



The General Contractor's Guide to ESG Implementation



Green Badger

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Intention

At Green Badger, our goal is to make sustainability simplified. With ESG becoming an increasingly popular topic, we wanted to fully break down and explain ESG and how it applies to the construction industry. Whether you are a sustainability specialist trying to carry out a company-wide plan, or a project manager who now needs to track different ESG metrics on the jobsite, this guide will help you navigate the world of ESG that we find ourselves living in.

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Introduction - What is ESG?

As a general contractor, if you have yet to be asked about your ESG metrics, you will very soon. ESG stands for Environmental, Social, and Governance metrics used to evaluate an organization's sustainability and ethical impacts. ESG reporting often influences investors, customers, and general public sentiment. You may be familiar with the term Corporate Social Responsibility (CSR), which has been around for several decades and focuses on an organization's values. CSR has essentially transitioned into ESG, which is a more holistic view with greater transparency on corporate values, policies, and initiatives and accounts for financial risk. ([Corporate Finance Institute](#))

At its core, ESG is a business strategy that will help your organization become more profitable, attract and retain employees, and guide it to becoming better. It's not a fad, nor is it a feel-good program. It has already become the standard in many other industries, although whether it is being called ESG or not is another thing (due to the politics around the term ESG). It also isn't something that can happen in a couple of weeks or even months, and implementation is not a one-size-fits-all. Just like any other business strategy, it needs to have support from company executives, and the staff, capital, and other resources dedicated specifically to it. Managing ESG is about continually improving transparency and should constantly be changing and expanding with your company.

As with other types of business strategies, there is a big risk to not prioritizing ESG, and you will learn why as you read through this document.

Also, remember that many companies that successfully implemented ESG started small and created a roadmap for growth. Even the companies that have been deep in the ESG world for years are still constantly re-evaluating and expanding their reporting. It is okay to start where it makes sense for your organization and make changes along the way.



The Impact of ESG on General Contractors

ESG is even beginning to influence investment decisions, impacting many publicly owned companies, so businesses are increasingly focused on reporting ESG to attract investors. In the past couple of years, we have started to see ESG requirements trickle down to GCs from their clients. These companies have made a lot of progress with their ESG reporting in their business operations and are now starting to take

However, some GCs are also implementing ESG tracking and reporting on their own, regardless of the push from clients, in order to understand the impact of their business, to comply with future regulations, or to simply differentiate themselves from the competition. In cases like this, it is important to reiterate that ESG is ultimately a corporate-level decision. This is a big endeavor!

Successful ESG programs should be a collaborative effort with support and enthusiasm from



into consideration the impact of their construction projects. ESG is popping up more frequently in RFPs and GC interviews because clients want to know how the GC can help support them in tracking the ESG impacts on the construction sites.

But why do the GC's clients care about the impact of construction activities? Shouldn't the GC be held responsible for that?

Think of it this way: Company ABC wants to build a brand new, state-of-the-art office building for their employees, called Project Awesome. They will hire XYZ General Contracting to help them build it. The construction of Project Awesome will have a significant impact on the environment, surrounding community, and economy, and Company ABC has recognized that if they had not asked XYZ to build the project, the impact wouldn't happen, so they are going to account for and offset the impacts of the project (like all of the carbon that will be emitted from manufacturing and construction of the building).

company executives and include representation from many departments. The implementation may struggle if only one person or department at your organization is tasked with developing a program. The representation will look different for each company, but if you are just getting ESG up and running, consider including voices from the following departments:

- Sustainability
- Human Resources
- Diversity, Equity, and Inclusion
- Safety / EH&S
- IT
- Operations
- Finance
- C-Suite
- Legal

There are many other departments and perspectives that can be brought into this discussion, and it will likely look very different from one GC to another.



Why should I care about ESG?

I'm going to make an assumption here—if you've made it this far, you are either really excited and passionate about ESG, or you're in a position now required to report on ESG. Either way, it's important to understand ESG reporting and how it may affect your role. Many GC firms have already had their clients ask about ESG metrics like carbon emissions, waste & recycling, M/WBE participation, and procurement, in part or in whole. And it is not just a few select companies asking for it—there's also growing regulation that will make these data points mandatory. Here are just a few examples of the clients requesting more transparency from their GCs:

FEDERAL PROJECTS

If your company does at least \$7.5 million in federal work annually, you are likely going to need to disclose certain ESG metrics. Proposed legislation from the Biden administration has suggested that “Federal contractors with more than \$7.5 million but less than \$50 million in annual contracts would be required to report Scope 1 and Scope 2 emissions. All Federal contractors with less than \$7.5 million in annual contracts would be exempt from the rule.” The legislation goes on to discuss larger federal contractors: “The largest suppliers including Federal contractors receiving more than \$50 million in annual contracts would be required to publicly disclose Scope 1, Scope 2, and relevant categories of Scope 3 emissions, disclose climate-related financial risks,

and set science-based emissions reduction targets.”

[Source](#)

Any decent-sized construction project will have a value greater than \$7.5 million, meaning this requirement will affect a lot of general contractors who work on federal projects.

FORTUNE 500 COMPANIES

Ultimately, ESG reporting is about taking responsibility and building trust among stakeholders who impact a company's future. While Fortune 500 companies have already implemented ESG to attract investors, mitigate compliance risk, and build brand loyalty with customers, many are expanding the scope of their ESG to include construction activities. Some of these companies include [Amazon](#), [Salesforce](#), [Apple](#), and others.

To see a summary of the ESG goals of Fortune 500 companies, click [here](#).

HIGHER EDUCATION

Many higher education institutions have made commitments to reducing their impact, and one of the most popular is the [American College & University Presidents' Climate Commitment](#). Although colleges and universities typically aren't reporting ESG per se, they often prioritize many metrics commonly reported in ESG (like carbon emissions, diversity & inclusion, and anti-corruption). Several higher education institutions have already started to track the impacts of their campus development and construction projects; [Stanford University](#) is a great example of this.



The bottom line is that tracking and reporting ESG metrics is becoming more common, and the construction industry will face more regulations and requirements, increasing the amount of tracking and management by GCs. Just as safety is nonnegotiable on construction sites today, many predict the same will be true for reporting environmental, social, and governance risks and opportunities in the future.

If you can get ahead and be prepared to have conversations with your clients about ESG tracking and reporting, you can give yourself a competitive advantage when pursuing work for the federal government, large corporations, and higher education institutions. ESG data also can provide transparency into your organization, illustrating to prospective and current clients how closely your company is aligned with theirs—a clear advantage when pursuing work.

Where the heck do I get started?

This is a question that many GCs are asking, which is why we created this guide. There's some good news—at this time there really isn't a right or wrong way to get started, since there isn't a mandatory ESG standard for the construction industry. Implementing ESG will look very different from one company to another, and where you start will depend on many factors, including but not limited to:

- Company size
- Number of offices and jobsites
- Type and quantity of construction projects
- Number of people involved in ESG implementation
- What your company has already started tracking
- If you use any current ESG frameworks as a guide



Another piece of good news is that most ESG requests are still focused on benchmarking, simply evaluating where your company currently stands on environmental, social, and governance impacts. In the future, expect a greater focus on the next step: implementing corporate initiatives to improve your company track record over time and its progress against market standards.

DETERMINE YOUR SCOPE

Think about the impact your company has on the environment, your employees, the surrounding community, and the economy. What does your company want to achieve by tracking ESG? You will need to determine the scope of your ESG first. Determine what is going to be the most important items to focus on. Is it carbon emissions? More transparency to your employees and other stakeholders? DEI in your organization and jobsites? Figuring out your scope is going to drive the benchmarking, tracking, and implementation of your ESG because it provides the big picture.



Once you have determined the scope of your ESG, you will then need to start benchmarking. For example, if your company is focusing on carbon emissions, your first step would be to understand the sources of carbon emissions in your business operations and measure how much is currently being produced in a given year. Once you get a good understanding of where emissions are occurring, you can then start to implement strategies to reduce them. Data collection helps you make the best, most impactful decisions.

Important note: The fun part often comes to tactics—let’s install EV chargers! Tactics come last.

TIER 1: START SMALL

Once your scope is set, you are ready to start benchmarking where you currently stand. Our best advice is to start small and make a plan for expanding your benchmarking as you start to get a good grasp on different metrics. Tiers can be a way to show where you plan to start and where you plan to grow. Tier 1 would be a place to start with things that your company directly controls, and/or are easier to implement. Here are some examples:



ENVIRONMENTAL TIER 1

Many GCs already track the amount of gasoline and diesel purchased with fuel cards. If you can add up the total amount of gas purchased in a given time frame (a year, quarter, month—up to you!) it’s a fairly simple calculation to determine the carbon emissions from all of the gas that has been purchased with company fuel cards (and Green Badger makes it even easier!)



SOCIAL TIER 1

The organizational diversity of a company is a common social metric. The HR department likely already has diversity data for the company, and you can use this data to understand and report on your employment rate for women, people of color, veterans, etc.

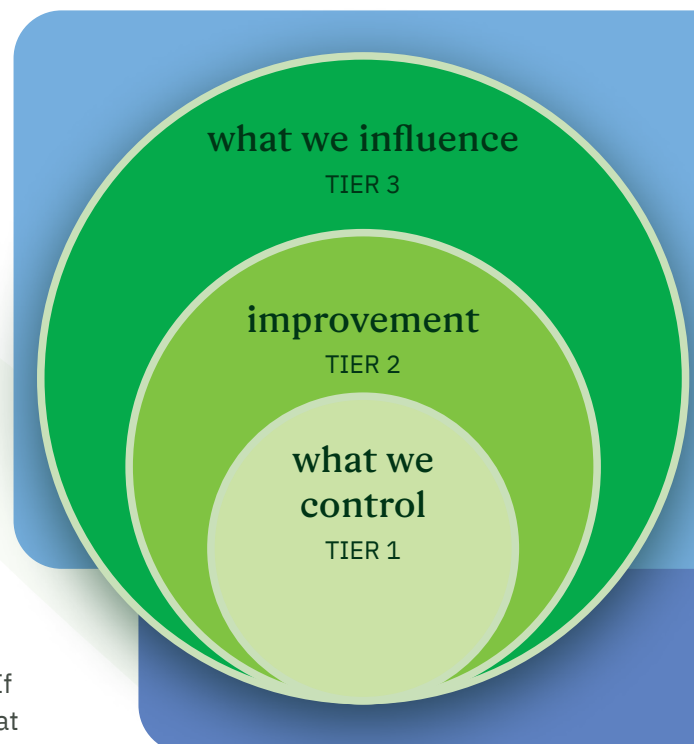
These are just a few examples, but the point is that you may actually have more information to get started than you think, and it’s totally okay to focus and expand on these easier-to-collect items. To guide you and your team, we created an appendix with a full list of ESG metrics GCs can evaluate as they relate to their business.

After evaluating the data that you already have, the next step is to start looking at the things your company controls but requires more effort to track or implement. For a GC, this includes your corporate policies, vehicle fleet, staff, and offices. If there is anything else your company owns or controls directly, that would fall under this tier. **The following are some examples of what your company can report on.**




GOVERNANCE TIER 1

In this day and age, the majority of companies have a dedicated IT professional or department responsible for data protection and privacy initiatives and may have held training with employees. Metrics you might be able to pull from them include the percentage of employees who have completed cybersecurity training, the number of attempted/blocked data breaches, or the inventory of technology solutions available to employees.



TIER 1: WHAT WE CONTROL

see full metrics 

ENVIRONMENTAL	
METRIC	DATA - BENCHMARK
Office energy consumption	Annual energy consumption for each office (electricity, natural gas, fuel oil, etc.)
Corporate fleet fuel consumption and emissions	Annual fuel purchased for company fleet
Fuel cards for personal vehicles	Annual fuel purchased for

SOCIAL	
METRIC	DATA - BENCHMARK
Corporate employee diversity	Total number of employees, and the minority makeup (people of color, women, LGBTQ+, veterans, people with disabilities, etc.)
Corporate philanthropic spend	The number of organizations and annual amount of

GOVERNANCE	
METRIC	DATA - BENCHMARK
Dedicated sustainability/green team	Number of people involved, team diversity, meeting cadence
Employee satisfaction	Data from annual anonymous employee satisfaction survey
Code of conduct/ethics	Is this distributed to employees and

Take this list of suggestions and think about how this applies to your organization. Not all of these might be the right fit; you can modify these suggestions as needed. You may start out collecting this information at one office or region before expanding to the rest of the company—this may help eliminate any bumps in your plan before bringing it to the masses. Start with an achievable goal and work up from there. Success breeds success. Goals that are too aggressive too early could lead to failure for the entire program.

TIER 2: CONTINUOUS IMPROVEMENT

Once you have a good grasp on reporting the things your company has control over, you can move on to things your company has a lot of influence over, like jobsites. This is likely going to be a little more challenging than Tier 1. Now, we recognize that construction projects really are like snowflakes in that no two are exactly the same. So keep this in mind when reading through this portion of the guide. What we propose might not work perfectly for the situation you have at hand. It is okay to shape this to make it work for your situation.

see full metrics 

ENVIRONMENTAL	
METRIC	DATA - BENCHMARK
Employee commute emissions	Annual emissions from employees commuting to work who do not have a corporate vehicle or fuel card—commute survey
Jobsite energy consumption	Annual energy emissions for various project types and sizes (Electricity, natural gas, fuel oil, etc.)

SOCIAL	
METRIC	DATA - BENCHMARK
M/WDBE participation	The contract value for subcontractors that are certified M/WDBE
Jobsite wellness program	The number of jobsites that have a project-specific jobsite wellness plan created and executed
Company leadership / board composition & diversity	The total number of board members, and the minority makeup (people

GOVERNANCE	
METRIC	DATA - BENCHMARK
Corporate advocacy	How is your company advocating for sustainability, environmental justice, DEI, equity, and other issues that are important to the organization
Innovation & technology adoption—corporate	Number of technology solutions supported by the company data

Again, start small by tracking the most applicable metrics on just one site or office. If you only have one or two people that are doing the tracking/reporting for the company, start with 1-3 things. As the process for getting those metrics tracked are in place, start tracking a few more things. If you have a dedicated team, you might be able to start with 4-6 of these metrics.



TIER 3: GC INFLUENCE

Once you feel confident about tracking the metrics already discussed, you can move on to the things that are going to require more effort to track or implement, and things your company can help influence: subcontractors!

SNAPSHOT
Environmental, Social, & Governance Tier 3

see full metrics ↗

ENVIRONMENTAL	
METRIC	DATA - BENCHMARK
Subcontractor energy use	Annual energy consumption for subcontractor activities onsite (electricity, natural gas, fuel oil, etc.)
Subcontractor commute	Emissions from subcontractors commuting to the jobsite—onboarding survey
Product	Emissions from

SOCIAL	
METRIC	DATA - BENCHMARK
Employee diversity within departments	Total number of employees in each department/job position and the minority makeup
Diverse employee retention	The average amount of time diverse employees spend employed at the company
Project-based philanthropy	The number of organizations and

GOVERNANCE	
METRIC	DATA - BENCHMARK
Corporate sustainability policies for jobsites	How many jobsites have adopted these policies
Local/regional advocacy	Stats on support given to local organizations or initiatives
ESG of partner organizations—subcontractors, suppliers, etc.	How many subcontractors, suppliers, etc., that your organization

As stated previously, this is not a definitive list. You can modify our suggestions to fit your company’s business model, or even track other metrics that aren’t listed.

Find more related metrics in the appendix



Setting Goals and Implementing Tactics

Once you have collected at least 12 months of benchmarking data, you can move on to setting goals for your environmental, social, and governance performance. One tool that can be used to help your organization with this is [S.M.A.R.T. goals](#), which helps you stay focused on what is important by setting goals that are:

- **Specific**—clearly outline what needs to be accomplished and the steps you will take to make it happen.
- **Measurable**—goals need to be quantified in order to track progress.
- **Achievable**—goals shouldn't be too easy but also shouldn't be too hard to accomplish. Set a goal that is challenging yet realistic.
- **Relevant**—goals should be aligned with the mission and vision of your organization and ESG.
- **Time-Bound**—there should be a deadline to complete the goal.

For example, if your company currently has a 10% local subcontractor participation rate, and wants to increase this value, a S.M.A.R.T. goal would look something like this:

Increase Local Subcontractor Participation.

The average local subcontractor participation rate on our projects is currently 10%. We are going to set a goal to get this average up to 15% by December 31, 2025, and 25% by December 31, 2030. This directly aligns with our company goal of having a positive impact on the communities we work in. We will work to increase this number by implementing the tactics listed below.

Part of goal-setting includes implementing tactics that will help you make progress on your goals. Tactics are going to look different for each company, and you can implement more than one tactic per goal. This is where your company has the opportunity to be creative in your impact. In the example above on local subcontractor participation, some potential tactics to increase the number could include:

- Setting a companywide minimum local participation goal that each project has to meet
- Providing incentives to project teams that have higher local participation
- Helping local subcontractors with prequalification
- Donating money to nonprofit organizations in the community that support getting people into the trades

This is by no means a definitive list of tactics that could help an organization meet its local participation goals. Work with your ESG team to determine the most appropriate tactics to implement based on the data you have collected through the benchmarking process.



Common Roadblocks & How to Address Them

Starting an ESG journey is challenging and it's likely you will run into some frustrations and/or roadblocks. Every organization that has done this has had them, and one quick Google search will show this. Following is guidance on addressing some of the most common challenges.

LACK OF EXECUTIVE BUY-IN

This one is a doozy because you really can't implement ESG without support from your company executives. However, there are things that you can do to help educate them on why this is important enough to invest both time and money.

- 1. Clients are demanding it.** It's pretty hard to argue with this one. If you can provide RFQ/RFPs from your current or prospective clients that show them asking about ESG or related information (carbon emissions, diversity & inclusion, pay equity, etc.) it will demonstrate a risk of losing work without having this information in place. As discussed at the beginning of this guide, if you haven't seen these requests, you will very soon. Focusing on ESG before you get asked will help ensure your company is prepared to have these conversations when needed and won't get caught flat-footed when a potential client asks what your ESG program looks like.
- 2. It's a chance to be a market leader.** ESG in the construction industry is still very new, so your company has the opportunity to set the pace and position the company above your competitors.
- 3. Regulatory requirements are becoming increasingly likely.** As discussed earlier, there are currently proposals for anyone doing more than \$7.5 million in business with the federal government to disclose Scope 1 and 2 emissions.

The bigger question is this: What is the business risk of NOT having an ESG program in place?



What is the business risk of NOT having an ESG program in place?



ESG REPORTING IS TIME-CONSUMING

It can seem very overwhelming when getting started since there are so many different metrics that fall under ESG reporting. Even if you start with the metrics your company controls as recommended above, that's still a lot of data. There are ways that you can reduce the amount of time spent tracking this information. Instead of tracking the commute data every day for every employee, do a one-time survey and multiply it by the number of days they will be headed to the project site. On other metrics, you might not have to report the information as much as you think. When it comes to energy and water bills, that's a once-a-month entry that should only take a minute if you have the bill in front of you.

Fortunately, there are many tools that have been developed so that you don't have to worry about creating your own spreadsheets, or dashboards, or making sure you are tracking everything. Green Badger's ESG portal has been developed specifically for tracking construction sites and GC corporate offices. With this software, as long as you have the information available, you can do data entry once per month in just a few minutes.

LACK OF ESG-TITLED PERSON OR TEAM

If your company does not have a dedicated individual or team that is responsible for ensuring ESG metrics are tracked and reported correctly, there could be a lack of accountability or ESG could be put on the back burner. At the beginning of this document, we recommended putting together a team with representatives from various departments to develop the ESG. Part of that team's responsibility should be figuring out how ESG reporting gets done and who is responsible for it. This can be a single person or a team depending on the size of your company. In this case, this probably isn't their only responsibility or job function. Expectations need to be set so they understand how much of their time to dedicate to ESG versus other responsibilities, and what success looks like in this role. This is another reason your ESG program should be built incrementally to ensure success.

ESG ISN'T A ONE AND DONE, IT'S CONTINUOUS IMPROVEMENT



ESG is constantly evolving. Companies that have been implementing ESG for years are still constantly expanding what they measure and how it is reported. Make sure that your company is going in with the mindset that ESG is here to stay, and it's something that will have to be revisited/expanded on a regular basis.

The bigger question to ask as you navigate challenges and roadblocks is this: What is the business risk of NOT having an ESG program in place? Sure, it does take an investment to get it up and running and then provide continual support, but if it means that your company wins one additional project, the cost is negligible.

Or you can think about it the other way—you save the money it would take to do ESG but it ends up costing that \$15 million or even \$100 million dollar job you were pursuing. What would losing that work mean for your organization in terms of revenue, profit, and employment?

As Millennials and Gen Z are making up a greater portion of the workforce, it's important to stay aligned with the values of these groups in order to attract and retain the best talent, and these generations strongly support ESG. In fact, 55% of Millennials and Gen Z have reported that they have researched a brand's environmental impacts before accepting a job, and 50% reported that they plan to change jobs soon because their employers are not doing enough to address issues like climate change. [Source](#)



There's no other way to put it - businesses that do not have an ESG in place are simply at a competitive disadvantage.



Using Green Badger for ESG

Green Badger has been streamlining and automating green construction compliance from LEED documentation automation for years and is now working to solve the emerging challenge of Construction ESG benchmarking.

Green Badger’s software has evolved to help teams and organizations adapt to the new requirements affecting the construction marketplace. The new Construction ESG portal bridges the gap to specifically track, benchmark, and then help reduce environmental and social impacts.

The Construction ESG software also includes functionality to help general contractors show compliance with the Contractors Commitment, as well as be able to easily report back to construction owners who are starting to capture construction activities as part of their own environmental footprint.

Environmental

- Carbon
- Energy Use
- Water Use
- Waste & Recycling
- ESG Reporting

Social

- M/WDBE Participation
- Local Participation
- Philanthropy
- Volunteer Hours
- Health & Wellness



Green Badger's construction ESG software provides a scalable, intuitive solution that isn't a time burden – whether tracking on an individual project or across an organization. Whichever path you choose to follow, Green Badger's Construction ESG platform makes tracking as simple as possible. For carbon tracking, as with most new endeavors, if the process is difficult and cumbersome to complete with confidence then it has much less chance of success.

Green Badger offers an intuitive user experience so the team will know where each project stands versus overarching corporate goals, as well as organizational dashboards that let companies see how they perform at a corporate level.

The data analytics offered within Green Badger's Construction ESG platform help provide actionable information. As organizations start to set reduction goals, they can target where they will have the biggest impact.

We're working to provide a comprehensive solution for construction ESG metrics and green building certifications to make this process as simple and efficient as possible.



To see how Green Badger's Construction ESG platform can take your sustainability reporting to the next level, **schedule a demo with us today.**



Additional Resources

- [Green Badger ESG Resources](#)
- [Construction ESG 101—eBook](#)
- [Moving Beyond the LEED Checklist: Measuring ESG Impacts—webinar](#)
- [Putting the S in ESG—blog](#)
- [Reducing Water Usage at the Construction Site—blog](#)
- [Construction ESG Reporting for Supplier Diversity \(MWBE\) and Social Metrics](#)
- [Construction ESG Tracking with Green Badger](#)
- [Green Badger’s Construction ESG Primer](#)
- [The Growth of ESG and Sustainable, Impact Investing](#)
- [Growing Importance of ESG Reporting in the Construction Industry](#)

Sample Commute Survey

An easy way to collect information about how your colleagues and subcontractors are getting to and from work is to send out a survey. For employees of a GC, this can be done on an annual basis. For subcontractors or other onsite personnel, include it in the onboarding process.

You can use the questions below to create a survey in your platform of choice—Google Forms, Microsoft Forms, Survey Monkey, etc. Feel free to modify the questions to your liking.

*indicates a required answer

- Email* (short text)
- First and last name* (short text)
- Who is your employer?* (short text or multiple choice)
- What is your primary mode of transportation to the jobsite?* (multiple choice)
 - Passenger Car
 - Truck/SUV
 - Motorcycle
 - Intercity Rail
 - Bus
 - Bike / Walk
- How far is your commute to the jobsite, in miles one way?* (short text)
- How many days do you expect to be onsite this year?* (short text)



Glossary of Terms

ESG - Environmental, Social, Governance standards that help investors screen potential investments. ([Investopedia](#))

Scope 1 Emissions - Direct emissions generated from things your company owns or controls, such as driving company vehicles. ([World Economic Forum](#))

Scope 2 Emissions - Indirect emissions generated by things your company buys, such as purchasing electricity. ([World Economic Forum](#))

Scope 3 Emissions - Indirect emissions that are generated from your company's suppliers or customers, such as embodied carbon. ([World Economic Forum](#))

M/WDBE - Minority, Women, and Disadvantaged Business Enterprise. Official certification for businesses that are owned by minorities or otherwise disadvantaged individuals, like people of color, women, veterans, etc. ([National Minority Supplier Development Council](#))

Embodied Carbon - The greenhouse gas emissions that occur during the manufacturing, transportation, installation, maintenance, and disposal of building materials. ([Carbon Leadership Forum](#))

CSR - Corporate Social Responsibility, which is when companies integrate environmental and social concerns in their business operations. ([United Nations Industrial Development Organization](#))

LEED - Leadership in Energy and Environmental Design, which is the most widely used green building rating system. ([USGBC](#))

Green/Sustainable Building Certifications - A tool to assess and recognize buildings that meet sustainability standards or requirements. ([World Green Building Council](#))

Benchmarking - Benchmarking provides necessary insights to help you understand how your organization compares with similar organizations, even if they are in a different business or have a different group of customers.

Also, **benchmarking** can help organizations identify areas, systems, or processes for improvements—either incremental (continuous) improvements or dramatic (business process re-engineering) improvements.

DEI - Diversity, Equity, and Inclusion are values held by an organization working to be supportive of groups of individuals, such as people of different races, ethnicities, religions, abilities, genders, and sexual orientations. ([McKinsey & Company](#))

CWM - Construction Waste Management, the practice of managing and disposing of building materials and construction site waste. ([US EPA](#))

IAQ - Indoor Air Quality, quality of the air within and around buildings and structures as it relates to the health and comfort of building occupants. ([US EPA](#))

BTU - British Thermal Units, a measure of the heat content of energy sources. It is the amount of heat that needs to be generated to raise the temperature of one pound of water by 1 degree Fahrenheit. ([US Energy Information Administration](#))

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Environmental Tier 1–3

01

METRIC	DATA - BENCHMARK
Office energy consumption	Annual energy consumption for each office (electricity, natural gas, fuel oil, etc.)
Corporate fleet fuel consumption and emissions	Annual fuel purchased for company fleet
Fuel cards for personal vehicles	Annual fuel purchased for personal vehicles
Office waste	Annual waste audit—waste streams generated in each office and weight of each
Jobsite waste	Annual dumpster haul data—waste streams generated on projects and weight or volume of each
Office water	Annual water consumption for each office
Renewable energy	Annual energy consumption that comes from renewable sources

02

METRIC	DATA - BENCHMARK
Employee commute emissions	Annual emissions from employees commuting to work who do not have a corporate vehicle or fuel card—commute survey
Jobsite energy consumption	Annual energy emissions for various project types and sizes (electricity, natural gas, fuel oil, etc.)
Business travel	Annual emissions from employee business travel (not part of employee commute)
Jobsite waste (not C&D waste)	Annual waste audit—waste streams generated by onsite employees and the weight of each
Jobsite water	Annual water consumption at the jobsite—material production, dust suppression, concrete washout, jobsite restrooms, water use in office trailer, etc.

03

METRIC	DATA - BENCHMARK
Subcontractor energy use	Annual energy consumption for subcontractor activities onsite (electricity, natural gas, fuel oil, etc.)
Subcontractor commute	Emissions from subcontractors commuting to the jobsite—onboarding survey
Product transportation & waste hauling	Emissions from the transportation of material to and from the construction site; material delivery survey or subcontractor reporting
Embodied carbon/sustainable materials	Emissions from the manufacturing of building products; embodied carbon calculation from EC3 or similar or tracking of carbon from EPDs
Cloud computing	Annual emissions from cloud storage; Amazon Web Services, Microsoft, and Google all offer free tools to help calculate this
Waste processing	Annual emissions from processing landfilled and recycled C&D waste



01

METRIC	DATA - BENCHMARK
Corporate employee diversity	Total number of employees, and the minority makeup (people of color, women, LGBTQ+, veterans, people with disabilities, etc.)
Corporate philanthropic spend	The number of organizations and annual amount of money donated
Corporate volunteer opportunities	The number of organizations and volunteer hours supported
Corporate wellness programs	The number of programs in place and how many employees have engaged with each

02

METRIC	DATA - BENCHMARK
Employee diversity in regional offices	Total number of employees in each office and the minority makeup (people of color, women, LGBTQ+, veterans, people with disabilities, etc.)
Company leadership / board composition & diversity	The total number of board members, and the minority makeup (people of color, women, LGBTQ+, veterans, people with disabilities, etc.)
M/WDBE participation	The contract value for subcontractors that are certified M/WDBE
Local participation	The contract value of subcontractors that are located within 50 miles of the project they are employed on
Jobsite wellness program	The number of jobsites that have a project-specific jobsite wellness plan created and executed
Office-based philanthropy	The number of organizations and annual amount of money donated by individual offices
Office-based volunteering	The number of organizations and volunteer hours supported in each office

Social Tier 1—3

03

METRIC	DATA - BENCHMARK
Employee diversity within departments	Total number of employees in each department/job position and the minority makeup (people of color, women, LGBTQ+, veterans, people with disabilities, etc.)
Diverse employee retention	The average amount of time diverse employees spend employed at the company
Project-based philanthropy	The number of organizations and annual amount of money donated by a project team
Project-based volunteering	The number of organizations and volunteer hours supported by each project team



01

METRIC	DATA - BENCHMARK
Dedicated sustainability/green team	Number of people involved, team diversity, meeting cadence
Dedicated social/DEI team	Number of people involved, team diversity, meeting cadence
Dedicated corporate governance committee	Number of people involved, team diversity, meeting cadence
Publish internal CSR/ESG report	Accessibility of this document, how often are employees reminded of its existence and content
Safety	Number of injuries, lost working hours, number of reported safety violations, etc.
Emergency preparedness	Number of emergency preparedness plans for each location (office or jobsite), and how often these are reviewed with employees and subs
Employee satisfaction	Data from annual anonymous employee-satisfaction survey
Benefits	Statistics from benefit programs that have an environmental or social impact
Code of conduct/ethics	Is this distributed to employees and how often is it reviewed
Professional accreditations	The number of employees that have a professional credential, for example, PE, LEED AP, WELL AP, DBIA, etc.
Data governance & cybersecurity policies	The policies in place, number of attempted attacks, number of tech solutions for preventing attacks

02

METRIC	DATA - BENCHMARK
Jobsite sustainability champions	The number of jobsites that have sustainability champions
Publish external CSR/ESG	Yes/No
Corporate sustainability policies for offices	How many offices have adopted these policies
Corporate advocacy	How your company is advocating for sustainability, environmental justice, DEI, equity, and other issues that are important to the organization
Innovation & technology adoption—corporate	Number of technology solutions supported by the company, data on any innovation efforts, number of technology pilots, etc.

Governance Tier 1—3

03

METRIC	DATA - BENCHMARK
Corporate sustainability policies for jobsites	How many jobsites have adopted these policies
Local/regional advocacy	Stats on support given to local organizations or initiatives
ESG of partner organizations—subcontractors, suppliers, etc.	How many subcontractors, suppliers, etc., working with your organization have their own ESG report published or submit Supplier Sustainability Surveys
Accessibility	Stats on the accessibility of offices or jobsites





Want to learn more?

Your situation is unique, but our expertise and experience have helped thousands of teams like yours. Let's talk about how Green Badger can cut your costs and simplify your ESG or green certification processes.

Contact Us Today!



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