

CHALLENGES OF A SUSTAINABLE-ORIENTED GENERAL CONTRACTOR



Shaw is Relationship-Driven

Client Relationships

- Our Mission Statement – To Create Buildings and Relationships That Last
- Our client relationships determine our sustainable profile project by project.
- In honoring our relationships (and in our service-provider role) we cannot force others to embrace our priorities.



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Client Relationships

- Some of our projects have been the antithesis of sustainable, but the buildings were on target for the customer's needs.
- We see ourselves as influencers, but pushing too hard can mean that we damage or destroy the relationship.
- Beyond that, the design community influences what our clients select and write the rules through the plans and specs.



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Employee Relationships

- Executives can make decrees, but the entire workforce creates a reality.
- Many of our employees embrace sustainability – even push us to stretch Shaw.
- Other employees remain skeptical and/or luke warm on the idea.



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Employee Relationships

- Every employee has their own sense of what is sustainable.
- That tension creates challenge, but it also creates good creative tension and a focus on “proving out” ideas and changes.
- Like with our clients, we seek to honor our relationship with each employee.
- Grass-roots works best, but it’s a slow and bumpy road.



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Supply Chain Relationships

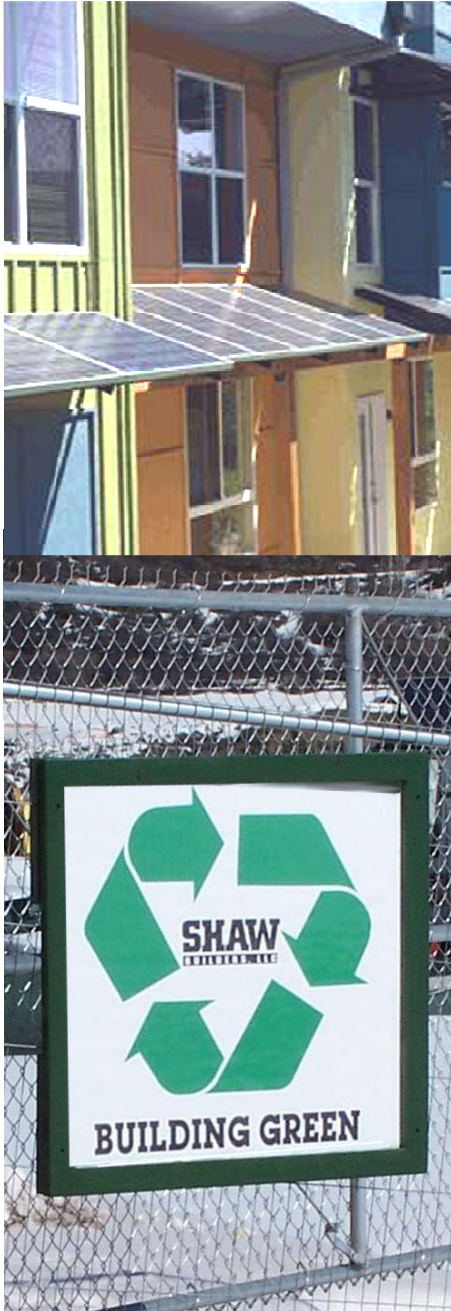
- We have vendors who we have worked with for our entire 50 year history.
- Our industry is incredibly fragmented, and work is very cost sensitive on most projects.
- Sustainable solutions are rarely low cost solutions.



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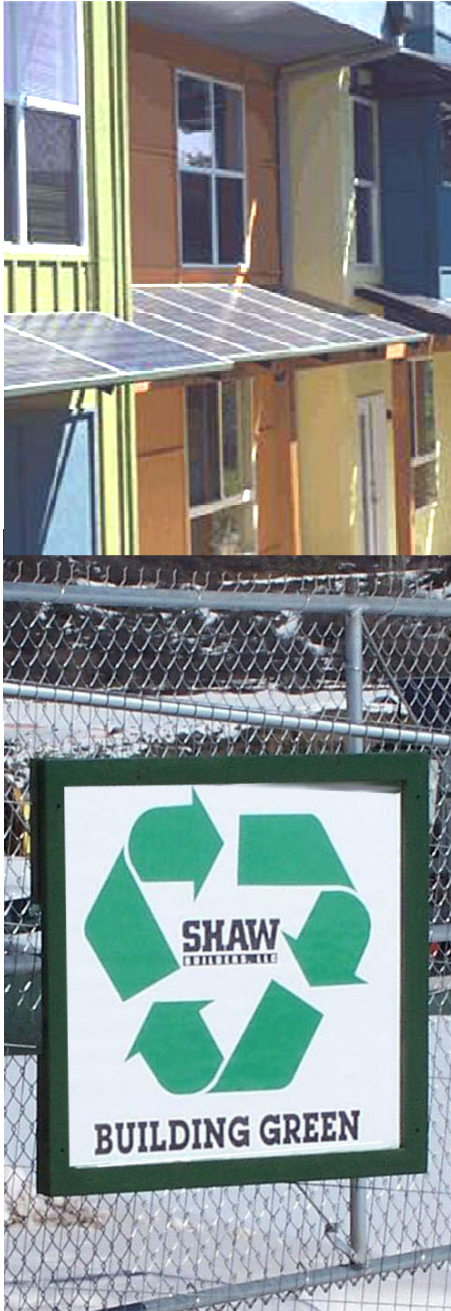
Supply Chain Relationships

- Like clients and employees it's a “mixed bag” in our supply chain.
- There is plenty of green-washing to sort through.



And beyond all that . . .

- Varying municipal standards and codes
- Green can conflict with historic, safest and/or most beautiful
- Neighbors and influencers in all communities have something to say about sustainability



And beyond all that . . .

- Fee pressure in the industry today makes for tight margins and little room to experiment.
- LEED standards (chasing LEED points) can – at times – distract from what may be the most sustainable solution for a project.