

BAEs digitale helsesjekk

● **Future of Work & Life** | OBOS Showroom · 1st floor | 15:45–15:55 | 

Part of Realitetssjekken



Henning Dalsegg
Partner, BDO



Sindre Lutdal Nyeng
BDO

A decade of innovation lifted construction productivity by only 5.2 percent

Henning Dalsegg, Partner at BDO, and Sindre Lutdal Nyeng of BDO gave building and construction a health check, based on BDO's 2026 industry analysis of 4 545 companies and a Norstat survey. Turnover grew 4.0% in 2025, but so did building costs, leaving real growth near zero for the third year running. Since 2021, capital employed rose 44% against 30% for turnover, and return on that capital fell from 17.5 to 11.4%. Ten years of innovation measures have given 5.2% higher productivity. The brighter sign was AI: the share that has invested rose from 16% in 2025 to 41% in 2026, and 2 in 3 of them see gains. Yet 59% have not invested, and while 58% have staff using AI on their own, only 19% have guidelines.

KEY TAKEAWAYS

- Average margin rose from 3.7 to 3.9%, but the median fell again; one in five ran an operating deficit.
- Companies grow more productive individually, but more of the workforce ends up in the least productive ones.
- AI gains sit in frequent, cumbersome processes such as tenders, contracts and document control.
- Chronic complaints remain: data in silos, pilots that never scale, nobody measuring, and AI kept at head office.
- Their prescription: clean up data before investing, set KPIs per process and give everyone access within clear rules.

+5.2%

higher productivity in 2023 to 2025 than in 2015 to 2017, after ten years of innovation measures