2025 State of Design & Make

Spotlight on Construction

Insights from construction leaders on digital transformation, AI, talent, and sustainability

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About the Spotlight on Construction report

For the *State of Design & Make: Spotlight on Construction* report, Autodesk surveyed and interviewed 3,503 leaders and experts from 27 countries across the construction industry, including 40% general contractors, 30% owner or owner's representative, 20% specialty trade or subcontractors, and 10% design, engineering, or architecture firms.

Additional data for the report was sourced from Autodesk's *2025 State of Design & Make* and *State of Design & Make: Spotlight on Skills in the Age of AI* surveys.

For the purposes of this report, digital leaders are companies that have fully automated their workflows and are actively integrating AI. Emerging companies are still undergoing digital transformation but have cloud-based systems in place to manage workflows. Beginner companies are heavily reliant on manual processes and have not fully integrated any digital tools.

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SECTION 1

Introduction

Leaders in the construction industry report they are facing significant organizational hurdles, from increased geo- and macro-economic pressures to a widening labor and skills gap, increasing project backlogs, and the rapid advancement of data-enabled technologies like artificial intelligence (AI). But amid disruption, construction leaders are seeing the benefits of digital transformation, and its potential to reshape the way construction projects are managed and executed from concept through closeout.

"Over my career I've seen the construction industry change pretty dramatically from a technology standpoint. It's pretty cool to see it heading in the upswing and becoming more of an innovative industry than what we've seen in the past. That's an understatement."

BRAD BUCKLES
VP of Technology and Innovation, Charles Perry Partners, Inc., a professional general contracting, design-build, and construction management firm

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State of Design & Make: Spotlight on Construction main findings

The construction industry is currently confronting a host of challenges that span the entire project lifecycle, from design to build and operations.

Economic uncertainty is top of mind, with the majority of leaders identifying it as a major or moderate concern amid continued inflation, tariff, and supply-chain concerns. Equally pressing are the issues of higher labor and materials costs, both of which impact budgets and timelines across projects.

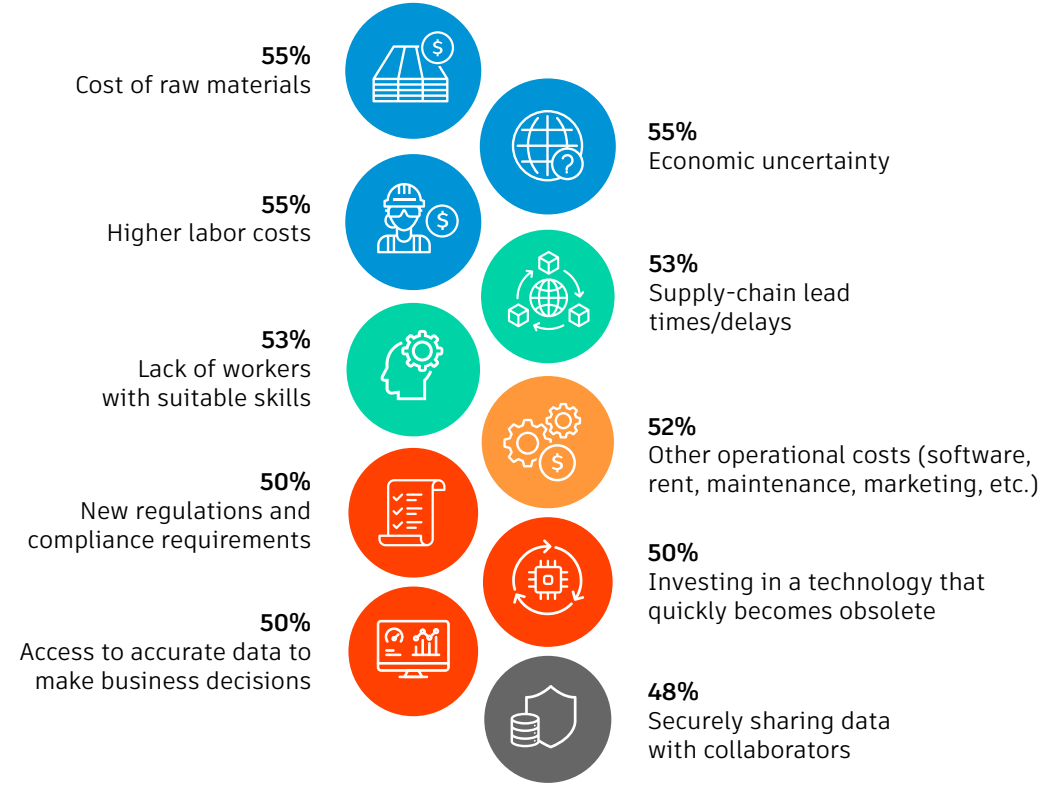
Talent remains a perennial problem, with more than half of organizations experiencing a skills gap and nearly two-thirds agreeing that the aging workforce is a significant concern for the construction industry. Supply-chain delays also rank high on the list of concerns, with 53% of leaders expressing major or moderate concern amid continued disruption and fragility.

62%
of leaders feel positive about the future of the construction industry overall, despite challenges

Despite these challenges, industry leaders maintain an optimistic outlook for the future—65% feel positive about the financial performance of their businesses over the next three years, and 62% feel positive about the future of the construction industry overall.

Construction leaders are facing challenges from design through build

Percent who identify moderate or major concerns in operation areas



Survey Question: To what degree, if at all, are the following a concern for your company? 4-point scale.
Top two: “a moderate concern” and “a major concern”. "Not applicable" was excluded from analysis.

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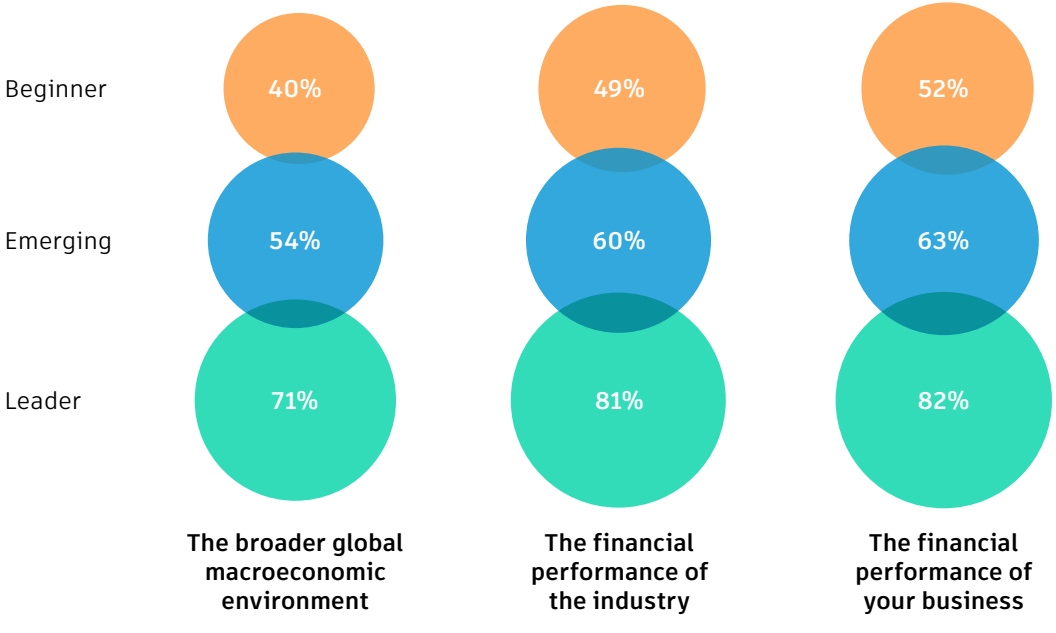
Digital maturity leaders are far more optimistic across the board

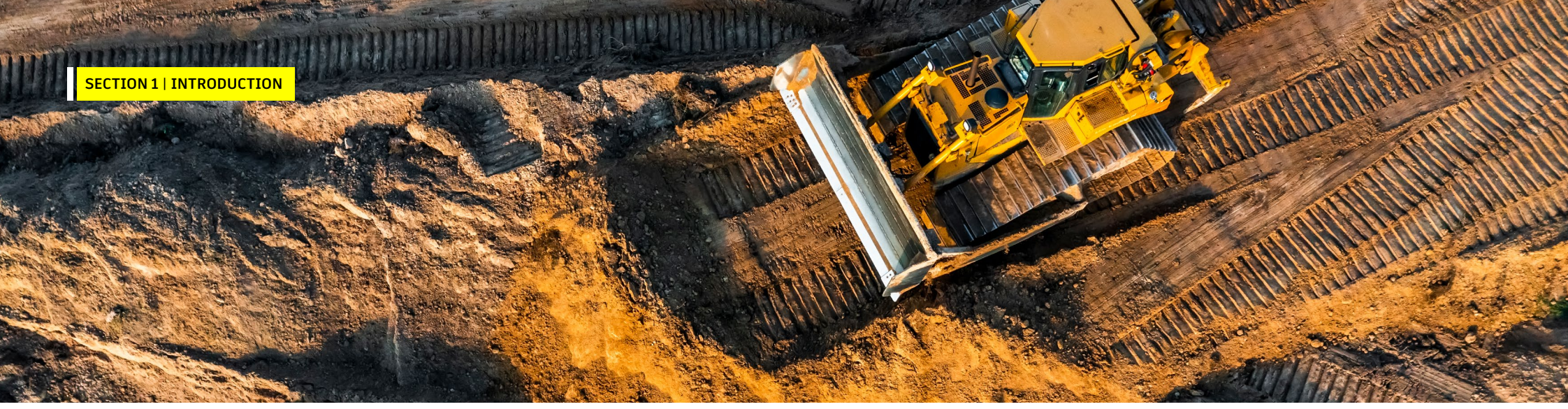


Survey Question: When considering the near-term future operating environment for your business over the next 3 years, how do you feel about the following. 5-point scale. Top two: "I feel somewhat positive" and "I feel very positive".

Companies managing higher volumes of projects also tend to be more optimistic, though this isn't surprising given the increased stability that comes with a larger organizational footprint and full schedules. Seventy-six percent of leaders at organizations handling 500-plus projects per year feel positive about macroeconomic conditions and 84% about business performance, compared to just 40% and 51%, respectively, at companies with 1–10 projects per year.

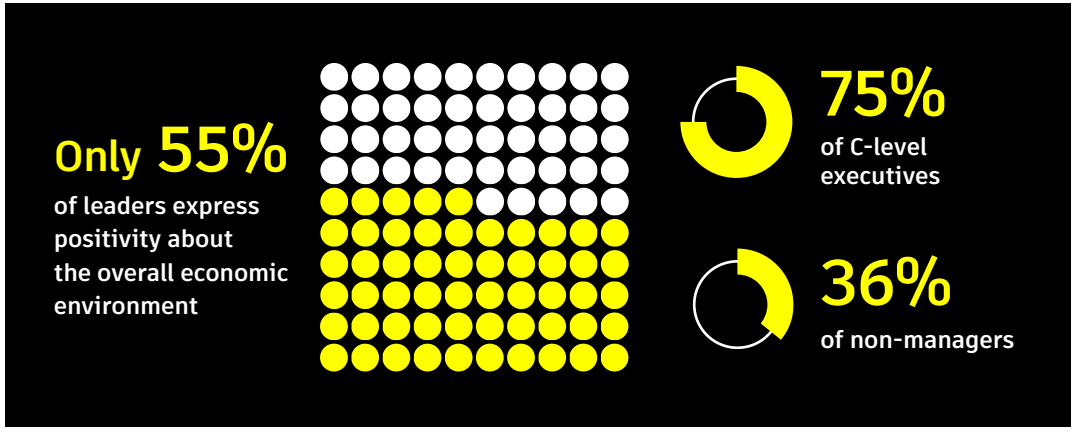
This positive outlook is particularly pronounced among construction companies that have prioritized digital transformation—82% of digital leader organizations feel positive about the financial performance of their business, compared to emerging (63%) or beginning (52%) organizations.

This gap underscores a critical theme: tech-advanced organizations appear to be outperforming their less-advanced counterparts and feel better equipped to navigate the complexities of the modern construction landscape. Digital leaders also have a higher bid win rate and are less concerned about investing in tech that quickly becomes obsolete than their less-advanced counterparts.



Confidence is tempered by broader global macroeconomic concerns, with just 55% of leaders expressing positivity about the overall economic environment. Notably, there is a significant disparity in sentiment across organizational levels, highlighting a possible breakdown in communication between executives and the rest of the organization. C-level executives feel much more optimistic about macroeconomic conditions (75%) compared to non-managers (36%). Similarly, positivity regarding business performance is higher among C-level leaders (78%) versus non-managers (54%).

There's no question that leaders in construction are confronting a challenging geopolitical and macroeconomic environment. But given the findings of the Spotlight on Construction survey, organizations that are positioning themselves to thrive in this uncertainty are investing in the technology and talent that will improve resilience and take advantage of the full benefits of digitization from design through build.



SECTION 2

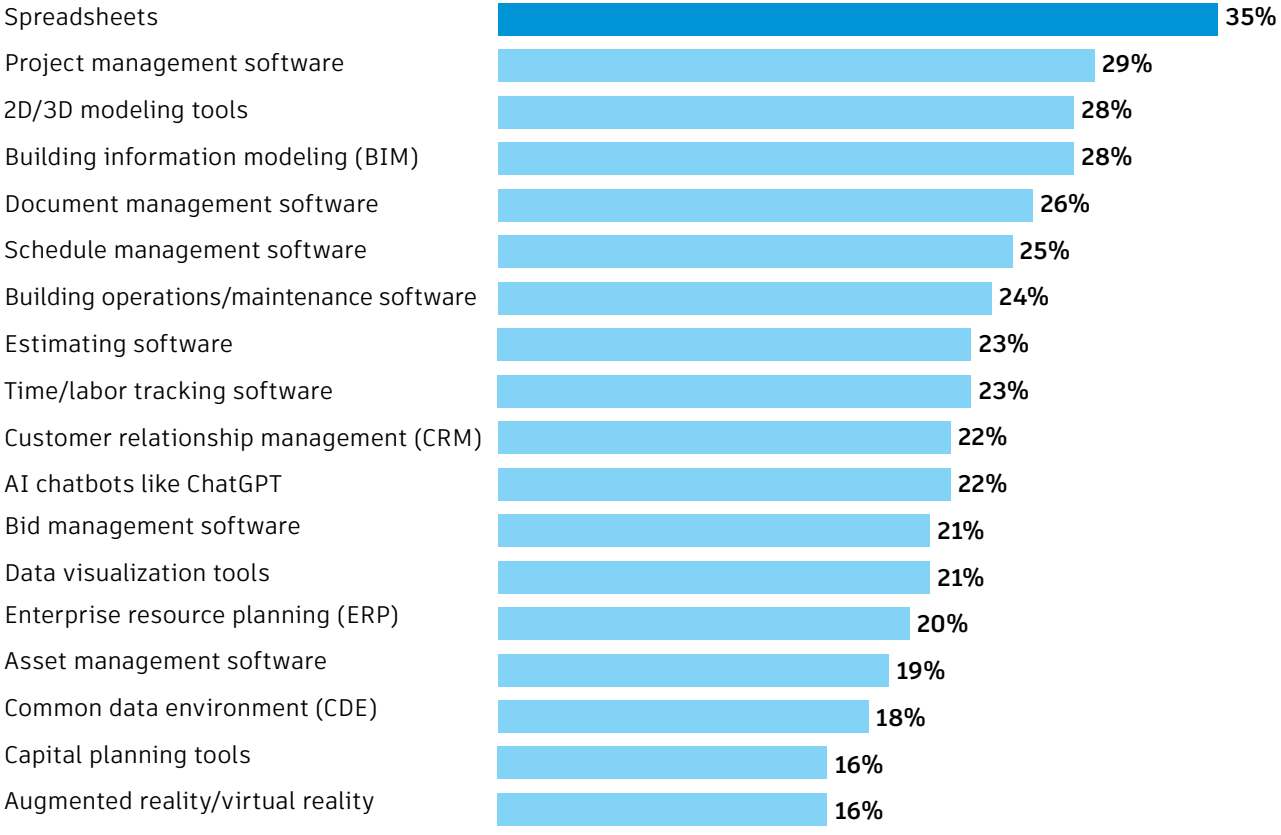
The state of technology in construction

The construction industry, traditionally cautious to adopt new technologies, is now at a point where digital transformation is no longer optional but essential. The complexity of modern construction projects requires teams to use more tools, more processes, and dedicate more time to finding and managing data than ever before.

For most leaders, tried-and-true solutions like spreadsheets and project management software top the list of digital construction project tools. But changing the tech landscape are newer technologies like common data environments and most recently AI, both as standalone technology and complementing other tools from BIM to billing.

The majority of construction organizations are still making progress toward digital transformation, and the journey isn't without roadblocks—according to the *2025 State of Design & Make* report, 31% of construction leaders say technological advancements, including AI, are a top challenge. At the same time, 67% of construction leaders agree that the future growth of their companies will depend on digital tools. Organizations that invest in digital solutions and are able to solve these implementation challenges feel better-prepared to thrive in the global economy, as 71% of digital leaders feel positive about the future, compared to just 40% of digital beginners, according to *Spotlight on Construction* data.

Spreadsheets are (still) the top digital tool for construction



Survey question: What digital systems/tools, if any, do you currently use on construction projects? Select all that apply, percent selected.

"We're across that digital transformation spectrum from paper to fully digital, and it's the reason why I think digital transformation probably never ends—you're always going to be trying to improve parts of the business."

ERIC KELLY
Digital Transformation Manager, Fulton Hogan, a civil contracting company specializing in infrastructure construction and maintenance

"If we can standardize our technology stack, we have a better chance of success with using digital tools to benefit delivery of our projects. But there's so much technology available to try to standardize, that is also a challenge. A problem we don't have is the availability of technology. We have too much of it."

PAUL BRENNAN
Director of Digital Project Solutions, BAM Construction, a construction and property development company

When it comes to adopting new technologies, digital leaders set the pace, using an average of 5.3 digital tools per construction project compared to 3.4 at beginner organizations. Similarly, organizations that report strong data-sharing practices use an average of 5.2 tools while organizations poor at data sharing use only 2.9. These numbers highlight a digital transformation gap—one that may widen as technology advances and provide a competitive advantage for data-centric organizations.

Digital leaders are also more likely to say they are adopting AI workflows in the next few years. For example, 41% will incorporate AI into their field collaboration workflows in the next 1–2 years, compared to 31% of beginner and emerging organizations.

At the heart of the proliferation of digital construction tools is the need to better manage and share data. The construction industry produces quintillions of bytes of information every day, according to FMI research, and those mountains of data can be turned into actionable insights by organizations that have the right tech, and the right talent, to properly analyze it.

"I think structuring data is important, but it's not just data, it's structuring the entire organization's digital footprint or digital strategy. And the more systems you have and the more nonstandard things are, the more difficult it is to wrangle all of that data. So we've been on the journey to really standardize a lot of stack and, you know, make sure that it's clear how we do construction projects with a data first mindset."

JOHN LIM JI XIONG
Chief Digital Officer, Gamuda, a global engineering, infrastructure, and property company

"When it comes to sharing information, it's important to make sure that people know what data is available at each stage of a project, that they know how to use it, and that they are trusting the process and the data."

ANTHONY KENNES
BIM Team Manager, Sweco, an engineering and architecture consultancy company

Solution spotlight: BIM and the Notre Dame restoration

On April 15, 2019, Notre-Dame Cathedral in Paris was engulfed by flames, prompting global support for its restoration.

To rebuild Notre-Dame, Art Graphique & Patrimoine (AGP)—a leading French company in laser scanning and digitization of historic monuments—partnered with Autodesk to create a highly detailed digital model by combining existing scans with new laser surveys. Because of the complexity, structural details, and sheer size of Notre-Dame, it took over a year to create a full-scale digital model and required 12 laser scanners, a team of 7 engineers, and 46,000 collected images.

This BIM model was donated to the Rebâtir Notre-Dame de Paris, the French public establishment in charge of Notre-Dame reconstruction, and gave the restoration teams the opportunity to benefit from a shared and scalable 3D database.

Notre-Dame reopened in December 2024, marking a significant achievement in heritage preservation. The successful restoration demonstrates how BIM technology can aid in restoring and maintaining historical landmarks and showcasing the power of digital modeling in construction. READ MORE about the Notre Dame restoration.

→ **READ MORE** about the Notre-Dame restoration

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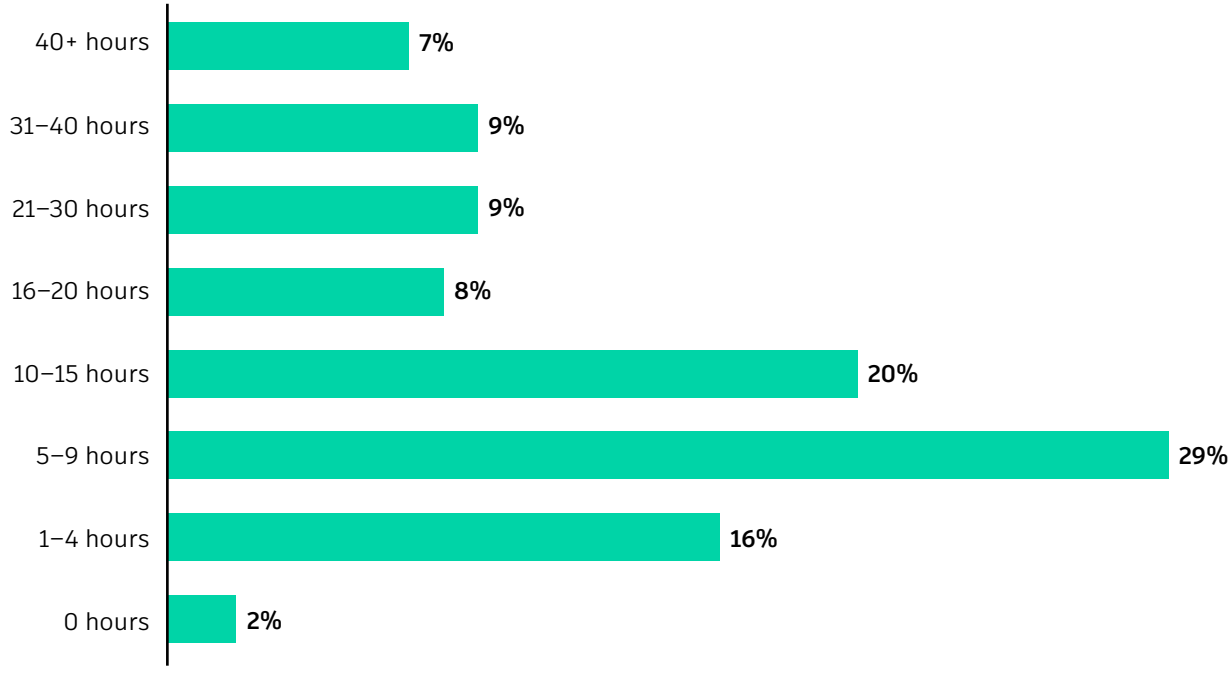
> *"It's critical that you structure your data. If you have unstructured data, then that data is useless. And so what can bad cost you? It can cost you bids, it can cost you opportunities, and it can create rework challenges. But it goes further than that. We could look at safety, we could look at project costs and controls, or pre-construction. Even marketing and accounting--each one of those presents its own challenges in data alignment."*
>
> **BRAD BUCKLES**
> VP of Technology and Innovation, Charles Perry Partners, Inc., a professional general contracting, design-build, and construction management firm

The effects from lack of data management can be felt throughout the organization—from C-level to non-managers, an average of 13 hours per week is spent looking for data. Digital leaders spend two hours less per week on the same task, resulting in 5% more time for them to focus on higher-value work.

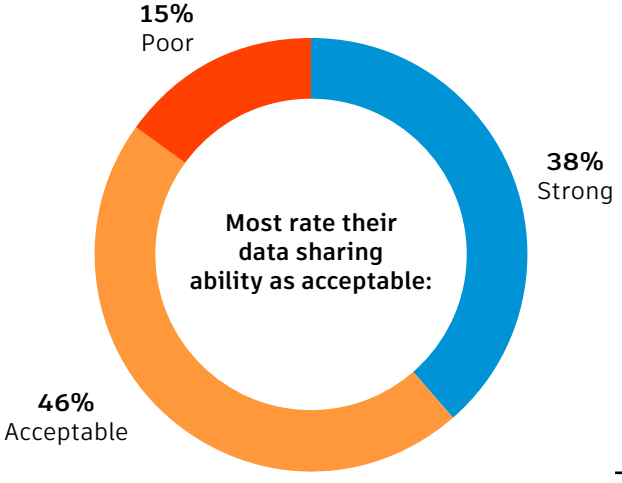
An average of 13 hours per week is spent looking for the right data

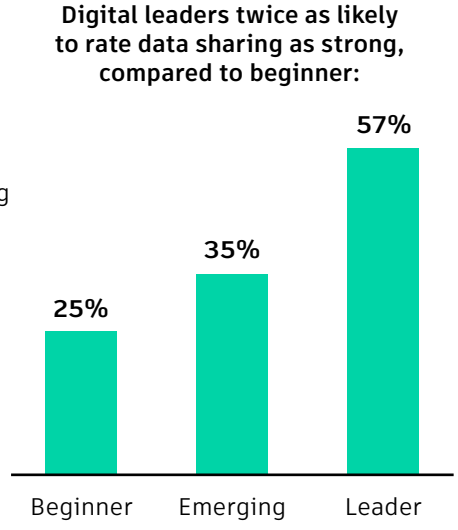


Survey question: How many hours do you spend weekly looking for the data required for your role? open number box, grouped.

Digital leaders far more confident about data sharing

For this report, respondents self-rated their company's ability to share and use data with internal and external collaborators as either strong (very proactive; it's easy for users to find data); acceptable (users may need guidance to find data); or poor (often reactive; users need extensive support to find data).





Survey question: How would you rate your company's ability to share and use data with internal and external collaborators? Three response options, averaged across 4 phases. "Not applicable" was excluded from analysis.

> *"I'm in very encouraged by the trend in technology now for data integration and the potential for AI to refine that data source. Creating data pools for the shared consumption of information by various platforms would allow for a more sustainable integration process for each application."*
>
> **BILL BAUSMITH**
> Executive Director of Construction - Capital Projects, Princeton University

Along with more tools, construction projects now involve more collaboration than ever before—a typical construction project involves an average of 42 external collaborators from design through handover. With so many people involved in a project, the risk of bad data is high—and so is the cost.

Only 38% of construction leaders rate their company's ability to share data as strong, with the majority saying their data-sharing abilities are just acceptable. A lower ability to share data could have a downstream impact on revenue, as customers begin to have more stringent data management and security requirements for their partners. Here again, digital maturity emerges as a differentiator. Strong data sharers are less concerned that the need to share data with collaborators might compromise their business—just 40% consider it a major or modern concern compared to 52% at acceptable and 58% at companies poor at sharing.

SECTION 3

Building on the promise of AI

AI is still finding its footing in the construction industry and, as with any new technology, it is being met with a mix of skepticism and optimism.

This year, construction leaders are noticeably less enthusiastic about AI than they were last year, with trust in the technology dropping 14 points year-over-year according to Autodesk's *2025 State of Design & Make* report. And while 68% believe AI will enhance the construction industry, this is down sharply from 80% in 2024. Concern about disruption from AI is also a major concern, with 44% of leaders agreeing AI will destabilize the construction industry. This global decline in sentiment signals that AI is following the classic tech hype cycle, as leaders face the challenges of implementation, an ongoing technical skills shortage, and the limitations of the current technology.

Many organizations are still in the discovery phase to understand how AI can be integrated into their operations and identify the most beneficial use cases—47% of construction leaders say pinpointing where AI can help is a major or moderate concern. It's not surprising then that only 32% of construction leaders report that they are approaching or have achieved their AI goals, according to *2025 State of Design & Make* data.

"I don't think we're at the 'trust but verify' stage of AI yet. People don't implicitly trust the data because the use of AI tools still aren't mainstream. But as more people use AI integrations every day, I think that trust will build over time."

MATT EDWARDS
Director of Project Technologies, CRB Group, an engineering, architecture, construction, and consulting company

"It's like when the personal computer came out in the mid-90s and everyone wanted one but didn't know how to use it. It's the same issue we're having with AI at the moment."

KENNETH HØJBJERG
Digital Manager, Project Governance, AFRY, an international engineering, design, and advisory company

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SECTION 3 | BUILDING ON THE PROMISE OF AI

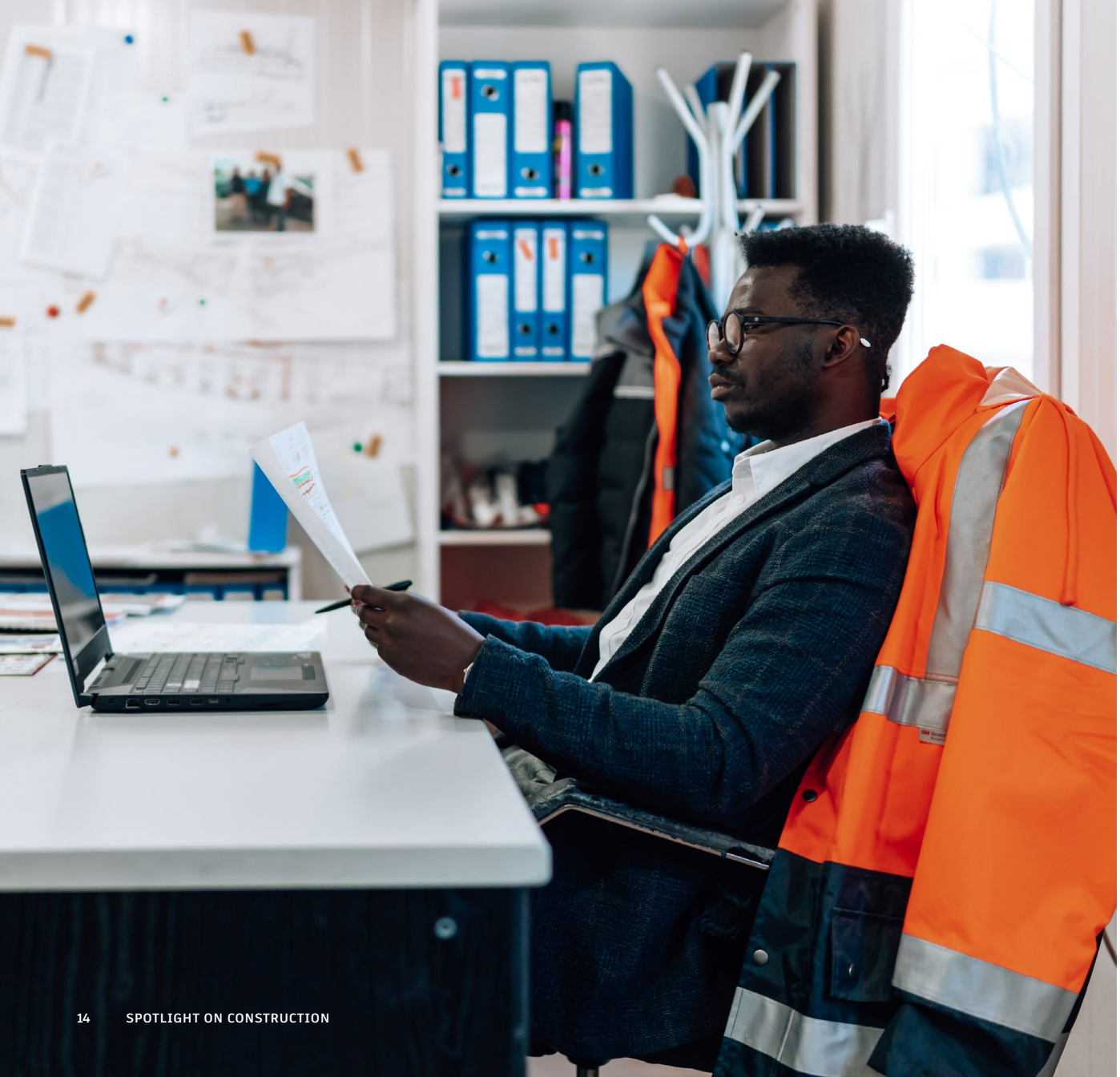
Despite these uncertainties, there are early adopters who see immense promise in AI and are taking steps to invest in a future where AI plays a crucial role.

"I think the two major areas attracting the most investment right now are data analytics and artificial intelligence. The strategic investments in our data and data infrastructure are driving significant change across our industry."

HANNU LINDBERG
Construction Technology Corporate Services, DPR Construction, a general contractor and construction management company

"The opportunity in AI today is, we're able to do more analysis faster, we're able to consider more options, more variables in the design, and get a better outcome today. And the technology is growing and improving exponentially."

ROB GREIG
Chief Information Officer, ARUP, a global engineering and sustainable development consultancy company



> *"I see tremendous potential for AI to streamline operations—particularly in automating billing processes and triggering service notifications in facility management. It can also help offload the manual, repetitive work involved in data collection. I'm one of the optimists when it comes to AI in construction and operations. I think in the near-term, it will drive measurable efficiency gains for our teams."*
>
> **CLAIRE ROMAINE**
> Senior Program Manager, Operational Excellence, Edged Energy, a data center design and energy infrastructure company

One area in particular that benefits from AI-integrated workflows is project billing. Late payments are a persistent issue for construction organizations, with a whopping 89% of leaders saying they received late payments in the past year. This problem is particularly severe at large companies, where 23% report payments are late "very often," compared to 6% at medium 3% at small organizations.

Leaders are exploring future AI applications at every stage of the construction lifecycle, from bidding and estimating to design and collaboration.

Future focus: AI in construction

Leaders are exploring AI integrations from design to build

Top AI priorities in next 1–2 years:

1. Scheduling
2. Cost management
3. Document management
4. Payments
5. Design collaboration

Top AI priorities in next 2–5 years:

1. Project management
2. Quantification
3. Document management
4. Estimating
5. RFIs

Top AI priorities beyond 5 years:

1. Other
2. Field collaboration
3. Design collaboration
4. Issues
5. Bidding

Survey Question: What construction workflows, if any, are you planning to integrate AI into? Responds options: Will integrate AI... “in the next 1-2 years,” “in the next 2-5 years,” “beyond 5 years,” “no plans to adopt,” “not applicable.” Showing workflows with the highest percentage for each response option.

SECTION 4

The effects of a growing skills gap, and how to bridge it

Technologies like BIM, AI, and automation are reshaping how teams design, build, and operate buildings. At the same time, the shift toward more sustainable, adaptable, and future-ready development is accelerating, increasing demand for skilled professionals who can bridge technical fluency with practical problem-solving.

Lack of skilled talent is a persistent problem for construction leaders, with 53% citing it as a major or moderate concern. And, according to the *2025 State of Design & Make* report, 55% of construction leaders say that lack of access to skilled talent is a barrier to their company's growth, up from 40% in 2024.

65%

agree that construction is an attractive career option for the emerging workforce

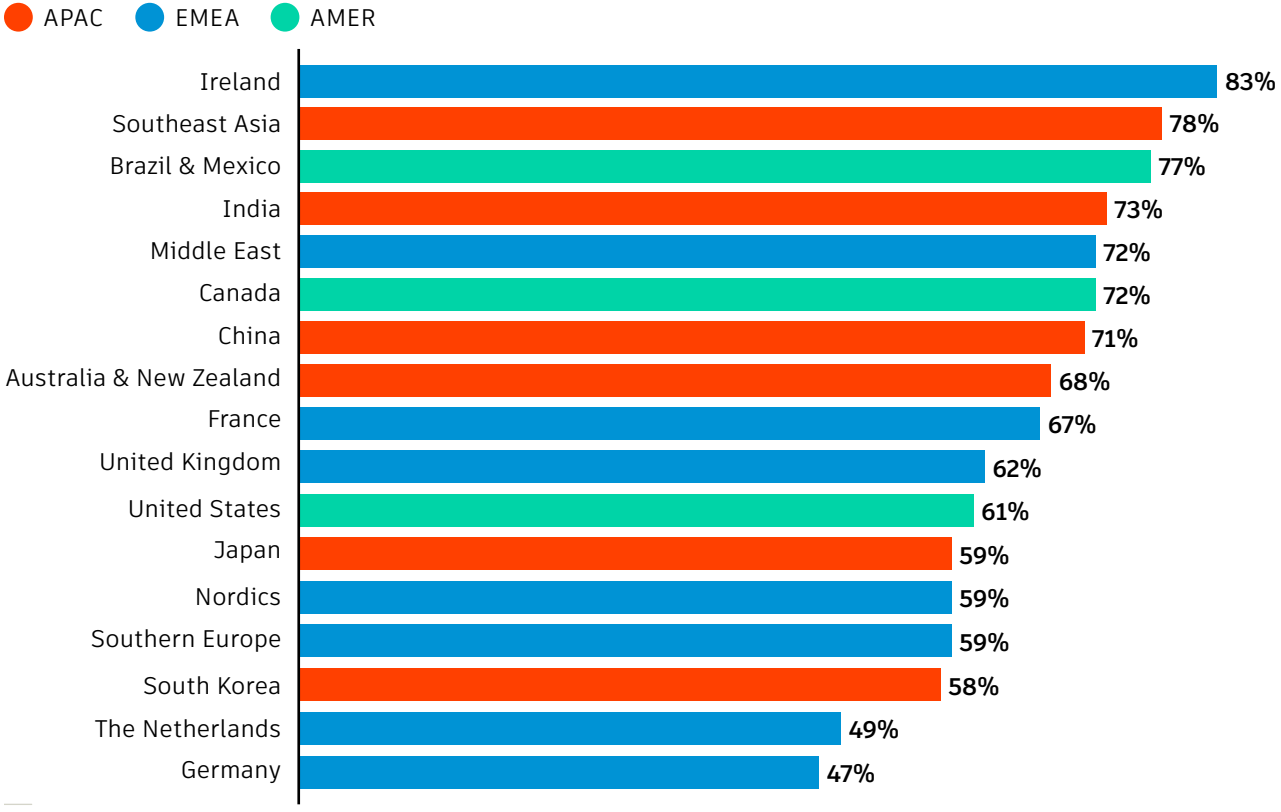
Most in-demand construction jobs in the US

1. Construction helper/worker
2. Project manager (general)
3. Building and general maintenance technician
4. Construction foreman
5. Construction superintendent
6. HVAC mechanic/ installer
7. Estimator
8. Laborer/ warehouse worker
9. Operating engineer/heavy equipment operator
10. Construction manager (general)

Occupation demand: The labor market demand for each occupation by industry in 2023. Source: Lightcast, 2024.

Sentiment about the construction industry varies widely by region

Most countries see construction as a good career option for emerging workers



Survey question: To what extent do you agree or disagree, the construction industry is an attractive career option for the emerging workforce.
5-point scale. Top two: agree.

> *"You know, skilled labour & staff shortage is the biggest challenge that we are facing across the industry because you know, the manpower crisis in India has grown manyfold over the last 2-3 years where whereas the demand for Construction has seen a massive upturn."*
>
> **ARUNI SHARMA**
> Project Management & Strategy Manager, Ahluwalia Contracts, an engineering, procurement, and construction company

Concerns about a growing skills gap are being compounded by an aging workforce, identified by nearly two-thirds (63%) of leaders as a significant issue.

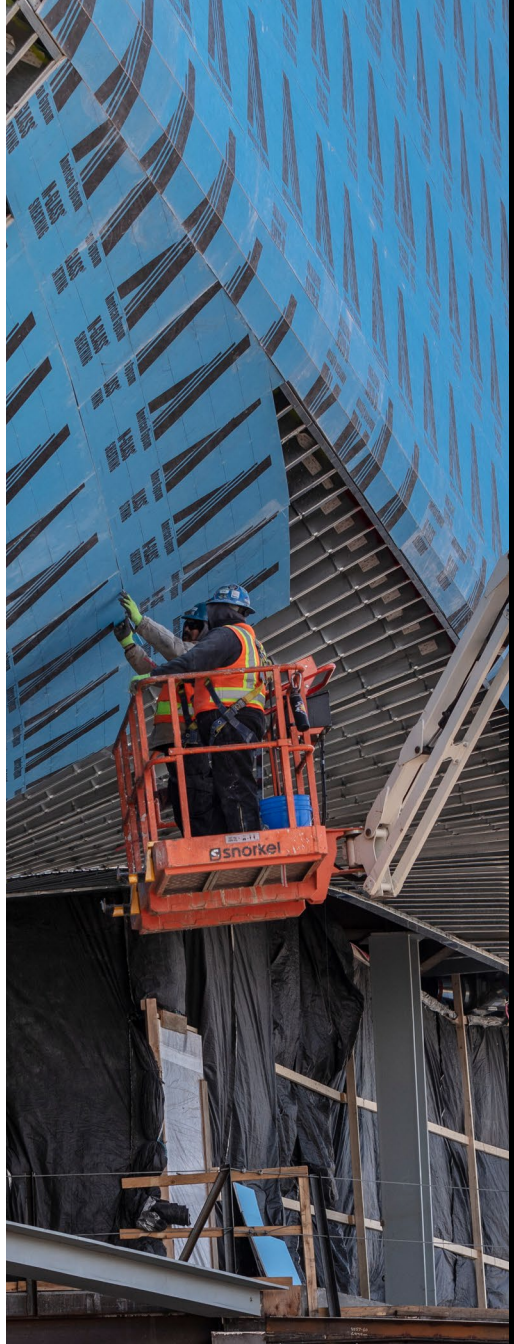
Despite these challenges, leaders remain optimistic about the future of the industry, with 65% agreeing that construction is an attractive career option for the emerging workforce.

Many construction leaders are looking internally to fill knowledge and skills gaps, investing in upskilling and training programs designed to rapidly onboard new workers and bring their current workforce up to date on new technologies. The *2025 State of Design & Make* report found that 64% of construction leaders are implementing continuous learning programs.

But internal training programs can hold other challenges. *State of Design & Make* data found nearly half of construction leaders (44%) say they do not have the resources to design internal training programs, up 10 points over 2024, indicating that the tight labor market is impacting initiatives across organizations.

"Right now is an exciting intersection of technology, construction, and process management. For us, it's not just about hiring talent already trained in the new digital approach—we're also building a culture of upskilling and experience-sharing."

EMILIA ZYBEK-TSATSIASHVILI
BIM Manager, Sweco, an engineering and architecture consultancy company



Solution spotlight: Revolution Workshop

Revolution Workshop's workforce development programs offer more than jobs; they provide a pathway to stable, prosperous futures for people from underserved neighborhoods in Chicago's West and South sides. Revolution's Trade Pathways and Professional Pathways programs focus on practical skills training and holistic support, including financial literacy, conflict resolution, and goal setting. This comprehensive approach prepares participants for careers in construction, ensuring they are job-ready and able to succeed. The Professional Pathways program, in particular, offers training in engineering, architecture, and construction management, addressing the industry's need for new skilled workers as older ones retire.

By fostering relationships with employers and providing tailored training, Revolution Workshop bridges the gap between supply and demand in the construction workforce, promoting diversity and helping communities thrive.

→ **LEARN MORE**
about Revolution Workshop

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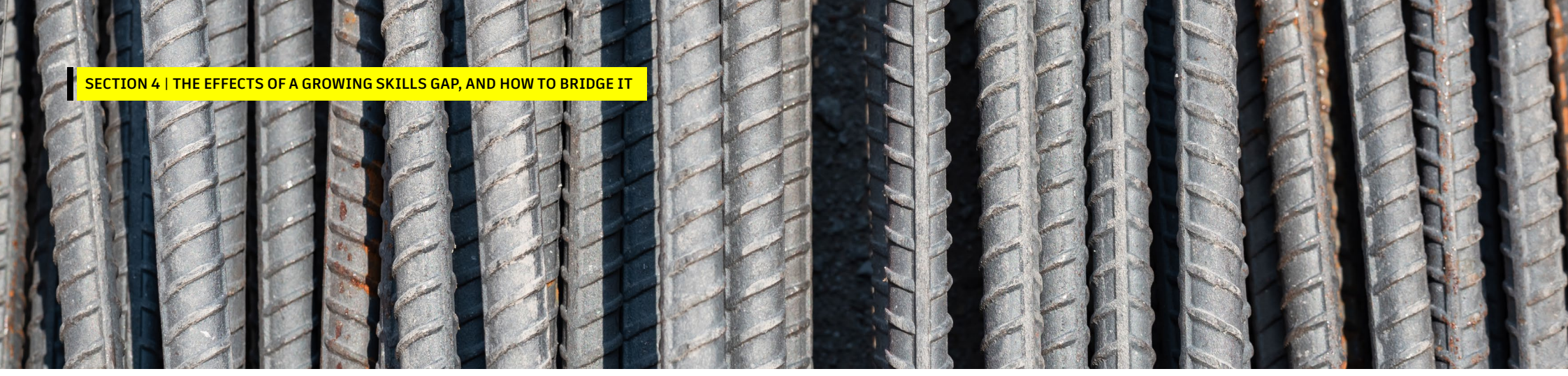


With talent scarcity hindering growth, construction leaders that can't fill their talent needs internally are concentrating on hiring younger workers to fill the gap. Nearly two-thirds (65%) of organizations are taking measures to attract younger talent, while 64% are aiming for a more diverse talent pool.

And here again, tech-advanced organizations are at an advantage. Eighty-two percent of digital leaders are taking steps to attract young talent, compared to 62% of emerging users and 55% of beginners. This increased emphasis on attracting young talent could lead to outsize benefits during the tight labor market, providing an advantage to those organizations able to build a strong foundation of emerging workers.

65% **are taking measures to attract younger talent**

64% **are aiming for a more diverse talent pool**

"And we're seeing a lot of our staff members taking up courses and powerful modules around data analytics, data science, and AI. That's become very obvious and clear to us that for people to comfortable using the technology and to really get the benefits, they need strong skill sets in those particular areas."

MICHAEL MURPHY
Head of Information Management & Data Analytics, Digital Project Solutions, BAM Construction, a construction and property development company

"We are looking more and more into making learning paths that cover a lot of the basics for using BIM and digital solutions on projects."

KENNETH HØJBJERG
Digital Manager, Project Governance, AFRY, an international engineering, design, and advisory company

SECTION 5

Sustainability: The intersection of tech and talent

One place we see the intersection of both talent and technology is sustainability. For construction, sustainability is a growing priority, and AI is now the top enabler for sustainability according to the *2025 State of Design & Make* report. Along with helping ease environmental concerns, sustainability efforts can mitigate workforce struggles, with 65% of leaders reporting their sustainability efforts help attract and retain talent.

The construction industry has seen sustainability go from the sidelines to a strategic imperative in the past few decades. *State of Design & Make* data also shows nearly all (94%) construction organizations are taking steps to be more sustainable, and the *Spotlight on Construction* survey found the majority (63%) are leveraging AI to be more sustainable.

"A decade ago, sustainability may have felt like a buzzword—but today, it's a business imperative. Owners, operators, and developers are embedding sustainability into every phase of the project lifecycle, and AI will play a role in helping us track and improve those outcomes."

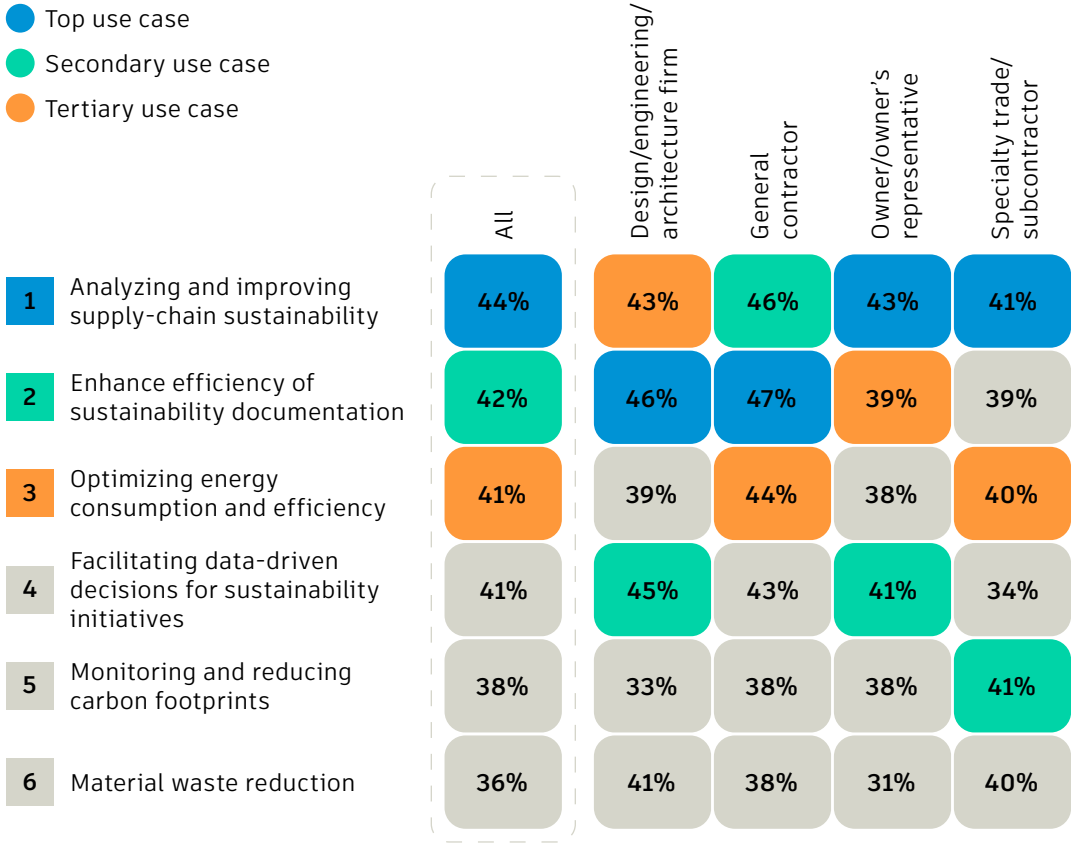
CLAIRE ROMAINE
Senior Program Manager, Operational Excellence, Edged Energy, a data center design and energy infrastructure company

> *"We're using satellite imagery and doing a lot of things with GIS. For example, we're building a dam in Sabah and we're able to monitor tree cover and canopy cover. And, in Penang, the South Islands, we're also monitoring the mud flats on the beaches to ascertain whether or not dredging has affected the beach and mud is washing up on shore."*
>
> **JOHN LIM JI XIONG**
> Chief Digital Officer, Gamuda, a global engineering, infrastructure, and property company

Sixty-seven percent of digital leaders and emerging users are using AI to drive sustainability outcomes, compared to 54% of beginners. Considering that, according to *State of Design & Make* data, 69% of construction leaders believe that sustainability measures can generate more than 5% of their annual revenue, investments in sustainability-enabling technologies could pay dividends down the road.

Currently, AI applications across the industry are varied, but most sectors are exploring AI to increase the resilience of their supply chains, reduce waste and drive efficiencies throughout sustainability documentation and reporting.

Top AI use cases for sustainability across construction sectors



Survey Question: How has your company used AI to be more sustainable? Select all that apply, percent selected.

The *2025 State of Design & Make* report highlights a strong connection between digital maturity and progress on sustainability efforts, with 90% of digitally mature construction firms experiencing long-term benefits and 79% already seeing short-term gains.

To realize the value of AI-powered sustainability solutions, organizations need the right workforce—but today the construction industry doesn't feel fully prepared. The *Autodesk Spotlight on Skills in the Age of AI* report found that 30% of leaders strongly agree they have the skills they need to achieve their organizational sustainability goals. While this number is strong, leaders looking to expand their exploration of AI-powered sustainability solutions are keen to staff their teams with tech-savvy talent—47% of construction industry leaders say the ability to work with AI will be a top priority when hiring in the next few years, according to the *2025 State of Design & Make* report.

"I think sustainability is still the number one issue for the entire industry. There's a responsibility on the industry not only to address sustainable development within its work, but also to bring its clients on that journey."

ROB GREIG
Chief Information Officer, ARUP,
a global engineering and sustainable
development consultancy company

"I can see the potential on how machine learning can help us make better [sustainability] decisions. During early phases in construction, changes are more effective. Once you start construction, changes are very costly and sometimes you cannot even implement those changes. That's why software is going to be very beneficial to use and adapt in order to make early decisions on how to have sustainable buildings with the least cost."

DR. ANWAR ALROOMI
Associate Professor and Interim Chair of Civil
Engineering and Construction Management at
California State University, Northridge (CSUN)

Conclusion

"What excites me most about the future isn't just the rapid advancements in AI, but also the increasing openness to adopting digital workflows. A new generation of builders is entering the workforce—individuals who are more comfortable with technology and AI—and this shift will fundamentally transform how we build."

HANNU LINDBERG
Construction Technology Corporate Services, DPR Construction, a general contractor and construction management company

Despite recent instability, leaders in the construction industry are optimistic, embracing new ways of working to solve today's challenges with an eye toward building future opportunities.

Digital transformation provides a clear advantage when it comes to seizing those opportunities. The correlation between higher digital maturity and increased bid win rate is significant—digital leaders are 19% more likely than emerging and 37% more likely than beginner companies to have a win rate above 60%. And with AI making inroads into construction workstreams everywhere from billing to BIM, the performance gap between tech-advanced companies and their peers will only continue to grow. Construction leaders who want to thrive in this era of uncertainty need to think about the long-term benefits of investing in digital transformation and emerging tech now compared to the cost of falling behind.

Sustainability is quickly becoming a competitive advantage in the construction industry. To unlock its full business value, organizations should approach it as a data challenge—one that requires integrated, technology-driven solutions. AI is already making an impact by helping teams uncover actionable insights and make smarter, more sustainable decisions at every stage of the project lifecycle.

However, technology alone is not enough without a workforce that understands how to wield it. Building a better future starts by supporting those who will design and make it. As the demand for skilled workers in general—and AI skills specifically—grows, leaders should invest in comprehensive training programs that prepare their workforce for today's technology while continuously upskilling them for the skills they will need tomorrow.

About the study

The data for the *State of Design & Make: Spotlight on Construction* report was compiled from the *Autodesk 2025 Construction Survey*. This survey includes responses from 3,503 global industry leaders and experts spanning various regions: Australia & New Zealand, Canada, China, France, Germany, India, Ireland, Japan, Brazil & Mexico, the Middle East (Saudi Arabia & the United Arab Emirates), the Netherlands, the Nordics (Denmark, Finland, Norway, Sweden), Southeast Asia (Indonesia, Malaysia, Singapore), Southern Europe (Italy, Portugal, Spain), South Korea, the United Kingdom, and the United States. It draws insights from a wide range of construction industry professionals, including general contractors, owners and owner's representatives, specialty trade and subcontractors, as well as design, engineering, and architecture firms from across sectors.

Additionally, the *Spotlight on Construction* report incorporates relevant data from *Autodesk's 2025 State of Design & Make* report, which includes 405 respondents from construction services.

Further data is sourced from the *State of Design & Make: Spotlight on Skills in the Age of AI* report, as well as industry and job data from Lightcast, a labor market and analytics firm.

The report also features qualitative interviews with leaders and experts from across the construction industry.

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