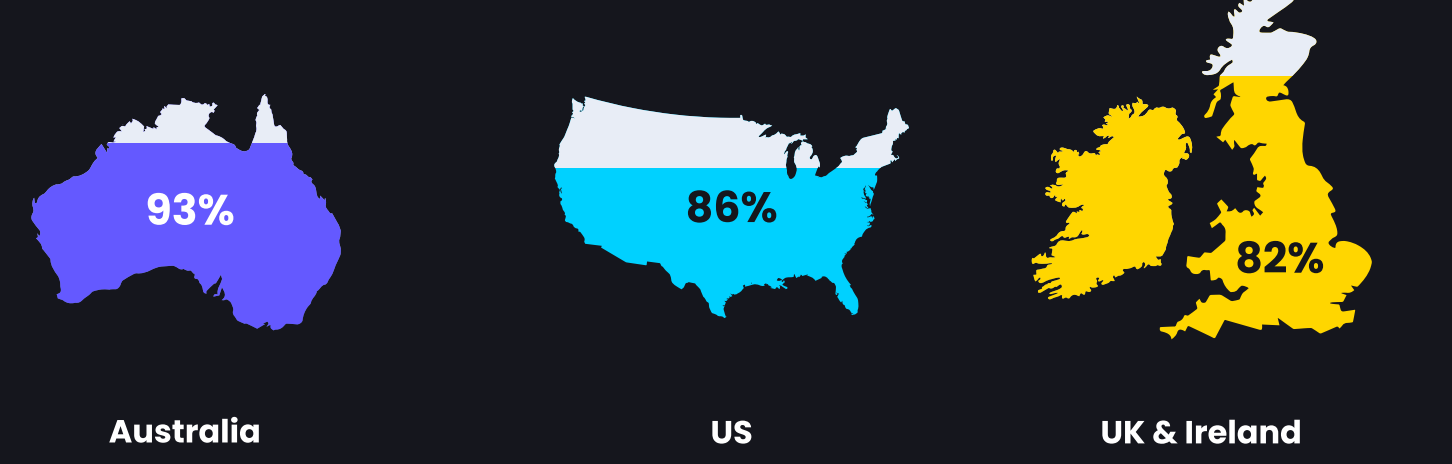


What managers in construction told us



87% of middle managers have frustrations in their role today.



Middle managers are losing, on average, an estimated **5.14 hours** per week on low-value tasks that don't benefit their work, their team or customers

- 4.98 hrs per week
- 5.01 hrs per week
- 5.70 hrs per week
- 4.28 hrs per week**

Time spent on low-value tasks equates to an estimated **USD \$23.4bn** a year across the construction industry globally*.

- AUD \$4.5bn
- USD \$16.7bn
- GBP £2.4bn
- EUR €399m**

The **most common** low-value tasks taking up middle managers' time:

1. Meetings that could have been an email (32%)
2. Email overload and unnecessary communication (31%)
3. Paperwork and compliance reporting (28%)

Top response by region:

- Email overload and unnecessary communication (31%)
- Meetings that could have been an email (34%)
- Meetings that could have been an email (37%)

55% of middle managers have had an idea for improvement implemented in their organization.

- 64%
- 56%
- 45%

The **top impacts** of implemented improvement ideas, according to these middle managers:

1. More efficient operations (50%)
2. Improved workflow (46%)
3. Saved worker time (44%)

Top response by region:

- Improved workflow (51%)
- More efficient operations (53%)
- More efficient operations (55%)

Over a quarter (28%) of middle managers have had an improvement idea dismissed.

- 26%
- 30%
- 28%

As a result of having an **idea dismissed**, impacted middle managers claim:

1. Certain processes remain wasteful or inefficient (55%)
2. They don't put ideas forward (33%)
3. The business is losing time/money (32%)

Top response by region:

- Certain processes remain wasteful or inefficient (56%)**
- Certain processes remain wasteful or inefficient (49%)**
- Certain processes remain wasteful or inefficient (62%)**

The **most common reason** an idea from a middle manager wasn't taken on board:

1. It wasn't seen as a priority (37%)
2. Senior leadership aren't receptive to ideas from middle managers (35%)
3. The value wasn't considered strong enough (29%)

Top response by region:

- Senior leadership aren't receptive to ideas from middle managers (45%)**
- It wasn't seen as a priority (43%)
- It wasn't seen as a priority (35%)

Amongst middle managers impacted by their organization's **continuous improvement programs**, the top frustrations are:

1. They are driven more by commercial gain than by real workplace needs (30%)
2. They are driven by people who don't understand how the work is done (30%)
3. They create additional workload without clear benefits (29%)

Top response by region:

- They create additional workload without clear benefits (29%)
They are driven by people who don't understand how the work is done (29%)
- They create additional workload without clear benefits (32%)
- They are driven more by commercial gain than by real workplace needs (34%)

Methodology

We surveyed 596 middle managers aged 18 years and older in small, medium, and large construction businesses in Australia, the US, the UK, and Ireland (excluding sole traders).

All figures, unless otherwise stated, are from YouGov. Fieldwork was undertaken between 28 August - 9 September 2025. The survey was carried out online. The figures are unweighted results.

***The cost of low-value tasks**

This figure was calculated by YouGov based on the average local weekly wage, estimated average hours lost on low-value tasks as reported by survey respondents, and the estimated number of middle managers in the specified frontline industry.

Local wage estimates were sourced from national statistical agencies, and the number of worker estimates were sourced from YouGov Profiles.

****Low sample size, results are indicative only**

