

## **Sustainability in Action: Corporate Social Responsibility Practices at Google LLC**

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### **Abstract**

*The paper examines the corporate social responsibility (CSR) practices and sustainability strategies employed by Google LLC, one of the world's most influential technology companies. Underpinned by stakeholder theory and triple bottom line framework, the paper assesses Google's approach to integrating CSR across its business operations and corporate strategies. It emphasizes the company's trajectory from traditional philanthropy to sustainability-oriented approaches across environmental, social and ethical governance. Google's CSR efforts include carbon neutrality, investment in renewable energy and multiple social impact projects through Google.org. The analysis considers criticism of Google's CSR, including allegation of greenwashing and data privacy issues. The findings reveal that CSR at Google is not only a moral and social obligation but also a strategic business function, enhancing long-term competitiveness while promoting global well-being. At the same time, it highlights the significance of embedding sustainability into corporate DNA. Actionable recommendations are provided for CSR leadership, alignment of goals, stakeholder collaboration, accountability, and transparency.*

**Keywords:** corporate social responsibility (CSR), Sustainability, Stakeholder Theory, Triple Bottom Line, Greenwashing

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### **Introduction**

A corporation is born in society, consumes resources from it and generates profit by selling their products back to it. These circularities of consumption and production revolve in and around the multi-spectrum in micro, meso and macro level that exists within society. Corporate Social Responsibility (CSR) is the process where a corporation acknowledges the immensity of society for providing it with capital (physical, financial, natural et cetera). This is the dimension of going above and beyond the economic

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domain in an attempt to bring about the “common good” for all stakeholders. This paper is based on the CSR activities and initiatives undertaken by Google LLC and the steps the company has incorporated to make them sustainable in accordance with the “stakeholder theory” and “triple bottom line theory”.

### Corporate Social Responsibility (CSR)

#### Defining CSR

According to Thiel (2016), CSR is the design of the human and industry system in a way that resources are used sustainably for upcoming generation, while also attempting to reduce the adverse impact on social conditions, human health and the environment. It is the process of giving back to the society. Furthermore, Feng, Wang, and Kreuze (2017) define CSR as tailoring organizational plans and policies to the expectation of stakeholders, incorporating economic, social, and environmental domains.

The timeline retrospection of the CSR theories depicts, with the passage of time, its definition has become more diversified. While the definition proposed by Bowen (1953) was more myopic, focusing on the profit maximization of the organization, in contrast, the definitions given by Davis (1973) and Carroll (1979) were more inclusive and focused on sustainability. And the “Trippel bottom line” theory by Freeman (1984) echoed the importance of protecting and harmonizing 3P’s (People, Planet and Profit) as noted by (Balch, 2011). Figure 1 below portrays the CSR theories that have emerged over time.

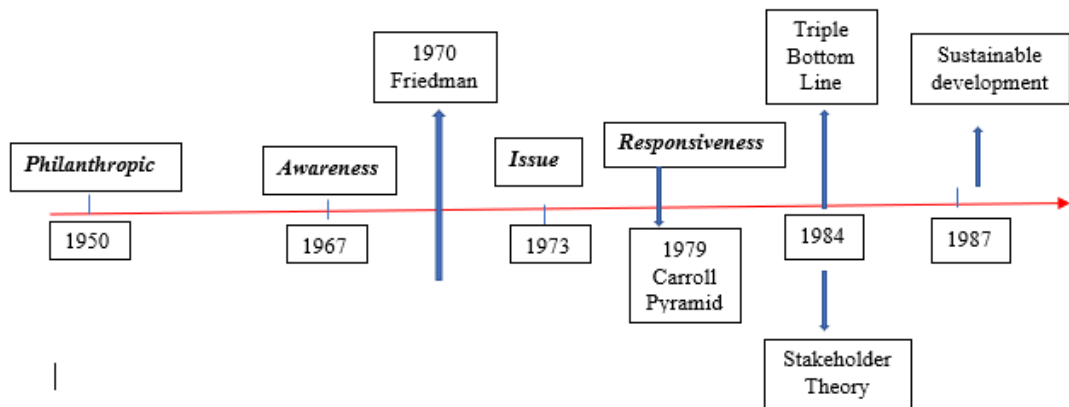


Figure 1. Time line of CSR development (Source: Author’s work)

#### Reviewing Google LLC

The company was formed by Larry Page and Sergey Brin in 1998 and is an impetus and “silicon” of Silicon Valley. The company's corporate headquarter is located in Mountain View, California; Alphabet which is the parent company of Google has a workforce of 187,103 (Stock Analysis, 2025). The company’s mission, as stated on its website is: “Our mission is to organize the world’s information and make it universally accessible and useful”.

Google has brought a paradigm shift in the way products are served, produced, and consumed. It is an internet behemoth, serving information technology (IT)-related products to the global market. Its technological innovation through artificial intelligence (AI), augmentation technology, blockchain, and big data has supported Google in innovating outstanding technologies such as Android, Google Maps, Google Glass. As shown in Table 1, these innovations have dual objective of earning a profit while also enticing, expanding and experimenting in the market.

Table 1.

Growth of Google Products

Adapted from <https://www.slideshare.net/HruchaMehta/google-growth-strategy>

Domain	Products
Earn	AdWords, AdSense
Entice and Defend	Google Map, Hangout, Gmail, Drive, YouTube, Chrome
Expand the Pie	Android, Glass
Experiment	X-Lab

The company is par excellence when it comes to innovation, with a wide portfolio of products and services. Interestingly, the more diversified the product line, the higher the expectations from the company's stakeholders. No one can deny that Google has been exceptional when it comes to CSR and its approaches to sustainability. The company has incorporated CSR philosophies into its mission and visions. Its mission statement, as mentioned above, clearly demonstrates a commitment to making information available and accessible with ease so that everyone can use it for common good, which is also an emerging domain of CSR. Jack Ma, CEO and founder of Alibaba Group, once stated, "Data is the human nature," and it is the power for innovations. We can easily see Google's acknowledgment of the economic, environmental and social dimensions in today's globalized society.

#### **Proliferation and Convergence of CSR**

With the passage of time, we can observe a convergence in the theories and methodologies of CSR, making it isomorphic. Though it used to be voluntary and discretionary, contemporarily, it has now become strategic, compelling organizations to incorporate it into their business philosophies and business models. Due to the cut-throat competition in the corporate world and heightened level of consumer awareness, company must go beyond the economic orientation.

Google LLC has been exemplary in this domain. Other companies like Microsoft, Amazon, P&G are also practicing broader form of CSR, making it compulsory rather than discretionary. Menkes and Aluchna (2017), in their research, posed CSR as a source of institutional pressure which compels organizations to adopt new rules and designs, creating an institutional isomorphism. Othaman, Darus, and Arshad (2011) concluded that regulatory efforts were a significant mechanism in promoting CSR reputation. The firms should go far beyond the standards required by legal regulations, and CSR should be integrated with the mission, vision, values, and objectives of the organization (Yu, Kuo, & Kao, 2017).

#### **Identifying CSR Initiative of Google LLC**

Google has been involved in multiple domains of society for the "common good." The company has not only focused on the economic domain by prioritizing the shareholder value but has also unequivocally invested in maximizing value for related stakeholder. The company is a responsible employer, pragmatic environmentalist, lobbyist for social welfare, advocate for green energy and ambassador of inclusion and equality. Indeed, CSR and corporate reputation has positive effects on the industrial brand equity and brand performance (Lai, Chiu, Yang, & Pai, 2010) which the Google is also striving for.

#### **Static Verses Dynamic CSR Initiatives**

Long ago, CSR was thought to be charities and financial help to people in need, and it was mostly focused on a single domain. But now, things have changed sharply. The CSR concepts and initiatives are

no longer static, and companies are changing their practices to meet community requirements. The same can be observed in the context of Google; the company has a non-profit sister organization, Google.org, which focuses on sustainability, inclusiveness, environmentalism, poverty elimination and education. The myopic scope of CSR has started to proliferate and diversify globally. More companies worldwide have begun reporting their CSR and have integrated their efforts with the United Nations Strategic Development Goals (SDGs) (KPMG, 2017). Below are some of the areas Google is working to bring positive changes.

**Google as a responsible employer.** The company is a top choice for job seekers. Its offices in Mountain View, California, has 25 different cafes and micro-kitchens and even nap pods to provide a break from stressful coding. The company also offers job security and benefits; for example, if an employee dies, their spouse continues to receive half of their salary for the next ten years. For those in a passion project, Google has a 20:80 work schedule, where you can devote 20% of your work time to a project of your interest. Gmail is a well known outcome of this 20% rule. The company also promotes enrichment and responsibility in a pragmatic way; it has a “Google Shuttle” and “GFleet” that run on biodiesel fuel. Similarly, you can customize your workstation to your liking.

**Google as a responsible environmentalist.** According to Environmental report (2016), Google is working to reduce its ecological footprints. Its data centers consume 50% less energy than a typical data center, and the company has been carbon neutral since 2007. The Reputation Institute (RI), which grades global companies based on governance, workplace, and citizenship, ranked Google first with a score of 75.4 (Miceli, 2015). Google is also bringing about change by transitioning from a linear to a circular model of production and consumption (Ellen MacArthur Foundation, 2015), which is based on the principle of reuse, recycle, remanufacture, and refurbishment. From 2013 to 2015, the company reduced the water usage by 30% at its Bay Area headquarters. In 2017, 91% of waste from its global data centers was diverted from landfills (Google, 2018). The company is already the world’s largest purchaser of renewable energy, and it has created hundreds of ancillary industries and thousands of jobs in the community. These efforts can be reconciled with the “Triple bottom line” theory.

**Google on the social inclusiveness and social progress.** Google.org is working with Pratham Books’ Story Weaver in India to provide an open-source technical platform where books and stories are translated into local languages for students and teachers free of charge. The project, which started in 2013, has received an investment of \$3.85 million and focuses on reducing the illiteracy rate in India. The “Learning Platform” is an impressive project that helps students without internet access use digital content offline. The “Kolibri Platform” manages this content in a cloud-based library. The project, which began in 2016, has been funded \$7.3 million and covers India, Sub-Saharan Africa, and the Middle East.

**Google, promoting inclusiveness and equality.** In America, one in three black Americans can expect to be imprisoned in their lifetime (Knafo, 2013). Google is working on projects with the Center for Policing Equity (CPE), which focuses on the integration of data and information technology for social security. It supports law enforcement agencies to enhance relationships with the local communities they serve. The project began in 2016 and has invested \$500,000 to date. The aforementioned projects aim to raise wellbeing, fosters inclusiveness and maintains transparency in the society.

**Google in handling the crises.** Applications like Google Maps and Google Person Finder help track the best available route to a destination and to find people during the time of crisis, respectively. As stated by Google.org, a refugee spends 17 years of their life in an exile. The company is investing in providing connectivity to refugees across the world, along with reliable information and educational kits for refugee students. Since 2015, Google has spent more than \$20 million in grants for the refugee programs.

Similarly, “Project Loon,” an ambitious project launched by Google, strives to make the internet accessible and available to the four billion people across the globe still lack connectivity. The project is under experimentation; balloons are used in the atmosphere to provide connectivity where traditional optical fiber cannot be installed. On one hand, it will bring significant benefits to those people, and on the other, the company will gain a huge market share, which will enhance its profit.

**Google on reducing the gender gap.** According to Thomson Reuters, a Canadian mass media company, the organization that are diverse are more productive, innovative, and have better financial performance. Sadly, Google was not able to make it into top 25 (Mc Girt, 2017). Still, a major portion of high-ranking positions in the company is occupied by males, as can be seen in Figure 3. According to the Google Diversity Report (2018), 69.1% workforce is male and 30.9% is female. Only 25.5% of leadership positions are held by females, with the remaining majority held by males. The company has already invested in a project entitled “Made for Code,” which focuses on teaching coding to females.

**Measuring the Sustainability of CSR Initiative**

**Defining Sustainability**

Deloitte, a multinational consulting company, has defined sustainability as the corporation’s responsibility for the impact it has on surroundings in business, environmental, and social terms. Similarly, Brundtland Commission Report states that sustainability is about taking care of the present without compromising future generations’ ability to meet their own needs (Delai & Takahashi, 2011). Focusing on the long-term dimension rather than a short-term orientation is an essential part of making CSR activities sustainable. Dr. Thiel, in her dissertation, stated that companies are eager to perform CSR but do not like to be responsible for the activities. Sustainability is the reciprocation and interaction among participants of the social domain, including individuals, local communities, governments, and corporations (Thiel, 2016).

If we review Google’s CSR and sustainability approach, we can observe that it formulates and implements its CSR in a way that uses organizational resources and strategies to deliver positive social impacts in sustainable manner. Google’s CSR activism can be reconciled with the strategies as mentioned in Figure 2, which has made its CRS far-reaching and sustainable.



Figure 2. Various ways companies use for CSR activities

Adapted from “From ideas to action: Planning for sustainable CSR,” by GreenKettle Consulting, 2013, October 24, SlideShare (<https://www.slideshare.net/greenkettleconsulting/from-ideas-to-action-planning-for-sustainable-csr>)

**Google on philanthropy.** Recommendation made by Thiel (2016) explicitly states that CSR activities need to be tailored as per the expectation of the community. Still, majority of the world’s population is below the poverty line, and these marginalized and underprivileged groups need financial help to improve their living standards. Google LLC, through Google.org, helps to carry out philanthropy.

Google.org has donated \$100,000,000 in grants, along with 80,000 volunteer hours and \$1 billion in products (Source: <https://doublethedonation.com/>). These funds are invested in developing countries as seed funding for global entrepreneurship and financial help during natural disasters. The seed investment in these entrepreneurial project leads to the creation of the long-term industries, making the community more resilient.

**Leveraging organization expertise.** Here, the company uses its skills and expertise to approach its CSR in the sustainable manner. FedEx, for example, provided relief services through its logistics transportation facilities during times of disaster. The use of “Big Data” and disruptive technologies like Artificial Intelligence (AI), Blockchain has made Google exponentially innovative and productive. It collaborates with local communities, corporations, and governmental and non-governmental agencies to create a social impact.

Through its satellites (Google Earth) and the pool of data, Google has helped track illegal fishing and deforestation, contributing to a more sustainable environmental domain. Google Maps provides the best available transit for one billion kilometers per day, leading to reduced carbon emission. Google has become a part and parcel of modern civilization, and this is due to its expertise.

**Socio-commercial investments.** These are the commercial investments made by Google in the social domain to bring about positive changes. “Project Loon” is capitalizing on the use of the hot air balloons to make the internet accessible and available in remote parts of the globe where optical fibers still cannot reach. The project’s success would significantly connect 4.5 billion with internet service, and this could be \$10 billion business for Google (D’Onfro, 2015).

**Business model integration.** The philosophies and overall strategy of the company should be focused on the dimension of CSR. The product and services should be designed in a way that their CSR commitments are evident. Firstly, CSR starts from “the company within.” Although CSR is often seen as an external factor pressuring an organization to make changes, Bolton, Kim, and O’gorman (2011) stress that CSR is a dynamic and developing process that relies on the involvement of employee as central stakeholders. An engaged employee is 44% more productive than a satisfied worker, but an employee who feels inspired at work is nearly 125% more productive than a satisfied one (Voza, 2017).

Google has been carbon neutral since 2007, and its global data centers are backed by the renewable energies. A business that uses the Gmail reduces the Green House Gas (GHG) emission of its email service by up to 98% (Google, 2016). The technology called “Prediction” minimizes fuel consumption and ultimately reduces carbon emission (Mcgrath, 2011).

Making CSR happen is not a one-day work or a team performance. Sustainability is a feedback loop, and it has to be equally reciprocated by the involved stakeholders so that CSR initiatives becomes dynamic rather than static.

**Measuring Google CSR and its Outcome**

While measuring social performance is difficult, it remains essential (Balch, 2011). The outcomes of CSR are often non-financial and qualitative, making them challenging to quantify. Nevertheless, various scholars, global research institutes and think tanks are developing and using metrics to assess CSR outcome. For example, Emick (2016) introduced the 5R framework to measure the effectiveness of CSR initiatives, which is detailed in figure 3. The 5R's are: Revenue (Strategic Alignment), Reputation (External Awareness), Recruitment (Talent Acquisition), Retention (Internal Engagement) and Relationships (partner Collaboration).

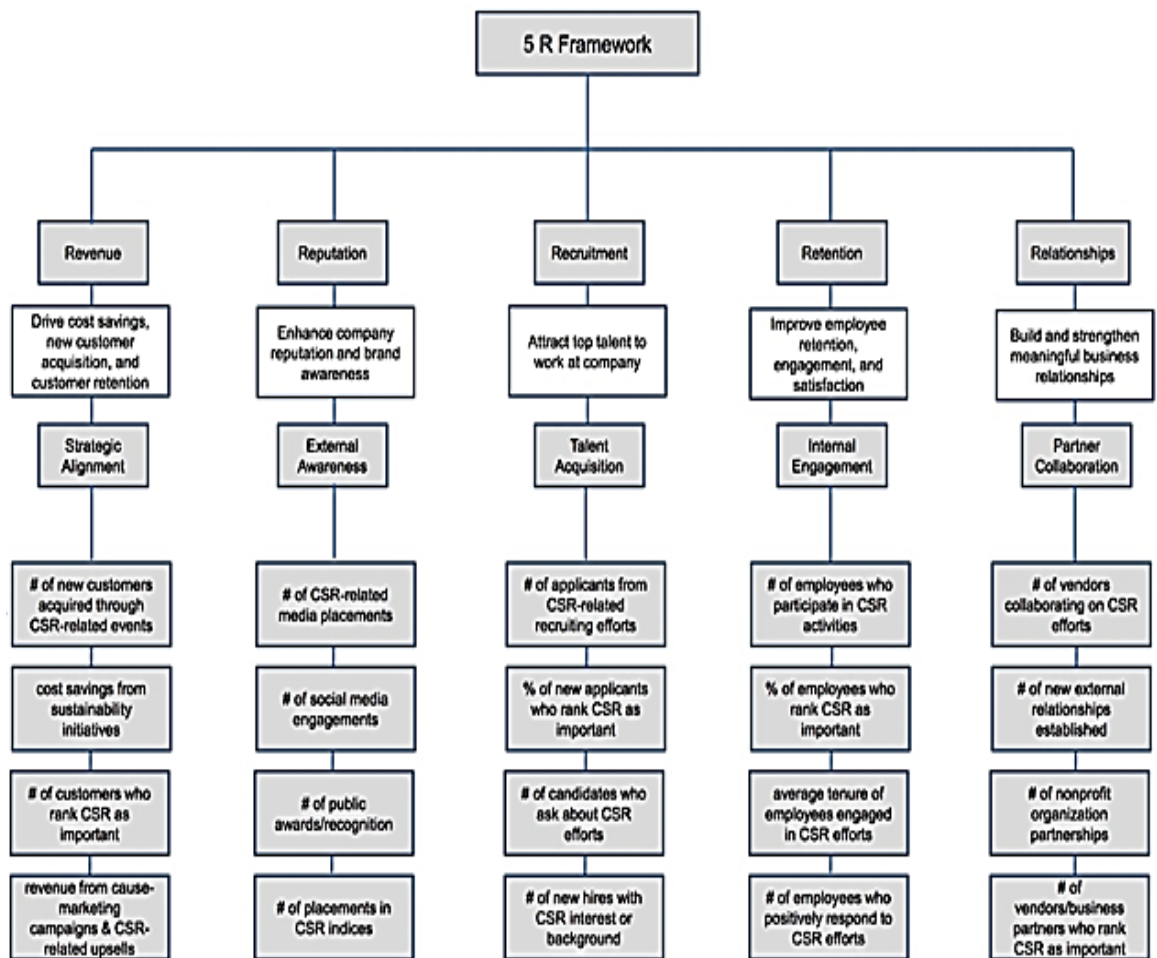


Figure 3. Measuring ROI of CSR -The 5R framework (work of Katie Emick)

Adapted from Measuring the ROI of CSR – The 5 R Framework, by K. Emick, 2016, LinkedIn (<https://www.linkedin.com/pulse/how-measure-roi-csr-5-r-framework-katie-emick/>)

Upon gauging the CSR initiatives as explained above of Google LLC in terms of 5R framework as defined by Emick, we can infer, the CSR activities are sustainable since it has brought significant and long-

lasting positive impact on all the parameters making it suitable for the company as well as for the individuals, communities, and government as defined below.

**Revenue.** Google's revenue has consistently grown year over year, driven by product innovation that meets market demand. The company's investments in renewable energy and a circular consumption modal have reduced operational expenses, further boosting its profits. For example, Google-parent company revenue reached staggering US dollar 350 billion (Neufeld, 2025)

**Reputation.** The market rewards innovators who prioritize environmental responsibility. Google, as one of the most valued companies in the world, is a prime example of this. The company's reputation and brand equity, much like that of Amazon, has captivated multiple U.S. states to provide various financial and non-financial incentives to lure Amazon into their state. Whenever global CSR initiatives are talked, Google rarely misses a column in a magazine or newspaper.

**Recruitment.** Getting a job at Google is ten times harder than getting admission to Harvard University; annually, two million apply for employment at Google (Schneider, 2017). The global reputation of Google has made it a top "dream" spot, providing the company with a significant pool of candidates to choose from. Currently Google parent company Alhabet employs 187,103 (Stock Analysis, 2025)

**Retention.** Higher employee turnover is one of the most significant losses for companies. Three quarters of Millennials will consider a company's social and environmental commitments when choosing a place to work and twothird won't take the job if a potential employer doesn't have strong CSR practices (Sustainable Brands, 2016). Research conducted by (Agarwal, Acharya, & Yadav, 2015) also concluded that there is a positive relation between CSR activities and employee motivation.

**Relationship.** Google essence lies in developing products and services throughout the spectrum. Rather than capitalizing on its technology and data for profit, it coordinates with various regional, local, national and international agencies to develop products that will have positive ramification for society and environment. Google's data is used by the authorities to tackle illegal deforestation, curb palm plantations, and combat illegal fishing. The company has a strong, ethical, and responsible relationship with its multiple stakeholders.

### **Action Plans and Recommendations for the Leadership.**

Leading is the way to show the path and allocate resources sustainably. Google has been exceptional and phenomenal with the plethora of CSR activities it has undertaken for society. Equally important is the implementation of formulated CSR plans and policies for sustainability. According to the Google Environmental Report published in 2018, its priorities are: preserving the environment by designing energy-efficient data centers, providing a sustainable workplace, empowering users with technology, managing water, and embedding a circular economic model of production and consumption.

Lim (2008) nicely stated Google's CSR activities are "For-Profit" rather than being "Non-Profit," where company uses CSR to create a win-win scenario for both society and the community. He further infers that Google relinquished the benefits of being a nonprofit and has channeled its philanthropic efforts through a for-profit division; Google.org, which has led to further business diversification. The implementation of "stakeholder theory" and "triple bottom line theory" for sustainable development can be reconciled with Figure 4, which incorporates the well-being of people, the planet, and the process.



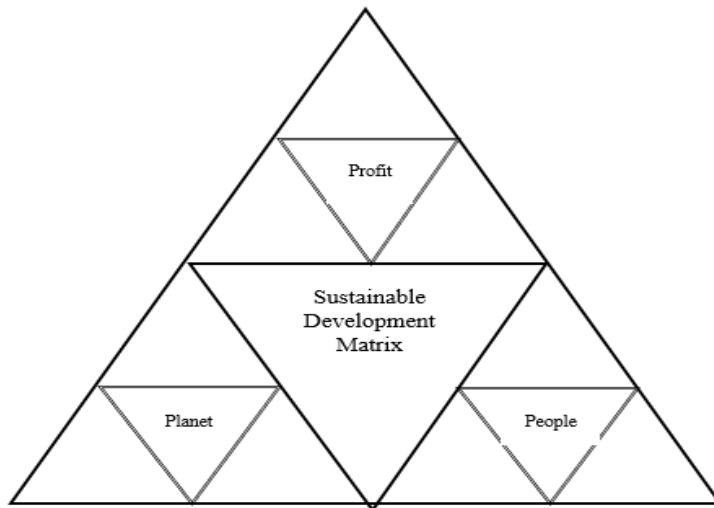


Figure 4. Sustainable Development Matrix

Adapted from Green Development Strategy: The triple-bottom-line sustainable development matrix, by Sustainable Land Development International, Ethosolutions (<https://ethosolutions.org/green-development-strategy-the-sustainable-development-matrix/>)

The pyramid in Figure 4 clearly shows its determination to incorporate "triple bottom line theory" and "stakeholder theory." In Figure 4, the profit dimension focuses on creating value, eliminating waste and recognizing interdependence; the planet dimension focuses on human and nature co-existence, flow of energy; and the dimension people includes a focus on quality of life, and knowledge sharing. Google has supported all the economic, environmental, legal and social dimension of the community, creating a healthy planet, happy people, and a profitable company. Google's CSR focuses on benefiting *people* by sharing Knowledge, enhancing quality of life, and accepting responsibility. Similarly, it strategizes its CSR to incorporate a natural model so that humans and nature coexist, thereby securing the planet. Profit maximization is leveraged by creating value of all the stakeholders and by eliminating waste.

The cost of CSR includes resources such as money, time, energy, and expertise, which has led to different school of thought on whether a company should focus on CSR or be solely inclined to its primary mission of earning a profit. A research paper by (Porter & Kramer, 2002) suggested an amalgamation of corporate philanthropy with both economic and social benefits. Figure 5 shows the combined positive effect this creates for both the business and society, leading to sustainability. This explains why Google operates as a "For-Profit" organization rather than a "Non-Profit" organization (Lim, 2008). A similar can be seen with the Chan Zuckerberg Initiative (CZI), where Priscilla Chan has pledged to invest 99% of their wealth in helping children through scientific and technological investment (CNN, 2018). IN the same way as Google, Facebook is also pursuing CSR through a "For-Profit" rather than a "Non-Profit" organization.

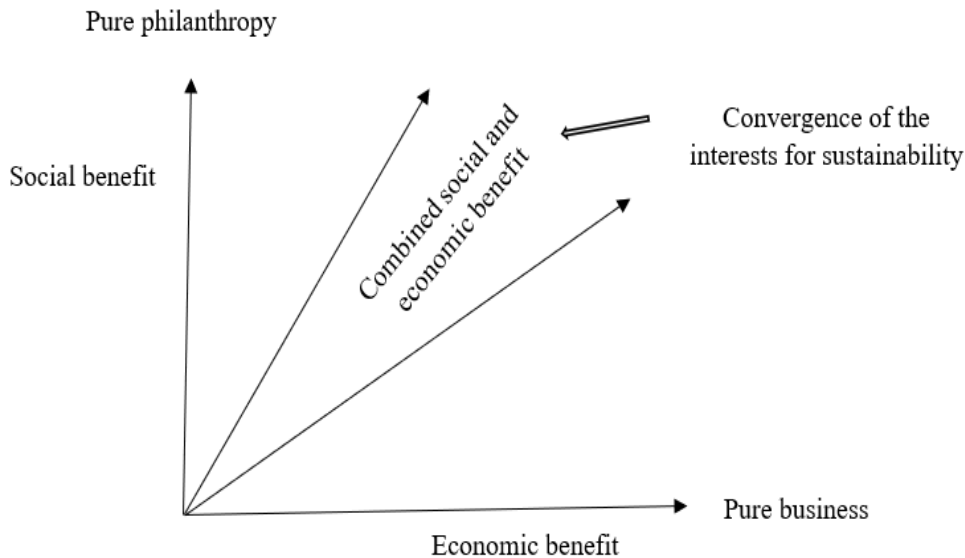


Figure 5. Convergence of social and economic benefits

From “The Competitive Advantage of Corporate Philanthropy,” by M. E. Porter and M. R. Kramer, *Harvard Business Review*, 80(12), 2002, pp. 56–68. Copyright 2002 by Harvard Business School Publishing. Reprinted with permission.

As per (Bamford, 2017) the effective action plan for the CSR consists of defining the message, properly setting target area, assessing the resources and expertise. McKinsely Quarterly (2009) has listed following actions to be carried for effectiveness of CSR.

### **Define the Purpose of CSR, Make the Message Clear and Map CSR Initiatives**

As stated by (Thiel, 2016), CSR should meet the expectations of the community. Google has tailored its CSR activities to focus on environmentalism, inclusiveness, sustainability, and equality, which are the demands of the contemporary global community.

### **Set the Target Area**

Setting targets helps to concentrate resources in a specific domain. Google’s target, to name a few, include minimizing energy consumption, and promoting reuse and recycling.

### **Publish CSR report**

The publication of reports makes its CSR initiative transparent, which helps stakeholders track its progress. The sustainability report assists the business in transitioning to a new business landscape where priorities will be on sustainability (Stubbs, Higgins, & Milne, 2013)

### **Coordinate with Governmental and Non-Governmental Agencies**

Coordination with third parties helps streamline CSR activities and increases their scope of impact. Google coordinates with the United Nations to incorporate the United Nations Strategic Goals into its corporate vision. Google’s advancements in Taiwan for renewal energy created a new frontier, demonstrating its commitment to alternative energies and decreasing its ecological footprint. In response,

the Taiwanese government amended its Electricity Act to allow for the direct purchase of renewable energies from producer.

Further training and development for stakeholders helps promote awareness about the importance of CSR activities across the board. Often CSR philosophies are guided by the culture from which the stakeholders come, which can create biases. In the past, Google has conducted unconscious bias workshops to all new employees, known as “Nooglers,” to make them aware of the negative impact of biases 84% of the Google's manager have taken unconscious bias training (Google, 2018).

Googles was blamed for having a gender gap, as most employees in prominent technical and leadership positions are male. To address this, Google has invested \$50 million to get girls involve in coding (Lowensohn, 2014). This project, entitled “Made with Code,” focus on preparing females for technical fields. These kinds of efforts and investments have demonstrated Google’s determination to have profound social and economic impact on the community.

### **Stakeholders Reciprocation and Google’s Criticism**

(Thiel, 2016) states that reciprocity is expected from stakeholders in CSR. The researcher further emphasizes that responsiveness from individuals enhances local, regional, and national competitiveness. This finding breaks the taboo that CSR is a compulsion for corporations alone. If we review history, it’s clear that individual reciprocity is essential.

"Nike" a glamorized term in sports apparel, had a turbulent history, and its transition from "Laggards to Leader" is phenomenal. Back in 1996, when Life magazine published a photograph of children stitching footballs with the Nike logo, the company lost its charisma. It was violently criticized for using child labor and was termed a "sweatshop." This negatively impacted the multination sports brand. The company latter re-engineered itself: it changed raw materials for shoe manufacturing to reduce hazards to workers, redefined its contract terms with suppliers, terminated suppliers who employed child labor, recalled balls produced in Pakistan that used child labor at a cost of \$100 million to the company, and dissolved its partnership with boxer Manny Pacquiao for his anti-gay comments. Now, Nike appears in the top ten of Fortune’s “Most Admired Companies” list. It is one of the most sustainable companies, committed to the safety of its employees, customers, community, and environment (Baker, 2016)

In 2017, Time magazine honored Tarana Burke, an activist and advocate for young women of color. The tweet with the hashtag "MeToo," posted by Alyssa Milano, spread like wildfire across social media (Lafuente, 2018). Their audacity to expose the atrocities women were tolerating clandestinely across various industries has since changed the global arena. The gender gap, women empowerment, sexual harassment and “MeToo” movement have become fundamental topic for lobbyists. The movement is creating a tectonic shift throughout the globe; Larry Nassar, the appointed doctor of Michigan State University, Hollywood tycoon Harvey Weinstein, and comedian Bill Cosby are now behind bars, and the waves of “MeToo” have now reached Bollywood, India’s billion-dollar movie industry.

In case of the Google, too, stakeholders have often expressed their reciprocation for and against the company’s CSR initiatives. Firstly, Google has been criticized for “greenwashing,” where it is blamed for camouflaging its hidden profit motives through environmental initiatives. Secondly, the infringement of personal privacy is on the rise. Critics have strongly objected to Google's technology of tracking its user e-

movements, which has led to the rise of a "Surveillance economy." Similarly, China has restricted the presence of Google in its country due to the privacy issue. Yannis Varoufakis, the former finance minister of Greece, has argued against Google's data repository (which serves as capital for the company), stating that it is built on the social inputs of its global users (Dennis, 2017) and that the company is earning vehemently by selling this user information. Donald Trump has also accused Google of bias and of suppressing the voices of conservative parties in its search engine (Romm, 2018).

### **CSR and Theory of Commonality**

The principle of commonality focuses on benefiting the majority rather than being stuck in private interests. However, due to the diversity and divergence in cultures that shape individual values and beliefs, it's hard to maintain commonality in CSR and sustainability (Thiel, 2016), and indeed, biases and differences are often observed. The same has happened to Google, which has invested heavily in training its new employees and existing managers to get rid of these unconscious biases. Google's sensitivity and responsiveness to "Net Neutrality" were welcomed and praised by free internet supporters but were regretted by the Trump administration. Similarly, its interest did not converge with the Trump administration on immigration issues. This shows that a CSR activity targeted by Google for one domain may not be perceived well by another part of the same community.

It is rarely possible to frame CSR through the principle of commonality. The fragmentation in society creates heterogeneities, but this has not stopped global companies like Google, Microsoft, Alibaba, and Facebook from formulating and implementing their CSR philosophies. Indeed, they are profoundly integrating CSR into their core strategies. Google is incorporating the United Nations Sustainable Development Goals (SDG) into its company mission and vision so that it can create a "common good" for all, which will positively impact the economic, environmental, and social domains among all the stakeholders.

### **Conclusion**

Although CSR is voluntary and discretionary, no company would willingly neglect it; they will treat it as a compulsory practice. An abundance of research supports that customers prefer companies that are socially and environmentally responsible. For example, 86% of U.S. consumers expects companies to act on social and environmental issues, and 87% of people will purchase a product if the company advocates for an issue they are concerned about. Conversely, 75% would refuse to buy from a company that supports a cause against their beliefs (MacCarthy, 2017). Therefore, companies that incorporate CSR into their corporate strategies are moving far ahead of those that are solely focused on profit maximization.

Google, an internet behemoth, is globally acknowledged for its CSR and sustainability. Its CSR approach is exemplary for embodying the "triple bottom line theory" and "stakeholder theory," which are bringing about positive economic, environmental and social changes in society. CSR helps to generate soft and intangible values for an organization that are otherwise very difficult to obtain. Google LLC is an advocate for green concept and environmentalism; since 2007, the company has been carbon neutral (Google, 2018) and is in the process of transitioning from a linear to a circular economy (Ellen MacArthur Foundation, 2015).

Google is strikingly rich in financial and technical resources, with the capability to bring about a paradigm shift in the production and consumption of products and services. The company has been remarkable for its pervasive internet service, excellent technologies, prolific innovations, and conducive relationships with its stakeholders. All of these factors vocally position it as a reputed, responsible, and recognizable company of the 21<sup>st</sup> century, a status that is fundamentally due to the amalgamation of CSR activities into its mission and strategies.

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