



UK Government

THE UK'S GOVERNMENT-TO- GOVERNMENT (G2G) STRATEGY



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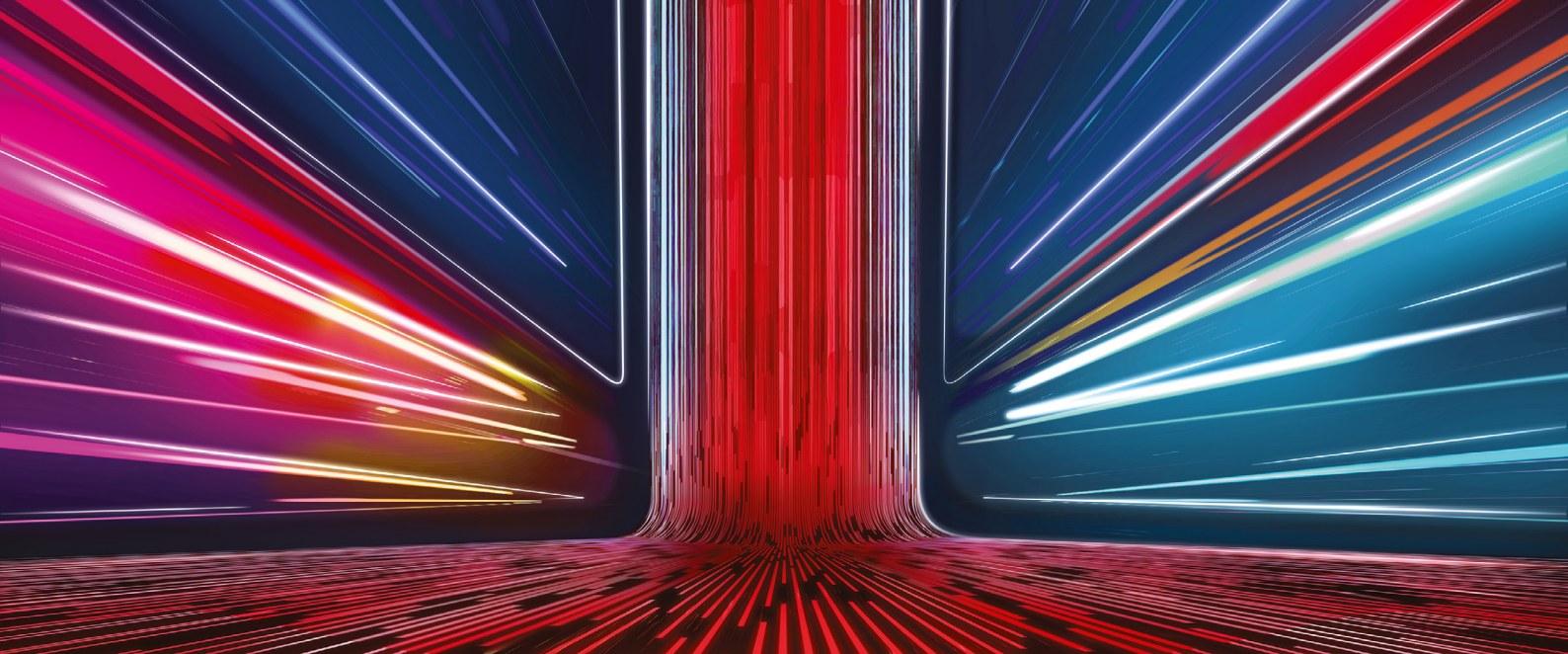
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Foreword from the Minister for Trade, Sir Chris Bryant MP



Sir Chris Bryant MP

Few would doubt that we face an increasingly turbulent global landscape. Against that background, sustained economic growth for the UK will depend not only on the economic policies we develop at home, but on how effectively we can translate national strengths into international influence.

One area where we have a real chance to thrive is in the development of strong and mutually profitable Government-to-Government (G2G) partnerships, because governments across the world are looking for trusted partners to help them meet the challenges of the future, and support the delivery of large-scale, complex, strategic programmes. That includes, for instance, building climate-resilient infrastructure and establishing critical national security capabilities.

With a world-class private sector and respected public institutions, the UK is well-placed to respond to this demand. And by responding strategically, we can deliver tangible benefits for the UK: unlocking high-value

export deals, supporting skilled jobs across the country, and reinforcing our leadership in sectors where we have clear comparative advantage, to shape global markets in line with UK capabilities, standards and values.

We are not alone in our G2G ambitions. Other nations have long taken a determined and deliberate approach – spearheaded at the highest levels – to realise the benefits presented by G2G delivery.

Our first-ever G2G Strategy therefore sets out a more considered, coordinated, and competitive approach to G2G – one that brings together the full breadth of the UK offer, to present a clear and compelling proposition internationally and support international programme delivery from early engagement through to implementation.

Taken together, these commitments mark a step change in our G2G delivery, and a renewed commitment to securing opportunities for working people in the UK and protecting their interests through our international partnerships. Through harnessing the potential of G2Gs, we will meet the challenges of the new global era head-on.



Executive summary

This Strategy sets out a 5-year plan (2026 to 2031) to use G2G approaches to deliver sustained UK growth and trusted international partnerships.

It sets out how the UK will:

- use G2G more widely in priority Industrial Strategy sectors, as well as combining capabilities across sectors to offer integrated, cross-sectoral solutions
- unite government and industry behind a clear national approach to G2G, making our partnerships more consistent, more professional and easier for governments and businesses to work with
- deliver a unified offer that brings government and industry capabilities together to help shape, finance and deliver complex government-led programmes.

Defining G2G and our approach



G2Gs are partnerships between the UK and another government that combine UK government expertise with the capability of UK industry and institutions. They help partner governments plan, finance and deliver major programmes and create opportunities for UK businesses, supporting long-term UK prosperity and security.

We use G2G where government engagement can make a difference – for example, where projects are strategically important, involve public procurement, or face barriers that individual companies cannot solve alone.

Done well, G2G can:

- support UK growth by helping UK firms compete for high-value opportunities overseas;
- strengthen bilateral relationships with key international partners;
- advance the UK's wider strategic interests, including national security and resilience;

- and share UK expertise to help partners improve governance, delivery capability and standards.

G2G partnerships sit alongside, and often build on, the UK's wider set of international agreements and partnerships, including free trade agreements (FTAs), market access negotiations, and Industrial Strategy Partnerships. G2G is a targeted delivery tool within this broader toolkit. Where a partner's ambition is anchored in a specific major programme, G2G provides focused engagement to shape project pipelines, strengthen delivery and procurement approaches, and help UK companies compete for defined contracts in line with partner needs and UK objectives.

The 2025 Industrial Strategy committed HMG to expanding our G2G capability and developing a G2G Strategy for the UK. This Strategy responds to that commitment, setting out how the UK will deploy G2G to deliver growth at home and internationally.

UK G2G partnerships bring together different forms of support including diplomatic engagement, technical assistance, access to financing, and delivery expertise into a single, coherent offer.

Case study: UK-Peru Reconstruction with Changes G2G

The UK-Peru Reconstruction with Changes Programme was established following the 2017 El Niño disaster and has seen the UK provide programme management and technical expertise to deliver a £1.7 billion national reconstruction effort.¹ The G2G has accelerated delivery of schools, hospitals and flood defence infrastructure while embedding higher standards of procurement, transparency and resilience in the Peruvian project delivery ecosystem. The G2G has generated sustained commercial opportunities in Peru for UK professional services firms, including businesses in the consortia opening permanent offices in the country.²

1 [Export opportunities in the UK-Peru G2G reconstruction programme](#)

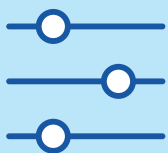
2 [Peru Reconstruction Programme > Projects > Gleeds](#); [Peru reconstruction with changes - Arup](#); [Mace | Reconstruction with Changes](#)

The UK's G2G approach is distinct and centred around UK strengths and values. Our G2G approach is:



Partnership-driven

We work with partner governments and UK industry to address complex challenges, not just individual transactions



Flexible

G2G partnerships vary by country and sector; we tailor support to local needs while reflecting UK expertise and values



Long-term

We aim to be a reliable partner, supporting high standards and professional delivery over the lifetime of major programmes

UK focus sectors



Our Industrial Strategy sets out priority, growth-driving sectors for the UK over the next 10 years. We will prioritise G2G partnerships in sectors aligned to the Industrial Strategy, focusing on areas where the UK is globally competitive and where overseas government demand is strongest. G2G delivers the greatest impact in sectors with particularly high-value and complex programmes that typically involve public procurement.

The UK's focus sectors for G2G are:

- **professional and business services for major programmes** – including front-end planning, design and engineering, programme and project management, cost and commercial expertise, and legal and governance support
- **defence and security** – supporting trusted delivery of complex capabilities with allies, including areas such as aerospace, maritime capability, complex weapons and systems integration, and wider security capabilities, where appropriate
- **clean energy industries** – including frontier areas such as civil nuclear (and decommissioning), floating offshore wind and other emerging technologies, as well as the enabling services that support major energy infrastructure programmes

We will also use G2G selectively where it adds clear value in other Industrial Strategy sectors, including:

- supporting aerospace opportunities within **advanced manufacturing**
- enabling **digital and technology** infrastructure such as data centres
- partnering on **health** system expertise where there is strong G2G demand

We recognise that effective cross-sector collaboration is key to capitalising on significant G2G opportunities, given many major projects span sectors. We will develop G2G offers that encompass multiple sectors, combining capabilities into a single compelling offer for partner governments including in support of fulfilling offset obligations.

Delivering G2G



Delivering effective G2G partnerships requires coordinated action across government and strong partnerships with industry. We will bring together a range of tools, from early diplomatic engagement through to financing and delivery support, so that the UK can offer partners a clear, credible and competitive proposition, championed by ministers and ambassadors.

Diplomacy and policy engagement

Using the UK's international network to build relationships, support enabling policy and regulatory conditions, and identify opportunities early



Targeted funding

Using time-limited support to unlock pathways, build project pipelines and address specific blockers



Technical assistance and capability building

Sharing UK expertise – for example, on governance, regulation, and programme design and delivery – to help partners deliver successfully and to support high standards



Financing

Bringing in UK Export Finance and other financing partners to help make projects investable and competitive, where UK goods and services can be procured and value for the UK can be delivered



Delivery expertise

Drawing on specialist capability across government and UK institutions to support complex programme delivery



Trilateral cooperation

Where it strengthens outcomes, partnering with like-minded countries whose capabilities complement the UK's to deliver projects in third markets



Contracting

Leveraging commercial, legal and project management expertise to provide procurement support to international partners in specific sectors



Governance and accountability

We will strengthen cross-government governance to improve prioritisation, coordination and project delivery. New governance mechanisms will support a shared view of the UK's G2G portfolio and enable faster resolution of issues that cut across departmental responsibilities.

We will track progress and learn from delivery over the life of the Strategy. This includes monitoring the pipeline of G2G partnerships, the outcomes they deliver and how we can improve the way we work across government to support UK businesses and international partners.

Implementation plan and what it means for business

Over the five-year time frame of this Strategy, the UK will shift from ad hoc use of G2G to a more structured, visible and consistent G2G offer across our priority sectors. The timeline below sets out our implementation plan and what business can expect to see:

Year 1: Establish the foundations

Government will embed the core governance, prioritisation and engagement structures for our enhanced G2G approach. This will enable industry and government to have earlier conversations about opportunities, and a more consistent approach to developing UK offers.



Year 2: Build the UK offer

Government and industry will shape more coordinated UK propositions for priority opportunities. Businesses will see stronger coordination of consortia and enhanced offers encompassing diplomatic, commercial, financial and technical levers.



Year 3: Grow the pipeline

The pipeline of priority G2G opportunities will be expanded across focus sectors, including more cross-sector offers where major programmes require integrated solutions. For business, this will mean clearer pipeline of opportunities and more opportunities for businesses of all sizes to partner in UK-led offers.



Year 4: Convert opportunities into delivery

More partnerships will move from agreement into implementation and contracts for UK industry. Businesses should increasingly see clearer procurement pathways and targeted government backing for bids into complex public-sector programmes.



Year 5: Embed a world-leading G2G presence

By the end of the Strategy period, the UK will have an established reputation as a trusted long-term G2G partner in priority sectors. For business, this will mean more repeatable G2G models, deeper international partnerships, stronger case studies of successful delivery, and greater confidence to invest in skills and capability linked to G2G delivery.

The ambition set out in this Strategy can only be delivered in partnership with business. We want the full breadth of the UK supply chain in our focus sectors - from primes to SMEs and specialist providers - to be ready to engage, share capability, and partner into UK consortia.

Success will mean a stronger pipeline of government-backed G2G opportunities for UK businesses, more G2G partnerships agreed and converted into contracts for UK businesses, and clearer evidence that these partnerships are generating jobs, exports and long-term growth for the UK. We will measure this through the value of contracts secured, the number of agreements both signed and in development, and the range of sectors and businesses supported. We will monitor our own performance to ensure continuous improvement, and evaluate the wider economic impact delivered over the five-year time frame of this Strategy.





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