

# Communication on Progress

2015-2016

Advanced Level







## Mission

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PDAid's mission is to be an agency, which has the competences and the flexibility to solve large and complicated projects. We create new, exciting and visionary solutions in collaboration with our clients. We base our solutions on graphic proficiencies, ensuring that creative ideas are translated into practice in the form of distinctive designs.

PDAid is a full-service provider, offering professional management within a variety of tasks – from concept development to print and distribution. We manage all parts of the graphic process and take pride in delivering a product in accordance with the standard and quality expected by our clients. Finally, we ensure on time delivery of our products.





## Vision

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It is PDAid's vision to be the leading graphic design agency within efficient design implementation and the management of design and production.

We believe that the value of diligence and hard work combined with professional expertise and sublime customer service will make us succeed.





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## Brief description of nature of business

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PDAid is an international design and communication agency with expertise in total graphics solutions. Examples of solutions include:

- Conceptual design
- Visual branding of campaigns and subject matters
- Graphic design and layout of communication material
- Digital design and development
- Web- and native app development
- Electronic newsletters
- Video production
- Printing services
- Editing
- Translation
- Exhibitions and events.

Phoenix Design Aid (PDAid) combines technology with creativity to produce unique communication solutions for clients across the world. Seeking to inspire, innovate and captivate, PDAid's creative team embraces and masters skills across the array of communication disciplines. The company's expertise covers a broad spectrum of communication solutions - from initiation and concept development to the production and printing of finished products and its distribution.

CEO, Dennis Lundoe Nielsen, founded PDAid in 1998 with more than 30 years' experience from the graphic industry. With particular emphasis on serving international and intergovernmental organizations, including UN and EU agencies, NGOs and public authorities, the company performs all projects in compliance with internationally recognized principles of social responsibility as well as UN requirements. PDAid holds Long Term Agreements with 17 UNs and NGOs. Based on long-term partnerships, PDAid has gained in-depth knowledge and understanding of culture, requirements, expectations and constraints of organizations, allowing the company to deliver the highest possible value to all clients.

PDAid builds on respect - for clients, employees and the world. Respect demands that PDAid thinks and acts responsibly. Therefore, the company is certified in the fields of quality (ISO 9001), environment (ISO 14001), health and safety management (OHSAS 18001), and social responsibility (DS 49001),

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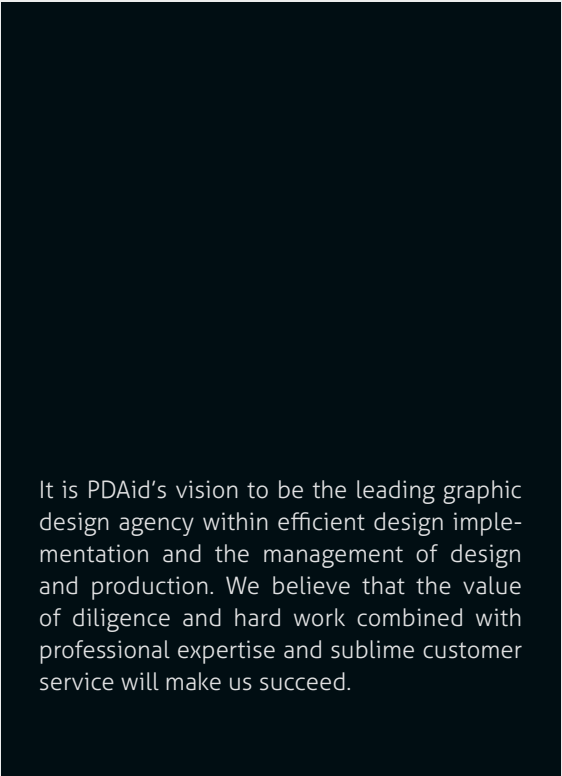
PDAid is a full-service provider, offering professional management within a variety of tasks – from concept development to print and distribution. We manage all parts of the graphic process and take pride in delivering a product in accordance with the standard and quality expected by our clients. Finally, we ensure on time delivery of our products.

and in addition certified as CO<sub>2</sub> neutral. As one of the first communications agencies PDAid recently received a certificate for the production of printed material following the international FSC Standard for CoC™ (Chain of Custody) Certification. As holder of a trademark license (FSC-C130488), the company has moved a step up from its previous status as FSC trader. PDAid's certificates function as a guarantee to partners and clients that PDAid will strive to deliver best practice within environmental and social responsibility – in terms of internal activities and supplier network.

PDAid's reach is global, and the company's full-time employees in Denmark serve as project managers in a network that involves qualified and trusted collaborative partners across the world.

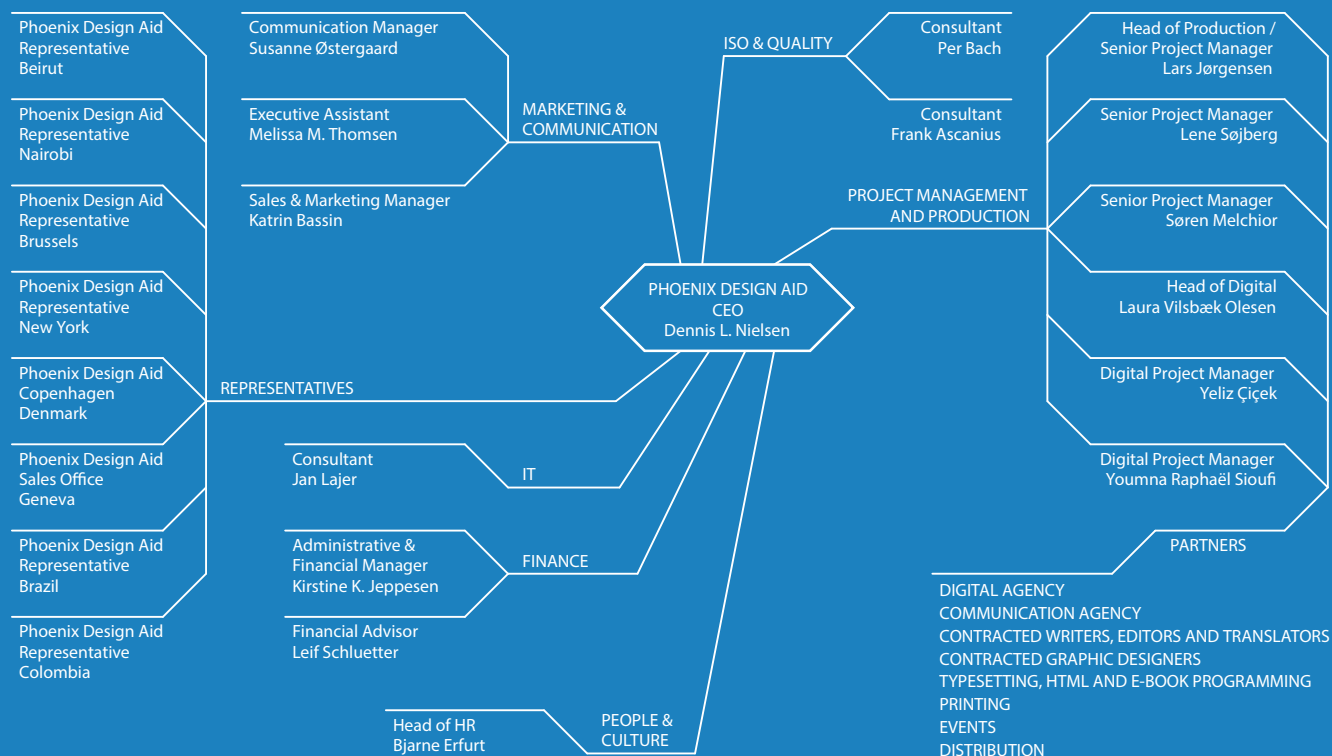
The team of project managers act as key contributors to PDAid's success: They represent focal points for the network of partners and consider it their main responsibility to bring together a suitable and highly skilled team for each individual project, assigning tasks to each member and conducting high-quality project management throughout the subsequent processes.

The network of partners include formally associated local and foreign editors, UN-trained translators, graphic designers, print facilities, and logistics companies, among others. Thus, PDAid holds the best competencies needed in order to bring each assignment to a successful execution.



It is PDAid's vision to be the leading graphic design agency within efficient design implementation and the management of design and production. We believe that the value of diligence and hard work combined with professional expertise and sublime customer service will make us succeed.

## Company structure







Highest creditworthiness

## Ownership

### Phoenix Design Aid A/S · VAT/CVR no. DK 20 77 12 91

DPN Holding LLC (90%) and Malaj LLC (10%) own Phoenix Design Aid A/S. The company enjoys the support from a professional and experienced advisory board, serving PDAid's interests by offering their opinion on legal, strategic and financial matters.

Illustrated below is the summary of the financial statement for PDAid's total company structure for the years 2012-2015.

*"The management of Phoenix Design Aid A/S believes that payment of taxes is a significant part of being a responsible member of the local community. PDAid contributes to the Danish Society with payment of Company tax, Payroll tax and VAT. All of which is based on a compliant approach to the Danish ethical and regulatory standards"*

Anders Hübertz Mortensen, State Authorized Accountant

#### Profit and loss account

	2012 DKK'000	2013 DKK'000	2014 DKK'000	2015 DKK'000
Net turnover	18,876	30,375	20,398	32,025
Gross profit	5,106	7,188	5,346	7,055
Staff expense	-4,375	-4,817	-4,894	-5,888
Depreciation	-87	-108	-109	-149
Net financial items	-59	-584	241	-156
	<b>585</b>	<b>1,679</b>	<b>584</b>	<b>862</b>
Corporate tax	-144	-426	-146	-198
	<b>441</b>	<b>1,253</b>	<b>438</b>	<b>664</b>



## Commitment to the UN Global Compact

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

This business – like most other human activities – meets challenges or dilemmas along the way. PDAid's membership of the UN Global Compact dates back to 2007 and provides the company with valuable tools in meeting the strict requirements of the industry in which it operates. The ten principles of the Global Compact provide a frame of reference within the issues of human rights, labor, environment and anti-corruption, and offer guidance in the company's quest to practice CSR through daily operations.

PDAid's CSR strategy is ambitious, and the company continuously invests in CSR activities in order to take its standards to even greater levels, working beyond compliance wherever possible. PDAid follows this path out of a commitment to openness and

respect for the communities in which the company operates, and it is committed to share progress with stakeholders. Business partners are encouraged to join the UN Global Compact. Most recently, PDAid took a step forward in its efforts to achieve enrolment of Design Denmark, the Danish design alliance of designers, design thinkers and design businesses working to promote design in business and society. Read more about the enrolment process on page 58.

### Statement of continued support

PDAid is pleased to confirm that the company reaffirms its support of the UN Global Compact and its ten principles. PDAid is proud to reiterate its continued support, seeking to do its utmost to improve the integration of the ten principles into business strategy and daily operations. High standards are essential to PDAid's business approach.

Because of PDAid's devotion to the guiding principles, the company strives to maintain a sound dialogue with its stakeholders, enhance its labor practices, protect human rights throughout its supply chain, minimize its environmental impact and work against corruption.

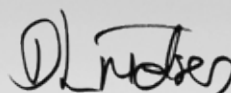
## About this Communication on Progress

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This Communication on Progress provides a status on PDAid's activities within the field of CSR for the period September 2015 to September 2016. Management has selected focus areas based on close dialogue with stakeholders – with an overall purpose of providing an informative and systematic account of PDAid's CSR activities.

This report includes facts, case descriptions and clarifications on the fulfilment of PDAid's targets and goals. Furthermore, the report contains detailed portrayals of the company's progress within selected focus areas as well as specific supporting initiatives that are of great importance to PDAid's business operations.

The PDAid Communication on Progress for 2015-16 is available for download at the PDAid website. A printed version is distributed among major stakeholders. The report was written in cooperation with external experts and consultants, brought in to analyze the content for inaccuracies, and to ensure that no greenwashing occurs. In addition, the report is part of the PDAid system documentation within an integrated and certified management system, and will be verified by the certification body 'DNV GL' – one of the world's leading certification bodies, responsible for delivering independent certification audits to PDAid each year.



**Dennis Lundoe Nielsen, CEO**



## The PDAid approach to Corporate Social Responsibility

PDAid has a clear strategic intent to base its operations on core values and honor obligations towards the communities in which it operates. Certification and industry standards serve in guiding PDAid's approach and actions.

PDAid has 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, the company became the world's first graphics company to receive formal approval of CSR activities, as it obtained the CSR certification under the Danish standard DS 49001, following the guidelines of ISO 26000. As one of the first communications agencies PDAid recently received a certificate for the production of printed material following the international FSC Standard for CoC™ (Chain of Custody) Certification.

As holder of a trademark license (FSC-C130488), the company has moved a step up from its previous status as FSC trader.

PDAid operates an integrated certified management system covering all of the above. Everyday life and work conditions are consistent with the principles of environmental and social responsibility and human rights. As such, the company complies with laws and general standards of good practice within these areas. Devoting its services exclusively to international and intergovernmental organizations and inspired by the work conducted by international players, PDAid is obliged to promote sustainability, environment, community development, human rights, etc.

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## **PDAid – a company driven by CSR values and strategic planning**

PDAid bases its business concept and the foundation for continuous development on CSR values and strategies (further presented throughout the report). The primary focus has moved from “good housekeeping” in the areas of environment, health and quality to a broader CSR mind-set.

CSR concerns and options are integrated in all major decisions and procedures in a manner that affects the supply chain, stakeholders and local and international communities in which PDAid operates. Similarly, CSR is considered increasingly important in daily operations and strategy. In effect, PDAid ties strong connections to stakeholders, customers and suppliers.

PDAid represents a mindset dominated by long-term perspectives with trust-based and long-lasting partnerships as a cornerstone in its business strategy. On its quest to diffuse PDAid’s CSR mind-set and sustainable management, the company invests resources in influencing future leaders and decision makers locally, nationally and globally. In this regard, PDAid has successfully established a partnership with the Danish University in Aarhus. Additionally, PDAid engages various presentations and lectures on CSR. On a more global scale, PDAid recently developed the PDAid Foundation, thus creating a global talent support program, based on sponsorship and mentoring with

a focus to develop burgeoning, young talent in developing countries. The concept of the PDAid Foundation is largely inspired by the NGO, Kilimanjaro Initiative.

PDAid often distinguishes itself from competitors on the business markets through social responsibility, thus enabling the company to run a sound business under continuous development. As such, PDAid ensures future support of a variety of CSR-related projects. Read more about the PDAid Foundation case on page 42 and PDAid’s supports of sustainability and local involvement on page 61.

## **A value-based management approach**

PDAid has a long history of working with sustainability and CSR. Founded on core values such as respect, credibility and professionalism, PDAid seeks to offer high quality, cost-effective solutions, whilst minimizing its impact on the environment. At the same time, the company wishes to honor its obligations as a global player by setting high standards in terms of promoting sustainability, sound business practices and community development.

PDAid adopts a holistic approach to its business and operates an integrated management system. By doing so, PDAid is able to possess a comprehensive understanding of its possible impact on matters relating to human rights, working conditions, climate and environment, as well as ethical issues such as

anti-corruption. The management system comprises an all-embracing description of PDAid's policies, goals, actions, procedures and monitoring mechanisms. The company works beyond compliance through the continuous improvement of management and efforts in all areas.

Each year, PDAid carries out a number of CSR activities. In addition, continuous efforts are made to promote sustainable management and community involvement among stakeholders. The strategic intent is to support initiatives and actions among international organizations - either through direct funding or by making PDAid skills available (printing, design services, etc.).

PDAid is active in a number of forums, networks and among primary stakeholders with an objective to promote messages concerning respect for human rights, decent working conditions, sustainable environment, and engages in initiatives within the framework of climate, environment and development of skills and resources in developing countries.

The case study concerning the Danish design association, Design denmark, exemplifies how PDAid attempts to practice local involvement, thus paving the way for change and development.



# The PDAid

## Corporate Social Responsibility Policy

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In close collaboration with employees and partners, PDAid always seeks to:

**Demonstrate respect** for people, animals and nature in any actions undertaken.

**Respect human rights** and recognize labor standards wherever business is conducted (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 in which business is conducted.

**Inform, involve, engage** and provide ownership for the company's policy.

This policy has undergone continuous development since the first certifications were obtained and has been adapted to the business development, standard requirements and stakeholders' focus areas. PDAid's CEO, Dennis Lundoe Nielsen, has been the person responsible for the policy and has incorporated input from employees, external stakeholders and external consultants/experts into further development of the policy. The policy is thus well implemented among PDAid's employees, and is executed throughout the value chain by the means of dialogue and contract renewals. Finally, but equally important, PDAid has listed its guidelines in a Code of Conduct, intended to function as the primary communication tool for the work conducted with stakeholders. The Code of Conduct is available at the company website and is the foundation of all work regarding processes of due diligence.

### Due Diligence and basic structure of the integrated management system

PDAid's management of CSR initiatives is consistent and thorough, thus 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 several other conditions. As known from the structure of management systems, a so-called PDCA methodology is adopted to ensure effective management and continuous improvement:

**Decide** on changes needed to improve processes.

**Identify** aspects and impacts by implementing goals and objectives.

**Assess** the measurements and report results to decision makers.

**Implement;** including training and operational control measures.

Decide on changes  
needed to improve  
processes.

Identify aspects and  
impacts by implementing  
goals and objectives.

# Act Plan Check Do

Assess the  
measurements  
and report results  
to decision makers.

Implement;  
including training  
and operational  
control measures.

PDAid operates an integrated  
certified management system

PDAid's action plans for the different areas, covered by the management system, function as a cornerstone. These plans are incorporated in this report under the relevant section.

A thorough risk assessment is carried out upon launching new types of projects or collaborations. Here, significance, risks and potential threats/damaging effects are assessed for a wide range of topics based on a standardized methodology and toolbox.

Assessments are made for the following topics >

PDAid's CSR group, represented by the CSR Coordinator, CEO and external expertise, carries out the risk assessment. 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, the group evaluates whether existing procedures and action plans are sufficient in avoiding risks - or whether to take further action, typically as additions within the system manual, which is available to and discussed with all employees.

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

**Similarly, PDAid 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.
- The 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. PDAid has chosen to use external expertise to obtain maximum benefit from its audit activities.
- The 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 the management evaluation, new goals and action plans are determined.
- The authority 'DNV GL' 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 the subjects above be found to threaten respect for human rights, working conditions, environmental conditions, or anti-corruption, the incident will be resolved immediately. As a result, negative effects are minimized in case the subject cannot be removed completely.



## Working Conditions

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

## 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

## Organisational Management

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

## Community Involvement and Development

- Supporting, promoting and raising awareness of commendable initiatives
- Sharing knowledge and practices
- Encouraging stakeholders and partners to take part in these initiatives

## 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

## 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

## Good Business Practices

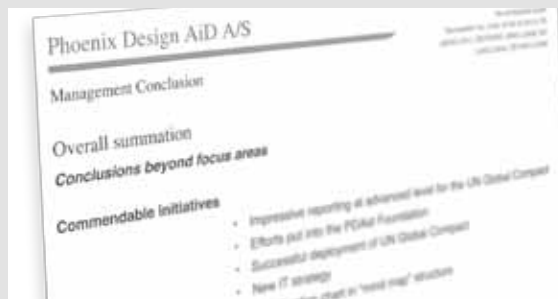
- Anti-corruption
- Responsible participation in politics
- Fair competition
- Promoting social responsibility in the value chain
- Respect for property rights

**PDAid's six recent audits:**

	Audit type	Deviations	Observations
<b>2016 : April 14</b>	Re-certification audit	0	<b>2</b>
<b>2015 : August 27</b>	Periodic audit	0	<b>2</b>
<b>2014 : September 18</b>	Periodic audit	0	<b>4</b>
<b>2013 : March 6</b>	Re-certification audit	0	<b>3</b>
<b>2012 : September 17</b>	Periodic audit	0	<b>1</b>
<b>2011 : June 17</b>	Periodic audit + new DS 49001	0	<b>4</b>

It is determined how to avoid any recurrence of the same situation. PDAid considers its system all-embracing and robust, which is supported by the evaluations and conclusions drawn by 'DNV GL'.

Upon re-certification audit in April 2016, PDAid received a Management Report from the business assurance agency, DNV GL. The report specifies the management conclusion beyond focus areas. Conclusions pertain to PDAid's performance within the auditing period, including commendable initiatives and areas for improvement (e.g. observations).



"Observations" refers to conditions to which 'DNV GL' suggests further improvement. PDAid has implemented the vast majority of "observations", although the company is not obligated to do so.

PDAid has been audited by 'DNV GL' since 2007, and has received commendable reviews throughout the period. During the re-certification audit in April 2016, **Lead Auditor Jens H. Oestergaard** noted several creditable initiatives:

*"Improvement of work concerning data security and safety remains cf. the incident in April 2015 and comments in the audit report of August 2015."* He added that *"...Illustrating the organization chart in a "mind map" design makes perfect sense and creates more clarity than the previous design."*

The Paper Guide also impressed the auditor: *"The new Paper Guide is considered as a good tool that helps customers make environmentally friendly paper choices. The guide presents a good description of the different eco-labels"*. Finally, the auditor commended Phoenix Design Aid's efforts to influence other organizations: *"... The goal of influencing Design Denmark to participate in the UN Global Compact has been achieved."*

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#### Commendable initiatives:

Focus on linking tasks and resources	Organization chart in "mind map" structure
Paper Guide New IT strategy	Impressive reporting at advanced level for the UN Global Compact
Efforts put into the PDAid Foundation	Successful deployment of UN Global Compact

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### Involvement from CEO and the Board of Directors

Since the establishment of PDAid, Dennis Lundoe Nielsen has fulfilled the role as CEO. Dennis has a strong personal commitment to sustainability and CSR, and has for several years publicly advocated for sustainable business management through the support of the UN Global Compact and other sustainability programs. Because of his efforts, a number of partners and suppliers have joined the program. Most recently, PDAid has assisted the Danish design association, Design Denmark, in joining the UN Global Compact. For additional information, please turn to the case description on page 58.

At the same time, Dennis works in close collaboration with local businesses, the graphic industry and Danish educational institutions to promote sustainability and CSR.

PDAid enjoys great support from a professional and experienced team of advisors consisting of legal, financial and management consultants - all with impressive business knowledge. Alongside company management, the team of advisors assume responsibility and supervision of PDAid's long-term corporate

sustainability strategy and performance. Since its establishment, PDAid has endorsed sustainable business as its primary focus throughout its long-term strategies.

### Stakeholder involvement

The DS 49001 certification puts demand on PDAid to influence business partners and encourage them to think and act in compliance with the principles of CSR.

Both internal and external stakeholders are involved in system activities. PDAid recognizes the importance of practicing its influence on stakeholders and adopt a collaborative partnership approach to ensure involvement, dedication and attention from all parties involved.

Company employees act as internal stakeholders, engaged in regular dialogue with management on risk assessments, necessary or suggested changes and amendments of the PDAid handbook, and other relevant information. An overview of the assessment and selection of major stakeholders is available in the following chart:

>

Assessment of stakeholders' potential influence on PDAid				
Stakeholder	PDAid's influence			Final score
	Small	Medium	Large	
<b>Partners</b>				
Scanprint	x			
Strait Air	x			
Ambiente		x		
Toptryk Grafik	x			
Language Wire			x	
Arab Printing Press	x			
Hjortlund Medier	x			
Kontrakt	x			
Language Wire	x			
bömann + laursen	x			
FFW	x			
Ethnic Hummer	x			
Johansen				
<b>Authorities</b>				
CD2 Fokus Norway	x			
Randers municipality	x			
UN Global Compact	x			
Oslo CA	x			
Arbejdsmiljø				
<b>Clients</b>				
UNEP	x			
UNEP	x			
AFDB	x			
UN WOMEN	x			
UNRAIS	x			
UNFPA	x			
UNFCCC				
UNICEF	x			
<b>Organizations/NGOs</b>				
State of Green	x	x		
Winnipeg Initiative	x			
World's Best News	x			
Bakery	x	x		
Aarhus University	x	x		
Talentpiloterne	x	x		
Design danmark		x		
CD2 Fokus Norway				
Climate Neutral Network				
Climate Change signatories				

Appointed major stakeholders are marked in **bold** writing.

Color description:

- equals low or no influence.
- equals some influence.
- equals great influence.

Completed by company management, April 2016

## Assessment and selection of major stakeholders

PDAid seeks to increase trade between Danish companies and the UN, thereby contributing to refined quality, continuous establishment of jobs and an improved environment in the third world. The company aims to influence all key stakeholders to integrate and further promote CSR and sustainability, taking into account the nature and form of each individual cooperation.

As CEO, Dennis makes sure that key stakeholders (customers, suppliers and partners) are informed concerning PDAid's management system, including the company's focus on CSR, quality, work environment and environment. This is accomplished through information meetings, at which presentations are held and material such as profile brochures, company Code of Conduct and current Communication on Progress is handed out and described thoroughly.



"What makes the PDAid Foundation a great initiative is the fact that not only does it give people like me an opportunity to achieve our dreams, it has a future. The foundation is expanding, and is already accommodating more youth who need its services. Being among the first beneficiaries, I will always be there to raise the burner for the positive impact this organization has had on my life."

Benedetta Mbeneka

"My journey from the moment I was enrolled in the foundation has been "WOW". It has changed my negative visions to positive ones. I am proud to say that I have now built up my self-confidence and strong belief that things will be good for me. The journey helped bring encouragement and motivation that one day I will have a bright future."

John Senteu Letite

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## First year of PDAid Foundation

This last year has been an amazing journey for the foundation's first two mentees, John Senteu Letite and Benedetta Mbeneka. When they first enrolled in the foundation, it was clear that limited opportunities and means had restricted them from making full use of their obvious potential. A life story that could be told of most youths, who grow up in burgeoning countries.

Building on the collaboration between the Kenyan NGO, Kilimanjaro Initiative and the PDAid Foundation, John and Benedetta were offered advice, support and the resources necessary for them to start their educational journey. John and Benedetta came to the Foundation motivated and strong-willed. They

possessed the right amount of ambition to work hard at achieving their goals, improve their living standards and create a brighter future for themselves. It was not long before John was admitted to the Kenya Institute of Management and Benedetta to the Kenya Association of Professional Counselors.

Today, one year upon launch and enrolment, the two mentees have risen to the occasion and keep thriving in their positions as students. Benedetta even landed a full time position as Administrative Assistant at a private company in Nairobi. John just finished his third semester at the Kenya Institute of Management, and feels closer now than ever before to fulfilling his dreams of creating a sustainable business in his local neighborhood with an ambition to take his community to a better level.

## Current corporate development initiatives

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Because of PDAid's determination and intention to develop business and services, a number of focus areas have presented themselves within the reporting period. These focus areas have urged the company to contemplate vast operational development and have triggered both business development initiatives and strategic considerations.

In an attempt to work beyond traditional business boundaries, PDAid has based its strategic direction on input from the market in which it operates and to do so in close dialogue with its international client portfolio.

### **Service management and new partnerships**

Drawing on the conclusions from the client satisfactory survey from 2013, results enabled PDAid to pinpoint issues that are of great importance or concern to clients. As the company direct its attention toward potential areas of improvement within the company structure and range of services, PDAid is enabled to implement measures in accordance with client feedback and align services with client expectations. A new client satisfaction survey will be generated ultimo 2016.

Initially, knowledge is gained from surveys, which form the basis of a series of internal seminars, dedicated to the task of improving services, procedures and communication patterns. Each subject from the quantitative analysis has been subject to scrutiny and discussion, from which PDAid has been able to draw conclusions and determine necessary actions. Similarly, these actions are measured up against the values listed in the management handbook, allowing PDAid to determine whether practical every-day actions correspond with company values.



## About Danish rhetorician, Mette Højen

Mette Højen is MA in rhetoric from University of Copenhagen. She advises, trains and coaches senior executives, key figures within the business community, politicians and researchers in Denmark, Norway, Sweden, Holland, England and the United States.

As a lecturer Mette specializes in the role of feelings in professional decision-making processes and uses her background as a trumpeter actively. Mette also coaches professional conductors in managerial communication. As an external lecturer at Copenhagen University, Mette gives lectures in Business Rhetoric.

PDAid held a seminar in June 2016 entitled "Passion, Rhetoric and Collaboration". Rhetorician, Mette Højen representing Csuitespeaker, led the seminar. Mette Højen did an amazing job, advising and training PDAid's employees in how to master the power of speech, focusing on strengthening the communication and relationship with PDAid's large spectrum of international customers and partners. Ultimately, the seminar played a major role in the overall goal to improve service management. Presented below are some of the major points for improvement opportunities that came out of the meeting:

- Internal knowledge sharing, especially regarding Long Term Agreements.
- Improving communications with clients and employees, including factors such as honesty, collaboration, ethics and credibility.
- Maintaining the use of communications tools, including Culture Guide and Paper Guide.

Service management has been a core area for PDAid during the last two years. The company continues its focus on service and communication throughout 2016-17, seeking to improve service levels. The 2016 annual meeting, organized for all members of staff, will focus on further perfecting employees' communication skills and providing guidelines for improvement. Subsequent changes to PDAid's procedures and systems are implemented as needs arise.

As part of PDAid's continuous development, the company constantly improves its own infrastructure. The company is slowly but surely reaching its goal of implementation of a new ERP system, which assists the company in organizing a database of CSR and client information in the most efficient way. The system enhances PDAid's flexibility and reaction time in

correspondence with clients and suppliers, thus improving communication of CSR values. Through this improved system, employees can access overviews of business metrics; gather detailed information of transactions and customer records; and stay up to date with business operations.

PDAid has established several new partnerships with UN agencies and other organizations during the reporting period. Succeeding with digital assignments has been of primary focus, and several projects have been well executed. Moreover, PDAid now holds a total of 17 Long Term Agreements (LTAs) contracts. Most recent contracts include LTAs for the provision of Translation Services, Web Design Services and Conventional and Digital Printing Services. These contracts are of a noticeable value and expected to produce additional work for PDAid in the long term. During the reporting period, several organizations have chosen PDAid as their preferred provider through piggybacking on LTA contracts, including UNFPA, UN Women and UN Volunteers. For more information, please visit the company website.

PDAid utilizes every occasion in its general marketing to spread the word about the opportunities and benefits for SMEs working systematically and devotedly with CSR. In doing so, it is crucial to be aware that information conveyed in this connection is required to be objective. Therefore, PDAid makes use of an impartial expert as sounding board, when developing all considerable external communication materials within the field of CSR. This being e.g. websites, brochures and presentations which in this regard will be inspected in order to counteract any form of greenwashing or other inaccurate form of CSR communication. Greenwashing is broadly defined as the practice of making an unsubstantiated or misleading claim about the environmental benefits of a product, service, and technology or company practice.

## Client references

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### UNFCCC Bonn

"Earlier this year UNFCCC called for assistance to establish a new and dynamic campaign site to support the secretariat's push towards an ambitious climate change agreement in Paris in 2015 and beyond. The purpose of the final site was to convey the many activities, the dialogue and debates on climate change the UNFCCC and other stakeholders are involved in. Phoenix Design Aid was responsible for concept development, design, web development, CMS implementation and deployment of the responsive website. Alongside web design and development, Phoenix Design Aid created a bridge between users and editors by providing a clean and easy to navigate front-end of the site together with a simple-to-use CMS. We are fully satisfied with the company's performance and we can recommend Phoenix Design Aid as a reliable, high quality partner for digital projects."

**Hans Moller-Sorensen**  
Chief Procurement, UNFCCC Bonn

### UNDP Geneva

"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**  
Former Senior Communications Adviser  
and Head of Communications, UNDP Geneva



## UNECA

"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

## 46664 Bangle

"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

Within the past six years, a shift of focus among PDAid's clients has made a noticeable impact on the allocation of services. In response to the rising demand for cross-media services, the company's competence position has been duly strengthened by the incorporation of digital solutions in its service portfolio. Aspiring to remain a full-service provider, PDAid offers solutions across a wide range of platforms, assisting its clients with assignments concerning digital design and development, web- and native app development, electronic publications e.g. interactive annual reports, newsletters, etc. Customers now benefit from a broader spectrum of services, some of which are beginning to dominate today's digital arena. The integration of social media platforms is equally evident, once again emphasizing the need for product development within this 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. PDAid has reinforced its digital competencies by engaging a Head of Digital along with two digital project managers. One in the PDAid headquarters in Randers, one in Ankara and one in Beirut, Lebanon. Taking this need for skill development into account, PDAid recognizes the need for further training, enabling the digital team to respond professionally and promptly on client requests for digital solutions.

PDAid is experiencing an increase in the level of requests for digital solutions. During the reporting period, the amount of digital proposals, placed by PDAid, has increased and comprises to 17% of the annual turnover. PDAid's digital project managers made 28 proposals for digital projects. Of the 28 proposals, PDAid won 19, making for a win-percent of 68%, whereas regular request for proposals have a win-percent of 29%. The digital focus has thus paid off, and PDAid keeps embracing the digital age and focuses on ensuring that digital projects will come to play a bigger role in the company's business in the future.

Along the same lines, new partnerships have been formed during the reporting period. Through tailored partnerships and strategic alliances, PDAid is able to draw upon the knowledge and experience of highly skilled collaborators in order to meet clients' diverse needs. In close collaboration, PDAid defines the strategic framework and its subsequent visual translation, and readily assists its clients with the exploration of communication channels to help them ensure consistent messaging. The company explores interaction opportunities by identifying communication objectives allowing for the incorporation of both offline and online communication platforms.

PDAid considers it essential to establish common ground between user needs and client objectives, and takes pride in assisting clients in navigating safely through the communicative landscape. As a result, communicative platforms work seamlessly together.

At the same time, the shift of focus in business operations requires PDAid's ability to align systems and procedures with the changing needs put forward by 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 markets, it is evident that PDAid's collaborative approach is the key to future growth and success.







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## Value chain

PDAid sets equally high standards for suppliers and partners all over the world, as it does itself. Therefore, a Code of Conduct and programs for monitoring and following up on the company's most important suppliers have been established.

## Extract of PDAid Code of Conduct

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Open and honest dialogue with partners on CSR related issues is required – also when there are issues that have to be resolved.

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Neither corruption nor fraudulent activities are accepted.

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No engagement with organizations or companies that cannot comply with applicable legislation and human rights conventions.

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Long-term and mutually fruitful partnerships are preferred.

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Suppliers and partners are expected to comply with applicable legislation and international standards for best business practices.

Preferably, suppliers and partners have a proven CSR record of accomplishment, which 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 CoC, Nordic or European eco-labels.
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Subcontractors' performances within CSR are assessed on an on-going basis through open and appreciative dialogue.

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Primary partners are provided with inspiration and expertise concerning CSR, thus encouraging continued sustainable development.

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All stakeholders are encouraged to work with CSR and take part in CSR related networks such as the UNEP Climate Neutral Network.

# 1

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**The control and development program is divided into the following parameters:**

**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. PDAid incorporates the requirements in the natural pace when existing contracts expire or new ones are settled. As of April 2013, the company has introduced Code of Conduct requirements in all present contracts. Most recently, PDAid has introduced Design Denmark to the principle of a Code of Conduct. Please read more about Design Denmark in the case on page 58.

# 2

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**Dialogue with partners and suppliers concerning the Code of Conduct**

The Code of Conduct is available in a printed version and for download from the website. It has proven to be a useful and debate-generating communication tool. PDAid's partnership and principle approach rouses interest, as well as the company's ability and willingness to share knowledge and contribute to increased awareness of sustainability and CSR.

As of the most recent supplier assessment of March 2016, 12 out of PDAid's closest suppliers have formally acknowledged that they adhere to the guidelines appearing in the PDAid Code of Conduct, including Scanprint, Toptryk Grafisk, Arab Printing Press, Language-Wire, Ambiente, Ehrhorn Hummerston, Strait Air, Hjortlund Medier, Kontrapunkt, Johnsen Graphis Solutions and FFW Agency.

# 3

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**Supplier assessment**

As a part of PDAid's system activities, the company performs a continuous screening of new partners and a routine annual screening of key suppliers.

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

- Certification of DS 49001 or equivalent.
  - Membership of the Global Compact program.
  - 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 PDAid's reputation as a socially responsible company.
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## Steps in evaluation process

The System Coordinator is responsible for carrying out the assessment of major suppliers through e.g. research, telephone interviews or actual supplier visits. From this documentation, a recommendation is developed for the CEO to present a decision that complements with his personal knowledge of the supplier. Finally, the CEO and the System Coordinator concludes whether to initiate any changes.

Recommendations based on PDAid's 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 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 – PDAid's standard for human rights.

### Legitimate:

This includes clear, open, transparent and sufficiently independent management structures, ensuring that no parties can prevent a fair trial during an appeal process.

### Available:

It should be made public that repair mechanisms exist, and there should be an appropriate assistance offered to the wronged parties if access to the mechanisms can be hindered by e.g. language, illiteracy, lack of insight or financing, physical distance, disability or fear of reprisals.

### Foreseeable:

There should be clear and written procedures, a clear period for each stage of complaint and clarity in terms of the types of processes and results, which can be provided as well as those 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.

### Dialogue and meditation:

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.



PDAid is certified and found complying with these rules. Yet, PDAid wants 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. PDAid receives client issues with great seriousness, especially those relating to CSR activities such as respect for human rights.

The company is convinced that a dialogue-based approach offers a common understanding of the issue at hand. Therefore, it adopts this approach as the initial attempt to solve any complaint/grievance issues. Should PDAid be hindered in succeeding with this approach, the Danish mediation and complaints-handling institution may be involved as a separate and independent body in any complaints process. In addition, the company has published guidelines for appeals. Please follow the website link to the Mediation and complaints-handling institution in Denmark ([www.businessconduct.dk](http://www.businessconduct.dk)). The process of facilitating redress has been simplified for the benefit of clients. PDAid has not received any complaints or unfavorable comments regarding human rights and relating activities during the present reporting period.

Respect for  
human rights

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## Focus Areas and Compliance

Respect for human rights is a cornerstone in PDAid's values and policies. The company is determined to refuse cooperation with stakeholders, who do not comply with its requirements. Customers are very much engaged in the field, and PDAid strongly encourages both suppliers and business partners to support the UN Global Compact.

PDAid's due diligence processes regularly assess risks of lack of respect for human rights in internal operations and among stakeholders. There have been no adverse events identified at PDAid or within the supply chain during the reporting period. As a global player, PDAid employs people from a variety of regions with diverse ethnic, religious and cultural backgrounds. The company seeks to overcome cultural barriers and place

great emphasis on respecting the human right of non-discrimination. This focus translates partly into a zero tolerance policy towards discrimination and harassment, and partly into ongoing education and training of staff towards a broad mind-set and respectful communication.

PDAid has established partnerships globally; also for the execution of its services. Therefore, the company has a specific and non-tolerant focus on child labor and other compulsory-like conditions as described in the UN Global Compact principles. As previously described, this is monitored through supply chain management and assessment. PDAid focuses on making demands, while at the same time offering guidance in respect for human rights.

## Beyond Compliance

Over the years, PDAid has implemented its influence rate in relation to its stakeholders and the general public. As such, PDAid seeks to influence others to implement programs within social responsibility, and also to communicate diligently about various UN-based organizations' initiatives, and to support their mission and messages. This influence occurs through network meetings, the company website and company publications as well as through articles presented in the media. The point of reference is the CSR log in which all major activities are listed. In addition, information from meeting plans and activity calendars is used to document the following activities.

**The following bullet points present an overview of core results, which have been achieved during the reporting period:**

- The Mentor Program, prepared to support the PDAid Foundation mission, is currently undergoing final corrections and qualification.
- PDAid has guided and assisted Design Denmark in becoming a member of the UN Global Compact.
- PDAid continues to collaborate with educational institution about knowledge sharing, CSR approaches, and engaging students, the leaders of tomorrow, in putting CSR into practice.
- PDAid continues to pay its support to the State of Green and PRME Leaders+20 programs, promoting sustainable management and striving to shape the leaders of tomorrow to incorporate human rights and sustainability into their core values.
- PDAid has made its resources available to students asking to utilize its CSR efforts and conditions as a case study in their (undergraduate) curriculum.
- PDAid continues to support the Kilimanjaro Initiative – an initiative created to raise awareness of and funds for development projects in East Africa.



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## Goals

- Expand cooperation with Danish higher education institutions to further share PDAid's knowledge on CSR
- Focus on suppliers in the year to come, including engaging in further dialogue with stakeholders on human rights issues, bringing PDAid closer to fully assessing, understanding, and acting on the human rights impacts on the supply chain
- Further developing the PDAid Foundation:
  - Take in five new mentees by 2017
  - Seek further collaboration with private and public sponsors, relevant organizations and NGOs in order to locate suitable talents, sponsors and mentors – the latter primarily from the private business world.

These goals will be subject to on-going evaluation – also within the supply chain – with a view to ensure that PDAid is not complicit in human rights abuses.



## CASE:

### PDAid Foundation expands

#### PDAid Foundation / [How it started](#)

In February 2015, CEO of Phoenix Design Aid, Dennis Nielsen, and his wife Pia Nielsen decided to found the PDAid Foundation with the support of the Kilimanjaro Initiative (NGO) headquartered in Kenya.

The PDAid Foundation represents a concept for sponsorship and mentoring of young talents. Through education, financial means, personal communication and mentorships, the foundation supports young talents in becoming positive change agents within corporate and societal management.

The overall goal is to help young individuals from developing countries in positively changing conditions within their local communities. Building on the concept of a mentoring program, the aim is to influence young individuals to develop good attitudes and solid values within the fundamental issues of human rights, democracy and sustainability.

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Since its launch in 2015, the PDAid Foundation has enrolled two Kenyan youth from dis-advantaged communities. It has been an amazing first year for mentees and the foundation team alike. Building on the experiences of a successful first year, the PDAid Foundation has teamed up with Kenyan NGO, Kilimanjaro Initiative, in planning the enrolment of five new mentees by 2017. Meantime, the foundation team has worked behind the scenes on giving the mentor program a sweeping facelift.

It has been quite a journey for the foundation's first two mentees, John and Benedetta. When they first came to the attention of the foundation, it was clear that limited opportunities and means restricted them from making full use of their potential - like so many youth from dis-advantaged communities.

What John and Benedetta lacked in terms of resources, they possessed in motivation. They came to the Foundation motivated and strong-willed. They possessed the right amount of ambition to work hard at achieving their goals, improving living standards and creating a brighter future for themselves. John describes the support program in positive terms.

*"...the initiative has really helped me build self-awareness. I have learnt a lot about myself and my personal power, which is what makes me keep going."*

John's experience pinpoints what the support program set out to achieve. It is hard grasp just how far the two mentees have both come. Benedetta has been passionate about the foundation from the get-go.

*"What makes the PDAid Foundation a great initiative is the fact that not only does it give people like me an opportunity to achieve our dreams, it has a future. The foundation is expanding, and is already accommodating more youth who need its services. Being among the first beneficiaries, I will always be there to raise the burner for the positive impact this organization has had on my life."*

Building on the collaboration between the foundation and the Kenyan NGO, Kilimanjaro Initiative (KI), in particular KI's founder, Timothy Challen, the mentees have received advice, support and the resources necessary for them to start their educational journey. Before long, John was accepted to the Kenya Institute of Management and Benedetta to the Kenya Association of Professional Counselors.

Benedetta refers to her journey from the moment she joined the foundation as interesting.

*"Ever since I was a little girl, I had always had the desire to help people deal with the emotional issues they went through. The much I knew about mental instability and broken egos and emotions was never enough to prepare me for the real thing, until I joined the PDAid Foundation. Through school and practice, I am in a better position to help people who don't even know they need it. I now understand a lot of stuff, I didn't get before."*

Both John and Benedetta have risen to the occasion and keep thriving in their positions as students. They have diligently uploaded their journey through monthly blog entries to the PDAid Foundation website. As it appears from the blog, Benedetta quickly landed a full time position as Administrative Assistant at Total Solutions Ltd. in Nairobi. John just finished his third semester at the Kenya Institute of Management, and feels closer now than ever before to fulfilling his dreams of creating a sustainable business in his local neighborhood with an ambition to take his community to a better level:

*"My journey from the moment I was enrolled in the foundation has been "WOW". It has changed my negative visions to positive ones. I am proud to say that I have now built up my self-confidence and strong belief that things will be good for me. The journey helped bring encouragement and motivation that one day I will have a bright future."*

## About the Kilimanjaro initiative

The main objective of the Kilimanjaro Initiative is to encourage young people to have self-belief and to assist in providing opportunities that will enable them to take on a constructive role in their communities. As a key feature of its activities, the initiative organizes an annual ascent of Mount Kilimanjaro, the highest mountain on the African continent.

Overall, the Kilimanjaro Initiative seeks to be part of a synergy, including other organizations and individuals, which can help provide opportunities for young women and men, and hopefully prevent those at risk from falling into criminal activities. KI strongly believes it can play an important part in the development of communities in East Africa and beyond.



## Seven mentees in just two years

It has been two years since Dennis Nielsen and wife Pia Nielsen joined the Kilimanjaro Initiative for their first hike up Mount Kilimanjaro. The 2014 climb represented the life-changing event, which would later form the realization of the PDAid Foundation. In February 2016, Dennis packed his bags once again and travelled to Kenya to rejoin KI for the 2016 climb of Mount Kilimanjaro. As always, the goal of the climb was to encourage young people to gain self-belief. Dennis also took the opportunity to explore the potential for future mentees among the participating youth, which resulted in recent commitments to let more mentees enter the program. With the support of the Kilimanjaro Initiative and the New York based non-profit organization, UNFCU Foundation, sponsorships are now in place for the enrollment of five new mentees by 2017.

## Mentor program undergoes facelift

The PDAid Foundation continues to implement best practice in its effortless pursue of designing a support program to facilitate talented young people from dis-advantaged communities. For various reasons most of the young people within the target segment of the foundation are challenged not only by lack of resources, but by low self-esteem and a tendency to wrongfully underrate themselves in regards to talent and intelligence. At the same time, these young men and women fail to recognize resources at hand and avoid turning to the resourceful people within their circle of acquaintances. Factors such as these underline the need for and importance of a mentor program.

Since its launch, the overall ambition of the PDAid Foundation has been to combine financial support, mentorship and education. During the foundation's first year, economic support, education and personal guidance have been focal points. Mean-time, the foundation team has worked behind the scenes on giving the mentor program a sweeping facelift.

Founder of the PDAid Foundation, Dennis Nielsen is excited about the design of the mentor program, tailored to accommodate talented young people's need for self-belief and a better future.

*"I'm overly excited that we are able to provide our increasing group of talented young people with a mentor program of such a unique design. I've not yet come across anything comparable to what we've been able to accomplish, and I can't wait to experience it in action"*

Dennis is hopeful that the mentor program will receive a program certification within the near future.

## Mentor training

The PDAid Foundation Mentor Program has been designed in collaboration with the Danish non-profit organization, Talent Scouts, with an objective to train mentors and equip them with the necessary tools to help build self-confidence among the mentees enrolled. As such, all mentors will be trained in the program prior to their participation and receive a certificate as proof that they are trained to fulfill the role of mentors.



With the guidance of the Talent Scouts, the program has been narrowed down to 12 meetings, conducted over a six-month period. The twelve meetings fall in six phases.

Meeting	Phase	Description
0	Commitment	Establishing mutual understanding of the purpose of the program and mentor's role in assisting mentee in exploring his/her talents and abilities.
0-6	Clarification	Narrowing down the personality and strengths of the mentee as well as his/her life situation.
6-8	Trust	Getting to know each other and establishing a "friendship", which is important for mentee in order to open up and reveal where "the shoe pinches".
8	Learning	Challenging mentee on the strengths of character in which he/she has a low score and working with the areas in which mentee experiences challenges.
8-11	Maturing	Providing mentee with more and more accountability for learning, growing and improving life in general.
10-12	Termination	Evaluating and preparing mentee for the termination of the mentor program.



## Further information

To view the PDAid Foundation blog go to:  
[www.pdaidfoundation.org/blog](http://www.pdaidfoundation.org/blog)

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To view the PDAid Foundation film go to:  
[www.pdaidfoundation.org/about-us/film](http://www.pdaidfoundation.org/about-us/film)

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For more information on the Kilimanjaro Initiative go to:  
[www.kiworld.org](http://www.kiworld.org)

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## Mentoring and guidance

Throughout the twelve meetings, mentor will represents an adult go-to-person with whom mentee may speak openly concerning personal challenges and plans for the future. As mentor and mentee get familiar with one another, they will start exploring mentee's personal strengths and talents. Through the appliance of online tests, mentor establishes mentees' learning styles, intelligences and strengths of character. Test results are regularly applied and discussed during meetings.

Bringing mentee's practical and personal abilities out in the open is key to improve mentees' self-image, self-knowledge and self-belief. Once he/she realizes that in fact, they do possess valuable, personal abilities and talents, mentor steps in to help prepare the mentee for educational readiness. Mentor will thus encourage and support mentee in engaging in educational and community activities, which narrows down the purpose of the program, namely to help the group of young talent in discovering and cultivating their talents and ultimately offering them the guidance and support necessary for them to choose the ideal direction for their future.

As a natural conclusion to the process, mentees will receive a certificate as proof that they have completed the mentoring program. The certificate serves as a reminder of everything, they have learnt about themselves and their abilities to take charge of their own future.



# Improving the environment and climate



CO<sub>2</sub>  
Neutral  
Certified  
Company



## Focus areas and compliance

PDAid focuses strongly on environmental and climatic conditions. PDAid takes responsibility for its own impact, places demands on its suppliers' operating conditions and products, while motivating customers to make environmentally and climate-friendly product selections. PDAid's 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.

The company's essential impact in this sector revolves around CO<sub>2</sub> emissions, primarily from travelling, while electricity and heat consumption in the offices play a minor role. Please find PDAid's 2015 CO<sub>2</sub> accounts presented on the next page.

The carbon accounting for 2015 shows emission reductions of 32.5% relative to the previous year. This is mainly due to reduced air travelling, particularly overseas travels and a marked decrease in mileage allowance. Notably, GHG emissions per employee and per revenue have substantially reduced in 2015, relative to 2014. PDAid remains focused on reducing CO<sub>2</sub> emissions and replace international face-to-face business meetings with digital conference meetings whenever possible. Being a low-carbon company is of key importance to PDAid's environmental positioning. PDAid purchases UN-issued emission credits and by neutralizing all of its CO<sub>2</sub> emissions, the company has achieved a CO<sub>2</sub> Focus certification. The PDAid website is CO<sub>2</sub> neutral as well.

## Market and product development

PDAid has experienced an increase in the level of requests for proposals on digital solutions, and PDAid is prepared to respond to the shift in market and client needs. The company embraces the digital age and takes both the environment and climate into consideration throughout its work. Digital solutions, as opposed to printed matters, have less impact on the environment, where some of the most significant factors are:

- A decrease of need for paper pulp.
- Reduce in energy consumption and risk of pollution from paper manufacturing.
- Energy needs for distribution is reduced considerably.

Moreover, in most cases, clients will be able to reach a larger part of their target segments utilizing digital solutions. It is evident that market development has affected PDAid, and it is a growing trend that there is an increase in the number of digital projects. However, customers will proceed demanding traditional paper based solutions. Therefore, PDAid has developed the Paper Guide, a guidance in how to choose eco-friendly paper qualities. The Paper Guide will be handed out to approximately 30 clients throughout year 2016 and 2017. For more information about the Paper Guide, please see the case on page 50.



	2012	2013	2014	2015
Scope 1 – heating	5 ton CO <sub>2</sub>	7.8 ton CO <sub>2</sub>	0.1 ton CO <sub>2</sub>	0.1 ton CO <sub>2</sub>
Scope 2 – electricity	6.2 ton CO <sub>2</sub>	6.5 ton CO <sub>2</sub>	6.8 ton CO <sub>2</sub>	3.8 ton CO <sub>2</sub>
Scope 3 – transport	9.3 ton CO <sub>2</sub>	11.5 ton CO <sub>2</sub>	22.7 ton CO <sub>2</sub>	15.2 ton CO <sub>2</sub>
Total tons CO <sub>2</sub>	20.5 ton CO <sub>2</sub>	25.8 ton CO <sub>2</sub>	29.6 ton CO <sub>2</sub>	19.1 ton CO <sub>2</sub>
Turnover DKK'000	18,876	30,375	20,390	32,024

## Beyond Compliance

### Activities and achievements during the reporting period:

- PDAid has increased its use of video-conferencing equipment as an alternative to external meetings requiring travel.
- PDAid received a certificate for the production of printed material following the international FSC Standard for CoC (Chain of Custody) Certification. As holder of a trademark license (FSC-C130488), the company has moved a step up from its previous status as FSC trader.
- PDAid has incorporated a new printing solution, which is energy saving as it fixes at a lower temperature, meaning that it can reduce its energy use by 20% and CO<sub>2</sub> emissions with up to 35% compared to regular toner.
- PDAid has developed a Paper Guide, which is an environmental assessment of paper qualities intended to offer its customers the best possible advice on the matter.

## Goals

- The Paper Guide will be distributed and presented to 30 customers throughout 2015-2016, all of which will receive how-to-apply-guidance regarding relevant projects.



## CASE:

### Paper Guide

– choosing eco-friendly paper qualities

**PDAid will distribute the Paper Guide  
to 100 customers throughout 2016 and 2017.**

During the reporting period, the company has received positive feedback from clients, reporting its high applicability in their daily work. The paper guide impressed Lead Auditor, Jens H. Oestergaard from the Danish Business Assurance agency, DNV GL.

*"The new paper guide is considered a good tool that helps customers make an environmentally friendly paper choice. The guide presents a good description of the different eco-labels".*

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Despite an increase in digital solutions, clients will proceed demanding traditional paper based solutions throughout the years to come. Within printing solutions, choosing the suited and environmentally friendly paper type is of great importance.

PDAid strives to enhance quality and maintain making a positive difference in relation to the environment. Drawing upon its expertise and dedication, the company aims to provide sustainable solutions that communicate the essence to all stakeholders through high levels of creativity and an aesthetic approach - always reflecting upon reception and user needs. Therefore, PDAid has developed an eco-friendly Paper Guide in collaboration with its printing partner. The overall intention behind the guide is to accommodate customers' wishes and present a hands-on experience of the most commonly chosen paper types. The Paper Guide assists customers in choosing the best suitable and environmentally friendly paper types for each

assignment. PDAid always considers the environment, and guarantees to provide a variety of environmentally friendly paper types and eco-labelling.

Along with a large consumption of paper follows a polluting, energy-intensive production. However, choosing eco-labeled paper can make a positive impact. The production of eco-labeled paper is subject to strict environmental requirements, while at the same time maintaining high quality. Therefore, more and more companies use eco-labeled paper. Not least as visible proof of a responsible and green purchasing policy. Eco-labels add credibility to the products and acts as proof of environmental efforts. PDAid is proud of the eco-labeling and use it actively. The aim of eco-labeling is a cleaner environment and greater health.

The Paper Guide contains a wide range of environmentally friendly paper qualities that ensures accurate information, advice and guidance to customers in choosing environmentally friendly paper, including the utility and durability of the various paper types. Besides guidance in choosing eco-friendly paper qualities, the purpose of the Paper Guide is to deliver a useful manual for saving time and bringing convenience in clients' selection of paper types.

## Improving the working environment

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### Focus areas and compliance

PDAid employs highly skilled members of staff; they are its greatest asset, and PDAid wants to take good care of them. Therefore, the requirements of the international safety standard OHSAS 18001 have been included in its integrated management system. On a daily basis, the requirements are complemented with a continuous risk assessment in relation to e.g. workload, and in close dialogue with employees. PDAid focuses on employee well-being and health, which translates into a number of initiatives and activities.

#### Activities and achievements during the reporting period:

- Low absenteeism and no work-related accidents during the reporting period.
- Fresh fruit scheme for employees at PDAid HQ.
- Seminar on communication for all employees.

A Head of Digital function has been implemented as an active part of the company. The Head of Digital function has been established due to high demand for digital competencies in PDAid's market. At the present, there are three employees engaged as Digital Project Managers.

### Beyond compliance

Because of circumstances of our partners, the unique trials of ACT CleanCoat® have not been completed within the reporting period.

ACT CleanCoat® is an award-winning active coating for indoor surfaces that destroys 99.9% of organic contaminants, which leaves a healthy and hygienic indoor environment. In rooms and indoor areas that have been treated with ACT CleanCoat®, air is constantly purified, which protects employees against illness, infection, and a variety of allergic reactions. Once applied, it has a guaranteed effect for up to 12 months. ACT CleanCoat® has been registered under EU law, Biocide Product Regulation (BPR) PT2 and meets all EU health and safety regulations. The active ingredient in ACT CleanCoat® is titanium dioxide, approved by the United States Food and Drug Administration (FDA). Titanium dioxide is non-toxic and harmless to humans and pets.

In order to document the effect of ACT CleanCoat®, the entire PDAid HQ underwent measurements of relevant indicators of air quality during summer 2016. A range of relevant factors have been measured:

- Global index, VOC = Volatile organic compounds
- PM2.5 = Particles below 2.5 microns
- CO2 = Carbon Dioxide
- Temperature
- Humidity



The following graphs displayed result of the initial measurements for the most relevant parameters.

The measurements reveal that it is possible to make improvements to the indoor climate in favor of individual's well-being and thus for the benefit of the company. The entire PDAid HQ building will be treated with ACT CleanCoat® after which measurements will be repeated.

As part of PDAid's internal staff development effort, service management has been a core focus area within the company in 2015-16 and will continue throughout the coming years. There have been a series of courses for all employees, intended to perfect communication skills, provide insight into sales tools operating on a global market, and offer guidelines for improvement, including a Culture Guide.

## Goals

- Initiatives assisting internal staff development will be continued.
- The need for further training will be subject to analysis and a subsequent action plan determined.
- Cleaning PDAid HQ with ACT CleanCoat®, hereby improving the indoor climate.
- Further strengthening of digital competencies and processes.

## Using our influence to promote sustainability and CSR

Year	Meetings
2015-16	<b>94</b>
2014-15	<b>120</b>
2013-14	<b>118</b>
2012-13	<b>109</b>

### Focus areas and compliance

Sharing knowledge and practices in relation to its CSR and certifications, allows PDAid to collaborate closely with players, who may contribute to, and comment on, PDAid's CSR activities, thus allowing the company to continuously develop and improve its strategic direction.

PDAid encourages partners to continuously improve their way of doing business and readily place its expertise at partners' disposal when initiating any new environmental or CSR steps

### CSR in an educational context

PDAid takes pride in sharing CSR related knowledge and experiences with educational institutions, students and other stakeholders working within the field of corporate social responsibility. As a result, the company has contributed to a project conducted by Aarhus University, focusing on the role of CSR as a competitive resource and advantage. PDAid has also contributed to a project conducted by students from Aarhus University in Herning, in which CSR issues played a major part.

In addition, PDAid participates in a variety of networks, round table discussions and conferences, sharing knowledge and experience on the subjects. As examples, [www.stateofgreen.com](http://www.stateofgreen.com) and [www.danishresponsibility.dk](http://www.danishresponsibility.dk).

### Beyond compliance

The table above provides an overview of PDAid's level of activity within communicating CSR to business contacts and clients.

During the reporting period PDAid has been busy securing the Danish design alliance, Design denmark's (Dd) commitment to the UN Global Compact, while at the same time developing an ambitious communications project targeted at Dd's extensive membership. For more information turn to the case presentation on the following page.

Within the reporting period, PDAid made its resources available to 65 result oriented, innovative and independent students from Dania – Academy of Higher Education, Randers, Denmark.. Students completed several reports covering the possibilities and downfalls in doing business across cultures.

PDAid chose two "winners", which were converted into the PDAid Culture Guide. For more information turn to the case presentation on page 60.

### Goals

PDAid will continue making its resources available to educational institutions, partners, clients, networks, and alliances. Furthermore, the company will keep actively communicating CSR and sustainable business to professional contacts and clients around the globe.

## **CASE:** Collaboration with Dania – Academy of Higher Education

**Within the reporting period, PDAid made its resources available to 65 result oriented, innovative and independent students from Dania - Academy of Higher Education, Randers, Denmark.**

Dania came to PDAid with a wish to collaborate on solving an assignment concerning the challenges in working with clients and organizations representing various cultural backgrounds. Based on a company presentation focused on CSR efforts and conditions, the students completed several reports covering the possibilities and downfalls in doing business across cultures. Reports and results based on general cultural theories and research.

PDAid announced two "winners" from the student reports. The two winning reports were then converted into the PDAid Culture Guide, pinpointing specific tools and considerations necessary in enhancing PDAid's service levels and general understanding of cultural differences.



## Physical appearances

The importance and signaling effect of appearance and attire – preferably dress-up rather than -down (dress-up in countries dominated by high levels of power distance).

Maintain respect and seriousness through body language, straight posture, good manners and friendly attention.

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## Initial contact

Awareness of who the line of authority ends with when making contact or placing requests with the organization. In countries characterized by a formal structure, organizations are typically hierarchical and dominated by status, age, gender or title.

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## Conversation

Awareness of cultural differences and language barriers. Agreements may be perceived differently, and because of cultural differences, reactions may lead to unnecessary conflict. It is therefore important to express oneself in clear terms that do not give rise to misunderstandings.

Customer care and regular conversations act as confidence building and is important for the future cooperation with partners across different cultures.

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## Gender roles

Preparation is an important tool for meeting prejudices about gender, especially the female sex, which in some cultures is considered less qualified than the male gender.

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## Status

In cultures where titles and power relations have high status, it is important to meet status with status in order to avoid offending the partner.

At meetings where a project or task is high priority, it is important to show respect by sending a high-ranking representative - especially for the initial meetings.

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## Friendship

In most of the world's cultures, focus is on the relationship and not the contract itself or the trade agreement. Such cultures focus on "friendship" and it will be difficult to reach an agreement with someone who is "unknown".

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## Religion

Religious awareness is key when managing oneself globally, including respect for individual religious beliefs and thereby avoiding making the person feel inferior or overlooked.

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## Conflict management

Preventing any conflicts by informing on work approach and demonstrating openness to other cultures, methods and approaches to things.

In all cases of conflict, it is important not to become personal, but to maintain focus on the work.

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## Credibility

One should take into account that, in cultures with a low individuality and high power distance (consider organizations "family"), people are more likely to bend the truth in order to give priority to other things.

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## Innovation

In cooperation with cultures characterized by low degree of autonomy and individualism, problems may arise as you work with other people's ideas and visions. It is therefore necessary to make careful preparations before a meeting in order to create a constructive dialog.

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## Gifts

In certain cultures, generosity is considered a very important part of meetings. Offering food and gifts plays a major role. As a guest, it is equally important to repeatedly turn down the offers. Knowledge of the culture is advantageous, in order to know the appropriate amount of gifts to receive.

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## Deadlines

In some cultures, deadlines are considered guidance rather than a last chance for delivery. If a project depends on contributions from a person, who considers the deadline guiding, it may be necessary to make clear agreements while distributing tasks.

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## Time of meeting

One should understand that in many cultures there is a different mentality regarding meeting times than are known in e.g. Denmark. In such cultures, people do not consider it problematic to be late for a business appointment.

Conversely, a person from the same culture might take it amiss if a PDAid employee arrives late for an appointment. Therefore, PDAid representatives should always adhere meeting time irrespective of the culture they wish to schedule meetings and discuss a business agreement.

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## CASE:

Impact at national level

– cooperation with trade alliance, [Design denmark](#)

### About [Design denmark](#)

Design denmark (Dd) is an open alliance of 641 members comprising designers, design thinkers and design businesses, working to promote design in business and society. As such, designers, thinkers and users stand together to demonstrate and communicate the positive effects of design, and to develop and professionalize their own business and professionalism.

The alliance binds business, culture and science together and helps to ensure that both designers and the design industry is perceived as professional, creative and innovative among decision-makers.

It is the core belief that design is a powerful and positive driver of change that makes sense, value and meaning to products, projects and individuals. Building on the strong belief that more decision makers in industry and government need to understand this, the alliance actively facilitates this information and change process by clearly displaying how design applies for the benefit of society, the environment and organizations.

Dd is the natural champion, expert and consultant in design issues, both domestically and internationally.

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Learn more about Design denmark at [www.designdenmark.dk](http://www.designdenmark.dk)



PDAid is a long time member of the Danish alliance, Design denmark (Dd), comprising designers, design thinkers and design businesses. With the intention to promote and spread knowledge about CSR and the UN Global Compact program, PDAid's CEO, Dennis Nielsen has been a board member of the alliance since April 2015, contributing with his extensive knowledge within sustainable business.

Since 2015, Dennis Nielsen has worked systematically within and together with the Design denmark board to launch an ambitious CSR project. Taking the first step, the Dd board decided to follow Dennis Nielsen's advice to adopt an internal set of guidelines – a so-called Code of Conduct – thereby committing membership organizations to adhere its ethical guidelines. Content of the Code of Conduct came out as a relevant, focused and globally recognized set of guidelines, ensuring total consent among members to adopt the agreement. Additionally, the code of conduct was designed to follow the lines of UN programs such as the UN Global Compact and Guiding Principles on Business and Human Rights (UNGPs).

Next step was to secure the Dd commitment to the UN Global Compact, while at the same time developing an ambitious communications project targeted at Dd's extensive membership – a total of 641 members. The overall ambition has been to share and spread knowledge about corporate sustainability, CSR and UN Global Compact participation, with an intent to invite alliance members to join the Global Compact and establish the necessary advisory capacity to guide and advise each member about the commitment to sustainable business operations and the importance of becoming a participant to the Global Compact.

Earlier this year, the project finally came to fruition as the Dd board decided to join the UN Global Compact with the embedding of Dd's secretariat. The expertise needed to start the project is already in place with an expectancy of massively launching the project within the coming year. PDAid supports the project throughout its duration. As such, Dennis Nielsen actively supports the project at board level, while at the same time providing Dd with the needed expertise at operational level.



## Anti-corruption and unethical business practice

The Code of Conduct comprises PDAids guidelines for CSR

### Focus areas and compliance

PDAid works globally and meets different approaches to ethical business operations. Therefore, PDAid centres on ensuring that its values on anti-corruption and credible and transparent business operations must be implemented both internally and among stakeholders. PDAid does not tolerate corruption or corruption-like conditions and demands 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 the CSR standard DS-49001, and PDAid's current external certifications and audits in this area have not resulted in any negative observations.

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

### Beyond compliance

During the reporting period, PDAid became a member of the national association, Transparency International Denmark, supporting the fight against corruption. PDAid strongly discourages corruption and wishes to take active part in efforts to enhance the integrity of Danish society and business. Promoting transparency is an integral part of the company's CSR efforts.

### About Transparency International

Transparency International Denmark is the Danish branch of the global partisan, independent NGO, Transparency International (TI), whose overall purpose is to combat corruption and bribery worldwide. The TI headquarter is located in Berlin and there are currently 90 national departments.

TI works to promote reforms together with other international organizations to increase public awareness and support for the work against corruption and increasing transparency in international transactions. Through national departments, TI authorities put pressure to implement effective legislation and policies against corruption.

TI Denmark works to prevent corruption in Denmark and regularly organizes various public events as well as participating actively in the public debate.

Actively fighting corruption is part of both the United Nations Global Compact initiative and the UN Millennium development goal. Moreover, PDAid takes part in Transparency International Denmark networks and will participate in relevant events, providing access to exchange of experience, international presentations, workshops and conferences.

A black and white photograph of a vast, hazy landscape. In the foreground, there is a rocky, scrub-covered hillside with a single, dark, bushy tree standing prominently. The background shows a wide, flat valley or plain stretching towards a distant, hazy horizon under a cloudy sky.

## Supporting sustainability and local involvement

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The task of supporting, promoting and raising awareness of commendable initiatives and projects is a matter of great importance to PDAid, and the company strives to select support-worthy causes that are a natural extension of its core competencies and values. On an annual basis, PDAid allocates \$50,000 for CSR activities.

**PDAid provides support in the form of knowhow, publicity and financial means, including:**

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

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

Year	No. of Projects	Projects	Annual cost
2016	12	<ul style="list-style-type: none"> <li>• PDAid Foundation</li> <li>• Kilimanjaro Initiative</li> <li>• World's Best News</li> <li>• Climate Change</li> <li>• Foundation for the Global Compact</li> <li>• Nelson Mandela Library Project</li> <li>• Skolehjælpen (School Aid)</li> <li>• Randers Regnskøvs Naturfond</li> <li>• Culture Guide</li> <li>• Danish Business Network in Kenya</li> <li>• Katalia</li> <li>• Mandela Project</li> </ul>	\$51,400
2015	8	<ul style="list-style-type: none"> <li>• PDAid Foundation</li> <li>• Kilimanjaro Initiative</li> <li>• Talent Scouts</li> <li>• 'Hjælp nu!'</li> <li>• Be My Eyes</li> <li>• World's Best News</li> <li>• Climate Change</li> <li>• Foundation for the Global Compact</li> </ul>	\$28,800
2014	6	<ul style="list-style-type: none"> <li>• Kilimanjaro Initiative</li> <li>• UNFCCC's The Norte III-B Landfill Gas Project, Argentina</li> <li>• World's Best News</li> <li>• Climate Change</li> <li>• Mandela Bangles Project</li> <li>• Foundation for the Global Compact</li> </ul>	\$9,800
2013	4	<ul style="list-style-type: none"> <li>• Mandela Bangles Project</li> <li>• World's Best News</li> <li>• Climate Change</li> <li>• Foundation for the Global Compact</li> </ul>	\$28,700
2012	5	<ul style="list-style-type: none"> <li>• PRME LEADERS+20 Competition</li> <li>• Defibrillator project "Kunsten at redde liv"</li> <li>• World's Best News</li> <li>• Climate Change</li> <li>• Foundation for the Global Compact</li> </ul>	\$9,800
2011	7	<ul style="list-style-type: none"> <li>• UNICEF in collaboration with Randers Municipality</li> <li>• World's Best News</li> <li>• Team Rynkeby Cycling</li> <li>• ArtDoors</li> <li>• Support to The Sheldrick Wildlife Trust in Nairobi, Kenya</li> <li>• Climate Change</li> <li>• Foundation for the Global Compact</li> </ul>	\$11,200

## Activities supported during the reporting period

### PDAid Foundation

PDAid actively supports the PDAid Foundation. The PDAid Foundation aims to improve local conditions for young talent in developing countries through a structured and global support program, including education, financial means, personal communication and mentorship. Financial support cannot stand alone, as the segment of young people enrolled in the foundation must experience first-hand mentorship from adult leaders and role models. Therefore, each individual mentor is prepared to share his/her experience and opinions as a leader and role model, thus inspiring to corporate social responsibility, sustainable management and a democratic mind-set. For more information on the foundation, please see the case on page 42.

### The Kilimanjaro initiative

PDAid's support of the Kilimanjaro Initiative represents an example of its 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. PDAid hopes to raise further awareness of KI by promoting its cause and activities through communication material. In addition, the PDAid Kilimanjaro experience is fully documented in a short film, displaying details concerning the purpose of the climb as well as KI. The film is available at the PDAid website and on YouTube. It is the sincere hope that PDAid's attempts to raise awareness of the Kilimanjaro Initiative will allow us to assist them in obtaining noticeable benefits with far-reaching consequences.

### Nelson Mandela Library Project

PDAid provides economic support to the non-profit Nelson Mandela Library Project, giving South African children the chance to learn to read and eventually enabling them to become self-supporting and independent individuals. The Nelson Mandela Library Project set out to freight containers into libraries with a long service life.

### Skolehjælpen (School Aid)

Phoenix Design Aid supports the local project "Skolehjælpen" (the School Aid). Skolehjælpen is an educational facility for local students, developed by the local Rotary Club through the organization's youth club, Rotaract. The initiative helps children keep up at school by offering tutoring and homework assistance.

PDAid respects its clients, employees and the world surrounding them.

Respect places demands on all companies to think and act responsibly.

### World's Best News under the auspices of UNDP

PDAid supports 'The World's Best News' – a Danish campaign formed by the UN, DANIDA and more than 100 Danish aid organizations. The purpose is to inform about the huge progress made in developing countries. Many challenges still remain, but today we are at least one step closer to ending extreme poverty. With PDAid's support of this initiative, the company promotes the message that multi-national development aid is both necessary and beneficial, while informing people of the positive progress in developing countries.

### PDAid conveys this message through:

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

## Goals

- Support of The PDAid Foundation and The Kilimanjaro Initiative continues.
- World's Best News under the auspices of UNDP continues.
- In connection with the establishment of the PDAid Foundation, an integrated collaboration with the non-profit organizations, Talent Scouts and Kilimanjaro initiative were formed. Collaborations continue in order to develop guidelines on mentoring. Collaboration will continue to be developed.
- PDAid will continue to support the Danish Business Network in Kenya.
- PDAid will continue to pay an annual contribution to the Foundation for the Global Compact.
- PDAid will continue to collaborate with the Danish design association, Design Denmark, inspiring the board and membership organizations to join the UN Global Compact.
- PDAid will continue taking part in the WIN network.





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