

The Norwegian Hotel School

Diving into Corporate Social Responsibility and the United Nations Global Compact.



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Abstract

Introduced after the Second World War, Corporate Social Responsibility (CSR) is a concept that is endlessly changing and developing. The concept has birthed multiple CSR certificate programmes that aid organisations around the world take into consideration the consequences and impact of their actions such as the United Nations Global Compact. The United Nations Global Compact is one of the largest growing CSR programmes globally that aims to help organisations around the world targeting CSR issues as well as global crises. The global CSR certificate programme has a large membership base with a high list of delisted organisations. This paper has used a qualitative research design that looks into what CSR is, how can enterprises understand this concept, what is the United Nations Global Compact and what it means for organisations to be a member.

1. Introduction

We as humans live in a space that was designed for the animal kingdom. Yet as humans, we have the desire to constantly have more, be better and build more unfortunately we have taken it too far. Such a statement can be supported by the work of Yuval Noah Harari in his *Sapiens: A brief history of mankind* book. The author depicts the history of the evolution from the Neanderthals, the age of capitalism to figure out who we are and why we behave the way we do. Harari further goes on to explain how through all the power that mankind possesses the treatment to our environment and animals is possibly the worst crime in history (ynharari.com, n.d).

A disconcerting factor that has caught the eye of some of us is the impact that man has on the environment and the species that live among us. We have been drawn into a period where species are becoming extinct, increasing deforestation, and affecting the climate due to the amounts of gases that we are polluting the air or the amounts of land that we are taking over to build more infrastructure for man. Luckily, much has been published about the consequences of man and the rapid decline in biodiversity (Kurt, 2013, p.56). An author that truly embodies this view is McCord (2012) in *The Value of Species*. McCord (2012) argues consideration that needs to be taken of species regardless of their usefulness for man, and how our human nature will lead to destroying all earth's resources (McCord, 2012, p.59).

It was in my second semester at the University of Stavanger when the term Corporate Social Responsibility (CSR) was brought to my attention by Lukasz Andrzej Derdowski. Whilst the topic was subject to a single semester, this is a field, which in my view everyone should be aware of or, at least those who run any type of organisation should have knowledge on. If we take into consideration recent events like the eruption of Greta Thunberg, the Swedish environmentalist became known for challenging world leaders at political gatherings for immediate action against climate change. Some can say that it was through the young environmentalist persistent work

that more humans started considering the consequences of their actions on society, the environment, and other living organisms than us. Consequently, one could argue that a domino effect can be in play as the more information the public receives about how we have a positive impact it can heavily influence how an organisation runs their operational system.

A relevant argument why we can observe an increase in the number of organisations implementing CSR is to result in an enhanced reputation, professional image and increase in confidence and loyalty (Vyakarnam et al., 1997 in, Murillo and Lozano, 2006, p.229). It seems logical to go with a trend that has impacted the whole population to maintain the current consumers an organisation has and possibly to attract a new market segment. Alternatively, motivation can stem from the organisation understanding of a sense of public responsibility and their involvement in primary and secondary areas or from the choices of managers and their personal preferences and inclinations (Jamali, 2008, p.216).

1.1 Corporate Social Responsibility

The term Corporate Social Responsibility has proven difficult for authors to generate on an agreed statement/definition. Work published by Dahlsrud (2008) produced 37 different meanings for the concept of CSR. Some have argued that CSR is a great tool for marketing an organisation, therefore, being led from a marketer's perspective (Lantos, 2001) or a tool that is used to enhance a brand (Lewis, 2003). Whereas authors such as Novak (1996), and Trevino and Nelson (1999) believe organisations that act socially responsible, as it is the correct way to behave in addition according to Elkington, it is not only correct but also the future (Elkington, 2020).

In the years leading up to the 21st century, an observation can be made in a shift in the many ways authors relate to the concept of CSR. Bowen (1953) defined CSR as “the obligations of business to pursue those policies, to make those decisions or to follow those lines of action which are desirable in terms of the objectives and values of our society”. Friedman (1962) defended the argument that organisations should navigate CSR with respect to their shareholders as social responsibility consists of using resources to carry out activities designed to obtain long term benefits for said organisation.

In today’s age, there is yet a distinctive definition to understand CSR as it is a context-dependent concept that can relate differently to different organisations (Wan-Jan, 2006, p.182). Yet we can observe a trend in which many organisations in different industries are adopting CSR ideologies. We as consumers are becoming curious as to how we can support organisations that are giving back to communities, charities, and the environment. A recent action that has become a common trend is hotels providing tags to inform housekeeping that guests do not mind reusing towels to help reduce water waste. Even as hoteliers are slightly nudging guests to behave in a more sustainable manner. For those who take an interest in how the hotel operates chains such as Nordic Choice Hotels they release an annual report available to the public that contains their WeCare programme, information about their employees, and what the organisation is doing to give back such as donations to UNICEF. By doing this the franchise benefits as they are publishing data from a previous year, data collected in the current day and how they are attempting to improve.

If we are trying to connect the reasons why organisations are taking an interest in the concept of CSR, we need to know the motives behind it. Throughout the reading, one has been able to grasp the idea that depending on the size or the industry that an organisation is involved with it can

heavily impact one's choice. Lack of time, resources, manpower and knowledge can be determining factors for small and medium-sized enterprises (SMEs) to invest in the concept.

Adopting a CSR programme is a step further for anyone or any organisation to make a positive change in the ways they operate. Which brings us back to one debate, what can CSR do for an organisation? We are aware that CSR can improve an organisation's operational system yet, there must be other motives to spend time and resources on a programme. One perspective that is important to highlight is the involvement of organisations in socially responsible actions brings major financial and image-related benefits to companies (Faracane & Bureana, 2015, p.31). Brings forward the notion that companies are simply saying they are a part of the green shift or partaking in some changes to strengthen their reputation.

Following the financial benefits for an organisation, we cannot forget management styles. In other words, we can find theoretical connections to Corporate Social Responsibility such as the sustainability framework of the Triple Bottom Line. This framework considers three areas of an organisation to measure its success: people, profit, and the planet. One theory that I will be explaining further in the paper will be the stakeholder approach.

A perspective that I will be going into further detail about throughout the paper will be the stakeholder approach. In the past years, organisations are beginning to understand the importance of stakeholders. In the 1960s the concept began debates about how such a concept benefits the society, if there is a balance between stakeholders, what is the right relationship, and how are corporations governed and accounted for (Faracane & Bureana, 2015, p.33). The stakeholder approach helps management figure out their relationships with their stakeholders, and what they

need to do to tend to these relationships. Considering how various viewpoints of key stakeholders have an impact on the success of the organisation's strategic measures.

The concept of Corporate Social Responsibility has grown and developed to a state where one can find international CSR programmes like the Global CSR Foundation, the ISO 26000 Handbook, and the United Nations Global Compact to implement in their organisation. For this project, I have chosen to look at the United Nations Global Compact. The United Nations Global Compact is a voluntary performance model that helps guide businesses through implementing the 10 Global Compact principles without redirecting them from their business goals (Wynhoven, 2006, p.63). Helping organisations around the world follow the 10 Global Compact principles, the Global Compact has shared that they aim to find solutions to global challenges like hunger, climate change and injustice by all stakeholders including businesses having a better understanding of the state of our world (UNGC, 2019, p.19). Named the “largest systems among collective action institutions (CAIs) for corporate sustainability” (Bremer, 2008, p.227) with a membership base of 20032 participants. The global initiative has a high number of 14770 participants that have become delisted from the programme which can highlight some weaknesses in compliance with its reporting system (Bremer, 2008, p.227) which will be touched on in more detail further in the project/paper.

Having considered the aforesaid arguments, this study attempts to provide evidence that would shed some light on the following research question(s):

Research Question 1: Researching into Corporate Social Responsibility programmes, investigating why companies are dropping out of a CSR programme such as the United Nations Global Compact.

The goal of this paper is to understand what the concept of Corporate Social Responsibility means to organisations, and then to learn about one programme called the United Nations Global Compact that offers organisations guidance to become more socially aware. Through conducting a qualitative research design as it is the experiences of organisations provide more detail.

2. Theoretical Background

2.1 Evolution of Corporate Social Responsibility

Before jumping right into the Global Compact, let us understand the history of Corporate Social Responsibility. Finding research involving CSR dates back to 1945, a time when CSR was merely just an abbreviation. During the 1950s and 1960s organisations were beginning to face the reality of voices from the society raising their concerns about the actions of an organisation in a social context (Gomez-Carrasco et al. 2016, p.4).

The 1970s can be remembered as the era focusing on a number of social rights as well as considering the environment. It can be argued that social movements for women's and gay rights as well as environmental issues played a key role in introducing these issues to organisations (Carroll and Shabana, 2010, p.87). One can say that the 1970s sparked the interest in looking into the issues when it came to human and labour rights which spark organisations to look at CSR policies.

With the rise and use of technology and the internet, we begin to see the 21st century characterised by globalisation accelerating in the markets. We begin to see the term CSR from different perspectives of what CSR should be or what it should become. From an economic perspective to increase shareholder wealth from Freidman (1962) to economic, legal, and ethical

strands of responsibility highlighted by Carroll (1979), to corporate citizenship brought forward by Hemphill (2004). Eventually, CSR becomes an important corporation decision that affects both sustainability and stakeholders (Dahlsrud, 2008, p.6). The different variations are highlighting some of the key fundamental elements of what CSR is (Jamali, 2008, p.213).

In the process of truly understanding the term, Corporate Social Responsibility authors have highlighted that there needs to be more research to grasp the concept. Kechiche & Soparnot (2012) emphasised that the few existing studies do not discuss the dynamic dimension of CSR for SMEs (Kechiche & Soparnot, 2012, p.101). Farcane and Bureana (2015) share that we must consider a new concept that will become a central element that organisations cannot excel in (Farcane and Bureana, 2015, p.46).

CSR is a concept that is constantly developing itself, an article written by Heyward (2020) in Forbes has observed that organisations that are successful are using social responsibility as a way of rewarding consumers for their loyalty. As incorporating CSR into an organisation is voluntary, we find that many organisations do not feel obligated to adopt such a programme. We can find this behaviour within SMEs rather than larger corporations.

Unfortunately, it has been mentioned by Jamali (2008), Farcane and Bureana (2015), Parmer et al., (2010), and Dahlsrud (2008) that there are various definitions for the concept, as CSR is an umbrella that binds; corporate social performance (CSP), corporate social responsiveness (CSR), corporate citizenship, corporate governance, corporate accountability, and corporate social entrepreneurship. These terms share a common goal, yet it contributes to the level of abstraction that the concept suffers from (Jamali, 2008, p.228).

2.2 Stakeholder theory

Since Freeman (1984) published his book on stakeholder management, the theory has become a popular tool for understanding the management environment (Mitchell et al., 1997, p.853).

Organisations from the 1960s were aware of the term stakeholder, yet it was Freeman (1984) who introduced to businesses the importance of knowing and understanding who the stakeholders are of a business managers can design strategies that can accommodate all stakeholders involved whilst gaining financially.

To understand the stakeholder approach, one must understand what a stakeholder is. In the literature, we find there are many definitions for the term stakeholder. From Stanford's (1963) statement that stakeholders are "those groups without whose support the organisation would cease to exist, to Freeman's (1984) explanation that stakeholders "can affect or s affected by the achievement of the organisation's objectives, to Carroll (1989) brings forward the concept of stakeholders having "one or more of stakes- ranging from interest, right, ownership or legal title to the company's assets". In other words, a stakeholder is someone or group that has an interest in the organisation, a group/s or individual that has a legitimate stake, role and influence in the organisation's activities.

In any organisation, there are two categories of stakeholders, your internal stakeholders, and your external stakeholders. An organisation's internal stakeholders consist of the employees, the manager/s and the owner/s, individuals that have a direct relationship with the organisation. External stakeholders include the suppliers, society/the community, government bodies, shareholders, customers, and the environment. External stakeholders are individuals or a group that do not directly work with the organisation but can influence the actions of an organisation and be affected by an organisation. Not all stakeholders have a direct stock or share in an organisation, but different stakeholders hold power, urgency, and legitimacy.

Like Corporate Social Responsibility, the stakeholder theory offers managers a new way to organise thinking about responsibilities in an organisation (Jamali, 2008, p.217). A Stakeholder Approach to Corporate Social Responsibility published by Jamali (2008) provided detailed information that the concept of CSR has been defined in various ways from an economic perspective to increase shareholder wealth (Friedman, 1962 in Jamali, 2008, p.213), to focus on economic, legal, and ethical responsibilities of an organisation (Carroll, 1979 in Jamali, 2008, p.213). Jamali (2008) touches on an argument that will continue throughout this paper that, some management and marketers still struggle understanding what CSR is (Jamali, 2008, p.214). From a business perspective, how can one fully understand and link the meaning of social to everyday business operations?

It can be argued that for any business to be successful one must understand how the relationships the business has with its stakeholders, and how to manage and shape these relationships to create value for the business as well as for the stakeholders (Parmer et al., 2010, p.5). For an organisation to have an overview of the current state of the business, the approach is a great tool to identify any stakeholder issues to create appropriate measures and or changes to increase organisational performance or tend to a relationship with a stakeholder.

As mentioned, authors have found that CSR suffers from a level of ambiguity as the terminology of CSR appears distant and possibly inoperative (Murillo and Lozano, 2006, p.232) and language embedded with the stakeholder approach has been critical in helping scholars and managers understand CSR obligations (Parmer et al., 2010, p.15).

2.3 The United Nations Global Compact

As mentioned above the ISO 26000 model and the United Nations Global Compact are just some of the Corporate Social Responsibility programmes that are available to organisations. The UN Global Compact guides companies through the process of formally committing to, assessing, defining, implementing, measuring, and communicating a corporate sustainability strategy to fully implement and maintain the goals of the Compact (Kell and Levin, 2003, p.167). The Global Compact programme otherwise known as the “world’s largest corporate sustainability initiative (unitednationsglobalcompact.com) revolves around a set of ten principles that have been picked up from the Universal Declaration of Human Rights, the International Labour Organisations Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development and the United Nations Convention Against Corruption. The set of ten principles is divided into four subcategories: Human Rights, Labour Standards, Environment, and Anti-Corruption. The purpose of the selection and grouping of the ten principles is to present to organisations a set of behavioural norms that are welcomed as universal consensus (Bremer, 2008, p.230). A table will be inserted below.

Like other CSR programmes, the UN Global Compact is 100% voluntary, the Global Compact aims to support businesses with the correct tools and resources needed to achieve goals. How Global is the Global Compact? published by Bremer (2008) has gone into detail about what the UN Global Compact is, the journey in its development from the 2000s and the involvement and commitment from the Global Compact and from organisations joining. Included in the literature Bremer (2008) conducts her own study analysing the development of membership from the year the Global Compact was founded and the different continents and their involvement. Bremer (2008) concluded the Global Compact may be the largest global social responsibility programme it has not reached its targeted goals, the Global Compact has only enlisted 3% of the largest

enterprises in the world (Bremer, 2008, p.242). Whilst the principles are not difficult to implement the environmental goals are more difficult to achieve....therefore it is not so surprising that many companies have failed to report on their performance (Falk, 2021, p.49).

We can deduct that like any other CSR initiative, the UN Global Compact is a programme that also targets the needs of stakeholders involved and impacted. Looking at the table below we can see that all the principles have goals to improve situations with their internal stakeholders which can be found under Human Rights and Labour. Then we can find that the Global Compact address its external stakeholders by introducing principles under Environment and Anti-Corruption.

The Ten Principles of the United Nations Global Compact
<i>Human Rights</i>
Principle 1: Business should support and respect the protection of internationally proclaimed human rights.
Principle 2: Make sure that they are not complicit in human rights abuses.
<i>Labour</i>
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
Principle 4: The elimination of all forms of forced and compulsory labour.
Principle 5: The effective abolition of child labour.
Principle 6: The elimination of discrimination in respect of employment and occupation.
<i>Environment</i>
Principle 7: Businesses should support a precautionary approach to environmental challenges.
Principle 8: Undertake initiatives to promote greater environmental responsibility.
Principle 9: Encourage the development and diffusion of environmentally friendly technologies.
<i>Anti-Corruption</i>
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Table 1: The 10 Principles of the United Nations Global Compact.

2.4 The problem

Oddly enough, looking at the participation list there are large quantities of large enterprises as well as numbers of SMEs joining the Global Compact. Yet, looking at findings at how many companies within Scandinavia have dropped out, 201 out of 254 organisations dropped from the UN Global Compact were SMEs. There are various reasons why one drops out or is removed from the CSR programme which we aim to investigate.

It was clear that some of the international CSR certification programmes such as the UN Global Compact have a few loopholes such as no excessive fees required from new members, and an extremely low barrier to entry (Bremer, 2008, p.230). I found it compelling that the largest corporate social sustainability programme has no sanctions for organisations that do not follow up on the reporting systems. Bremer (2008) further goes on to state that the building of a large base of participants is central to the UN Global Compact (Bremer, 2008, p.230) and building a large membership base was heavily focused more than measuring compliance (Bremer, 2008, p.231). It can be argued that some fault lies with the reporting system. Shortly after companies have joined the Global Compact, they must submit a communication on progress (COP) report which has a description of what actions or plans the organisation have implementing the 10 principles given by the UN Global Compact. All new members must report their first COP within the first two years, failure to do so leads to organisations classified as ‘non-communicating’. At this point organisations are still members of the Global Compact yet, on the third year of membership and organisations fail to produce a report, organisations will be classified as ‘in-active’ and will be removed from the UN Global Compact.

3. Methodology

3.1 Research design

The aim of this project is to take gather a better understanding of why a well-known CSR certification programme such as the UN Global Compact has such a high delisting rate.

Referencing to points made above an exploratory research design rather than a descriptive design was chosen. Whilst I could have chosen a descriptive research method, an exploratory research method can aid to find more information about this topic as there is not much work published about organisations joining a CSR programme and then renouncing their membership.

An interview will be the method that which data will be collected for the project. The interview will consist of open-ended questions. Using open-ended questions leaves space for interviewees to go into detail if they wanted to.

3.2 Defining the context

For this project, I chose to study organisations in Scandinavia especially those in Norway. A trend that will continue within this paper is the focus on small and medium-sized enterprises (SMEs). SMEs can vary tremendously in terms of size, sector, and goals where the commitment to CSR depends on a range of factors (Kechiche & Soparnot, 2012, p.98). The UN Global Compact considers a company with 250 employees as an SME whereas a study conducted by Lybaert (1998) considers 100 employees as an SME. There has been an increasing number of SMEs entering industries with SMEs being the heart of the United Kingdom by making up 99.9% of the business population (gov.uk, 2021).

With a lower number of employees than larger corporations, SMEs are limited with the number of resources, people, and time which creates insufficient awareness concerning CSR, lack of resources, and a lack of information (Murillo and Lozano, 2006, p.229). We can assume for larger corporations that how they regulate themselves as an operation is a concern and to maintain success, they have to make time to evaluate all areas whereas, the concept of CSR can be confusing for SMEs and probably feel as if they cannot identify with the term (Murillo and Lozano, 2006, p.228). Evidently, the bigger the body of an SME the more CSR is put into practice (Murillo and Lozano, 2006, p.229).

Confirming the statement, the larger the organisation the more CSR practices are demonstrated. A report shows that there is a difference in success between smaller and larger enterprises as SMEs withdraw one in three applications (Iversen, 2003, p.10).

3.3 Sampling approach

As the direction of my studies is in hospitality, the ideal sample for this project would have been organisations within the hospitality and tourism industry which would have provided more focused research. Due to the lack of time, the sample for the project consisted of more than one industry. For instance, I had an interview with a manager from a hotel and an interview with an independent employer in an IT firm. A total number of 77 organisations have been contacted from the UN Global Compact to participate.

With the concern of not hearing back from the organisations and limited time I found on the UN Global Compact website information which I made a list of organisations that operate in Stavanger to be potential interviewees. Potential participants contacted spanned from different industries such as travel and leisure, hotels, technology, support services, the oil industry just to

name a few. Every organisation that was contacted for this research were contacted via email to get in touch with managers and to agree to a physical or digital interview. It would have been ideal to contact organisations within the hospitality and tourism industry around the world and were or are in membership with the Global Compact as the data collected from that sample would be more valuable to this research.

3.4 Data collection

The form that data was gathered for this project consisted of face to face or digital interviews and data retrieved from the UN Global Compact website. Gathering quantitative data was an option yet when one gathers qualitative data it offers opportunities to explore more in-depth the participant's experiences, allowing insights into how phenomena are experienced and perceived (McGrath et al., 2018, p.1).

The first step taken in this research was creating a table including the names of organisations, the sector, the date the organisation joined, the date when membership stopped, and the reason for removal of an organisation within Scandinavia from the UN Global Compact website. Once the table was complete, I began using a colour coding system that helped identify companies in Norway, if an organisation was a company or SME and if they are in the travel and leisure industry.

To begin with, for all organisations that I aimed to interview an email was sent out individually. As companies from different industries were contacted the emails could not be the same therefore, there were slight changes made to different industries. Due to time sensitivity and the aftermath of Covid-19, some of the interviews had to be conducted digitally via Zoom. As I aimed to be as present as possible, prior to beginning the interview I informed and asked the

interviewee if it was okay to record the interview. For confidentiality purposes, all interviews were recorded on a separate device.

A semi structured interview was the method used when interviewing participants. Firstly, rather than sending out a questionnaire to be filled in, having an interaction with the participant enabled me to understand their experiences. If I wanted to dive deeper into an interviewees response an interview allows me to do so also, I believe that an individual will be more open to share information face to face as they can see me, I can ask any questions that they have rather than on a piece of paper.

When structing the interview, it was important to remember not to make the interview too lengthy. Having a longer interview would have produced more detailed information, at the same time you do not want to lose the focus of the participant. Interview is divided into four sections. Beginning with the introduction about what the interview is focusing on and informing the participant of the rights they have. Following onto questions that are related to CSR, then led to questions that are related to the UN Global Compact, finally questions that are based on responses throughout the interview. Before conducting any interview, it is an important step to contact the Norwegian Centre for Research Data (NSD) to get approval to carry out the project.

Unfortunately, due to some limitations which will be discussed further in limitations to the adopted research I had to use the excel spreadsheet that contained the list of delisted organisations in Scandinavia. I will begin with the analysis of the interviews and then go through the analysis of the excel spreadsheet. Any information used from the interviews will not state in any form who the source is.

Out of the 85 organisations contacted for an interview, 19 responded with “we currently do not have any time for an interview”, 10 responded with agreeing to do an interview yet, only 4 of the 10 agreed on a date and time, the 56 other organisations did not respond to any emails sent.

Fortunately, all interviews were conducted face to face and a recording device was used to record the whole interview.

Once the 4 interviews had been conducted, a transcribing software was used to have a visual representation of all interviews. In the process of reading the interviews I used a colour coding system to highlight common themes, key words used, and how the experience was for the participant as the aim of the project is to understand why companies are dropping out of a CSR programme such as the UN Global Compact. A common theme that occurred throughout the interviews were the different interpretations of what they know CSR to be.

4. Data analysis

With the handful of interviews that took place, it is clear to state that interviewees were unaware of what the UN Global Compact was expected. Even though participants were not aware of the UN Global Compact I did find out that all interviewees were aware of the concept of CSR. When participants were asked to explain what the term CSR means to them it was interesting to notice how everyone had a different answer. One had described CSR as a method to cut back on costs and finding ways to utilise all materials that were purchased for the workplace, focusing more on sustainability. Whereas another participant stated that they do not know much about CSR, only that the head of the franchise implemented it without informing managers on what to do. It was when I asked a participant that works in the hotel industry that mentioned they have a person in the HR department that handles matters of social responsibility. These answers help tie into the

argument that the concept is ambiguous, there are various understandings, and that there is a lack of knowledge.

On the other hand, it was a pleasant surprise to get to know some of the participants journey getting to implement CSR. One participant had mentioned that whilst at university they were introduced to the subject and once they had their own organisation, they were able to incorporate the concept. Another participant had informed that they have another business in a different industry that takes a heavy interest in following up with CSR initiatives.

As only 4 out of 85 organisations were able to participate in the interviews, I then turned to the excel spreadsheet that listed the names of the organisations within Scandinavia that are no longer in the UN Global Compact. The data collected used from the UN Global Compact website works best for this study as I was able to find out organisations that have been involved with the UN Global Compact, what industry they are in, the date when the membership started and what country the organisation is in.

The data gathered from the UN Global Compact website supports the argument that there are more smaller enterprises leaving a CSR programme as out of the 62 organisations in Norway, 45 SMEs were delisted, and a total of 99 SMEs in Scandinavia were delisted. With a number of 10 larger enterprises in Norway also delisted. From the table found in Appendix B we can see that there is not one singular sector that are dropping out from the Global Compact more a variety from support services, software and computer services, food producers, industrial transportation, technology hardware and equipment to travel and leisure, to name a few. This information holds weight to the argument, the bigger the enterprise the more likely for more CSR initiatives practiced.

With varying sectors, we find the organisations in three different countries a very common theme that was found. Reasons stated on the UN Global Compact for organisations to be delisted were due to ‘failure to communicate progress’. As mentioned earlier in the paper we found that Global Compact does not have formal conduct. Ultimately, further research is needed to understand and assess the Global Compact’s performance, particularly companies’ decision-making process and the impact of the global compact’s impact on company transparency and CSR performance (Bremer, 2008, p.243).

5. Limitations to the project

As expected, there were limitations following this project that need to be mentioned. First and foremost, with the low numbers of interviews that had taken place, did not lead to data that was relevant in relation to the UN Global Compact. Information from the interviews holds value to understand the concept of CSR yet none of the participants were aware of the UN Global Compact. Due to time, it proved difficult to follow up with companies that I had contacted who had a membership with the UN Global Compact. If experiences were gathered from organisation/s that had a membership with the Global Compact the data collected would hold more validity than information gathered from a website where no in-depth information can be found about experiences.

6. Conclusion

Corporate Social Responsibility is a concept that organisations are aware of yet from different perspectives and can observe that the number of organisations aware of CSR is increasing. As the research question had not been answered we can deduce that whilst there is a high number of

organisations becoming delisted the action of reporting may be encouraging companies to be more proactive on CSR issues (Bremer, 2008, p.238). Even as the UN Global Compact is one of the largest CSR programmes offered globally, information from this project in combination with work published by Bremer (2008) it is evident that further research is needed to understand and assess the UN Global Compact's performance, particularly with companies' decision-making process, participation and compliance (Bremer, 2008, p.243).

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Appendix

Appendix A.

NSD NORSK SENTER FOR FORSKNINGSDATA

Notification Form

Reference number

583531

Which personal data will be processed?

- Sound recordings of people

Project information

Project title

The importance of Corporate Social Responsibility and the United Nations Global Compact for small and medium size hospitality businesses.

Project description

The goal of this research/project is to investigate why companies are dropping out of Corporate Social Responsibility (CSR) initiatives and I will be looking into the United Nations Global Compact. Researching the topic of CSR is important to me as the more industries continue to grow all around the world organisations need to be aware of how their organisation impacts external factors such as their employees, the local community and the environment. CSR has been around since the 1990's but it is only now that organisations are becoming aware of the term.

If the collected personal data will be used for other purposes, please describe

I will be conducting an interview and will be taking an audio recording from a device. Any information use in the paper will not include any names or personal information so the identity of the company and person i spoke to will be hidden.

Explain why the processing of personal data is necessary

Collecting qualitative data in this way is needed as i am researching in an organisations experience and i cannot gather experiences from quantitative data. Also quantitative data is some what limited for interpretation therefore choosing qualitative data provides more data, rich, with words from someone from an organisation.

External funding

Type of project

Student project, Bachelor's thesis

Appendix B

COMPANY	SECTOR	TYPE	DATE ADDED	DATE GONE	REASON	COUNTRY
EXIMA	GENERAL INDUSTRIES	SME	18/05/2009	13/05/2015		DENMARK
HOTEL MARITIME	TRAVEL & LESIURE	SME	08/01/2010		FAILURE TO COMMUNICATE PROGRESS	DENMARK
SORUP HERREGAARD	TRAVEL & LESIURE	SME	08/01/2010		FAILURE TO COMMUNICATE PROGRESS	DENMARK
HOUSE OF DENMARK A/S	FOOD PRODUCERS	SME	02/02/2016		FAILURE TO COMMUNICATE PROGRESS	DENMARK
BRDR. MOLLER A/S	CONSTRUC TION AND MATERIALS	SME	28/04/2015		FAILURE TO COMMUNICATE PROGRESS	DENMARK
CHERRY AB	TRAVEL & LESIURE	SME	17/12/2018		FAILURE TO COMMUNICATE PROGRESS	SWEDEN
POLARGO DIV. OF BROADVIEW	FOOD PRODUCERS	SME	31/05/2013		FAILURE TO COMMUNICATE PROGRESS	SWEDEN
DICTION APS	SUPPORT SERVICES	SME	28/09/2016		FAILURE TO COMMUNICATE PROGRESS	DENMARK
DANSK MILJORADGIVNING A/S	SUPPORT SERVICES	SME	24/01/2017		FAILURE TO COMMUNICATE PROGRESS	DENMARK
OJENLAENGERNES HUS APS	HEALTH CARE EQUIPMENT & SERVICES	SME	01/06/2017		FAILURE TO COMMUNICATE PROGRESS	DENMARK
MANSOFT A/S	SOFTWARE & COMPUTER SERVICES	SME	12/10/2017		FAILURE TO COMMUNICATE PROGRESS	DENMARK
CHENTRY GLOBAL BVBA		SME			FAILURE TO COMMUNICATE PROGRESS	FINLAND
MOONWALK	SUPPORT SERVICES	SME	22/12/2016		FAILURE TO COMMUNICATE PROGRESS	NORWAY

TRILEX NORGE AS	INDUSTRIAL TRANSPORTATION	SME	17/05/2017		FAILURE TO COMMUNICATE PROGRESS	NORWAY
GOLDEN ENERGY OFFSHORE	OIL EQUIPMENT SERVICES &	SME	01/06/2017		FAILURE TO COMMUNICATE PROGRESS	NORWAY

DIJIPLEX	TECHNOLOGY HARDWARE & EQUIPMENT	SME	11/08/2017		FAILURE TO COMMUNICATE PROGRESS	NORWAY
NORSK GJEVINNIGN NORGE AS	GENERAL INDUSTRIES	SME	18/12/2017		FAILURE TO COMMUNICATE PROGRESS	NORWAY
INGEMANN COMPONENTS AS	SUPPORT SERVICES	SME	11/11/2015		FAILURE TO COMMUNICATE PROGRESS	DENMARK
OH! BY KOPENHAGEN FUR	PERSONAL GOODS	SME	14/05/2015		FAILURE TO COMMUNICATE PROGRESS	DENMARK
GORMS PIZZA	FOOD & DRUG RETAILERS	SME	25/04/2018		FAILURE TO COMMUNICATE PROGRESS	DENMARK
INTEK ENGINEERING AS	INDUSTRIAL ENGINEERING	SME	06/07/2017		FAILURE TO COMMUNICATE PROGRESS	NORWAY
TKS AS	SUPPORT SERVICES	SME	29/10/2013		FAILURE TO COMMUNICATE PROGRESS	NORWAY
YOUNG SUSTAINABLE IMPACT	DIVERSIFIED	SME	29/01/2019		FAILURE TO COMMUNICATE PROGRESS	NORWAY
HORLE WIRE AB	INDUSTRIAL METALS AND MINING	SME	03/10/2011	03/10/2014	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
KONSULTIA AB	SUPPORT SERVICES	COMPANY	02/10/2018		FAILURE TO COMMUNICATE PROGRESS	SWEDEN
NYAB SVERGIE AB	CONSTRUCTION AND MATERIALS	SME	09/04/2019		FAILURE TO COMMUNICATE PROGRESS	SWEDEN

VIVALDI GRUPPEN A/S	DIVERSIFED	COMPANY	25/10/2018		FAILURE TO COMMUNICATE PROGRESS	DENMARK
SKOVHUS PRIVATHOSPITAL	HEALTH CARE EQUIPMENT & SERVICES	SME	03/08/2011		FAILURE TO COMMUNICATE PROGRESS	DENMARK
DEVIER STUDIOS	PERSONAL GOODS	SME	22/10/2018		FAILURE TO COMMUNICATE PROGRESS	DENMARK
KJAER KNUDSEN A/S	CONSTRUCTION AND MATERIALS	SME	28/03/2016		FAILURE TO COMMUNICATE PROGRESS	DENMARK

ÆRA STRATEGIC INNOVATION	DIVERSIFED	SME	18/12/2019		FAILURE TO COMMUNICATE PROGRESS	NORWAY
KEBONY AS	CONSTRUCTION AND MATERIALS	SME	14/09/2011		FAILURE TO COMMUNICATE PROGRESS	NORWAY
SKANKE STAAL & SVEIS AS	CONSTRUCTION AND MATERIALS	SME	02/09/2015		FAILURE TO COMMUNICATE PROGRESS	NORWAY
CDI DENTAL AB	HEALTH CARE EQUIPMENT & SERVICES	SME	19/03/2008	19/04/2018	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
INFRALOGIC AB	TECHNOLOGY HARDWARE & EQUIPMENT	SME	13/11/2012		FAILURE TO COMMUNICATE PROGRESS	SWEDEN
SYMSOFT AB	MOBILE TELECOMMUNICATIONS	SME	01/12/2014		FAILURE TO COMMUNICATE PROGRESS	SWEDEN
MULTIDOCKER CARGO HANDLING AB	INDUSTRIAL ENGINEERING	SME	12/10/2017		FAILURE TO COMMUNICATE PROGRESS	SWEDEN
QAMCOM TECHNOLOGY AB	TECHNOLOGY HARDWARE & EQUIPMENT	SME	18/02/2015		FAILURE TO COMMUNICATE PROGRESS	SWEDEN
GAD TECH AB	INDUSTRIAL TRANSPORTATION	SME	23/08/2018		FAILURE TO COMMUNICATE PROGRESS	SWEDEN

AIRLAND INTERNATIONAL A/S	INDUSTRIAL TRANSPORTATION	SME	31/05/2006	31/05/2010	FAILURE TO COMMUNICATE PROGRESS	DENMARK
G TRAVEL NORGE AS	TRAVEL & LESIURE	COMPANY	21/07/2018		FAILURE TO COMMUNICATE PROGRESS	NORWAY
ACADEMIC WORK SWEDEN AB	SUPPORT SERVICES	COMPANY	21/06/2006	01/01/2010	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
ARKITEMA K/S	CONSTRUTION AND MATERIALS	COMPANY	26/06/2008	26/06/2011	FAILURE TO COMMUNICATE PROGRESS	DENMARK
BERGENDAL MEETINGS	TRAVEL & LESIURE	SME	12/05/2009	12/05/2012	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
C. MOELLMANN & CO A/S	CONSTRUTION AND MATERIALS	SME	17/06/2009	17/06/2012	FAILURE TO COMMUNICATE PROGRESS	DENMARK

CEBRA A/S	CONSTRUTION AND MATERIALS	SME	10/11/2008	05/08/2017	FAILURE TO COMMUNICATE PROGRESS	DENMARK
CARGO CENTER SWEDEN AB	INDUSTRIAL TRANSPORTATION	SME	19/05/2009	19/05/2012	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
SONSIA CONSULTANTS	SUPPORT SERVICES	SME	16/11/2009	16/11/2011	FAILURE TO COMMUNICATE PROGRESS	DENMARK
DAN: XX APS	AUTOMOBILES & PARTS	SME	14/05/2007	14/05/2010	FAILURE TO COMMUNICATE PROGRESS	DENMARK
DANCONTAINER A/S	INDUSTRIAL TRANSPORTATION	SME	04/04/2008	05/04/2011	FAILURE TO COMMUNICATE PROGRESS	DENMARK
CONGREZ GROUP	TRAVEL & LESIURE	COMPANY	10/10/2008	10/10/2011	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
EFFEKT	GENERAL INDUSTRIES	SME	03/07/2008	03/07/2011	FAILURE TO COMMUNICATE PROGRESS	DENMARK

EMPERION A/S	FIXED LIUNEN TELECOMMUNICATIONS	SME	01/06/2006	01/01/2010	FAILURE TO COMMUNICATE PROGRESS	DENMARK
EMUNIO APS	HEALTH CARE EQUIPMENT & SERVICES	SME	04/09/2007	04/09/2010	FAILURE TO COMMUNICATE PROGRESS	DENMARK
EN GRY OG SIF	PERSONAL GOODS	SME	28/08/2006	04/08/2012	FAILURE TO COMMUNICATE PROGRESS	DENMARK
EUROPEAN PRIVACY INSTITUTE	NOT APPLICABLE	ACADEMIC	22/01/2009	31/10/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK
FOLKTEATRET. DK	TRAVEL & LESIURE	SME	10/03/2009	10/03/2012	FAILURE TO COMMUNICATE PROGRESS	DENMARK
FORUM ADVOKATER	SUPPORT SERVICES	SME	17/12/2009	16/11/2017	FAILURE TO COMMUNICATE PROGRESS	DENMARK
EDITA SVERIGE AB	MEDIA	COMPANY	12/05/2009	12/05/2012	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
GEHL ARCHITECTS-URBAN QUALITY	SUPPORT SERVICES	SME	18/06/2008	15/07/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK

H. WILLUM NELSEN AS	GENERAL INDUSTRIES	SME	04/10/2007	04/10/2010	FAILURE TO COMMUNICATE PROGRESS	DENMARK
HANDVAERKSR ADET- DANISH FEDERATION OF SMES	NOT APPLICABLE	BUSINESS ASSOCIATION LOCAL	11/01/2007	25/10/2019	FAILURE TO COMMUNICATE PROGRESS	DENMARK
GLOBAL ENTREPRENEURS INTERNATION	SUPPORT SERVICES	SME	12/03/2004	21/05/2007	FAILURE TO COMMUNICATE PROGRESS	NORWAY
HELSINBORGS HUMMIFABRIK S AB	CHEMICALS	SME	12/11/2008	12/11/2011	FAILURE TO COMMUNICATE PROGRESS	SWEDEN

HOLSHIP HOLDING	INDUSTRIAL TRANSPORTATION	SME	18/11/2009	16/11/2012	FAILURE TO COMMUNICATE PROGRESS	DENMARK
HOSTA INDUSTRIES A/S	INDUSTRIAL METALS AND MINING	SME	12/11/2008	12/11/2011	FAILURE TO COMMUNICATE PROGRESS	DENMARK
J.J KUHN A.S	GENERAL INDUSTRIES	SME	25/11/2008	25/11/2011	FAILURE TO COMMUNICATE PROGRESS	DENMARK
JACOB JENSEN BRAND APS	SUPPORT SERVICES	SME	20/10/2008	20/10/2011	FAILURE TO COMMUNICATE PROGRESS	DENMARK
IKM GRUPPEN	OIL EQUIPMENT SERVICES &	COMPANY	12/05/2009	12/05/2012	FAILURE TO COMMUNICATE PROGRESS	NORWAY
HOUDET & FREDHOLM HOF AB	MEDIA	SME	14/07/2005	14/07/2009	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
HT SVARV AV	AUTOMOBILES & PARTS	SME	02/11/2009	02/11/2011	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
INTERNATIONAL GOLD EXPLORATION IGE AB	INDUSTIAL METALS & MININGS	SME	15/04/2008	12/04/2011	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
JCE GROUP	GENERAL INDUSTRIES	COMPANY	02/08/2005	02/08/2009	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
JUAL A/S	CONSTRUCION AND MATERIALS	SME	07/06/2007		FAILURE TO COMMUNICATE PROGRESS	DENMARK

JUUL / FROST ARCHITECTS	SUPPORT SERVICES	SME	10/06/2008	10/06/2011	FAILURE TO COMMUNICATE PROGRESS	DENMARK
KATVIG A/S	PERSONAL GOODS	SME	11/02/2008	18/12/2015	FAILURE TO COMMUNICATE PROGRESS	DENMARK

NOIR	PERSONAL GOODS	SME	14/09/2006	09/08/2012	FAILURE TO COMMUNICATE PROGRESS	DENMARK
LUFTFARTSKU NKTIONAERER NE (LFF)	NOT APPLICABLE	LABOUR LO	09/11/2003	31/10/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK
MAPT	CONSTRUC TION AND MATERIALS	SME	01/10/2009	01/10/2011	FAILURE TO COMMUNICATE PROGRESS	DENMARK
KEMPARTNER	CHEMICALS	SME	18/05/2009	18/05/2012	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
KW PARTNERS KB	SUPPORT SERVICES	SME	16/09/2004	16/09/2008	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
LESJOFORS	GENERAL INDUSTRIES	COMPANY	29/11/2007	29/11/2010	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
MAXIBIT/ SCREENOLAGE TI	GENERAL RETAILERS	SME	24/10/2007	05/02/2018	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
MOLLER AND GRONBORG	SUPPORT SERVICES	SME	17/07/2008	17/07/2011	FAILURE TO COMMUNICATE PROGRESS	DENMARK
NEAS ENERGY	ELECTRICTY	SME	17/02/2009	19/03/2018	FAILURE TO COMMUNICATE PROGRESS	DENMARK
MOOTA FRONTIER MARKETS	MOBILE TELECOMMUNICATIONS	SME	14/04/2009	14/04/2012	FAILURE TO COMMUNICATE PROGRESS	NORWAY
ODIN PETROLEUM AS	OIL EQUIPMENT SERVICES &	SME	12/11/2009	12/11/2011	FAILURE TO COMMUNICATE PROGRESS	NORWAY
OSLO FUR AUCTIONS, LTD	GENERAL INDUSTRIALS	SME	03/11/2008	03/11/2011	FAILURE TO COMMUNICATE PROGRESS	NORWAY
NATIONAL GUMI AB	GENERAL INDSUTRIALS	SME	19/10/2009	19/10/2011	FAILURE TO COMMUNICATE PROGRESS	SWEDEN

NORNA KOMMUNIKATION AB	SOFTWARE & COMPUTER SERVICES	SME	21/06/2001	21/06/2005	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
PHASION GROUP A/S	SUPPORT SERVICES	SME	08/08/2008	08/08/2011	FAILURE TO COMMUNICATE PROGRESS	DENMARK
PRAXIS	GENERAL INDUSTRIALS	SME	20/12/2009	29/10/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK
PROVIDER	PERSONAL GOODS	SME	16/03/2009	16/03/2012	FAILURE TO COMMUNICATE PROGRESS	DENMARK
R&T CHRISTIANSEN	LESIURE GOODS	SME	27/10/2008	27/10/2011	FAILURE TO COMMUNICATE PROGRESS	DENMARK
PROVIVITAS	NOT APPLICABLE	ACADEMIC	13/05/2009	31/10/2016	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
RESPECT SUSTAINABLE BUSINESS	SUPPORT SERVICES	SME	18/05/2004	28/08/2015	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
SPIRITUAL BUSINESS NETWORK	NOT APPLICABLE	NGO LOCAL	01/11/2006	31/10/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK
SCANDINAVIA N WATER TECHNOLOGY A/S	GAS, WATER & MULTIUTILITIES	SME	24/03/2007	30/03/2012	FAILURE TO COMMUNICATE PROGRESS	NORWAY
SEMCO SENIOR MANAGEMENT	SUPPORT SERVICES	SME	12/01/2005	04/03/2011	FAILURE TO COMMUNICATE PROGRESS	NORWAY
SIVA INTERNATIONAL MANAGEMENT		SME	01/12/2008	11/03/2017	FAILURE TO COMMUNICATE PROGRESS	NORWAY
ROTEX I GOTEBORG AB	INDUSTRIAL METALS AND MINING	SME	20/11/2007	20/11/2010	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
SANGA-SABY KURS OCH KONFERENS	TRAVEL & LESIURE	SME	12/05/2009	12/05/2012	FAILURE TO COMMUNICATE PROGRESS	SWEDEN

SHOTOKANSH OP SVERIGE AB	LESIURE GOODS	SME	20/01/2009	20/01/2012	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
STREPA APS	GENERAL INDUSTRIALS	SME	12/09/2007	12/09/2010	FAILURE TO COMMUNICATE PROGRESS	DENMARK

TICKET TO HEAVEN	PERSONAL GOODS	SME	13/05/2008	24/05/2015	FAILURE TO COMMUNICATE PROGRESS	DENMARK
STATKRAFT NORFUND POWER INVEST AS	ALTERNATIVE ENERGY	COMPANY	10/06/2004	15/04/2018	FAILURE TO COMMUNICATE PROGRESS	NORWAY
PACKOFLOVE INTERNATION AL AB	PERSONAL GOODS	SME	08/10/2008	08/10/2011	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
V.S LARSEN HOLDING A/S	CONSTURCTIO N AND MATERIALS	COMPANY	21/07/2009	21/07/2011	FAILURE TO COMMUNICATE PROGRESS	DENMARK
VANGSGAARD A/S	GENERAL INDUSTRIALS	SME	13/10/2009	04/11/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK
VMC KLAN A/S	GENERAL INDUSTRIALS	SME	12/11/2008	12/11/2011	FAILURE TO COMMUNICATE PROGRESS	DENMARK
VRHERITAGE.O RG	NOT APPLICABLE	NGO LOCAL	09/10/2003	31/10/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK
TRANBERG MARKETING	SOFTWARE & COMPUTER SERVICES	SME	08/01/2010	08/01/2012	FAILURE TO COMMUNICATE PROGRESS	DENMARK
WALLENIIUS WILHEMSEN LOGISTICS	INDUSTRIAL TRANSPORTAT ION	COMPANY	27/11/2006	04/07/2018	FAILURE TO COMMUNICATE PROGRESS	NORWAY
ZOOPER	GENERAL RETAILERS	SME	30/05/2002	30/05/2006	FAILURE TO COMMUNICATE PROGRESS	NORWAY

PLAN INTERNATIONAL NORGE	NOT APPLICABLE	NGO LOCAL	12/12/2006	01/04/2019	FAILURE TO COMMUNICATE PROGRESS	NORWAY
UNIGLAS I VETLANDA AB	CONSTRUCTION AND MATERIALS	SME	26/06/2009	13/06/2014	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
AQ WIRING SYSTEMS AB	AUTOMOBILES & PARTS	COMPANY	23/02/2010	23/02/2012	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
FAMECO GROUP AB	GENERAL INDUSTRIALS	SME	08/01/2010	08/01/2012	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
CARRAB INDUSTRI AB	GENERAL INDUSTRIALS	SME	08/01/2010	21/11/2014	FAILURE TO COMMUNICATE PROGRESS	SWEDEN

A/S CHR. BOLDSSEN	GENERAL INDUSTRIALS	SME	23/02/2010	16/01/2015	FAILURE TO COMMUNICATE PROGRESS	DENMARK
DONACO A/S	SUPPORT SERVICES	SME	01/04/2010	01/04/2012	FAILURE TO COMMUNICATE PROGRESS	DENMARK
FAIRWIND A/S	ALTERNATIVE ENERGY	SME	13/05/2010	13/05/2012	FAILURE TO COMMUNICATE PROGRESS	DENMARK
IRON MOUNTAIN A/S	SUPPORT SERVICES	SME	20/05/2010	20/05/2012	FAILURE TO COMMUNICATE PROGRESS	DENMARK
GIVE GOODWIND A/S	INDUSTRIAL TRANSPORTATION	SME	10/06/2010	20/06/2018	FAILURE TO COMMUNICATE PROGRESS	DENMARK
EVA & CLAUDI A/S	GENERAL RETAILERS	SME	03/06/2010	21/05/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK
HOTEL HESSELET A/S	TRAVEL & LEISURE	SME	28/05/2010	28/05/2012	FAILURE TO COMMUNICATE PROGRESS	DENMARK
GETEK AS	ALTERNATIVE ENERGY	SME	01/02/2010	02/04/2014	FAILURE TO COMMUNICATE PROGRESS	NORWAY

BELLONA FOUNDATION	NOT APPLICABLE	NGO LOCAL	05/03/2010	29/08/2019	FAILURE TO COMMUNICATE PROGRESS	NORWAY
BREEZE GRUPPEN AS	GENERAL INDUSTRIALS	COMPANY	14/05/2010	14/05/2012	FAILURE TO COMMUNICATE PROGRESS	NORWAY
CBG KONSULT & INFORMATION	MEDIA	SME	05/02/2010	24/07/2016	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
HL-REPRO A/S	MEDIA	SME	28/06/2010	30/08/2015	FAILURE TO COMMUNICATE PROGRESS	DENMARK
ALEX POULSEN ARKITEKTER A/S	CONSTRUCTION AND MATERIALS	SME	28/06/2010	17/02/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK
SCANPRINT A.S	MEDIA	SME	24/09/2010	02/10/2017	FAILURE TO COMMUNICATE PROGRESS	DENMARK
MACMANN BERG	SUPPORT SERVICES	SME	02/11/2010	30/11/2017	FAILURE TO COMMUNICATE PROGRESS	DENMARK

HV PLAST AS	GENERAL INDUSTRIALS	SME	29/06/2010	29/06/2012	FAILURE TO COMMUNICATE PROGRESS	NORWAY
ELWIS ROYAL	GENERAL INDUSTRIALS	SME	04/03/2011	04/03/2014	FAILURE TO COMMUNICATE PROGRESS	DENMARK
CIVIL SOCIETY CENTRE, ROSKILDE	NOT APPLICABLE	NGO LOCAL	16/03/2011	31/10/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK
CSR NORWAY/ CSR NORGE	NOT APPLICABLE	NGO LOCAL	29/03/2011	31/10/2016	FAILURE TO COMMUNICATE PROGRESS	NORWAY
PRO-PIPE NORWAY A/S	CONSTRUCTION AND MATERIALS	SME	10/06/2011	10/06/2014	FAILURE TO COMMUNICATE PROGRESS	DENMARK
REKBUL A/S	TRAVEL & LEISURE	SME	10/03/2009	15/02/2014	FAILURE TO COMMUNICATE PROGRESS	DENMARK

PROMANDO A/S	SUPPORT SERVICES	SME	09/08/2011	02/08/2015	FAILURE TO COMMUNICATE PROGRESS	DENMARK
CITYCALLCENTRE APS	SUPPORT SERVICES	SME	11/08/2011	11/08/2014	FAILURE TO COMMUNICATE PROGRESS	DENMARK
HOPENOW	NOT APPLICABLE	NGO LOCAL	17/08/2011	31/10/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK
ELCON PCB TECHNOLOGY A/S	ELECTRONIC & ELECTRICAL EQUIPMENT	SME	14/09/2011	14/09/2014	FAILURE TO COMMUNICATE PROGRESS	DENMARK
KNOWLEDGEGROUP AS	SOFTWARE & COMPUTER SERVICES	SME	18/07/2011	13/11/2015	FAILURE TO COMMUNICATE PROGRESS	NORWAY
FOJO MEDIA INSTITUTE	NOT APPLICABLE	ACADEMIC	27/05/2011	08/02/2019	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
YOUME SHOPPING	NOT APPLICABLE	NGO LOCAL	29/11/2011/	31/10/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK
RH ARKITEKTER AS	INDUSTRIAL ENGINEERING	SME	28/11/2011		FAILURE TO COMMUNICATE PROGRESS	DENMARK
ABO RENHOLD AS	SUPPORT SERVICES	SME	22/09/2011	22/09/2014	FAILURE TO COMMUNICATE PROGRESS	NORWAY

FARSTAD SHIPPING ASA	SUPPORT SERVICES	COMPANY	29/12/2011	27/04/2018	FAILURE TO COMMUNICATE PROGRESS	NORWAY
WEST ATLANTIC AB	AEROSPACE & DEFENSE	COMPANY	03/10/2011	19/01/2018	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
SPOTLIGHT PR AB	MEDIA	SME	11/10/2011	11/10/2014	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
LEON AB	MEDIA	SME	12/10/2011	26/08/2015	FAILURE TO COMMUNICATE PROGRESS	SWEDEN

JB EDUCATION AB	NOT APPLICABLE	ACADEMIC	29/12/2011/	31/10/2016	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
BESTNET A/S	HEALTH CARE EQUIPMENT & SERVICES	SME	01/02/2012	01/05/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK
INDUFLEX A/S	INDUSTRIAL ENGINEERING	SME	13/02/2012	16/04/2017	FAILURE TO COMMUNICATE PROGRESS	DENMARK
VOSA	NOT APPLICABLE	NGO LOCAL	05/03/2012	31/10/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK
KVM INTERNATIONAL A/S	GENERAL INDUSTRIALS	SME	15/03/2012	15/03/2015	FAILURE TO COMMUNICATE PROGRESS	DENMARK
SEMAR A.S	CONSTRUCTION AND MATERIALS	SME	09/07/2008	09/07/2011	FAILURE TO COMMUNICATE PROGRESS	NORWAY
SEGERSTROMS I FALKENBERG AB	INDUSTRIAL ENGINEERING	SME	17/10/2007	17/10/2010	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
LGT LOGISTICS AB	INDUSTRIAL TRANSPORTATION	COMPANY	05/03/2012	01/03/2016	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
FUN TEX CLOTHING CO.	PERSONAL GOODS	SME	12/06/2012		FAILURE TO COMMUNICATE PROGRESS	DENMARK
TOPPENBERG MASKINFABRIK A/S	INDUSTRIAL ENGINEERING	SME	31/08/2012	31/08/2015	FAILURE TO COMMUNICATE PROGRESS	DENMARK
SITE A/S	NOT APPLICABLE	SME	13/01/2009	07/12/2012	FAILURE TO COMMUNICATE PROGRESS	DENMARK

GRONLANDS ARBEJDSGIVER FORENING	NOT APPLICABLE	BUSINESS ASSOCIATION LOCAL	20/09/2012	02/11/2018	FAILURE TO COMMUNICATE PROGRESS	DENMARK
ASC OSTLANDSKE RENGJORING	SUPPORT SERVICES	COMPANY	13/09/2012		FAILURE TO COMMUNICATE PROGRESS	NORWAY

RUDHOLM AND HAAK AB	GENERAL INDUSTRIALS	SME	16/08/2012	28/10/2016	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
ACT NOW	NOT APPLICABLE	BUSINESS ASSOCIATION LOCAL	12/10/2012	31/10/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK
MUNIN CONSULT	SUPPORT SERVICES	SME	01/11/2012	28/01/2017	FAILURE TO COMMUNICATE PROGRESS	DENMARK
BAKER TILLY DENMARK	FINANCIAL SERVICES	SME	14/11/2012	24/06/2018	FAILURE TO COMMUNICATE PROGRESS	DENMARK
JYDEN WORKWEAR A/S	PERSONAL GOODS	SME	30/11/2012	19/10/2017	FAILURE TO COMMUNICATE PROGRESS	DENMARK
SOLUTORS A/S	TECHNOLOGY HARDWARE & EQUIPMENT	SME	06/03/2013	06/03/2015	FAILURE TO COMMUNICATE PROGRESS	DENMARK
2022 OFFSHORE	NOT APPLICABLE	ACADEMIC	29/10/2012	31/10/2016	FAILURE TO COMMUNICATE PROGRESS	NORWAY
ISAK D. WESTGAARD AS	CONSTRUCTION AND MATERIALS	SME	30/11/2012	30/11/2015	FAILURE TO COMMUNICATE PROGRESS	NORWAY
INDUSTRY PROS..	SUPPORT SERVICES	SME	26/02/2013	04/09/2016	FAILURE TO COMMUNICATE PROGRESS	NORWAY
EMERGING ASIA PARTNERS AB	NONEQUITY INVESTMENT INSTRUMENTS	SME	21/02/2013	21/02/2015	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
PREBEN HOCKERUP	CONSTRUCTION AND MATERIALS	SME	16/08/2013	16/08/2015	FAILURE TO COMMUNICATE PROGRESS	DENMARK
MOBICO SHIPPING	ALTERNATIVE ENERGY	SME	24/04/2013	24/04/2015	FAILURE TO COMMUNICATE PROGRESS	NORWAY
GLASSMESER ROLF BERGLUND AS	CONSTRUCTION AND MATERIALS	SME	13/06/2013	13/06/2015	FAILURE TO COMMUNICATE PROGRESS	NORWAY

T-BANEBOLAGET STOCKHOLM	INDUSTRIAL TRANSPORTATION	COMPANY	03/09/2008	03/09/2011	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
HUMAN RIGHTS COUNCIL OF	NOT APPLICABLE	NGO LOCAL	13/09/2013	31/10/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK
SCALES A/S	SOFTWARE & COMPUTER SERVICES	SME	16/10/2013	15/10/2017	FAILURE TO COMMUNICATE PROGRESS	DENMARK
BRAVO BEMANNING AS	SUPPORT SERVICES	SME	31/10/2013	31/10/2015	FAILURE TO COMMUNICATE PROGRESS	NORWAY
HTS MASKINTEKNIK K AS	OIL EQUIPMENT SERVICES &	SME	16/12/2013		FAILURE TO COMMUNICATE PROGRESS	NORWAY
TARALDSVIK AS	CONSTRUCTION AND MATERIALS	SME	26/02/2014	22/02/2018	FAILURE TO COMMUNICATE PROGRESS	NORWAY
SWEROAD	CONSTRUCTION AND MATERIALS	SME	26/02/2009		FAILURE TO COMMUNICATE PROGRESS	SWEDEN
KUNDIA AB	SUPPORT SERVICES	SME	01/10/2013	01/10/2015	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
EMBALLAGEKONTAKT AB, EMKO	CONSTRUCTION AND MATERIALS	SME	18/12/2013	18/03/2016	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
INSTRUMENT MONTAGE AB	ELECTRICITY	SME	04/03/2014	05/06/2017	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
KRAFTVAERK A/S	SOFTWARE & COMPUTER SERVICES	SME	21/05/2014	21/05/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK
HEGER AS	GENERAL INDUSTRIALS	SME	07/01/2019		FAILURE TO COMMUNICATE PROGRESS	NORWAY
ONECO AS	CONSTRUCTION AND MATERIALS	COMPANY	05/09/2014	05/09/2016	FAILURE TO COMMUNICATE PROGRESS	NORWAY

BAISIKELI APS	PERSONAL GOODS	SME	23/01/2015		FAILURE TO COMMUNICATE PROGRESS	DENMARK
RE-INSTITUTE	NOT APPLICABLE	NGO LOCAL	01/04/2015	01/04/2018	FAILURE TO COMMUNICATE PROGRESS	DENMARK

VESPER GROUP	SUPPORT SERVICES	COMPANY	10/11/2014		FAILURE TO COMMUNICATE PROGRESS	SWEDEN
SAFEAID AB	HEALTH CARE EQUIPMENT & SERVICES	SME	24/11/2014	24/11/2016	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
SOFIA ROR AB	GAS, WATER & MULTIUTILITIES	SME	04/02/2015	04/02/2017	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
ALL4CHILDREN	NOT APPLICABLE	NGO LOCAL	28/05/2015	28/02/2021	FAILURE TO COMMUNICATE PROGRESS	DENMARK
VIKING 1914+ CREAS A/S	PERSONAL GOODS	SME	19/06/2015	19/06/2017	FAILURE TO COMMUNICATE PROGRESS	DENMARK
TAXI 4X27	TRAVEL & LESIURE	SME	05/11/2015		FAILURE TO COMMUNICATE PROGRESS	DENMARK
COMET CONSULAR SERVICES AS	SUPPORT SERVICES	SME	07/07/2015	12/08/2018	FAILURE TO COMMUNICATE PROGRESS	NORWAY
INTERNATIONAL CENTRE FOR	NOT APPLICABLE	NGO LOCAL	11/06/2015	11/06/2018	FAILURE TO COMMUNICATE PROGRESS	NORWAY
JACK MIDHAGE AB	CONSTRUCTION AND MATERIALS	SME	30/04/2015	30/04/2017	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
KJERUF & PARTNERE A/S	SUPPORT SERVICES	SME	08/01/2010	08/01/2012	FAILURE TO COMMUNICATE PROGRESS	DENMARK
UNIFIED MESSAGING SYSTEMS	SOFTWARE & COMPUTER SERVICES	SME	10/03/2016	10/03/2018	FAILURE TO COMMUNICATE PROGRESS	NORWAY

DEMCOM DEMOLITION AB	CONSTRUC TION AND MATERIALS	SME	16/12/2015	16/12/2017	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
ZINKTEKNIK AB	CONSTRUC TION AND MATERIALS	SME	03/11/2008	03/11/2011	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
DISSING+WEIT LING ARCHITEKTURE	CONSTRUC TION AND MATERIALS	SME	28/01/2010	20/01/2012	FAILURE TO COMMUNICATE PROGRESS	DENMARK
THANEX A/S	CONSTRUC TION AND MATERIALS	SME	29/08/2016		FAILURE TO COMMUNICATE PROGRESS	DENMARK

FILAGO AS	REAL ESTATE INVESTMENT & SERVICES	SME	09/06/2016		FAILURE TO COMMUNICATE PROGRESS	NORWAY
ICT I GOTEBORG AB	SOFTWARE & COMPUTER SERVICES	SME	30/06/2016	30/06/2018	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
COMPUTERSH ARE A/S	FINANCIAL SERVICES	SME	30/06/2017		FAILURE TO COMMUNICATE PROGRESS	DENMARK
ARC AID FOUNDATION	NOT APPLICABLE	FOUNDATIO	23/02/2010	31/10/2016	FAILURE TO COMMUNICATE PROGRESS	NORWAY
HRSS AS	SUPPORT SERVICES	SME	04/01/2018		FAILURE TO COMMUNICATE PROGRESS	NORWAY
GUTARNAS BYGGTJANST AB	CONSTRUC TION AND MATERIALS	SME	04/04/2017		FAILURE TO COMMUNICATE PROGRESS	SWEDEN
SILENTIUM	SUPPORT SERVICES	COMPANY	21/04/2017		FAILURE TO COMMUNICATE PROGRESS	SWEDEN
BEST PEPPER AB	FOOD PRODUCERS	SME	27/11/2017		FAILURE TO COMMUNICATE PROGRESS	SWEDEN
ALTIFLEX APS	CONSTRUC TION AND MATERIALS	SME	15/01/2018		FAILURE TO COMMUNICATE PROGRESS	DENMARK

GAIA COLAR A/S	ALTERNATIVE ENERGY	SME	17/07/2013	18/02/2018	FAILURE TO COMMUNICATE PROGRESS	DENMARK
PIXIE, TAXA, AUTO	DIVERSIFED	SME	23/08/2018		FAILURE TO COMMUNICATE PROGRESS	DENMARK
AGES CASTING SOLNA AB	GENERAL INDUSTRIALS	SME	13/05/2010	04/01/2018	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
NEPA SWEDEN AB	DIVERSIFED	COMPANY	04/01/2018		FAILURE TO COMMUNICATE PROGRESS	SWEDEN
BRING HOPE HUMANITARIAN	NOT APPLICABLE	NGO LOCAL	27/03/2018	27/12/2021	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
TOPSIL SEMICONDUCTOR MATERIALS	ELECTRONIC & ELECTRICAL EQUIPMENT	COMPANY	15/03/2011	22/03/2018	FAILURE TO COMMUNICATE PROGRESS	DENMARK

LUBECO AS	CHEMICALS	SME	04/11/2010	11/10/2014	FAILURE TO COMMUNICATE PROGRESS	NORWAY
NATIONAL HOGSATER PERFORMACE POLYMERS AB	AUTOMOBILES & PARTS	SME	28/03/2012		FAILURE TO COMMUNICATE PROGRESS	SWEDEN
GOFAST GRUPPEN AB	CONSTRUCION AND MATERIALS	SME	07/12/2010	02/12/2014	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
WESTANDER	MEDIA	SME	10/11/2018		FAILURE TO COMMUNICATE PROGRESS	SWEDEN
REFUGEES UNITED FOUNDATION	NOT APPLICABLE	FOUNDATIO	16/11/2009	19/10/2019	FAILURE TO COMMUNICATE PROGRESS	DENMARK
DOMUS ARKITEKTER	CONSTRUCION AND MATERIALS	SME	15/12/2011	20/01/2017	FAILURE TO COMMUNICATE PROGRESS	DENMARK
SLAKTERIET AS	FOOD PRODUCERS	SME	04/11/2011	04/11/2014	FAILURE TO COMMUNICATE PROGRESS	NORWAY

GAN INTERGRITY SOLUTIONS	SUPPORT SERVICES	SME	10/06/2007		FAILURE TO COMMUNICATE PROGRESS	DENMARK
DRAKA COMTEQ DENMARK A/S	GENERAL INDUSTRIALS	SME	13/04/2009	13/04/2012	FAILURE TO COMMUNICATE PROGRESS	DENMARK
DRICONEQ	INDUSTRIAL ENGINEERING	SME	06/03/2012	02/03/2018	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
PROCESSFILTE R SWEDEN AB	INDUSTRIAL ENGINEERING	SME	08/08/2012	08/08/2015	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
DANISH CRANE BUILDING A/S	INDUSTRIAL ENGINEERING	SME	08/09/2015		FAILURE TO COMMUNICATE PROGRESS	DENMARK
FROGNER HOUSE APARTMENTS	REAL ESTATE INVESTMENT & SERVICES	SME	23/01/2013	23/01/2015	FAILURE TO COMMUNICATE PROGRESS	NORWAY
IT-MASTAREN MITT AB	SOFTWARE & COMPUTER SERVICES	SME	19/10/2015		FAILURE TO COMMUNICATE PROGRESS	SWEDEN
CLOTHING PARTNERS AS	PERSONAL GOODS	SME	01/07/2008	01/07/2011	FAILURE TO COMMUNICATE PROGRESS	DENMARK

COMPFIT A/S	GENERAL RETAILERS	SME	05/07/2005	05/07/2009	FAILURE TO COMMUNICATE PROGRESS	DENMARK
DAN-COLOR A/S	SUPPORT SERVICES	SME	25/11/2008	25/11/2011	FAILURE TO COMMUNICATE PROGRESS	DENMARK
DANISH COFFEE NETWORK	NOT APPLICABLE	NGO LOCAL	12/11/2008	31/10/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK
DEPARTMENT FOR SUPPLEMENTARY EDUCATION, AARHUS SCHOOL OF	NOT APPLICABLE	ACADEMIC	16/06/2009	31/10/2016	FAILURE TO COMMUNICATE PROGRESS	DENMARK

KOPPERNAES AS	INDUSTRIAL TRANSPORTATION	COMPANY	03/02/2016	03/02/2018	FAILURE TO COMMUNICATE PROGRESS	NORWAY
BULL & CO ADVOKATFIRMA AS	SUPPORT SERVICES	SME	14/04/2009	14/04/2012	FAILURE TO COMMUNICATE PROGRESS	NORWAY
KEINCKE MENNESKER/UDVIKLING/LED	PERSONAL GOODS	SME	28/08/2009	28/08/2011	FAILURE TO COMMUNICATE PROGRESS	DENMARK
KIHON MANAGEMENT APS	SOFTWARE & COMPUTER SERVICES	SME	20/01/2009	20/01/2012	FAILURE TO COMMUNICATE PROGRESS	DENMARK
BORNEFONDEN	NOT APPLICABLE	NGO LOCAL	19/04/2016	18/07/2019	FAILURE TO COMMUNICATE PROGRESS	DENMARK
JOHANSEN & CO STANSEFABRIK	GENERAL INDUSTRIALS	SME	03/11/2008	03/11/2011	FAILURE TO COMMUNICATE PROGRESS	NORWAY
MACHINA NETWORKS AS	SOFTWARE & COMPUTER SERVICES	SME	27/08/2008	27/08/2011	FAILURE TO COMMUNICATE PROGRESS	NORWAY
EVRY AS	SOFTWARE & COMPUTER SERVICES	COMPANY	08/07/2016	08/07/2018	FAILURE TO COMMUNICATE PROGRESS	NORWAY
ZERO VISION TOOL	NOT APPLICABLE	NGO LOCAL	29/12/2016	29/12/2019	FAILURE TO COMMUNICATE PROGRESS	SWEDEN
LUNNER PRODUKTER AS	SUPPORT SERVICES	SME	10/05/2013		FAILURE TO COMMUNICATE PROGRESS	NORWAY

TRAVEL & LESIURE
NORWAY
SME

COMPANY

Appendix C.

Project description.

Title:

CSR initiatives, United Nations Global Compact, interview.

Context:

Since the 1990's we have seen a growing trend of companies from all industries becoming vastly aware of the actions of their organisations. Which have led to the formation of Corporate Social Responsibility (CSR) institutions such as the Global Reporting Initiative, Social Accountability International, the Ethical Trading Initiative, Fair Labour Association, and the United Nations Global Compact. The goal of this research/project is to investigate why companies are dropping out of Corporate Social Responsibility (CSR) initiatives and I will be looking into the United Nations Global Compact.

The individual that will be carrying out research will be Nishma Verma who is currently in her last semester of her bachelor studies in Hotelledelse (hotel management) at the Norwegian Hotel School at the University of Stavanger. She will have the opportunity to get help and advise from her supervisor Lukasz Andrezej Derdowski.

Data collection methods:

For this research Miss Verma has chosen to collect qualitative data as she aims to collect and examine in depth data. To do so she will be using the same interview guide (I don't know if it is going to be structured or not) with all possible participants. Unfortunately, the target audience of this research are going to consist of restaurants and bars in Rogaland, specifically those in Stavanger due to time sensitivity.

To ensure that the researcher has access to all the information provided by the participant she will ask before the interview if she can take an audio recording when conducting the interview. The researcher will use a thematic content analysis as it will make it easier to identify common themes and trends.

First, she will transcribe all audio from the interviews to have a visual of the audio. Transcribing the audio will enable that the researcher will not "summarise" in her words what was said in the interviews. Then the researcher will begin to go through the transcribed text beginning to code/annotate the texts, this process will aid in identifying patterns and trends. Once all texts have been annotated/coded the researcher will then review themes and trends that have been identified as well as connecting the data making sure that only relevant data is taken for analysis. During the project if there are any correlating trends they will be noted down in the analysis or discussion part of the thesis

Finally, she will begin the analysis of the data collected, finding out if there is one definite answer to the research question. Once analysis of the data is completed, she will then transition the information into her thesis either in the data collection, analysis and/or the discussion

This part she will be able to compare her findings with other findings used to support or go against the research question.

There will be use of secondary data throughout the thesis. For example, she will be taking information from the United Nations Global Compact website in terms of the delisted companies within the tourism and beverage industry to use in the thesis. This is one form of secondary data that will be used.

Interview guide.

Introduction:

First, I would like to thank you for participating in this interview. As I have touched on before I am writing a thesis on organisations that are aware of a Corporate Social Responsibility (CSR) initiative such as the United Nations Global Compact and being able to carry out this interview will help aid or go against my research question.

In this interview, I will be focusing on your organisations experience with Corporate Social Responsibility (CSR) and if you are aware of the United Nations Global Compact. I would like to mention that there are no right or wrong answers. This interview is aimed to understand and grasp what your organisations' experience has been.

I would like to say that this interview is totally voluntary, and you are able to jump out at any time. I would like to also mention that all 'sensitive' information will be anonymised in the thesis. Which means the researcher will not refer to the names of participants involved in the interview. Collected information will only be used for the purpose of this project and once the project has come to an end the researcher will "get rid of" all information.

Finally, I would like to ask if it is possible to take an audio recording of our interview? This audio will not be shared to anyone or any other organisation. First it will help me be engaged during the interview also in the end when I am conducting my analysis, I will be able to have your words instead of a generalised summary from me.

Title:

The importance of Corporate Social Responsibility and the United Nations Global Compact for small and medium size hospitality businesses.

Hi there, I would like to say thank you for participating in this interview today. I will be going through a set of 12 questions with you. Throughout the interview I will be using a recording device. I would like to remind you that at any point of the interview you would like to stop we can do that. Okay let's begin.

Questions related to CSR.

1. Are you aware of the term Corporate Social Responsibility (CSR)?
If YES: can you please describe it with your own words?
If NO: I need to give them a general definition. (nothing too much, something understandable).

2. What sort of initiatives/actions have you started in your company that are in line with CSR “ideologies”.
3. How did your organisation become aware of CSR?
4. Why did your organisation take action to implement such a programme?

Now, as we move on in the interview, Corporate Social Responsibility can be manifested in different forms in a given company. One way to do it is to engage with the United Nations Global Compact programme. With that being said, I would like to hear your organisations experience with the United Nations Global Compact.

Questions about United Nations Global Compact.

5. Has your organisation been a member of the United Nations Global Compact?
6. If yes, can you tell when you joined?
7. If you said yes to having a membership with the United Nations Global Compact can you tell me why you choose to join?
8. If you are still a member can you explain why you are still a member?
9. How did joining the Global Compact affect your organisation?
10. If you left the Global Compact, would you re-join and why/why not?

Other questions

Moving on from questions about the United Nations Global Compact. I will now ask you two questions that are based of your answers above.

11. when I asked you if you were a member of the United Nations Global Compact and you responded with the answer no. Could you then take some time to mention if you are with another corporate social responsibility initiative?

12. If they are with another programme, ask them why and what made them join.

If they are not with a programme, ask them if they would consider it. If they do, ask why.
Before we go to the end of the interview is there anything that you would like to mention or ask?

Thank you for taking part in this interview for my research. I would like to remind you that any information that you have said today will remain anonymous if used and as soon as the research project has ended all data will destroyed. Once again thank you.