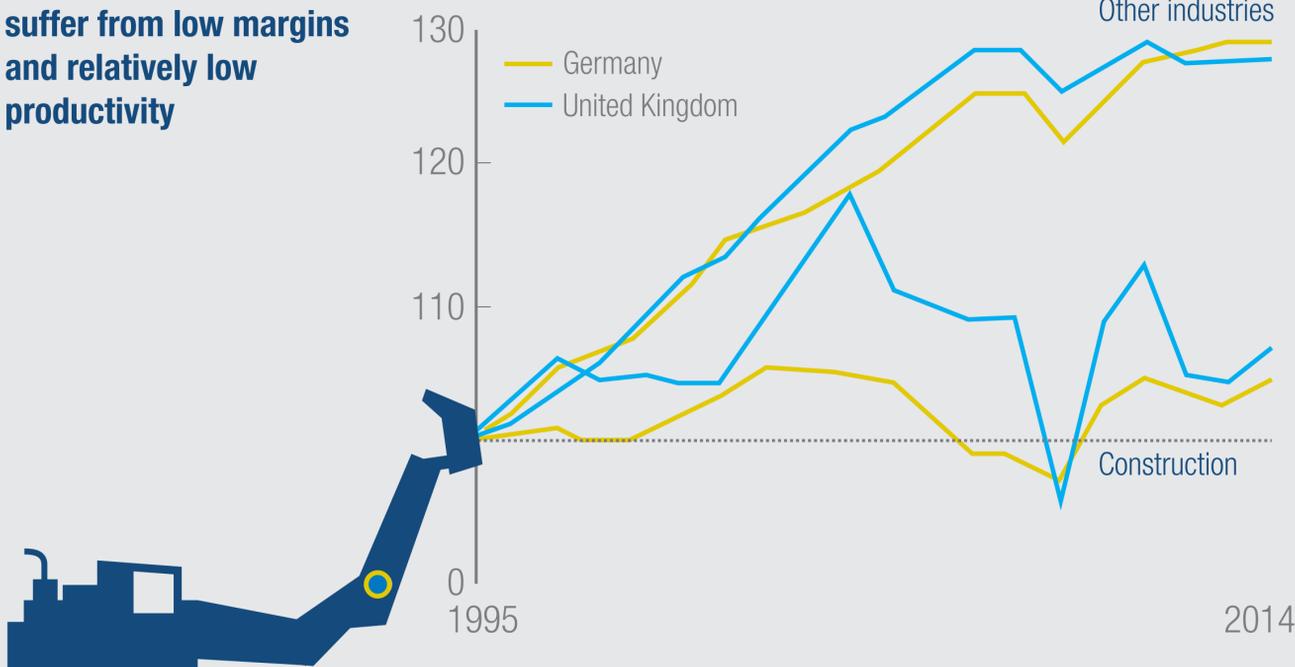


# Beating the low-productivity trap: Transforming construction operations

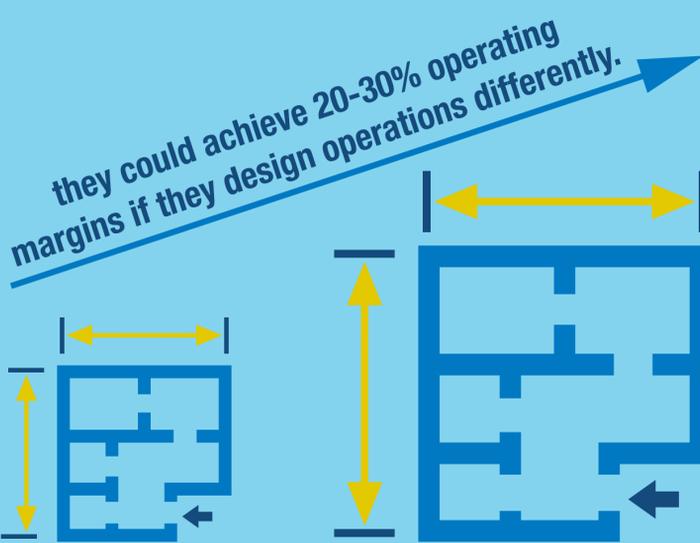
Engineering and construction companies suffer from low margins and relatively low productivity

Labor productivity<sup>1</sup>  
Index: 100 = 1995



<sup>1</sup> Gross value added per hour worked, constant prices based on 2010 prices  
Source: Organization for Economic Co-operation and Development

Fewer than 15% of E&C firms had double-digit growth and margins from 2005-2015, but



The industry faces internal and external challenges



But they can overcome the challenges and do better if they:

- 1 Articulate a clear set of values and targets
- 2 Build a development program for project managers
- 3 Create an integrated data system
- 4 Encourage speedy risk mitigation and decision making
- 5 Make project delivery teams more accountable
- 6 Standardize systems and practices
- 7 Create an integrated and transparent performance management system
- 8 Minimize the number of changes