

GIRI

Get It Right Initiative

THE GET IT RIGHT INITIATIVE

ANNUAL REVIEW 2026

Working together to eliminate error in construction

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WELCOME NOTE



2025 marked a milestone year for the Get It Right Initiative as we celebrated 10 years since GIRI's original research highlighted the cost of error to the industry. Much has changed in that time, but there is still a lot to do to eliminate error and drive down the human, financial and reputational cost of avoidable error.

Drawing on the insight and expertise of our members, GIRI remains the industry expert on error and how to avoid it. We share this expertise through conferences, industry groups and learning sessions for members to increase awareness and drive culture change.

Through members' meetings, webinars, presentations and knowledge centre, we continue to expand the library of expert information, tools and guidance available. This year, we have added guidance on the Procurement Act and on the implications of AI for construction.

In 2025, we reached the milestone of over 10,000 certificates issued to construction professionals completing GIRI training. GIRI training continues to grow and in 2026 we are working with a consortium to develop training for operatives to ensure all site workers are aware of error and how to avoid it.

This Annual Review highlights activity and progress over the past 12 months. If you would like to join our growing movement for change in the construction industry, please [**get in touch**](#).

Cliff Smith, Executive Director

10 YEARS OF GIRI

IN NUMBERS: A DECADE OF THE GET IT RIGHT INITIATIVE

The Get it Right Initiative was born out of discussions at the Institution of Civil Engineers' Best Practice Panel in 2015 and a shared ambition to eliminate avoidable error and improve productivity, quality, safety and sustainability. In 2025, GIRI celebrated its 10th anniversary. From those early discussions with a handful of major UK construction companies, its membership has grown to include clients, consultants, contractors, regulators, educators, professional institutions and trade bodies.

GIRI's initial research discovered the UK construction sector is wasting up to £25 billion a year on error. Now GIRI's activities have expanded to include regular networking and knowledge sharing members' meetings, collaborations with other industry bodies, additional research reports and best-practice guides, and the development of training that directly targets the root causes of error.

Here's a snapshot of the last ten years in numbers.





GIRI celebrates 10th anniversary with special event at the ICE

More than 80 senior leaders from UK construction organisations gathered at the Institution of Civil Engineers (ICE) in London on 27 November to celebrate ten years of The Get It Right Initiative.

The event was hosted by Ed McCann from Expedition Engineering and past president of the ICE who was one of the driving forces behind the formation

of GIRI. Industry figures including ICE President David Porter and National Infrastructure and Service Transformation Authority chair Sir John Armitt reflected on how the initiative came into being, the achievements of the last 10 years, and the challenges that remain to eliminate avoidable error in the construction industry.

[Read the full story.](#)

GIRI In Action film series launched

In December 2025, The Get It Right Initiative launched a new film series showcasing 10 years of error reduction in action.

Launched to mark GIRI's 10th anniversary year, the series of films reflect on the progress GIRI has made, look at what has changed for the construction industry over the last 10 years, and consider the fresh challenges that lie ahead in the future.

The films bring together industry experts and GIRI members to share

their perspectives on the most common causes of error and how they have used the GIRI approach to tackle error and drive a culture of quality and productivity.

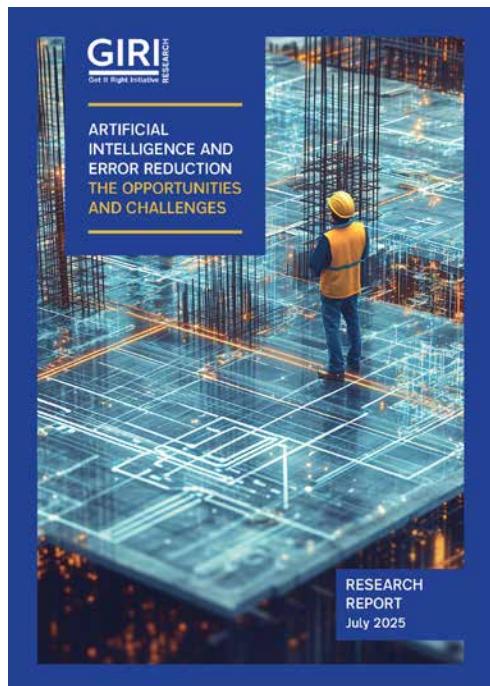
Available on the GIRI YouTube channel, the seven short films provide inspiration and insight for other organisations on tackling error in construction, and can be used to support organisational learning and development.

The series can be viewed on [GIRI's YouTube channel.](#)



2025 IN REVIEW

New report explores how artificial intelligence can reduce errors in construction



A new report, *Artificial intelligence and error reduction - the opportunities and challenges*, published by The Get It Right Initiative in July 2025, explores how artificial intelligence can reduce errors in construction. However, the report warns that the industry needs to be alert to the risks AI itself may introduce.

Artificial Intelligence (AI) offers a compelling opportunity to address these challenges – improving accuracy, reducing waste and supporting safer, more efficient delivery.

GIRI's new report, written

by Technology Working Group chair John Priestland, draws on industry interviews, case studies and research to identify how AI is currently being used, barriers to adoption, and strategies to help organisations and project teams to maximise its benefits. It examines how AI can be used to help reduce error across the construction lifecycle, from project inception and design to practical completion and handover, outlining practical use cases, best practice case studies, and guidance on safe deployment.

[Read the report.](#)

GIRI IN THE NEWS

CONSTRUCTION MANAGEMENT
Brought to you by CIOB

BIM TODAY

New Civil Engineer

Building

21CC
21st Century Construction

10,000th GIRI training certificate issued

In June 2025, GIRI Training & Consultancy celebrated a major milestone with the issue of its 10,000th training certificate.

The certificate was issued to quality inspector Richard Ellis from BAM UK & Ireland, who completed part one of GIRI's Supervisory & Management Skills course (SM-01). BAM UK & Ireland has since become a GIRI Approved Training Provider, enabling the business to roll out the training more widely in-house.

GIRI Training & Consultancy continues to go from strength to strength, with over 100 trainers working across 43 employer organisations to embed error reduction at the heart of quality culture.

[Find out more about GIRI Training & Consultancy.](#)

ABOUT GIRI



The Get It Right Initiative is a group of over 130 UK construction organisations working together to improve productivity, quality, sustainability and safety in the construction sector by eliminating error.

OUR MISSION

We are working with our members to:

- Create a culture and working environment to get it right from the start.
- Change attitudes and harness leadership responsibility to reduce error and improve construction quality, productivity and safety.
- Engage all stakeholders in eliminating error from inception through operation to completion.
- Share knowledge about error reduction processes and systems.
- Improve skills across the sector, creating a positive approach to pre-empting error.

OUR ACTIVITIES

RESEARCH

GIRI research identifies the industry cost of error, key causes of error and the strategy for change to improve construction productivity and quality.

BEST PRACTICE GUIDANCE

The GIRI Design Guide, Insurance Guide and Technology reports offer clear guidance and practical examples of how to manage risk, improve processes and adopt new technologies to reduce error.

KNOWLEDGE SHARING

In person members' meetings, working groups, webinars and videos provide opportunities for members to learn, share and collaborate with other leading construction experts.

TRAINING

GIRI's CITB-accredited training targets the root causes of error. GIRI Training & Consultancy deliver courses for leadership, supervisory and management skills directly and can train your own trainers to deliver courses in house.

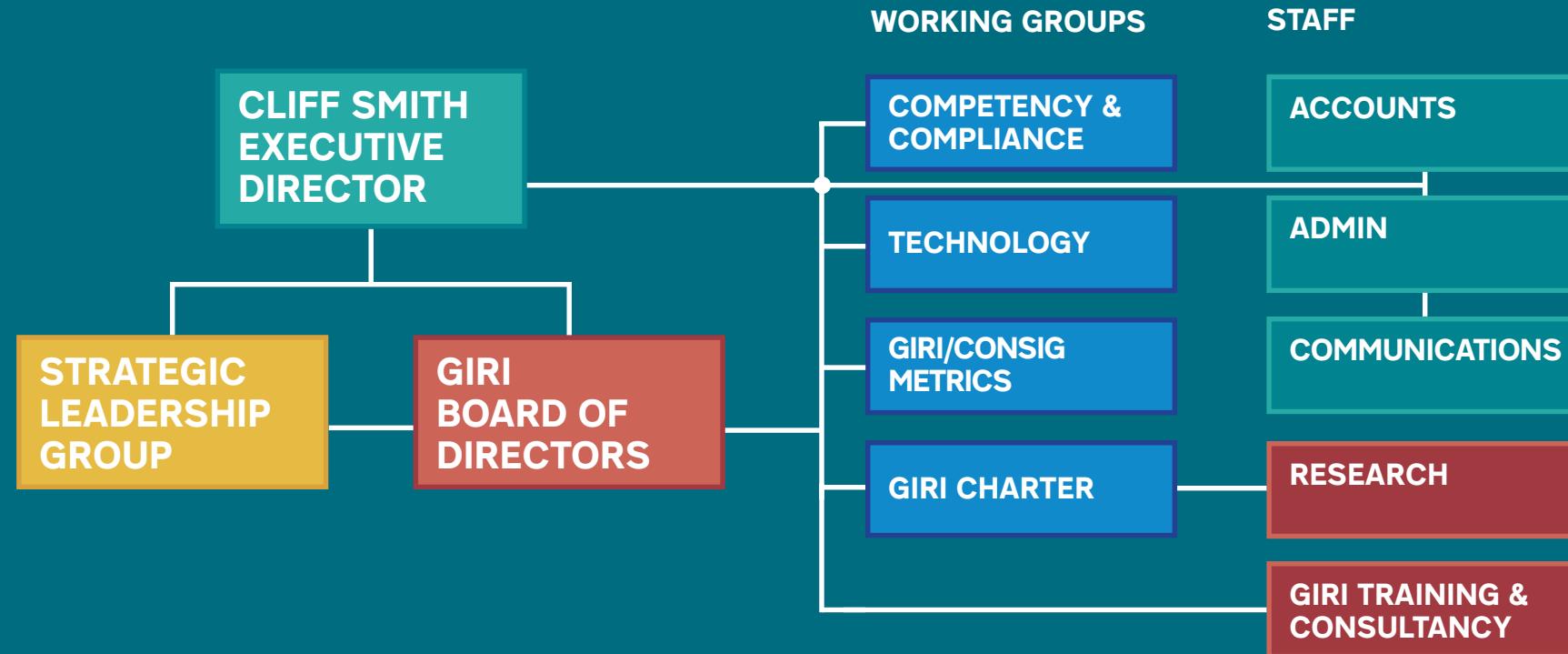
BUSINESS IMPROVEMENT

GIRI's Error Reduction Framework is a structured, step-by-step process enabling organisations to systematically identify, diagnose and reduce errors.

INFLUENCE

GIRI provides a unified members' voice to UK government, shaping the debate and informing policy through collaboration with industry bodies and contributing our expertise to consultations and policy forums.

OUR STRUCTURE



Giri is led by **executive director Cliff Smith** with support and guidance from the Board of Directors and the Strategic Leadership Group, who contribute their industry knowledge, time and expertise on a voluntary basis.

The Board and SLG support Cliff to help Giri Ltd achieve its objectives: to improve productivity; to reduce accidents through rework avoidance; to improve carbon footprints through reduced waste; and to support diversity in the establishment of quality standards and specifications.

The SLG provides strategic direction to ensure successful, sustainable outcomes that align with the industry's future needs.

THE BOARD



Duncan Aspin
VolkerStevin



Richard Davis
Kier



Gavin Pike
Bennetts
Associates



Oana Sala
Expedition
Engineering



Lindsey Ions
Oxford University
Development Ltd



Jack Smith
Platform



Helen Soulou
Network Rail

STRATEGIC LEADERSHIP GROUP



Mark Hansford
Consultant



**Alistair
Hitchcock**
HS2



Paul Lowe
Spencer West



Ed McCann
Expedition
Engineering & past
ICE President



**Emer
Murnaghan**
Graham Group



Damian Leydon
Sizewell C

WORKING GROUPS

COMPETENCY & COMPLIANCE FORUM

Focusing on how members and the wider industry can avoid error in providing the competency and compliance required by regulations and standards, for forum's objectives are:

- Articulating the competency and compliance requirements of industry legislation and standards and helping to minimise error in their implementation.
- Comparing progress and enabling benchmarking between different organisations and businesses in the sector.
- Developing knowledge-sharing events, publications and workshops for GIRI members to reach appropriate levels of competency and compliance.

Chair: Richard Davis

GIRI/CONSIG METRICS WORKING GROUP

We are working with the Chartered Quality Institute's Construction Special Interest Group (CQI ConSIG) to create a practical, scalable set of standardised quality metrics that can be adopted industry wide.

The metrics working group is commissioning research to provide a robust evidence base for the development of a shared metrics framework.

Chair: Steffan Speer

TECHNOLOGY WORKING GROUP

Focusing on technology and learning to improve quality in the construction industry from design, through construction to in-use phases as built assets, the group's objectives are:

- Investigating innovative solutions and adoption to support industry to get it right.
- Breaking down digital silos across functions to ensure better quality data supporting delivery.
- Applying the Golden Thread principles for a whole life approach to quality supported by technology.

Chair: John Priestland

GIRI CHARTER WORKING GROUP

This group is building on the work of the GIRI Insurance Working Group and leading the development of a GIRI Charter.

The Charter will set out our shared commitments to error reduction through quality assurance, robust leadership, a culture of continuous improvement and the right competency and skills.

This group will engage with GIRI members and the wider construction industry to develop the Charter.

Co-chairs: Jack Smith and Duncan Aspin

TECHNOLOGY REPORTS



ARTIFICIAL INTELLIGENCE AND ERROR REDUCTION - THE OPPORTUNITIES AND CHALLENGES

Published in 2025, this report examines how AI can help reduce error across the construction lifecycle, from project inception and design to practical completion and handover. It also considers where AI could introduce new risks in construction and how the industry should adapt and develop to manage these.

[DOWNLOAD](#)



THE USE OF DIGITAL TECHNOLOGY ON SITE TO REDUCE ERRORS IN CONSTRUCTION - A BEST PRACTICE CASEBOOK

The 2024 report brings together best practice case studies that show how technology solutions are being used on construction projects to reduce error and improve productivity, including projects such as HS2 and San Francisco airport.

[DOWNLOAD](#)

PAST REPORTS

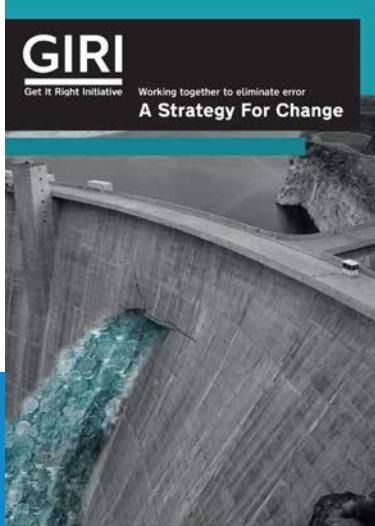


THE USE OF TECHNOLOGY TO REDUCE ERRORS IN DESIGN AND CONSTRUCTION



THE USE OF DIGITAL TECHNOLOGY ON SITE TO REDUCE ERRORS IN CONSTRUCTION

RESEARCH & GUIDANCE



A STRATEGY FOR CHANGE

A Strategy for Change sets out GIRI's strategy to address these root causes. It outlines our strategic aim to improve construction productivity and quality by eliminating error, our goals, and our programme of activities.

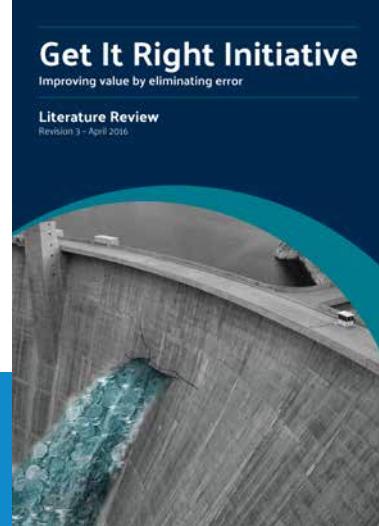
[DOWNLOAD](#)



GIRI RESEARCH REPORT

Our 2016 research report set out to identify, evaluate and prioritise the principal systemic errors in the construction process. This was used to develop the strategy to address these errors and deficiencies in skills.

[DOWNLOAD](#)



GIRI LITERATURE REVIEW

The 2016 literature review researched global data into errors in construction, much of which came from organisations in Australia. Their conclusions were broadly similar to GIRI's initial research.

[DOWNLOAD](#)



TECHNOLOGY WORKING GROUP RESEARCH REPORT

In 2018, GIRI's Technology Working Group compiled research into the use of technology to eliminate error, areas worth pursuing, and recommendations for application.

[DOWNLOAD](#)



BARRIERS TO DIGITAL ADOPTION

GIRI commissioned Dr Grant Mills from Bartlett School, UCL to carry out a literature review into barriers to the adoption of future digital engineering technology to aid understanding of how these barriers affect error reduction.

[DOWNLOAD](#)

RESEARCH & GUIDANCE

THE GIRI DESIGN GUIDE

The [GIRI Design Guide](#) is a best-practice document that outlines the importance of a robust approach to the design process.

GIRI research established that a significant proportion of errors in construction are rooted in the briefing and design processes. Setting up and effectively managing the design process is therefore critical.

The Design Guide makes recommendations that can be applied to any project from its earliest stages: briefing, culture, collaboration, investment in design, planning the design work, information, stakeholder management, opening up and closing down, contractor input, design gateways, and guiding the design process.

Endorsed by the ICE, RICS, and IStructE the [Design Guide is available online](#).

DESIGN GUIDE SHORT FILMS

We asked six experts to share their thoughts on the importance of a robust approach to design in [our launch film](#). A short film introducing the guide and how to use it is available [here](#).



GIRI PROCUREMENT ACT 2023: DRIVING BEST PRACTICE, DELIVERING BETTER OUTCOMES
Get it Right Initiative Developed for the Get it Right Initiative by Turner & Townsend

PRELIMINARY MARKET ENGAGEMENT: A SMARTER START FOR BUYERS AND SUPPLIERS

The introduction of the Procurement Act 2023 (the 'Act') on 24 January 2025 marked a transformational moment for public procurement in the UK. Recognising what was a complex web of EU-derived regulations, the Act sought to establish a simplified, transparent, and more flexible framework that empowers both contracting authorities and suppliers to adopt best practice procurement approaches.

Whilst often seen as a mere legislative update, the Act presents a strategic opportunity for enhanced value for money, faster delivery, and streamlined communication. For public bodies, it encourages more agile and outcome-focused procurement processes, while for contractors, it opens the door to fairer access, clearer procedures, and enhanced visibility of opportunities.

In this first article of a series exploring the Procurement Act 2023, Tim Summers (Senior Consultant at Turner & Townsend, in collaboration with the Get it Right Initiative (GIRI), examines how the Act encourages the use of Preliminary Market Engagement (PME), highlighting the benefits it offers to both contracting authorities and contractors seeking to capitalise on emerging opportunities within the sector.

"FOR PUBLIC BODIES, THE ACT ENCOURAGES MORE AGILE AND OUTCOME-FOCUSED PROCUREMENT PROCESSES, WHILE FOR CONTRACTORS, IT OPENS THE DOOR TO FAIRER ACCESS, CLEAER PROCEDURES, AND GREATER VISIBILITY OF OPPORTUNITIES."

PROCUREMENT ACT GUIDANCE

GIRI is producing a series of articles focusing on the Procurement Act 2023. The first examines the use of Preliminary Market Engagement (PME), which is encouraged by the Act, highlighting the benefits it offers to both contracting authorities and contractors seeking to capitalise on emerging opportunities.

[DOWNLOAD](#)



GIRI
Get it Right Initiative

GIRI INSURANCE GUIDE
A perspective on risk management for construction projects

GIRI INSURANCE GUIDE

A best-practice guide that brings together advice from insurance experts on how to manage risk throughout the life-cycle of a building project. The guide has broad relevance to all those working in the construction industry as it offers guidance to all parties on how to reduce error and risk throughout a project.

[DOWNLOAD](#)

ACTIVITIES



KNOWLEDGE SHARING AND NETWORKING

MEMBERS' MEETINGS

Our quarterly members' meetings provide regular opportunities for our members and wider network to share their experience of and knowledge about error reduction.

WEBINARS

We organise regular webinars to share insight, innovation and best practice on a range of subjects related to error reduction. Recordings are shared on our [YouTube channel](#).

EVENT CALENDAR

GIRI VIDEOS

GIRI members and industry experts share their insight and knowledge in informative videos on a range of topics, available on our YouTube channel. To mark GIRI's 10th anniversary, a new series of seven videos highlights error reduction in practice with presentations from GIRI Board and SLG members and accredited trainers.

GIRI ON YOUTUBE

MEMBER KNOWLEDGE CENTRE

The member knowledge centre on our website includes a wealth of useful resources on topics including the Building Safety Act, the golden thread, fire safety, the principal designer role and much more.

KNOWLEDGE CENTRE



ACTIVITIES



TRAINING IN NUMBERS

Since 2020, GIRI has equipped more than 11,800 people with the tools and techniques to avoid error every day at work.



11.8K
PEOPLE
TRAINED

50
EMPLOYERS

914
COURSES
DELIVERED

84
APPROVED
TRAINERS

7
APPROVED
TRAINING
PROVIDERS

“One of the most useful and practical training courses on offer.”

“Offered significant insights into areas of improvement and best practice.”

GIRI COURSES

GIRI's accredited training scheme directly targets the underlying root causes of error and empowers companies, project teams, and individuals to get it right first time.

The courses can play a significant part in reducing the frequency and cost of error in construction by developing the skills to enable people to collaboratively understand, pre-empt and avoid error in their daily work.

TRAINING STREAMS

- **Leadership training** - strategies to eliminate error for leaders of construction projects and organisations
- **Training across interfaces** - avoiding construction errors at interfaces
- **Supervisory & management skills** - reducing errors on construction sites
- **Train the trainer** - develop your own team of skilled in-house trainers

FIND OUT MORE

COMING IN 2026

Operatives training

A new training stream for supply chain and site operatives

CITB GRANTS

All GIRI courses are approved by CITB (England and Wales) and CITB (Northern Ireland) for grant purposes. To benefit from CITB grants, check that your selected training provider is listed in the CITB Training Directory and that you meet the eligibility criteria.

BUSINESS IMPROVEMENT TOOLS

GIRI QUALITY ALERTS

GIRI members are encouraged to share their knowledge of quality issues to assist other teams in eliminating error under our Quality Alerts initiative.

Submit details of quality issues via our [online form](#) online. These are assessed, anonymised, compiled, and shared with other GIRI members to assist knowledge transfer within the organisation and support our zero-error quest. An example of the [completed form is available to download here](#).

The published Quality Alerts are available to view and download from the [Resources section](#) of the GIRI website.

[VIEW ALL ALERTS](#)[SUBMIT AN ALERT](#)

GIRI ERROR REDUCTION FRAMEWORK



The GIRI Error Reduction Framework is a standardised, structured, step-by-step process that can be used by companies, organisations and project teams to systematically identify, diagnose and reduce errors.

The framework's seven-step methodology encompasses everything from analysing systems to defining solutions and embedding change. As well as deepening understanding of the root causes of error, it provides a strategic approach to reducing error and an opportunity to tackle systemic issues within organisations and projects, leading to long-term improvements in behaviour and company culture.

Members are encouraged to register their interest in implementing the framework. Implementation support and consultancy is available to assist with developing the business case for and implementing the framework.

[REGISTER YOUR INTEREST](#)

COMMUNICATION

RAISING AWARENESS

One of the key strategic aims of The Get It Right Initiative is to raise awareness of the cost of error in the UK construction sector, and how error reduction can positively impact on profitability, quality, safety, sustainability and reputation.

GIRI represents its members at conferences, events and at industry groups.

GIRI maintains a regularly updated website and an active social media presence on LinkedIn and YouTube, and publishes twice-monthly newsletters for GIRI members and the general public.

We also assist our members in promoting the benefits of error reduction to their own staff via internal campaigns, and by publicising any error-reduction measures they are implementing, and the impact such measures may have had through case studies on our website.



INFLUENCING POLICY & STANDARDS

GIRI works closely with policy makers to ensure that error reduction is considered in the development of policy and standards for the construction industry.

GIRI representatives participate in industry groups including the Construction Leadership Council, and we work in partnership with other construction quality organisations including the Construction Quality Improvement Collaborative to drive improvement and innovation.

We regularly invite speakers from industry bodies including the Building Safety Regulator and British Standards Institute to share their insight with our members.

CONNECT WITH US



Visit our website at www.getitright.uk.com



Sign up to our email newsletter



Follow GIRI on LinkedIn [/getitrightinitiative](https://www.linkedin.com/company/getitrightinitiative)



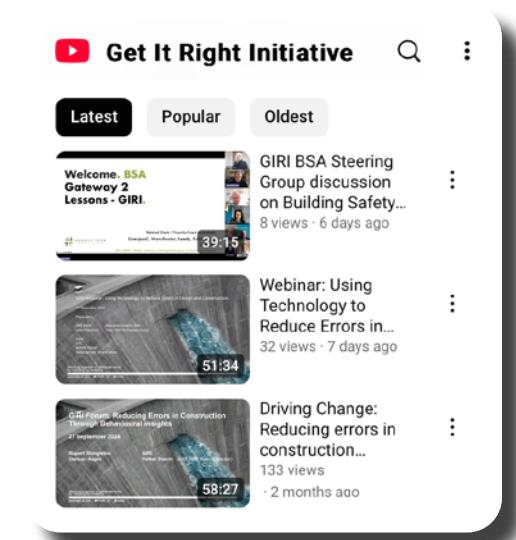
Follow GIRI on YouTube [@GetItRightInitiative](https://www.youtube.com/@GetItRightInitiative)



[Attend a GIRI event or webinar](#)

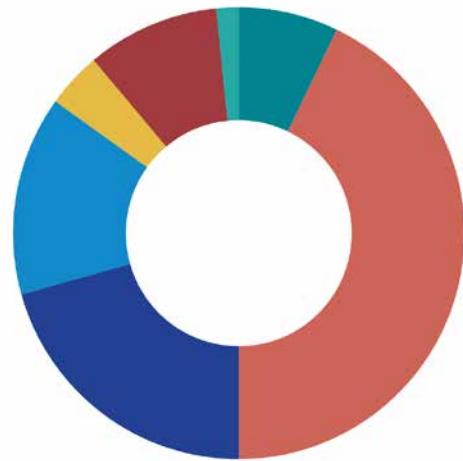


Download our promotional flyer



MEMBERSHIP

GIRI MEMBERSHIP BREAKDOWN BY ORGANISATION TYPE



- Clients
- Contractors
- Consultants
- Technology providers
- Professional services
- Associate members
- Other



WORKING TOGETHER TO ELIMINATE ERROR

Our members include clients, consultants, contractors, regulators, educators, professional institutions and trade bodies who are working together, across the sector, to raise awareness about the challenges of error, and eliminate it.

To find out about joining Giri, [visit our website](http://www.getitright.uk.com) or email admin@getitright.uk.com.



www.getitright.uk.com

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