potential threats/damaging effects are assessed for a wide range of topics based on a standardized methodology and tool box. An assessment is made for the following topics:



ORGANISATION MANAGEMENT

- Dialogue with stakeholders
- The management's composition and organization
- Risk management and due diligence
- Decision-making processes and structures



ENVIRONMENT

- Prevention of pollution and promotion of cleaner technology
- Sustainable use of resources
- Fight against and adjustments regarding climate changes
- Protection and re-establishment of the nature
- Animal welfare



HUMAN RIGHTS

- Civil and political rights
- Economic, social and cultural rights
- Discrimination and exposed groups
- Complaint management and avoidance of accomplice
- Situations of risks regarding human rights
- Fundamental employee rights



GOOD BUSINESS PRACTICES

- Anti-corruption
- Responsible participation in politics
- Fair competition
- Promoting social responsibility in the value chain
- Respect for property right



WORKING CONDITIONS

- Terms of employment
- Work conditions and social protection
- Social dialogue
- Health and safety at work
- Development opportunities at work



CONSUMER CONDITIONS

- Responsible marketing, information and contractual terms
- Protection of consumers' health and safety
- Sustainable consumption
- Customer support and complaint management
- Protection of consumer information and privacy
- Access to basic benefits
- Education for conscious consumers

This risk assessment is carried out by Phoenix Design Aid's CSR group which our CSR Coordinator, CEO and external expertise are represented. Relevant employees and external stakeholders are involved in the risk assessment to the extent that it enriches the process. For each subject that is essential to be risk-managed, we evaluate whether our existing procedures and action plans are sufficient to avoid risks - or whether to take further action, typically as additions within our system manual which is available to and discussed with all employees.

In daily life, due diligence is a process coordinated by our CSR coordinator, but all employees have an explicit responsibility to comply with the procedures and instructions listed in our management handbook.

Similarly, Phoenix Design Aid determines a number of mechanisms to monitor management system efficiency and prevent adverse incidents:

- Every member of staff has defined responsibility for complying with the manual and reporting on adverse incidents. A well-functioning system for the treatment of deviations from the manual has been established.
- Our CSR coordinator follows up on deviations, action plans and incidents that may give rise to risk reassessment. Such incidents are reported directly to the CEO.
- At least once a year an internal audit of all system components is carried out. Phoenix Design Aid has chosen to use external expertise to obtain maximum benefit from audit activities.
- Our CEO annually undertakes a thorough analysis of the effectiveness of the system and follows up on action plans and goals of the company. Based on this management evaluation, new goals and action plans are determined.
- The authority 'Det Norske Veritas' audits the integrated management system at least once a year, and reports back whether the system meets the standard requirements for risk assessment, management, resources, communication etc.

Should any of these subjects be found to threaten the respect for human rights, working conditions, environmental conditions, or anti-corruption, the incident will be resolved immediately. This means that negative effects are minimised in case the subject cannot be removed completely.

At the same time it is determined how our company can avoid any recurrence of the same situation. We consider our system all-embracing and robust, which is supported by the conclusions drawn by 'Det Norske Veritas'. Below are the results of our three recent audits.

We consider our system to be very robust, which is demonstrated by very good evaluations by 'Det Norske Veritas' visits. Below are the results of our three recent audits:

Date	Audit type	Deviations	Observations
18 September 2014	Periodic audit	0	4
6 March 2013	Re-certification audit	0	3
17 September 2012	Periodic audit	0	1
17 June 2011	Periodic audit + new DS 49001	0	4

"Observations" are conditions that 'Det Norske Veritas' suggests could be further improved. Observations are not binding for the company, but Phoenix Design Aid has incorporated the vast majority of them.



“Phoenix Design Aid has despite its size demonstrated sustainable leadership for global companies. Reporting at the Advanced Level of the Global Compact is yet another new milestone for Phoenix Design Aid. This is truly a great example of demonstrating transparency and progress in the company’s DS 49001 certification journey”,

Jens Peter Høiseth, CSR Manager at DNV Business Assurance

INVOLVEMENT FROM CEO AND THE BOARD OF DIRECTORS

Since Phoenix Design Aid’s foundation, Dennis Lundoe Nielsen has fulfilled the role as CEO. Dennis Nielsen has a strong personal commitment to sustainability and CSR and has spent years publicly advocating sustainable business management through the support of the Global Compact programme and other sustainability programmes. On account of his efforts, a number of partners and suppliers have joined the programme.

At the same time Dennis Lundoe Nielsen works in close collaboration with local businesses, the graphic industry and Danish educational institutions to promote sustainability and CSR. Please see the list of achievements and plans in the section on community development.

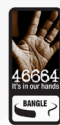
Phoenix Design Aid enjoys great support from a professional and experienced advisors team consisting of legal, financial and management consultants, all with impressive business know-how. Alongside company management, this team assumes responsibility and oversight for our long-term corporate sustainability strategy and performance. Since its establishment Phoenix Design Aid has endorsed sustainable business as its primary focus in its long-term strategies.

STAKEHOLDER INVOLVEMENT

The DS 49001 certification requires that we seek to influence our business partners and encourage them to think and act in compliance with the principles of CSR.

Both internal and external stakeholders are involved in our system activities. We recognise the importance of practicing our influence on our stakeholders and have adopted a collaborative partnership approach to ensure involvement, dedication and attention from all those involved.

Our employees are our internal stakeholders, and they engage in regular dialogue with management on risk assessments, necessary or suggested changes and amendments of our handbook, and other relevant information. As part of the management system Phoenix Design Aid manages and continuously updates a list of key external stakeholders divided into segments and listing the mutual influence we exercise upon each other:



ASSESSMENT AND SELECTION OF MAJOR STAKEHOLDERS

Completed by company management September 2014

	Phoenix Design Aid's influence			Assessment of stakeholder's potential influence on PDAid's:			
				Reputation/ profiling	Deliveries/ quality	Economic situation	Final score
Partners	Small	Medium	Large				
Scanprint			x				
Strait Air	x						
Textminded	x						
Toptryk Grafisk		x					
KLS	x						
Arab Print			x				
Hjortlund Medier		x					
Kontrapunkt		x					
Cherry Plus	x						
The Color Club	x						
Ehrhorn Hummertson		x					
Selsmonaut	x						
Authorities							
CO2 Fokus Norway	x						
Randers municipality	x						
UN Global Compact	x						
The Danish Working Environment Authority	x						
Clients							
UNEP	x						
UNDP	x						
AFDB	x						
UN WOMEN	x						
UNAIDS	x						
UNFPA	x						
Organisations/NGO's							
StateofGreen	x						
Climate Change signatories		x					
World's Best News	x						
Rotary		x					
Århus University	x						
Coutts 46664 Bangles Limited - the Nelson Mandela 46664 Bangle project	x						
The Kilimanjaro Initiative	x						

Appointed major stakeholders are marked in bold writing

■ Small/medium influence
■ Some influence
■ Much influence

We seek to increase trading between Danish companies and the UN, thereby contributing to refined quality, the establishment of more jobs and a better environment in the third world. We aim to influence all key stakeholders to integrate and further promote CSR and sustainability, taking into account the nature and form of each individual cooperation.

Our CEO also ensures that key stakeholders - customers, suppliers and partners - are regularly informed about Phoenix Design Aid's management system, including our focus on social responsibility, quality, working environment and environment. This is accomplished by handing over and walking stakeholders through our presentation materials and profile brochure together with our Code of Conduct and our Communication on Progress. Amongst this year's new stakeholders is the Kilimanjaro Initiative.



In February 2014 the Kilimanjaro Initiative selected 10 youths and 14 representatives from the private and public sectors to climb Mount Kilimanjaro.

CURRENT CORPORATE DEVELOPMENT INITIATIVES

On account of our determination and intention to develop our business and services, a number of focus areas have presented themselves within the reporting period. These focus areas have urged us to contemplate vast operational development and have triggered both business development initiatives and strategic considerations.

In an attempt to take the broader view and work beyond traditional business boundaries we have based our strategic direction on input from the market in which we operate and in close dialogue with our international client portfolio.

CLIENT SATISFACTION AND SERVICE MANAGEMENT

Following up on our collaboration with an MBA student, who conducted qualitative interviews with a representative cross-section of the client base in 2012, a similar survey was conducted at the end of 2013. Qualitative interviews were once again carried out, and a quantitative client satisfaction survey was also conducted.

Collecting first-hand information from our clients enables us to pinpoint issues that are of great importance or concern to our clients. As we direct our attention toward potential areas of improvement within our company structure and range of services, we become able to implement measures in accordance with client feedback and align our services with client expectations.

As an initial step, the knowledge gained from our surveys has formed the basis of a series of internal seminars, dedicated to the task of improving our services, procedures and communication patterns. Each subject from the quantitative analysis has been subject to scrutiny and discussion, from which we have been able to draw conclusions and determine necessary actions. Similarly, these actions have been measured up against the values listed in our management handbook, allowing us to establish whether our practical every-day actions correspond with the values on which our company is founded.

To derive further advantages from our client feedback, service management will be a main focus area for us in the latter part of 2014. Seeking to improve our service levels, a series of courses will be organized for all members of staff, intended to perfect communication skills, provide insight into sales tools and offer guidelines on improvement. Subsequent changes to our procedures and systems will be implemented as the needs arise.

As part of our continuous development we take great care of improving our own infrastructure and therefore we have decided to implement a new ERP system that will help us organize our database around CSR and client information in the most efficient way. It will enhance our flexibility and reaction time in dialogue with the clients and suppliers and thus help communicating our CSR values better. In the new system our employees can access overviews of business metrics; drill down into the details of transactions, customer records, and histories; and stay up to date on business operations making confident, informed decisions.

CLIENT REFERENCES



"Over the years, Phoenix Design Aid has produced a variety of assignments for both UNDP and the World Alliance of Cities Against Poverty, such as reports, brochures, booklets, handbooks, posters etc. The inherent advantage of working with Phoenix Design Aid is the fact that the entire production cycle is handled professionally and swiftly. The company's response time is short, and its ability to meet deadlines is exemplary. Flexibility is essential for UNDP, and we continuously challenge our suppliers' abilities to carry out alterations with short notice. In response to these circumstances, Phoenix Design Aid always proves able to deliver flawless results and is thus a highly valued business partner for UNDP".

Adam Rogers, Senior Communications Adviser and Head of Communications, UNDP Geneva



"Over the last ten years, ECA has been contracting Phoenix Design Aid to design and print primarily its major flagship publications and other headline reports. Our experience with Phoenix Design Aid has been extremely positive, and in addition to being a trusted partner of ECA, Phoenix Design Aid is in fact also a well-reputed company among our fellow UN agencies. Our publications require cutting-edge design and very high creative approach. Phoenix Design Aid never failed to meet these standards. Project planning and logistics are carried out to our complete satisfaction, and deadlines are always met even on very short notice."

Demba Diarra, Chief of Publications and Documentation Section, UNECA



"Phoenix Design Aid was responsible for the layout and printing of the 46664 Bangle coffee table book. Phoenix Design Aid as a company is a highly flexible and credible business partner, who takes great pride in delivering the highest possible standard and service. Alongside high-quality layout and printing, Phoenix Design Aid made a distinct contribution to our 46664 Bangle programme in terms of sponsorship. As such, the 46664 Bangle book represents excellent documentation of the programme, and has helped us reach a greater number of individuals than otherwise possible. The book is always received with great enthusiasm and makes a great impression on those who come across it. I am often asked who was responsible for creating it."

Robert Coutts, CEO of the 46664 Bangle Initiative

EMBRACING THE DIGITAL AGE

An evident trend presented itself in our client satisfaction dialogue. Within the past five years, a shift of focus among our clients has made a noticeable impact on the allocation of our services. In response to the rising demand for cross-media services, our competence position has been duly strengthened by the incorporation of digital solutions in our service portfolio. Aspiring to remain a full-service provider, we offer solutions across a wide range of platforms, assisting our clients with assignments concerning website design and development, app development, electronic publications, newsletters etc. Our customers now benefit from a broader spectrum of services, some of which are beginning to dominate in the digital arena of today. The integration of social media platforms is equally evident, once again emphasising the need for product development within our line of business.

An evident consequence of this development is the need for competence development, training and the addition of skills to the existing team. Taking into account this need for skill development into account, we recognise the need for further training, intended to enable our project managers to respond professionally and promptly to client requests in the digital arena. Internal seminars will be conducted, and the addition of new team members is currently being considered.

Along the same lines, new partnerships have been formed. Through tailored partnerships and strategic alliances, we are able to draw upon the knowledge and experience of highly skilled collaborators in order to meet the diverse needs of our clients. In close collaboration, we define the strategic framework and its subsequent visual translation, and readily assist our clients with the exploration of communication channels to help them ensure consistent messaging. We explore interaction opportunities by identifying communication objectives allowing for the incorporation of both offline and online communication platforms.

We consider it essential to establish common ground between user needs and client objectives and take pride in assisting our clients navigate safely through the communicative landscape. By doing so, we allow the communicative platforms to work seamlessly together.

At the same time, the shift of focus in our business operations requires that we are able to align our systems and procedures with the changing needs of our clients. This process is on-going and requires the assistance of both external consultants, HR and staff members. At this time of rapid change in the markets we serve, it is evident that our collaborative approach is the key to future growth and success.



VALUE CHAIN

Phoenix Design Aid sets the same high standards for our suppliers and partners all over the world, as we do for ourselves. We have therefore established the prior mentioned Code of Conduct and programs for monitoring and following up on our most important suppliers.

EXTRACT OF OUR CODE OF CONDUCT

- We expect our suppliers and partners to comply with applicable legislation and international standards for best business practices.
- We expect an open and honest dialogue with our partners on CSR related issues – also when there are issues that have to be resolved.
- We accept neither corruption nor fraudulent activities.
- We do not work with organizations or companies which cannot comply with applicable legislation and human rights conventions.
- We prefer to work in long-term, mutually fruitful partnerships.
- We prefer suppliers and partners who have a proven CSR track record. Their track record may include:
 - CSR, environmental, labor or climate certification.
 - Adherence to the UN Global Compact initiative.
 - Specific improvements in the CSR area.
 - Environmental labeling of products or services, e.g. FSC, Nordic or European eco-labels.
- We assess our subcontractors' performance in the CSR area on an ongoing basis through open and appreciative dialogue.
- We are willing to assist our regular partners, providing inspiration and know-how about CSR with a view to encouraging continued sustainable development.
- We encourage all our stakeholders to work with CSR and to take part in CSR related networks, such as the UNEP Climate Neutral Network.



Our control and development programme is divided into the following parameters:

1. Incorporation of Code of Conduct requirements in cooperation agreements and suppliers' standard contracts

This is an on-going process that has been underway since mid-2012. We incorporate the requirements in the natural pace when existing contracts expire or new ones are drawn up. As of April 2013, we have introduced Code of Conduct requirements in all present contracts.

2. Dialogue with partners and suppliers about our Code of Conduct

Our Code of Conduct is available for download from our website and in a printed version. It has proven to be a good and debate-generating communication tool. Our partnership and principle approach arouses interest, as well as our ability and willingness to share knowledge and therefore contribute to increased awareness of sustainability and CSR.

As of April 2014 ten of our closest suppliers have formally acknowledged that they adhere to the guidelines listed in our Code of Conduct.

3. Supplier assessment

As a part of our system activities a continuous screening of new collaborative partners and a routine annual screening of our key suppliers are performed.

Criteria for positive assessment of the supplier's social responsibility:

- Certification of DS 49001 or equivalent
- Membership of the Global Compact programme
- Certifications in areas that have a positive impact – for example environment, EMAS, climate or working environment
- Ability to provide eco-labelled goods or services, for example Nordic Eco label or EU Eco label
- Absence of bad publicity or reputation in key CSR issues in a way that may harm Phoenix Design Aid's reputation as a socially responsible company

STEPS IN EVALUATION PROCESS

Our System Coordinator is responsible for carrying out the assessment of major suppliers through for example research on the internet, telephone interviews or actual visits to the suppliers. From this documentation a recommendation is developed for our CEO to finalise a decision. He complements with his personal knowledge of the supplier and concludes – in cooperation with our System Coordinator – whether any changes must be initiated.

Recommendations based on our supplier evaluation are communicated to the supplier and an agreement is made in which appropriate actions are determined, all of which are to be carried out before the next assessment is made.

Where it is considered appropriate to determine a possible cooperation, screening is – of course – always supplemented with visits to the supplier. However, this has not yet been necessary.

PROCESSES FOR REMEDIAL ACTION

Despite solid implementation of due diligence, complaint/grievance issues may present themselves. United Nations Guiding Principles require that companies have processes in place for dealing with complaints as well as

for implementing remedial measures. For these processes to be effective, the following specifications are set. This description is also included in the manual for DS 49001 – Phoenix Design Aid’s standard for human rights.

- Legitimate. This includes clear, open, transparent and sufficiently independent management structures to ensure that there are no parties in an appeal process that can prevent a fair trial.
- Available. It should be made public that repair mechanisms exist, and there should be an appropriate assistance given to the wronged parties if access to the mechanisms can be hindered by for example language, illiteracy, lack of insight or financing, physical distance, disability or fear of reprisals.
- Foreseeable. There should be clear and written procedures, a clear time frame for each stage of complaint and clarity in terms of the types of processes and results that can be provided and that cannot be provided, and a way to monitor the implementation of each result.
- Fair. Wronged parties should have access to the sources of information, advice and expertise that are necessary to engage in a fair appeal process.
- Processes should be in accordance with internationally recognized standards for human rights with regard to outcomes and remedies.
- Clear and transparent. Although confidentiality is sometimes appropriate, the process and the result should be sufficiently open to public scrutiny and should balance the public interest properly.
- Based on dialogue and mediation. The process should aim for solutions to be agreed in reciprocity through the involvement of the parties.

If conviction is desired, the parties should seek this through separate, independent entities.

Phoenix Design Aid is certified and found complying with these rules. but we want to make the process even more distinct and have therefore contacted the Danish mediation and complaint institution for responsible business conduct in order to establish the possibilities of involving a separate and independent body in any future complaints process. Therefore, we have also published guidelines for appeals and link to Mediation og klageinstitutionen in Denmark on our website.

Within the reporting period, we have sought to enhance our communication on the matter of remedial action, and have updated our management handbook as well as our website, thus specifying the process to members of staff as well as clients. The process of facilitating redress is thus made simpler for our clients. In present reporting period we have not received any complaints or unfavourable comments regarding human rights and our relating activities.



RESPECT FOR HUMAN RIGHTS

FOCUS AREAS AND COMPLIANCE

Respect for human rights is a cornerstone of our values and policies, and we are determined not to cooperate with stakeholders who do not comply with our requirements. Our customers are very much engaged in the field and we strongly encourage our suppliers and business partners to support the Global Compact.

Phoenix Design Aid's due diligence processes regularly assess risks of lack of respect for human rights in our own operations and among our stakeholders. In the reporting period there have been no adverse events identified at Phoenix Design Aid or within our supply chain.

As a global player, Phoenix Design Aid employs people from a variety of regions with diverse ethnic, religious and cultural backgrounds. As a result, we seek to overcome cultural barriers and place great emphasis on respecting the human right of non-discrimination. This focus translates partly into a zero tolerance attitude toward discrimination and harassment, and partly into on-going education and training of staff toward a broad mindset and respectful communication.

Phoenix Design Aid has established partnerships globally; also for the execution of our services. Therefore, we have a specific and non-tolerant focus on child labour and other compulsory-like conditions as described in the Global Compact principles. As previously described, this is monitored in our supply chain management and assessment. Here, we focus not only on making demands, but also on offering guidance in respect for human rights.

BEYOND COMPLIANCE

Over the years, Phoenix Design Aid has implemented our influence rate in relation to our stakeholders and the general public. We influence them to implement programmes within social responsibility and also to communicate diligently about various UN-based organisations' initiatives and to support their mission and messages. This influence occurs through network meetings, our website and company publications as well as through articles in the media. The point of reference is our CSR log in which all major activities are listed. Also, information from meeting plans and activity calendars is used to document the following activities.

To get a more detailed and immediate overview, a decision has been made to log all future activities in a separate file.

Within the reporting period, the following results have been achieved:

- Randers Rainforest – Phoenix Design has continuously put our resources to Randers Rainforest's disposal in regards to achieving a GC membership. At the time of writing this has not yet succeeded.
- We have established cooperation with Aarhus University about knowledge sharing and teaching students, the leaders of tomorrow, about the task of putting CSR into practice.
- We continue to pay our support to the State of Green and PRME Leaders programmes, promoting sustainable management and striving to shape the leaders of tomorrow to incorporate human rights and sustainability into their core values.

- We have made our resources available to students who wanted to use our CSR efforts and conditions as a case study in their [undergraduate] curriculum.
- We proudly support the Kilimanjaro Initiative – an initiative created to raise awareness of and funds for development projects in East Africa. Our support of this project is described in further detail in the section concerning local involvement and development issues.

Also information from meeting plans and activity calendars is used to document the activities above.

To get a more detailed and immediate overview, all meetings have been logged in a separate system.

Year	B to B meetings	Client meetings
2012-13	40	69
2013-14	34	84

GOALS

- To expand cooperation with Danish higher education institutions to further share our knowledge on CSR
- To focus on our suppliers in the year to come, engaging in further dialogue with our stakeholders on human rights issues, bringing us closer to fully assessing, understanding, and acting upon the human rights impacts in our supply chain
- To establish the PDAid Foundation; a talent support programme to develop talent in underdeveloped communities.

These goals will be subject to ongoing evaluation – also within our supply chain – with a view to ensure that we are not complicit in human rights abuses.



IMPROVING THE ENVIRONMENT AND CLIMATE

FOCUS AREAS AND COMPLIANCE

Phoenix Design Aid focuses strongly on environmental and climatic conditions. We take responsibility for our own impact, place demands on our suppliers' operating conditions and products while we motivate our customers to make environmentally and climate-friendly product selections. Our own position is guided by the ISO 14001 standard, the requirements of which are included in the integrated management system. There have been no adverse events in the area during the reporting period.

Our essential impact in this sector revolves around CO2 emissions, primarily from travelling, while electricity and heat consumption in our offices play a minor role. Our CO2 accounts from 2013 are included below:

Category	Function	Consumption	Unit	Energy [MWh eqv]	Emissions [tCO2e]	Emissions [distribution]
Transportation						
Diesel [B5]		1 333.3	liters	13.2	3.4	13.1%
Petrol		1 899.1	liters	17.3	4.4	17.0%
Scope 1 total				30.6	7.8	30.1%
District heating DK/Randers		65 463.0	kWh	65.5	0.1	0.4%
Electricity Denmark 125		16 876.0	kWh	16.9	6.4	24.9%
Scope 2 total				82.3	6.5	25.3%
Air travel						
Continental		16.0	flight trip		1.8	7.1%
Intercontinental		12.0	flight trip		9.2	35.8%
Nordic		2.0	flight trip		0.2	0.7%
Waste						
Paper, recycled		203.0	kg			
Waste, incinerated		497.0	kg		0.2	1.0%
Other travel						
Train [Nordic]		1 500.0	pkm	0.2		0.1%
Scope 3 total				0.2	11.5	44.6%
Total				113.1	25.8	100.0%

Scope 1

Transportation: Estimated fossil fuel consumption from reported annual car allowance expenses.

Stationary combustion: No fossil stationary combustion is reported

Process emissions: No direct GHG emissions from physical, chemical and/or biological process have been reported.

Scope 2

Electricity: Actual electricity consumption in own or rented premises (buildings) including share of communal and/or tenant-specific consumption.

District heating/cooling: Actual share of energy (kWh) consumption in own or rented premises (buildings). The emission factor is given by district heating provider Verdo DK..

Scope 3

Air and business travel: Reported number of trips by plane and train in 2013. Travel information is reported by own accounting department.

Goods transportation: No goods transportation is included in the carbon accounting.

Waste: Reported waste fractions in kg and treatment method.

BEYOND COMPLIANCE

Activities and achievements during the reporting period:

Year	2011	2012	2013
Turnover DKK [tousand]	26.677	18.876	30.375
CO2 emissions (Total, ton)	29,9	20,5	11,5
Relative CO2 emissions	0,112081568	0,108603518	0,037860082
Index	100	0,97	0,34

- We have achieved a decline in our CO2 emissions per turnover
- We have increased our use of video-conferencing equipment as an alternative to external meetings requiring travel.
- We have neutralised 25.8 tons of CO2 from our operations.

GOALS

- In 2014, we will complete a project initiated in 2013, involving an environmental assessment of paper qualities intended to offer our customers the best possible advice on the matter.
- CO2 from travel activities, heating and electricity will be reduced from 1.1 ton per million kroner, to below 1 ton per million kroner.

IMPROVING THE WORKING ENVIRONMENT

FOCUS AREAS AND COMPLIANCE

Phoenix Design Aid employs highly skilled members of staff; they are our greatest asset and we want to take good care of them. Therefore, we have included the requirements of the international safety standard OHSAS 18001 in our integrated management system. On a daily basis the requirements are complemented with a continuous risk assessment in relation to for example workload. This is done through close dialogue with our employees. We focus on employee well-being and health, which translates into a number of initiatives and activities. We meet all requirements set for the working environment and safety and also actively support health promotion.

BEYOND COMPLIANCE

Activities and achievements during the reporting period:

- We have a very low absenteeism and there have not been work-related accidents during the reporting period.
- We offer fresh fruit to our employees.
- A HR function has been implemented as an active part of our organisation. The HR manager is involved with recruitment, training, career development, and employee relations etc. to ensure employee happiness.

When we observed a strong correlation between stress prevention and employees' skills, we initiated an ambitious internal staff development effort that targeted quality / service and the prevention of stress. This takes place in form of internal seminars conducted by a highly competent consultant and has the purpose of optimising the balance between work demands, skills and resources available. A series of seminars has already been conducted over the course of 2013 and 2014, and subsequent follow-up seminars will take place during the latter part of 2014.

Also, as part of our internal staff development effort, service management will be a main focus area within the company in the latter part of 2014. A series of courses will be organised for all members of staff, intended to perfect communication skills, provide insight into sales tools and offer guidelines on improvement.

GOALS

- Internal staff development will be continued
- The need for further training will be analysed and a subsequent action plan determined
- HR processes will be strengthened

ANTI-CORRUPTION AND UNETHICAL BUSINESS PRACTICE

FOCUS AREAS AND COMPLIANCE

Phoenix Design Aid works globally and meets different approaches to ethical business operations. Therefore, we focus on ensuring that our values on anti-corruption and credible and transparent business operations must be implemented both internally and among our stakeholders. We do not tolerate corruption or corruption-like conditions and we want full clarity on the issue of copyright.

There have been no reports of corruption-related events or ambiguity of copyright in the period, and no suspicion thereof has been detected.

Anti-corruption is an issue which is discussed in our CSR standard DS-49001, and our current external certifications and audits in this area have not resulted in any negative observations.

Our Code of Conduct will continue to form the foundation for our collaboration with new and existing suppliers and partners, and the integration of requirements and attitudes in all contracts with major supplier will continue.

The Code of Conduct comprises Phoenix Design Aid's guidelines for corporate social responsibility



SUPPORTING SUSTAINABILITY AND LOCAL INVOLVEMENT

The task of supporting, promoting and raising awareness of commendable initiatives and projects is a matter of great importance to Phoenix Design Aid, and we strive to select support-worthy causes that are a natural extension of our core competencies and values.

We provide support in the form of knowhow, publicity and financial means, including for example:

- Communication and marketing
- Graphic design, layout and production
- Use of the network within the United Nations and organisations that support and promote human rights, environment/ climate, working conditions and anti-corruption
- International trade and relationship building
- Project management

This philosophy allows us to offer our support most effectively, whilst allowing organizations, projects and initiatives the opportunity to derive from this support the best possible benefits.

ACTIVITIES SUPPORTED DURING THE REPORTING PERIOD

The Kilimanjaro Initiative

In 2014 Phoenix Design Aid is actively supporting the Kilimanjaro Initiative. The Kilimanjaro Initiative (KI) is an international non-governmental organisation headquartered in The Republic of Kenya. Since 2006, KI has organized annual ascents to the summit of Mount Kilimanjaro, the highest peak on the African continent. Bringing together youth and community stakeholders from around the world in an attempt to raise awareness of youth-based development issues, KI seeks to engage and develop individuals and communities, whilst raising funds for development projects in Kenya and Tanzania.

"With greater understanding, perseverance and teamwork, one can reach greater heights".

Putting this slogan into exemplary practice, KI united 10 youths and 15 representatives from the private and public sectors on a journey to the summit of Mount Kilimanjaro in February 2014. Representing widely opposing backgrounds, living conditions and means, the participants had been carefully selected to take part in the charitable event. The unique constellation of participants and their journey toward the summit shared one common goal; to create awareness of youth-based development projects in the urban areas of East Africa. Following a personal invitation, Phoenix Design Aid's managing director Dennis Lundoe Nielsen and his wife Pia Nielsen participated in the event. With opposing backgrounds, living conditions and means, the participants shared only limited common ground, but during the five-day climb close friendships were built across the array of cultures, age groups and backgrounds. Common ground was established, and

new ideas were born, enabling representatives from the private sector to offer the participating youths guidance, support and hope for the future.

At Phoenix Design Aid we salute the Kilimanjaro Initiative and all of the individuals who arranged the climb, carried the bags to each base camp, prepared the food and ensured the safety and well-being of all participants. We commend the Kilimanjaro Initiative for bringing together individuals who can help provide better opportunities for young men and women, raising funds for community projects and preventing those at risk from falling into unfortunate activities. Via cross-cultural dialogue the initiative helps these young men and women take on a constructive role and become agents of positive change in their respective urban contexts. At Phoenix Design Aid we take pride in offering our support to both the initiative in general and its participants. Our support is offered in the shape of financial support to the initiative and long-term obligations and guidance to selected participating individuals.



“Offering support in the form of talent development programmes allows Phoenix Design Aid to contribute to sustainable development and change in local communities. I sincerely hope that our initiative will inspire and encourage others to take similar steps.”

Dennis Lundoe Nielsen, CEO at Phoenix Design Aid

Our support of the Kilimanjaro Initiative represents an example of our quest to demonstrate the importance of involvement in local community development issues and enhance the quality of assistance to those in need around the globe. We hope to raise further awareness of KI by promoting its cause and activities in our communication material and on our website. Also, the Phoenix Design Aid Kilimanjaro experience has been documented in detail in a short film, offering both a day-to-day recount of the climb as well as details concerning the underlying purpose of KI. The film is available via the Phoenix Design Aid website and on <http://youtu.be/9an42nJ3A04>.

It is our sincere hope that our attempts to raise awareness of the Kilimanjaro Initiative will allow us to assist KI in obtaining noticeable benefits with far-reaching consequences.

WORLD’S BEST NEWS UNDER THE AUSPICES OF UNDP

‘The World’s Best News’ is a Danish initiative created by the UN, the Danish Ministry of Foreign Affairs’ development agency DANIDA, more than 90 Danish aid organizations and more than 90 corporate partners.

With our support of this initiative, Phoenix Design Aid promotes the message that multi-national development aid is both necessary and beneficial, while informing people of the positive progress in the developing countries.



We convey this message through:

- Website
- E-mail signatures
- Communication and sales material
- Documents



CSR IN AN EDUCATIONAL CONTEXT

At Phoenix Design Aid we take pride in sharing our knowledge and experience with students, educational institutions and other stakeholders working within the field of corporate social responsibility. As a result, we have contributed to a project conducted by Aarhus University, focusing on the role of CSR as a competitive resource and advantage.

We have also contributed to a project conducted by students from Aarhus University in Herning, in which our focus on CSR issues played a major part.

Sharing our knowledge and practices in relation to our CSR certification allows us to collaborate closely with players who can contribute to and comment on our CSR activities, thus allowing us to continuously develop and improve our strategic direction.

We encourage our partners to continuously improve their way of doing business and we readily place our expertise at our partners' disposal when any new environmental or CSR steps are to be initiated. Also, we participate in a variety of networks, round table discussions and conferences, sharing our knowledge and experience on the subjects. As examples, we can mention www.stateofgreen.com and www.danishresponsibility.dk.

GOALS

- Support of The Kilimanjaro Initiative continues
- World's Best News under the auspices of UNDP continues
- To create an overview of funded projects in the period 2007-2014



We respect our clients, employees and the world around us. Respect makes demands on all of us, to think and act responsibly



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