



## Annual Review 2023/24

*Building inspiring places and sustainable communities*

 **Hill**  
The Hill Group



01. CEO'S REPORT
02. FINANCIAL OVERVIEW
03. HEALTH, SAFETY AND ENVIRONMENT
04. CUSTOMER AND QUALITY
05. DESIGN, PLACEMAKING AND AWARDS
06. AREA OF OPERATION
07. ENVIRONMENTAL, SOCIAL AND GOVERNANCE
08. CREATING COMMUNITIES AND SOCIAL VALUE
09. JOINT VENTURES
10. WORKING WITH LOCAL AUTHORITY PARTNERS
11. INVESTMENT PARTNERSHIPS
12. PARTNERSHIPS
13. LAND AND PLANNING
14. OFF-SITE MANUFACTURING
15. TEAM HILL
16. SUPPLY CHAIN



Front cover: McArthur's Yard, Bristol.  
Above: South West Lands, Wembley.



# A year of growth

It's my pleasure to present The Hill Group's annual report for 1 January 2023 to 31 March 2024.

This year, we have taken the decision to move our financial year end by three months, extending the duration of the reporting period to 15 months. This will allow our future financial reports to fall in line with our many joint venture partners, reverting to a 12-month accounting period ending on 31st March each year from 2025.

I'm extremely proud to report our financial performance for 2023/24, with revenue passing the billion-pound mark for the first time in the company's history.

Doing so is a significant achievement that showcases the strength of our strategy and the team of people delivering it. We have diversified our approach to become a more resilient operation, bucking industry trends against a backdrop of challenging economic conditions. Despite inefficiencies in the planning system, and substantial market uncertainty, we have recorded strong performance and have great confidence moving forward.

Knights Park, Eddington.





Eden Green, Finchingfield, Essex.

66

*We now have a total of over 14,100 homes under our control across the planning process.*

99

Our strong development pipeline, commitment to sustainable practices, high-quality market-leading product, and a focus on delivering best-in-class partnerships position us well for continued growth. With the country's need for new housing at record highs and a healthy number of developments scheduled for completion in the next five years, we are well on track to achieve further planned growth.

In the 15-month period, we built a total 2,886 new homes – including 726 for private sale through our own development or in joint venture – generating record revenues of £1.146bn, a 60% increase on the £716m achieved in 2022. This impressive growth is a testament to the resilience of our business model and the hard work of our sales teams. Profit before tax reached £70.1m in the year, which is an excellent result given the economic and political backdrop.

Our Partnerships business continues to excel, securing a significant volume of new projects with local authorities to deliver much-needed mixed-tenure and affordable housing solutions.

Our balance sheet of £368.9m is a real strength, putting us in a position to take advantage of future market opportunities, and we maintain a strong net cash position of £86.4m following our strategic investments in land acquisition and development pipeline expansion over the past 18 months.

Our investments in the year have secured a robust future for the company, with a combined short-term pipeline of 12,900 homes. We strengthened our strategic land portfolio by 3,000 homes, and now have a total of over 14,100 homes under our control across the planning process.

With a significant amount of new business gained over the last 15 months – as you will read in the pages that follow – we can approach the next five-year period with the same determination and drive as we have since our current plan was established in 2021.

We have enjoyed many successes this year in planning despite increasing delays due to the sub-par system in place. However, the work of our development team in navigating challenges has had a positive impact.

In Cambridge, our investment partnership with the City Council goes from strength to strength. Having completed two initial landmark developments, Ironworks and Timber Works, excellent opportunities continue to come forward.

We have launched several exciting new investment partnerships, with Harlow Council, and Sovereign Network Group, to add to our well-established current partnerships. And we have added an array of noteworthy regeneration projects to our existing portfolio, including two in Coventry.

One of these, a regeneration of the southern quarter of the city centre, received executive powers planning approval from Coventry City Council. We are now executing our early-stage requirements and looking forward to starting on site in late 2024.

In London, our growth has been two-fold. We've added several major regeneration projects into our pipeline which will come forward over the next decade. More immediately, our partnerships work in the capital has also increased, with our London Partnerships region becoming one of our busiest and fastest growing regions.

We continue to prioritise proper placemaking across our portfolio of developments, with exemplar projects showcasing our place and stewardship strategy coming to fruition, with areas boasting amenities and beautifully realised public realm serving flourishing new communities.



We continue to make good progress towards our main sustainability targets, reflected in the consolidation of our fifth-place position in the annual NextGeneration benchmark, securing our place for a second consecutive year as the leading privately-owned housebuilder in the report.

Through the excellent work our teams do in support of communities in and around our sites, we generated £528m of social value in total across the reporting period. Supporting communities to thrive is vitally important to us and it is encouraging to see how much good work our teams have done to achieve this much increased figure.

Planning delays have beset our Foundation 200 initiative to donate 200 SoloHaus homes to homelessness charities and local authorities by 2025. However, it is encouraging that 143 SoloHaus homes have now been committed to organisations as part of Foundation 200 and I am confident that we will have plans agreed for all 200 homes by the close of 2025.

In November 2023, we celebrated winning WhatHouse? Housebuilder of the Year for the third time in our 24-year history as well as Large

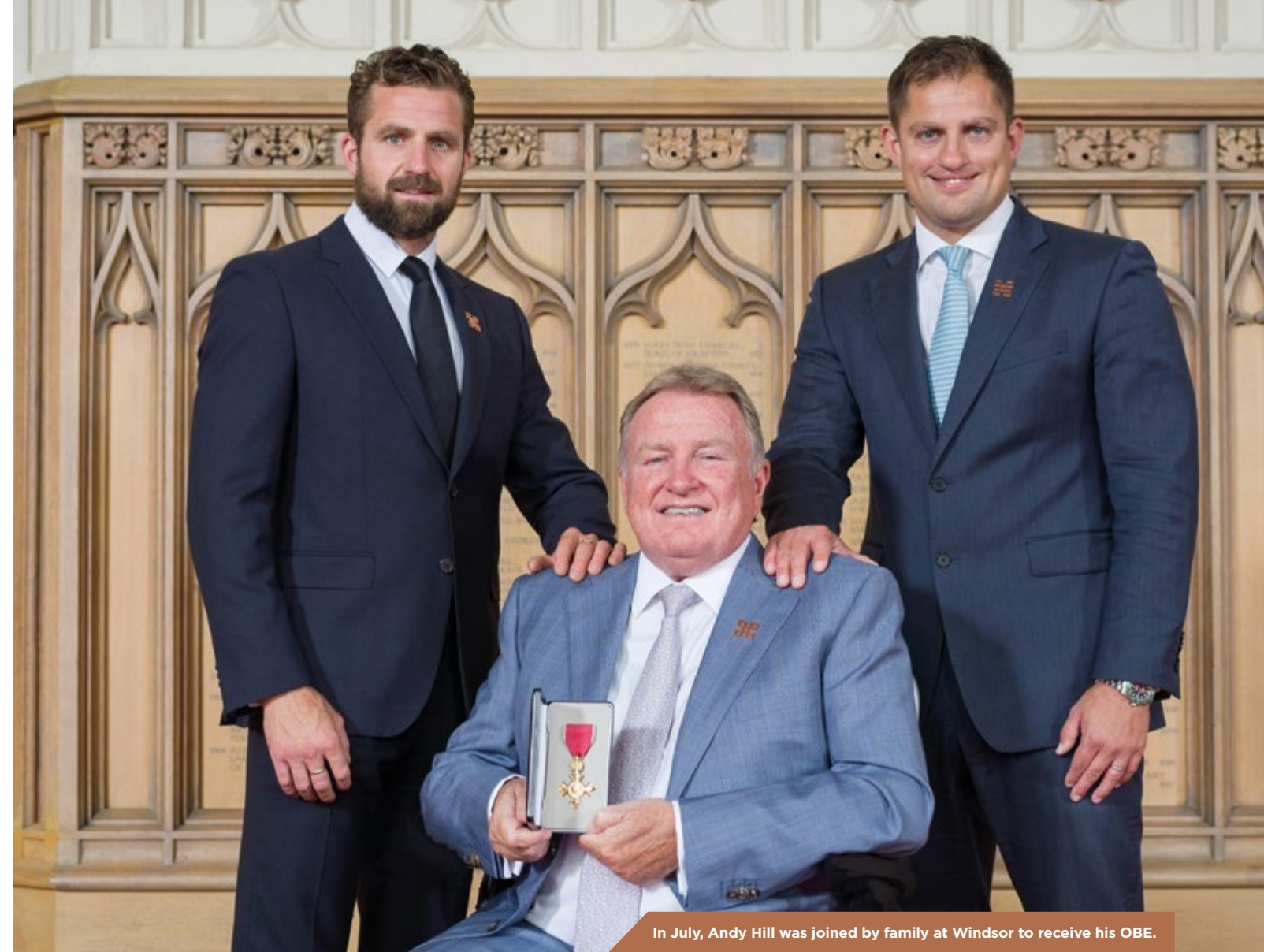
Housebuilder of the Year in our first year entering the category. Both awards are a demonstration of how far The Hill Group has come since its inception in 1999.

We have always placed the customer at the very heart of what we do, and so it was pleasing to once again maintain our status as a five-star homebuilder in the HBF's annual Customer Satisfaction Survey for the seventh consecutive year, with a score in excess of 95%. Having also cultivated a sector-leading score of 4.9 out of 5 stars on Trustpilot, both ratings exist as a benchmark of our efforts to delight customers, not just with the quality of our homes but with superior after-sales care too.

After 12 years of service, we bid farewell to our Group Finance Director, Neil Williams, whose efforts played a part in the growth of Hill. During Neil's time with us, he saw the company grow significantly. Upon his retirement in December 2023, we promoted Tony Parker, our Residential Finance Director into the role of Group Finance Director. Tony's extensive experience and deep understanding of our business position him perfectly to further build upon our success.



St James Quay, Norwich.



In July, Andy Hill was joined by family at Windsor to receive his OBE.

Our people are the backbone of the company, and their dedication is what truly fuels our achievements. This year, we were proud to see the success of so many of our management trainees who have completed their bachelor's degrees and progressed into more senior roles. This commitment to fostering talent from within ensures a strong pipeline of future leaders who understand our values and vision.

On a personal note, in July, I was immensely proud to be joined by my family in Windsor to receive the OBE I was awarded at the turn of 2023 in HRH King Charles III's first New Year's Honours list. This recognition is a testament to the incredible team of people I have around me. While it carries great significance and motivates me to continue, it also crystallises what Hill's purpose has always been: to strive for a more equal society through developing sustainable homes where communities can thrive.

As we go to print, we are in the midst of a UK General Election. It's clear the country needs to deliver many more new homes than has been the case in recent years. We are hopeful any new government takes a

progressive approach to our industry, particularly in their thinking towards planning and the delivery of housing across all tenures.

Backed by strong financials, our talented teams, and a growing supply chain, we are well-positioned for an excellent 2024/25, and we expect continued success in the next financial year.

Our focus remains unwavering, and we are confident that our upcoming five-year business strategy, to be finalised later in the year, will propel The Hill Group into the next phase of growth and continued success.

Finally, I extend my deepest gratitude to all our partners and teams. Their dedication, hard work, and commitment are the true drivers of our success.

**Andy Hill OBE**  
Group Chief Executive





# Financial Overview

Tony Parker, Group Finance Director

Turnover hit a record level of £1,145.9m (2022: £716.1m) with profits again at a record level of £70.1m (2022: £65.6m), delivering 2,886 homes (2022: 2,203).

During 2023, the Group Board approved the change of the Company’s financial year end to 31 March. This decision was taken to align our year end with those of the majority of our joint venture partners to achieve common goals on delivery of new private and affordable homes. Consequently, these financial results are for a 15-month period ended 31 March 2024.

2023 TRADING PERFORMANCE

The financial performance of the Group reflected the differing market conditions of our two main operating businesses, Hill Partnerships and Hill Residential.

Hill Residential, like many housebuilders in the private housing sector, faced several challenges during 2023. The planning system remains problematic, and uncertainty over the government’s guidance on fire safety resulted in a number of commencement delays on developments across our operating area, particularly in London.

Inflation during the period far exceeded the Bank of England’s target which has meant interest rates increasing to levels not seen since before the global financial crisis. Both factors have caused consumer demand for new homes to reduce. Our sales rate during the period was in the region of 0.5 sales per site per week with total completions of 726 new homes at an average selling price of £513,000. More recently, with inflation falling towards the Bank of England target of 2%, prompting anticipated reductions in mortgage rates and a recovering economy, we have seen our sales rate increase to around 0.7 sales per site per week.



£1,145.9m  
revenue

£70.1m  
pre-tax profit



£368.9m  
balance sheet



Hill Partnerships delivers affordable housing on behalf of registered providers across our operating area, as well as building private for sale homes for Hill Residential. These contracting activities have been operating against a backdrop of increasing build costs over the past two to three years which eased in the financial year.

During the period we saw these cost pressures reduce slightly enabling reported margins to improve. This was particularly so in our London and Special Projects regions which operate largely within the M25 where activity levels across the capital have fallen generally, resulting in decreased workload for our supply chain. This has also allowed these regions to increase output volumes, enhanced further by the additional three-month activity from the extended financial reporting period.

The Group’s contracting pipeline stands at over £3.7bn (2022: £2.1bn).

BALANCE SHEET AND FUNDING

Net assets on 31 March 2024 increased to £368.9m with the Group continuing its policy of retaining the majority of annual profits to invest in new land.

The Group spent £155.1m (excluding related taxes and fees) on new land during the period. This investment accounts for almost all of the increase in work in progress which stood at £486.4m at the period end (2022: £314.8m), with a further £79.7m invested in joint ventures, including profits yet to be distributed from those partnerships.

Our development pipeline stands at over 27,000 units. This comprises 8,800 units with planning and a further 4,100 controlled on a subject to planning basis. The longer-term strategic portfolio includes 14,100 units owned or controlled under option or other promotion agreements.

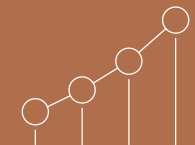
All combined, the potential revenue of the controlled development pipeline (12,900 homes) exceeds £10bn (2022: £6.7bn).

Net cash ended at £86.4m having borrowed £70m from our £220m Revolving Credit Facility for the first time in over three years. This facility is committed until December 2026.

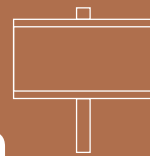


2,886  
new homes

726  
from private sales  
and joint ventures



14%  
increase in net assets



£486.4m  
in work in progress  
which represents:

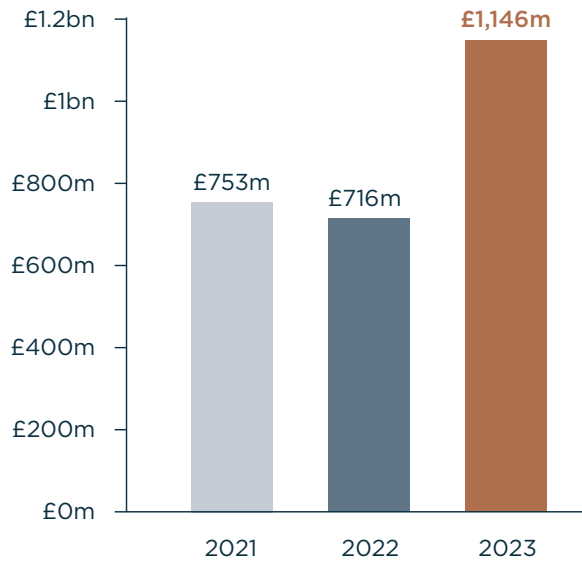


>12,900  
homes, generating  
£10bn of future  
income, plus

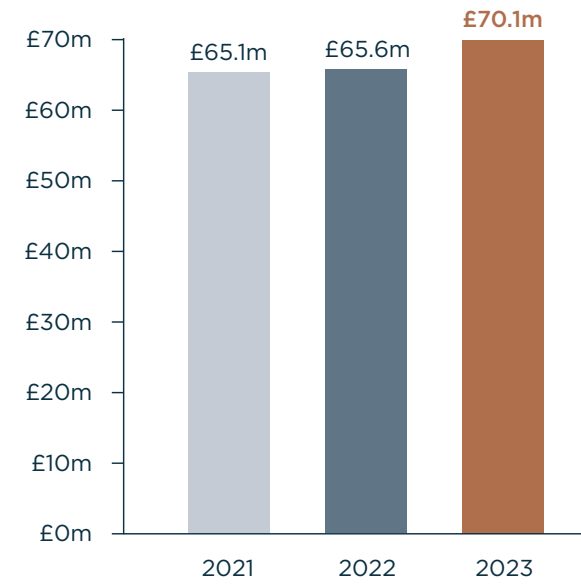
14,100  
homes expected from  
other opportunities



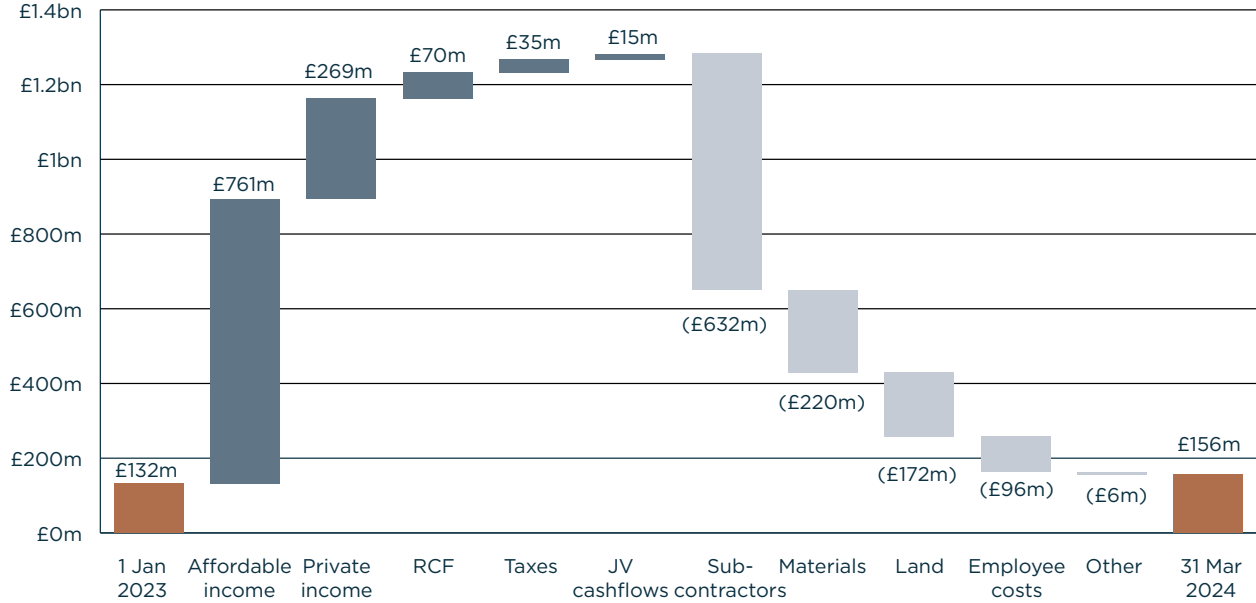
REVENUE



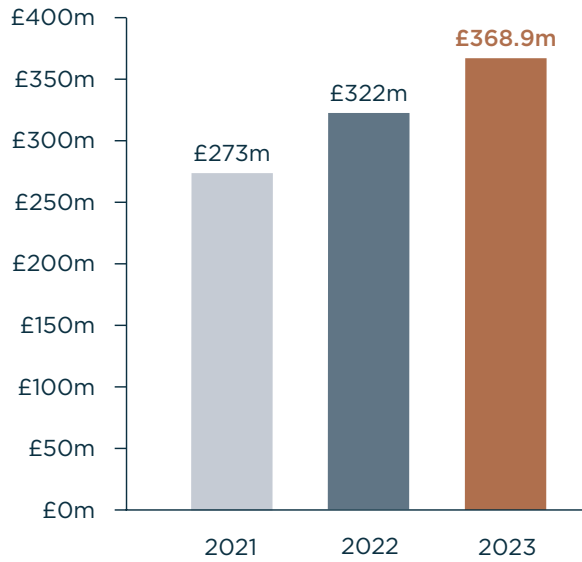
PROFIT BEFORE TAX



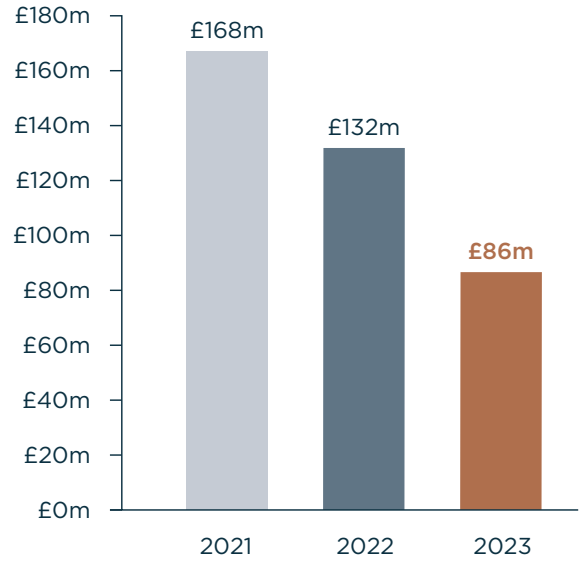
CASH BRIDGE (GROSS CASH)



NET ASSETS



NET CASH



FUTURE PROSPECTS

The Group has started 2024 on a positive note. We expect cost pressures to ease further and with higher demand for private homes enabling some upward movement in house prices, we anticipate that our margins will improve over the remainder of our current business plan period and into the next.

We can deliver all our current year affordable housing targets from secured contracts. Our private for sale order book comprises 50% of the unit numbers for the current year, with increasing demand from

domestic and overseas customers. We therefore expect to see pro-rata growth in activity compared to the period to 31 March 2024, solidifying delivery of our 2025 business plan targets.

**Tony Parker** FCA, BSc (Hons)  
Group Finance Director



# Health, Safety and Environment

Health, Safety and Environment are the primary concerns in everything we do; in our offices, on our construction sites, and in the homes we build.

## SAFETY FIRST: A RELENTLESS PURSUIT

At Hill, the health and safety of our people, partners, and communities is paramount. We understand that in an era of environmental challenges, our commitment to responsible and sustainable operations is equally fundamental.

A team from Hill inspect works at Lampton Parkside, Hounslow.



A ROADMAP FOR CONTINUOUS IMPROVEMENT

Our vision is to create a work environment where safety is never compromised. To achieve this, we implemented a robust five-year HSE strategy built on four key pillars: Culture, Competence, Collaboration, and Supply Chain. These pillars are the cornerstones of our continuous improvement journey, ensuring we meet the exacting standards expected of a leading housebuilder.



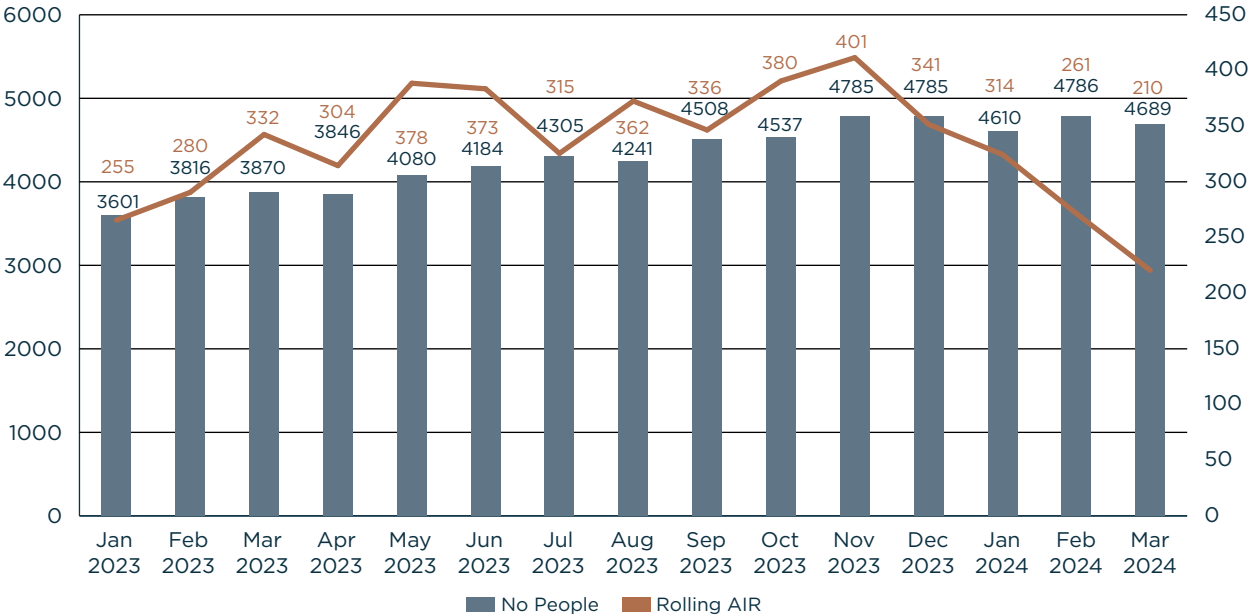
FOSTERING A CULTURE OF SAFETY

We believe a strong safety culture requires open communication and a shared understanding of compliance across all departments. To help achieve this, we've implemented a more linear working routine, empowering teams and fostering a collaborative environment where everyone feels responsible for safety.

The new Building Safety Act presented a significant challenge. We responded by setting up a dedicated working group to ensure comprehensive understanding and adoption of the legislation throughout the company. Proactive planning, including implementing select change control procedures one year ahead of the mandate, ensured a seamless integration into our operations.

Our commitment to excellence is further solidified by a class-leading suite of accreditations, including ISO 9001, 14001, 45001, and 50001 energy management.

ACCIDENT INCIDENT RATE (AIR) GRAPH 2023/24



CULTURE: EMBRACING ACCOUNTABILITY

Honesty and self-reflection are at the core of our safety culture. In 2023, we acknowledged that our Accident Incident Rate (AIR) reached an unacceptable high of 401. Through a comprehensive safety campaign that addressed root causes, we achieved a significant turnaround. By the year's end, we had halved our AIR to 210, even amidst a record daily workforce of nearly 4,500 employees.

We believe strong leadership is vital for safety. Our leadership team is committed to delivering consistent feedback, praise, and encouragement, ensuring everyone understands their role in creating a safe work environment. This includes senior leaders being visible on site. Operations teams, including technical leads and surveyors, are now fully integrated at sites, fostering a collaborative approach to HSE.

To empower operational teams, we introduced "Golden Walks." Every month, production leads walk the site with their teams, highlighting successes and areas for improvement. To further show the importance placed on HSE culture, all Managing and Regional Directors, supported by WiSE software, conduct regular site HSE audits (twice a year for Managing Directors and three times a year for Regional Directors - for all sites in their control).

By the year end, we had halved our AIR, to 210, even amidst a record daily workforce of almost 5,000 employees.

During these visits, they review KPIs, file reports, and hold our teams accountable for developing action plans to improve HSE performance across their sites. Regional Directors also meet with their top five and bottom five performing supply chain partners quarterly to address any concerns.

We take pride in the impressive performance of our sites in the Considerate Constructors Scheme, and to continuously raise the bar, we've increased our KPI target from 42 to 43 as a minimum required score. This commitment ensures a relentless drive for improvement.

We ensure comprehensive understanding and adoption of safety legislation.



BUILDING A MORE INCLUSIVE ENVIRONMENT

At Hill, we actively promote a welcoming and inclusive environment for everyone on our sites. In 2023, we improved our PPE offerings by enhancing our women’s specific items and following employee feedback, we reviewed our workwear policy to allow for the safe and controlled use of shorts on site during warmer months. We’ve also upgraded our welfare facilities to include female sanitary products and sanitary disposal bins in both female and male toilets, recognising the growing awareness of male incontinence. Our HSE team proactively addresses potential safety risks by conducting regular drink and drug testing across our sites.

COMPETENCE: EQUIPPING OUR PEOPLE

Our approach to improving company-wide competence is strategic and focused. We prioritise thorough training and development programmes to ensure our team has the latest skills and knowledge. We now also employ a full-time learning and development partner to enhance our skills and take us beyond compliance, improving the competence of our direct employees.

We encourage a culture of continuous learning, supporting our employees in their ongoing education and professional growth. Each person in our business now has a comprehensive training matrix, rated by risk, with clear plans detailing the courses and training they need. This makes sure our people feel competent, supported, and empowered. Our training programmes also meet the requirements of the Building Safety Act.

By setting clear expectations for health and safety and providing regular, constructive feedback, we help our teams understand their roles and strive for excellence in their work. We also track and record the performance of our supply chain partners through our systems, providing feedback at monthly review meetings. Additionally, we foster a supportive work environment that promotes collaboration, innovation, and mutual respect, enabling our employees to perform at their best.

SUPPLY CHAIN: PARTNERING FOR SUCCESS

Supporting the government’s Building Safety Act 2022, we championed best practices by creating good practice guides. These industry-leading documents serve as a one-stop shop, clarifying the Act’s requirements and outlining operational processes for compliance. By equipping our employees, leadership, and supply chain partners with these guidelines, we ensure continued safety and compliance on our sites, upholding the standards we demand.

We recognise the importance of mental health in the construction industry. Partnering with the Lighthouse Construction Industry Charity, we delivered a series of “Toolbox Talks” across a selection of our sites. These talks addressed the stigmas surrounding mental health and offered resources specifically designed for construction workers. Their “Help Inside the Hard Hat” campaign resonated with our teams, raising awareness and fostering a more supportive work environment.

We have also increased the number of mental health first aiders across the Group to ensure everyone in the business has access to support at any given moment.

Building strong relationships with our supply chain is paramount. In 2022, we held our inaugural Supply Chain Awards evening, celebrating the achievements and contributions of our valued partners, including an Outstanding Commitment to Health and Safety Award. We’re excited to host our second awards ceremony in June 2024, further solidifying these crucial partnerships.



We work closely with our supply chain to equip them with skills and provide support.



“In 2023, we improved our PPE offerings to include women’s specific items and fully reviewed our workwear policy.”

We scored top marks in the annual NextGeneration sustainability benchmark for on-site safety.

COLLABORATION: BUILDING A STRONGER INDUSTRY

Demonstrating our commitment to leading the industry in health and safety improvements, our Group HSE Director, Paul Dyster, was appointed Vice Chair of the HBF Health and Safety Committee. Through this role, Paul plays a key part in shaping industry-wide best practices and fostering collaboration for a safer construction environment.

One crucial tool for collaboration is our “Safety Wires” initiative. These digital digests communicate important HSE updates to our internal teams and, more recently, have been expanded to include our supply chain partners. This ensures everyone stays informed of the latest safety protocols and industry developments.

Furthermore, we require each of our operational regions to host a minimum of two supply chain engagement days per year. These events provide a platform for open communication, allowing us to discuss past, present, and future performance challenges with our suppliers. By working together, we can find and address potential issues before they arise, ensuring continued adherence to the highest safety standards. These engagement days also enable stronger relationships with our suppliers, encouraging a more collaborative and human-centred approach to safety within the industry.

By fostering a collaborative environment, empowering our people, and prioritising safety throughout our supply chain, we are committed to building a future where safety is never compromised.



# Customer and Quality

Buying a home is more than just a transaction; it's a significant life event. Our customers are central to our thinking, from identifying potential development sites to handing over the keys to their new homes.

This is reflected in our Customer Journey, which outlines what purchasers can expect at every stage of the buying process, from initial inquiry through to aftersales care. We believe in clear communication, timely responses, and exceeding expectations.

A family enjoying the outdoor space at Timber Works, Cambridge.



We've implemented robust systems and practices to consistently deliver on this promise, which translates into people-centric customer support, swift response times, and close-out times.

Beyond these metrics, it's our unwavering commitment to quality, communication, and doing what we say we will that truly sets us apart.

Feedback plays a crucial role in shaping and enhancing the customer experience, reflected by our 4.9-star Trustpilot rating, which ranks us as the number one housebuilder on the platform.

As a five-star homebuilder in the HBF's annual Customer Satisfaction Survey for seven consecutive years, our teams play a pivotal role in helping individuals and families find their dream homes. Whether that means guiding first-time buyers onto the property ladder or assisting families in finding the perfect space to grow, we are committed to exceeding expectations and making homeownership a fulfilling journey for all.



Our customer support is rated 4.9/5 on Trustpilot.

OPENING UP THE MARKET FOR BUYERS

We signed up to the Own New Rate Reducer, a unique scheme that enables buyers to access low-rate mortgages when they buy a new home through us. The scheme offers reduced monthly repayments during the initial mortgage period, helping first-time buyers fulfil their dream of buying a new home.

CUSTOMER JOURNEY

Our customer journey lays out the steps involved in buying a new home, from initial contact to handover, including key milestones and timelines. This transparency builds trust by giving customers a clear picture of what to expect and when.

To support our customer journey, we launched a fully automated software portal that helps us manage reservations and provides customers with access to their legal documents, construction updates, building plans, and more.

One key step in our customer journey is the RTMI (ready to move in), an internal quality assurance audit that we provide over and above the typical building control checks. Our RTMI is a detailed report on the readiness of a home and details any snags. We are proud to occupy first place in the HBF's ranking of the lowest average number of snags per home, which is a testament to the meticulous audit we carry out before we hand over keys.

HOUSE TYPES AND SPEC UPGRADES

Our house types are constantly under review, and we take on board feedback from our customers, which helps us continuously improve our product. We review internal specifications regularly, in line with current trends and feedback from buyers. In 2022, we launched updated specifications to use across our residential portfolio, and we are able to create bespoke specifications where the market or the development's goals demand it, such as accommodating more sustainable materials.



We are proud to be a five-star homebuilder for a seventh consecutive year.

ESTATE MANAGEMENT

Estate management is a key part of our customer experience and placekeeping strategy, helping to maintain attractive developments where people feel proud to live.

At a time when the cost of living is high and people's monthly budgets are stretched, we work hard to select estate management partners that offer real value to our customers. Empowering residents, we invite all buyers to become directors of their development's residents' management association, who hold the power to vote for a change of supplier if the current managing agent is not meeting satisfactory service levels.

PUBLIC REALM

We create exceptional public spaces and understand the vital role these areas play in community health, wellbeing, and connectedness. This starts at the planning stage, where we actively listen to resident feedback during consultations, allowing the community to shape the development, and creating spaces that foster a sense of belonging and connection.

We ensure developments include open spaces like parks, recreation areas, community allotments, and growing spaces, encouraging interaction and drawing people outdoors.

We collaborate with leading landscape consultants, accessibility consultants, and local conservation groups to ensure our designs are not only beautiful but also sustainable, inclusive, and sensitive to the local environment. This approach translates to well-lit, well-planted, and usable spaces with high-quality play equipment.





Enjoying life at Timber Works, Cambridge.

Ben and Ellie

TIMBER WORKS

FROM RENTING TO  
HOMEOWNERSHIP BLISS

Computational Biologists Ellie and Ben, both aged 26, left the spiralling costs of renting behind and successfully stepped onto the property ladder together.

Having rented throughout their time as Cambridge University graduates, they wanted to remain living close to the city centre, and now own a brand new two-bedroom apartment at Timber Works, delivered by the Cambridge Investment Partnership.

Meeting their work-from-home needs and only a 20-minute walk away from an exciting choice of amenities, their new home ticks all the boxes and more.

Ellie and Ben sought a home that would perfectly balance work and leisure and provide great home-office space while being close to the vibrant centre of Cambridge.

Ben adds:

*“After browsing online, we were instantly impressed with Hill’s build quality and could see the huge benefits that come with buying a new build home, from energy-efficiency savings to warranty, and having a blank canvas to put our own stamp on. We both fell in love with the apartments at Timber Works due to the impressive quality and finish, spacious layouts, and great location.”*

Andrew Palmer

ASPECTS

DOWNSIZING TO AVOID  
SOARING COSTS

When 51-year-old public-sector worker Andrew was tiring of his commute from Letchworth to North London, and the impact of surging costs, he decided the time was right to re-evaluate his life.

After looking at several new apartments in the area, Aspects, a collection of apartments in Stevenage, Hertfordshire, was his first choice.

Andrew explains:

*“I wanted to reduce my stress levels. I had a challenging commute, and I also felt the effects of the cost-of-living crisis with my ground rent and service charges increasing, becoming almost unaffordable. Downsizing to a new one-bedroom apartment at Aspects was such a positive move for me.”*

Andrew downsized from a two-bedroom to a one-bedroom apartment and his new apartment is the ideal size for him. He particularly loves the ease of maintaining his new home and his new living room, which is more spacious than his previous living space.

He continues:

*“I knew the accessibility and improved transport links in the area, as well as the open space and rural landscapes close by, would also enhance my life and alleviate the stress I’d been experiencing. The rural views and the spacious balcony are beautiful and tranquil, and I love seeing the kites and other birds of prey fly overhead through the large windows in the mornings. It really is amazing and strikes the perfect balance for me.”*

When purchasing the property, Andrew benefitted financially through our customer incentives, saving approximately £5,000 on his move.



A new life in Stevenage.





Millside Grange, Croxley Green.

QUALITY

Our approach to quality is both proactive and thorough, ensuring every home we build adheres to the highest standard and complies with all relevant safety and regulatory requirements. Our dedication to this is reflected in our improved score within the HBF’s New Home Customer Satisfaction Survey, achieving a 96% satisfaction rate and we have now achieved five-star homebuilder status with the HBF for seven consecutive years. Within the same report, we also achieved the second-highest rating among the top 13 UK housebuilders for assessing the build quality of new homes and are number one for delivering the highest number of completed homes with zero recorded defects.

Despite the challenges posed by the last-minute release of detailed government information on the new Building Safety Act, our proactive approach underscores our commitment to maintaining high standards in all aspects of our operations. Our active engagement and support of government initiatives, alongside the newly established Building Safety Regulator, further demonstrates our commitment to ensure the highest levels of safety and compliance at our sites.

OUR PROACTIVE APPROACH TO QUALITY

Our enthusiasm for promoting a culture of quality has been demonstrated through the introduction of our new internal Quality Matters newsletter in 2023, which delivers instruction on best practices, areas of focus, and information on topical safety issues.

We are conducting trials on a new digital quality system aimed at enhancing our quality assurance processes. The system, once launched, will increase our flexibility and offer our teams a more user-friendly experience.

BUSINESS INFORMATION MODELLING

We are progressing our projects to the ISO 19650 framework, helping deliver structured information to our clients, including Construction, Operation, Building Information Exchange (COBie), and Industry Foundation Class (IFC). Our focus is to encompass better information management across the entire business, ensuring data accuracy, consistency, and accessibility for all stakeholders.

A key aspect of our strategy involves improving efficiency, and by streamlining data collection and reporting processes, we can positively impact project outcomes, foster a cohesive approach across all projects and clients, and drive continuous improvement.

We’re leveraging the information management principles outlined in the Building Safety Act. By incorporating them into our operations, we ensure robust compliant data management protocols.

COBie has played a pivotal role in our recent successes, facilitating the successful handover of Amber House in partnership with SO Resi, and Westhorpe Gardens in partnership with MTVH, both BIM-compliant projects.

All of our projects now follow a protocol for standardised information, enabling more efficient filing and easier access to data. This aligns with the golden thread approach, ensuring a seamless flow of information throughout a project’s lifecycle.

QUALITY AWARDS

We are proud that the exceptional achievements of our Lampton Parkside team, led by Project Manager George Martin were recognised in the 2023 Pride in the Job Supreme Awards.

In June 2023, his team was awarded the prestigious Pride in the Job Quality Award. Building upon this success, the team attended the Pride in the Job Awards ceremony in October 2023, where they secured a Seal of Excellence Award as well as the Regional Award in the multi-storey builder category for the London region.

In January 2024, the Lampton Parkside team continued its success at the Pride in the Job Supreme Awards at the London Hilton on Park Lane, claiming second place in the multi-storey builder category across all UK regions. The team’s outstanding performance earned them the esteemed “Supreme Runner-up Award.”



# Design, Placemaking and Awards

Forward-thinking design and carefully considered placemaking are key to our success in creating exceptional, award-winning homes and communities.

Rubicon, Eddington. Winner of Best Development and Best Exterior Design at the 2023 WhatHouse? Awards.





Being design-led, our philosophy is rooted in community-centric principles, innovation, and sustainability.

From build quality to pioneering design solutions, it's our expertise and industry-leading standards that reflect the care and detail we bring to creating exceptional living spaces.

Our approach will always be to maximise value for our customers, rather than minimising production costs to secure higher profits. In areas where we work with local authorities on challenging sites, our high-quality designs have helped secure planning, such as in Finchingfield, Essex, where a site with objectors sailed through committee.

We have continued to invest in talented individuals to enhance our in-house design team, hiring several trainees and a senior urban planner with masterplanning expertise to ensure the continued delivery of efficient and innovative design and placemaking outcomes for our developments.

Our in-house design team has continued to show versatility through the successful delivery of contextually challenging sites in both rural and urban locations with contemporary and traditional design responses.

Our award-winning collaborations with leading architectural practices continued with successful planning outcomes for projects such as City Centre

South in Coventry, which received consent via the council's executive powers.

We have continued our focus on achieving a high quality of design, both in the external appearance and the internal layouts of our buildings by incorporating dual-aspect dwellings with high-levels of natural light and natural ventilation to reduce the requirement for mechanical interventions. This approach has helped create healthy indoor environments to address and mitigate the effects of climate change whilst also providing homeowners with comfortable and sustainable living spaces.

As we continue to evolve and adapt to the demands of industry changes, our commitment to excellence remains unchanged, driven by a dedication to delivering homes of exceptional quality. In 2023, we responded to regulatory challenges and evolving client demands, particularly in relation to tall buildings and advancing fire safety standards. These regulations, aimed at enhancing building safety, presented height restrictions on residential buildings. In response, we committed to a best-practice approach, going above and beyond the anticipated requirements, to ensure our developments not only meet regulations now but also in future.

# Placemaking

Good placemaking is about creating spaces that people enjoy using and that foster a sense of community. We consider a range of factors including accessibility, activity, and social interaction.

The design of the external environment is also a priority as we deliver large-scale, inner-city urban regeneration projects to ensure the creation of mixed, vibrant neighbourhoods that enhance and integrate the surrounding established communities and in parallel produce tenure-blind designs. This approach to placemaking often results in the inclusion of amenities such as a community centres, nurseries, gyms, shops, restaurants and workspace provision for the community.

We focus on optimising the amount of green open space through the introduction of courtyards and gardens to give residents high-quality outdoor communal space. This approach opens and connects the sites to the wider community, providing amenities and play space for both new and existing residents.

Maintenance is an important aspect of placekeeping, helping to keep public areas clean, safe, and attractive. We set up management companies to ensure the sound administration of a development and work with specialist partners to ensure ongoing maintenance.





MARLEIGH

Launched in 2020, Marleigh is a 1,300-home development in north east Cambridge, delivered in joint venture with Marshall Group, which has quickly evolved into a thriving new neighbourhood.

Marleigh’s market square, located near the entrance to the development, has become the centre of the community. Named Jubilee Square to mark the late Queen’s Platinum Jubilee in 2022, this outdoor space has functioned as an ideal setting for community-based events.

In May, we ran a competition in the Cambridge Independent newspaper for residents and readers to win tickets to an afternoon tea experience on the famous Paddington Bear Bus. The iconic double-decker made its way from London to Marleigh to take part in the event in celebration of His Majesty King Charles III’s coronation.

In June, over 320 members of the local community, including students from 15 schools, joined our special guest, the author and poet, Michael Rosen, to celebrate the completion of Marleigh Primary Academy’s first academic year. During the official opening ceremony, a choir of children from Anglian Learning’s nine primary schools sang songs written by Rosen.

We also hosted a competition at Marleigh Primary Academy. Students were asked to design and build ‘a castle fit for a king’ during their Easter holiday. Using recycled materials such as toilet rolls, cereal boxes, and other cardboard, the children followed an easy step-by-step guide to create and decorate their entries. The castles were subsequently judged by a representative of Hill Marshall LLP, who selected three winning designs.



The Paddington bus visited Marleigh, Cambridge.



Marleigh’s Jubilee Square hosted an Enchanted Cinema event.

MARLEIGH’S AMENITIES TAKE SHAPE

With its primary school, Monkey Puzzle nursery, community centre, and the opening of Signorelli’s Deli restaurant, Jubilee Square has quickly become the main shopping and leisure destination for residents of the development.

In October, Cambridge-based Pilates business, R3form, launched a studio in Jubilee Square. It is one of the company’s largest studios in the UK and offers up to 50 classes a week and over 80 spa treatments.

Later in December, alongside our joint venture partners Marshall, teachers from Marleigh Primary Academy, and representatives from Co-op, we celebrated the opening of Marleigh’s new supermarket, conveniently located at Jubilee Square.



KNIGHTS PARK

Residents at Knights Park enjoy a vibrant lifestyle surrounded by a wealth of amenities, with shops, cafés, sports facilities, a school and nursery, a bustling market square, a community centre, a dedicated cycle network, and over 50 hectares of beautiful open space to explore.

In September, we participated in Eddington’s ‘Sustainable You’ event, organised by the University of Cambridge as part of the 2023 Open Cambridge Festival to highlight environmental initiatives.

In November, children at the University of Cambridge Primary School marked Remembrance Day by choreographing a poppy display which could be seen from a bird’s eye perspective. Around 400 students took part, each holding up a piece of red or black card to create the impressive visual display.

Later in November, we partnered with the University of Cambridge to hold a festive market at the nearby Hyatt Centric and Turing Locke Hotel. Attendees enjoyed refreshments and a musical performance from local singing group, Get Gospel.



The market square at Knights Park.



Our commitment to excellence and innovation resulted in us winning a series of noteworthy industry awards in 2023.

SUCCESS AT THE 2023 WHATHOUSE? AWARDS

In November 2023, we were awarded the title of ‘Housebuilder of the Year’ for the third time in our 24-year history. This accomplishment, coupled with gold in the Best Large Housebuilder category, cemented our status as an industry leader in housing design, sustainability, and development. At the annual awards dinner, our success was further bolstered by winning an additional seven awards.

Rubicon, a development of 186 highly sustainable apartments at Knights Park, Eddington, won gold in the Best Development and Best Exterior Design categories, as well as bronze in Best Sustainable Development and Best Apartment Scheme. The Beech at Marleigh, Cambridge, in partnership with Marshall, won silver in the Best House category. Timber Works, delivered in partnership with Cambridge City Council, won silver for the Best Partnership, while Heartwood, Norfolk secured bronze in the Best Development category.



The WhatHouse? judges report stated:

*“This is a housebuilder that looks at both the individual and the collective when delivering homes... Hill is a team at the top of its game, sitting at the top of the industry table, and deservedly crowned champion housebuilder of the year.”*

CELEBRATING FURTHER ACCOLADES

At the Evening Standard New Homes Awards, we won Best Family Home award for The Beech at Marleigh, Cambridge, and Rubicon, Eddington won the Best Design for Four Storeys or More at the Housebuilder Awards.

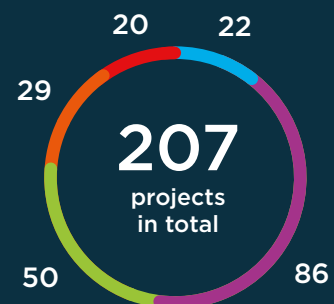
Our St James Quay development received a commendation at the Norwich and Norfolk Design and Craftsmanship Awards. We were also pleased to win a 2023 Housing Design Award for the Custom House development in London, which we delivered in partnership with Newham Council.

Lastly, we were honoured to receive the Developer Award at the Bristol Property Awards, in recognition of our work in the area, including the McArthur’s Yard development, which we delivered in partnership with The Guinness Partnership.



# Area of operation

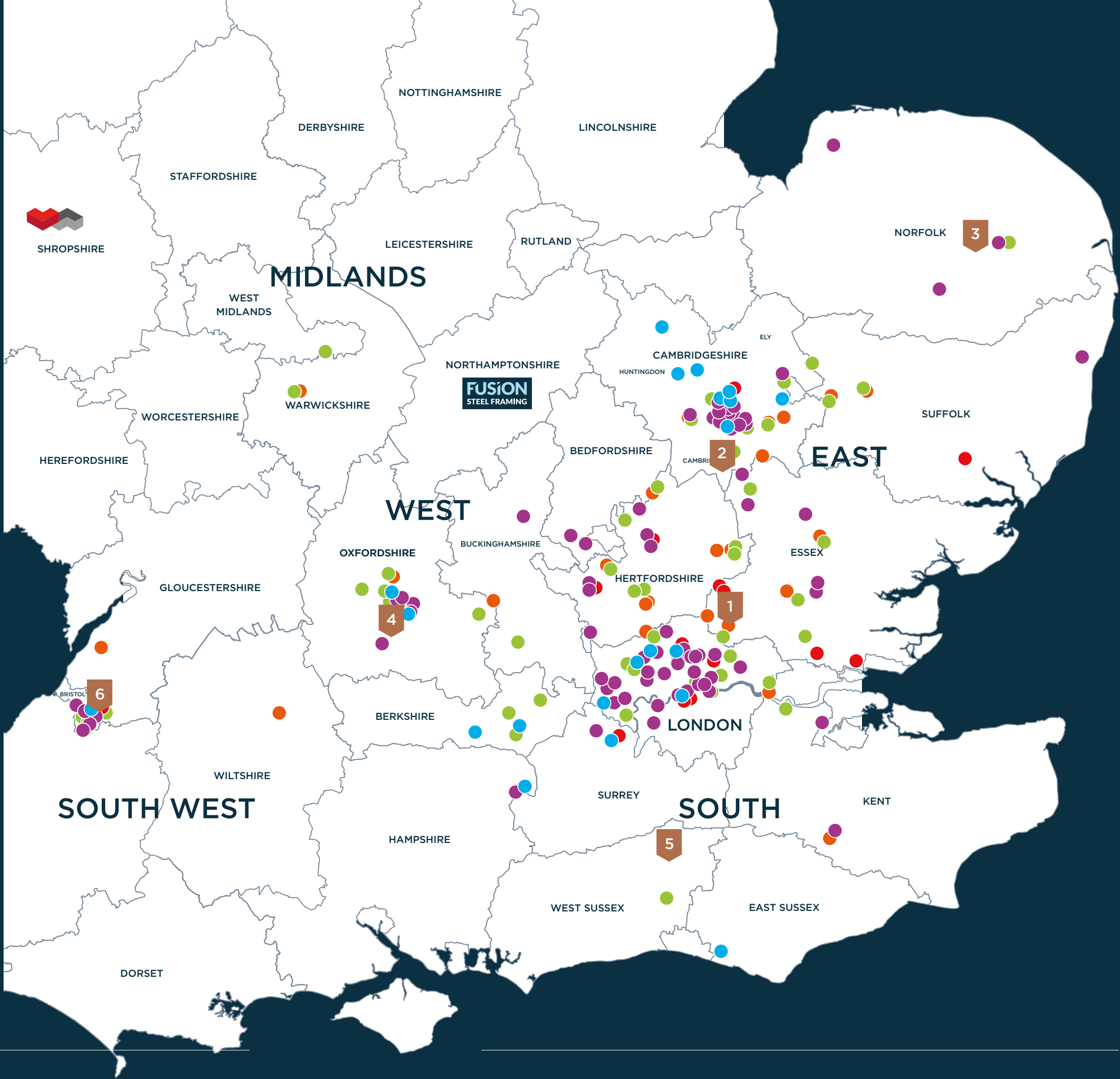
Through forging new partnerships, whilst taking care of existing relationships, we have scaled up our operations into new and exciting regions.



- Projects completed
- Live projects
- Future projects
- Strategic land
- SoloHaus
- Volumetric Modular
- Fusion Steel Framing

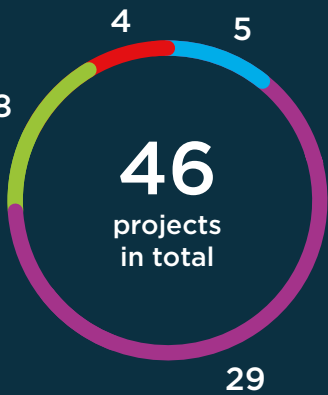
HILL OFFICES

- 1 Head Office – Waltham Abbey, Essex (shared between all divisions)
- 2 Eastern and CIP – Ickleton, Cambridge
- 3 Eastern – Norwich, Norfolk
- 4 Western – Abingdon, Oxfordshire
- 5 Southern – Crawley, West Sussex
- 6 South West – Bristol

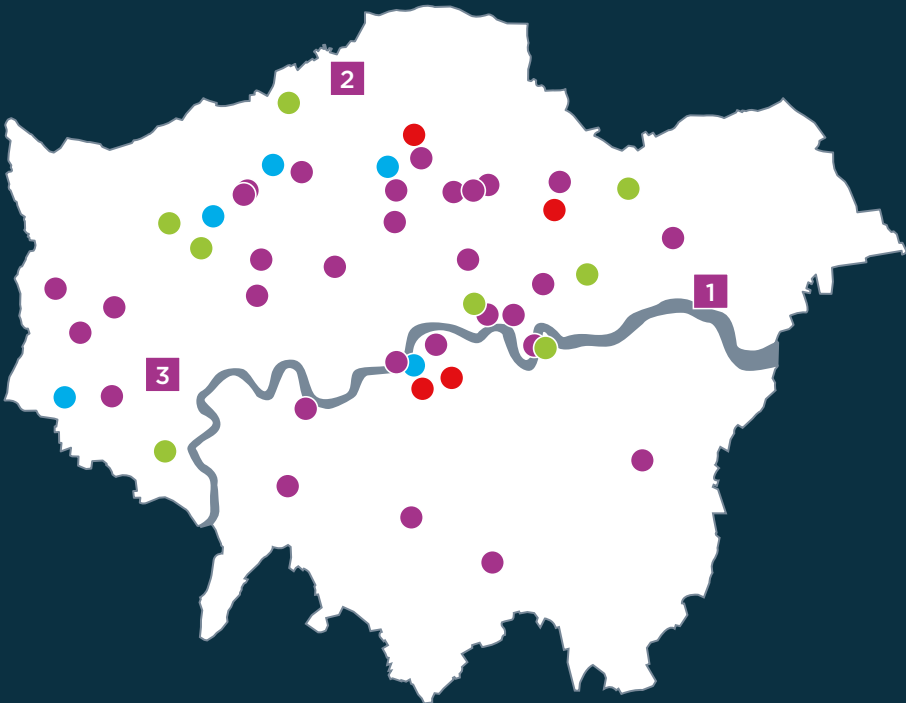




LONDON



- Projects completed
- Live projects
- Future projects
- Strategic land
- SoloHaus



1 Dagenham Green



Project value: £290m  
New homes: 935

2 Douglas Bader Park, Barnet



Project value: £282m  
New homes: 753

3 Kew Bridge Rise, Brentford

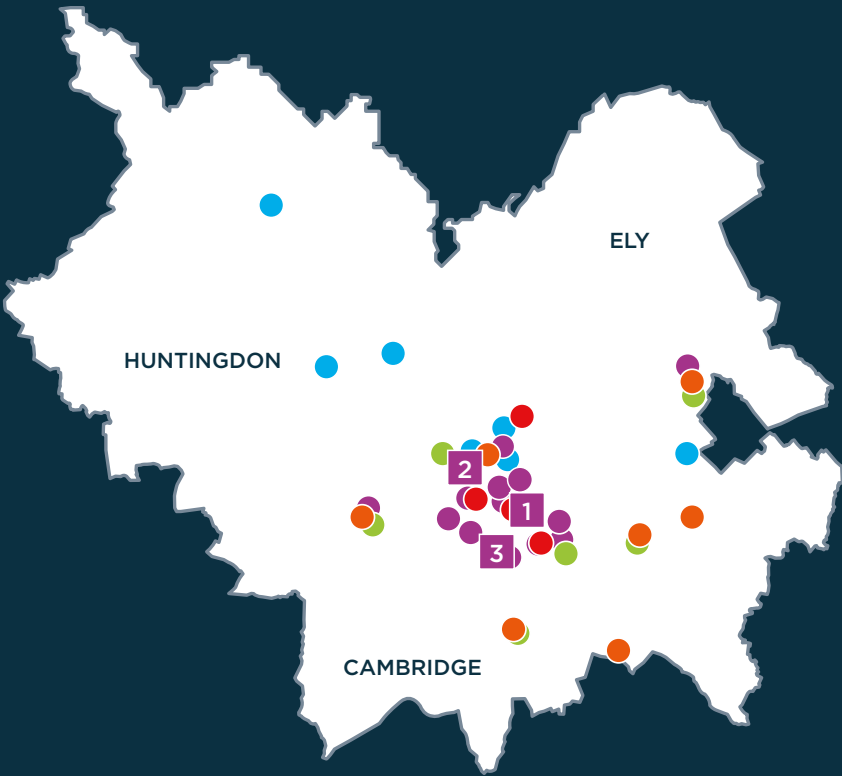


Project value: £193m  
New homes: 441

CAMBRIDGESHIRE



- Projects completed
- Live projects
- Future projects
- Strategic land
- SoloHaus



1 Marleigh LLP 3, Cambridge



Project value: £442m  
New homes: 968

2 Knights Park, Cambridge



Project value: £462m  
New homes: 621

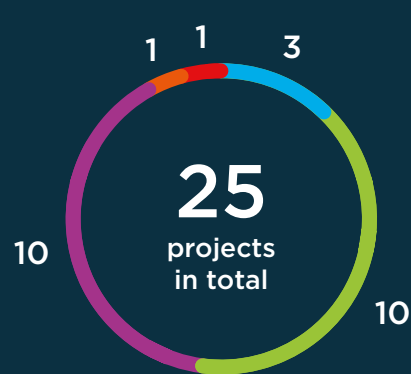
3 Farehurst Park



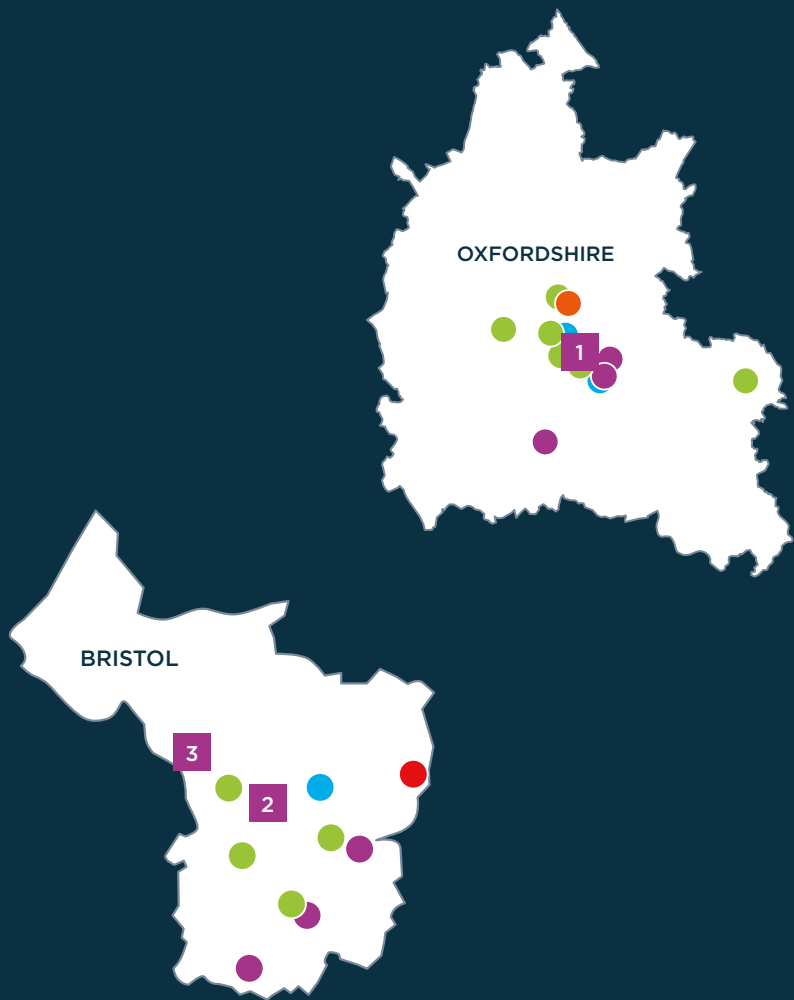
Project value: £48m  
New homes: 110



OXFORDSHIRE AND BRISTOL



- Projects completed
- Live projects
- Future projects
- Strategic land
- SoloHaus



1 Canalside Quarter, Oxford



Project value: £165m  
New homes: 317

2 McArthur's Yard, Bristol



Project value: £38m  
New homes: 142

3 West Car Park



Project value: £41m  
New homes: 62



Canalside Quarter, Oxford (CGI).



# Environmental, Social and Governance

Marleigh, Cambridge.

We prioritise sustainable growth, putting the health of our planet at the heart of our decision-making. By focussing on key areas within our Environmental, Social Value, and Governance (ESG) framework, we are contributing to healthier, more sustainable communities and positioning ourselves for long-term success.

We understand the importance of collaboration and have actively partnered with key industry organisations like the Future Homes Hub (FHH) to collectively deliver on the new home sector's climate and environmental goals.

Further reflecting this commitment, in 2022 we secured a £220 million Sustainability-Linked Loan, the first of its kind in the housebuilding sector. This innovative financing mechanism ensures our current growth remains aligned with our sustainability objectives.

We've made significant progress across each of our ESG pillars and have published a comprehensive ESG strategy outlining our goals for 2025 and broader commitments up to the end of the decade in our 2030 Roadmap.

Our 2030 Roadmap and dedicated ESG pillars, focused on minimising environmental impact, maximising social value, and strengthening governance, represent our commitment to a Just Transition.



OUR ESG PILLARS



Strong governance is fundamental to securing the long-term sustainability of our business and we have implemented practices that champion transparency, accountability, and ethical conduct. Our Sustainability Leadership Group provides oversight and ensures the delivery of the ESG strategy, informed through our ESG pillars and the integrated 2030 Roadmap. Compliance with the emerging 2025 Future Homes Standard (FHS) is informing the most noteworthy changes to our Environmental and Governance pillars.

We maintain a corporate risk management framework and internal controls which ensures our compliance with relevant legislation, regulations, and ethical standards. We are also committed to building partnerships with suppliers who share our values and commitments.

ENGAGING OUR HOUSING ASSOCIATION PARTNERS ON SUSTAINABILITY

In summer 2023, we launched our second double materiality review, re-surveying our housing association partners and Homes England to understand their evolving priorities across a range of metrics. The results of this analysis were presented to a group of stakeholders at a dedicated breakfast meeting held at RIBA, London, chaired by Ann Santry CBE, with Edward Lockhart-Mummery, Chief Executive Officer of the Future Homes Hub as our guest speaker.



66  
All 89 homes, including affordable rent and shared ownership, are equipped with cutting-edge green technology.  
99

At Hollymead Square, all residents will pay zero energy bills for a minimum of five years.



Heartwood, Docking, North Norfolk.

DELIVERING SUSTAINABLE LIVING THROUGH COLLABORATION

ZERO BILLS HOMES AT HOLLYMEAD SQUARE

We now design with features that mitigate both physical and transitional climate change risks. These include enhancements to building superstructures and substructures, strategies to address overheating, the balancing of daylighting, and the use of emerging green energy technology, such as at Hollymead Square in Newport, Essex.

Here, we partnered with Octopus Energy and Clarion Housing Group to revolutionise sustainable living in the UK. Hollymead Square is a new residential development comprising 89 homes offering residents the benefit of “Zero Bills” energy for a minimum of five years. It is the first development of its kind and scale in the UK.

Octopus Energy is an innovative energy supplier pioneering the Zero Bills proposition with smart technology and green energy solutions, and Clarion Housing Group is the UK’s largest social housing provider, dedicated to reducing emissions and offering affordable options.

All 89 homes, including 25 affordable rent and shared ownership, are equipped with cutting-edge technology, including solar panels for renewable energy generation, high-quality insulation for superior thermal efficiency, heat pumps for sustainable heating and hot water, and home storage batteries for power optimisation. These technologies are seamlessly integrated and optimised to ensure homes generate more energy than they consume, resulting in zero energy bills for residents.



BRIGHTER FUTURE

We believe creating a healthier planet and better homes go hand-in-hand. We've set ambitious targets to shrink our environmental impact and carbon footprint. Through cutting-edge technology and innovative construction methods, we're improving energy efficiency, minimising waste, and championing sustainable development.

The climate crisis demands immediate action, and we're taking steps to reduce our carbon emissions and contribute to a more sustainable future. Our commitment is clear: achieving net zero carbon across Scopes 1 and 2 of our operations by 2030, alongside net zero operational carbon in the homes we build within the same timeframe.

This goal is bolstered by a comprehensive plan to increase our use of renewable energy sources, cut operational carbon emissions, and invest in sustainable technologies and practices.

With the 2025 FHS mandating a significant reduction in carbon emissions for new homes, we're taking proactive steps to futureproof our developments. This includes taking a fabric-first approach and

pivoting to air-source heat pumps and away from fossil fuel boilers. Having committed to switching all pending planning applications away from using fossil fuels as early as 2021, the percentage of homes under construction across our portfolio that use renewables is currently 80% and rising. A progressive performance versus the sector, supported by our early adopter strategy.

We are futureproofing our new homes through climate change, adaptation, and resilience strategies. This includes incorporating sustainable urban drainage systems, subterranean engineering, and biodiversity net gain solutions.

We've successfully adopted and tested a range of certified Passivhaus designs, similar fabric-first approaches, and Active Homes, all demonstrating significant reductions in carbon emissions across various housing and apartment typologies and densities. By introducing innovative homes into our portfolio, we are promoting more sustainable construction practices and actively contributing to improved wellbeing for generations to come.

*We are the highest performing privately held housebuilder in the NextGeneration Sustainability Benchmark.*



*By the end of 2024 the percentage of our homes using renewables will be 41%.*

Passivhaus certified development, Agar Grove, Camden.



Promoting greener modes of transport at Rubicon, Eddington.

NEXTGENERATION

The NextGeneration Sustainability Benchmark assesses the sustainability credentials of some of the largest 28 housebuilders in the country.

In 2023, we consolidated our fifth-place position and improved our performance year-on-year by 18%. As a result, we continue as the highest performing privately held housebuilder in the benchmark, maintaining a healthy position and adding a silver award.

Performance in the benchmark is scored against 15 sustainability metrics. Notably, we scored equal to or above the benchmark average in nine of them, performing strongly in Governance, Environmental Site Management, Transport, and Health and Safety where we received top marks in each.

*“Sustainability continues to be high on the agenda for UK homebuilders, with a seven-point average score increase observed on the NextGeneration Benchmark last year. Hill is accelerating beyond this with an increase of 18 points in 2023, demonstrating their commitment to delivering sustainable homes and places alongside their 2030 operational carbon net zero target.”*

Iona Deacon, NextGeneration Initiative Lead, JLL





66

Off-site construction allows us to create components with more precision and with a higher level of quality control.

99

Off-site manufacturing at Fusion Steel Framing.

OFF-SITE CONSTRUCTION

One of the ways we’re achieving our ESG goals is by increasing our off-site construction capabilities, in recent years adding two specialist manufacturers – Volumetric Modular Ltd and Fusion Steel Framing – to the Group.

Off-site is an approach to housebuilding that uses controlled factory environments to manufacture key components of a home. It offers numerous advantages, both in terms of efficiency and sustainability, and can lead to a better use of materials and a 50% reduction in on-site construction waste.

Less material waste and streamlined manufacturing lead to a lower embodied carbon footprint, the CO2 emissions linked to materials and their production. It also minimises the construction phase, meaning less energy is used for temporary heating, lighting, and powering tools on site. Fewer deliveries of materials also lead to reduced traffic and healthier, safer streets for residents.

Off-site construction allows us to create components with more precision and with a higher level of quality control. This results in better insulation, tighter building envelopes, and minimal air leakage, all contributing to lower energy use in the finished homes.

POST-2025 STRATEGY

We continue to collaborate with the FHH in developing its ‘Future Homes, One Plan’ and its two strategic foundations:

1) The Roadmap

Leading the conversation with government and expert bodies about the future regulatory standards required not just for 2025, but also from 2026-2030, and horizon-scanning from 2030-35, to enable the new homes supply chain to plan, invest and innovate efficiently in moving to higher standards.

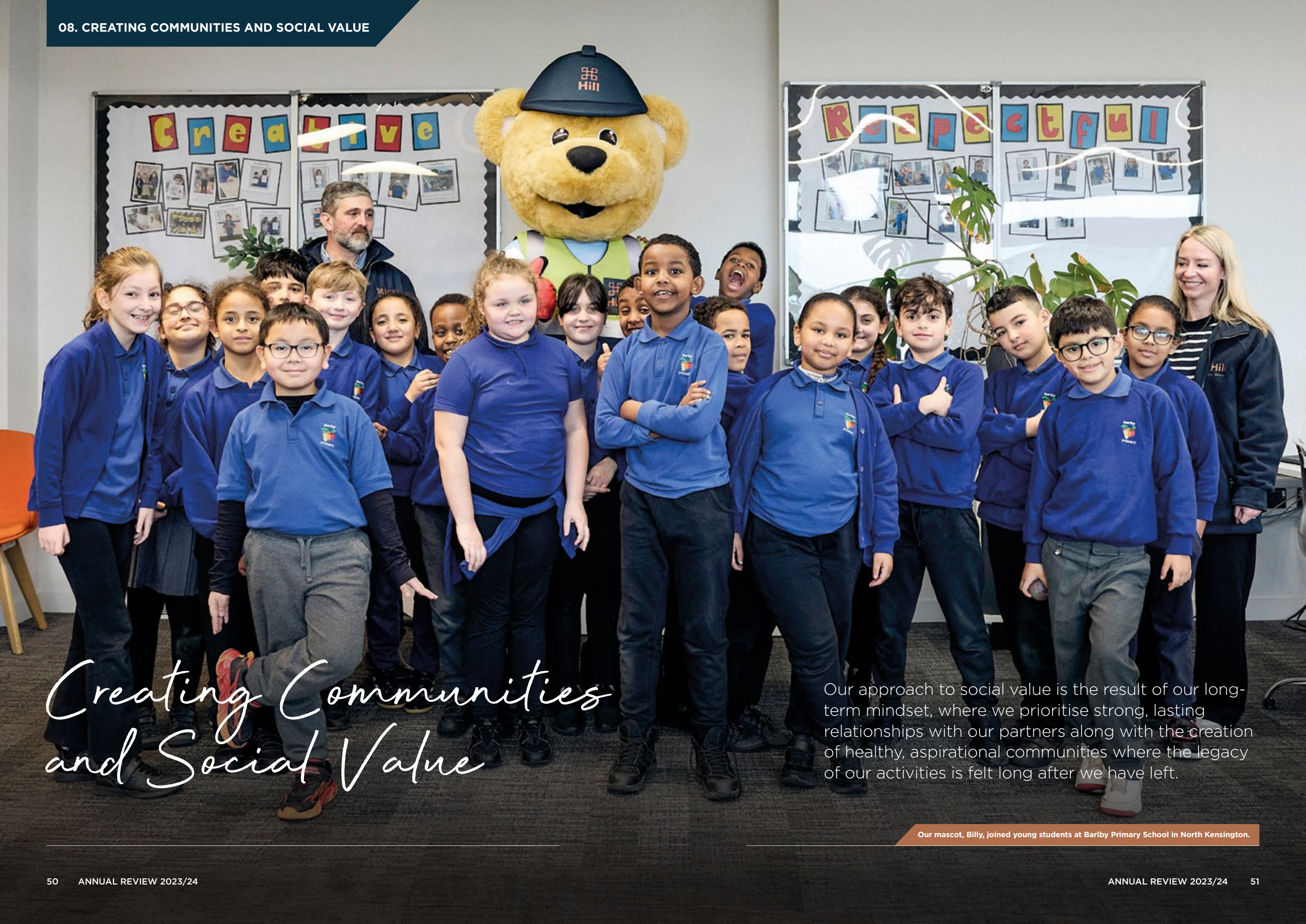
2) The Sustainability Performance Framework

Developing a single set of metrics with housebuilders, Homes England, the NextGeneration Initiative and NHBC as well as lenders, local authorities, and the wider stakeholder community to reward early adoption of standards and best practice in line with the pathway of future regulation. Greg Hill, our Deputy Chief Executive sits on the FHH CEO Leadership Council to help lead the sector through this period of change.



The central park at Timber Works, Cambridge.





# Creating Communities and Social Value

Our approach to social value is the result of our long-term mindset, where we prioritise strong, lasting relationships with our partners along with the creation of healthy, aspirational communities where the legacy of our activities is felt long after we have left.

Our mascot, Billy, joined young students at Barlby Primary School in North Kensington.



By implementing a range of social, economic, and environmental programmes to enhance the prosperity of a community, we can ensure residents feel the value of what we do, beyond the homes we've built.

OUR FOCUS ON THE COMMUNITY

Through local area research and collaboration with our partners, we create bespoke delivery plans that directly focus on specific challenges in the community. For example, in November 2023, we collected donations from across our sites, including contributions from our supply chain and head office, and opened several kindness shops across London. The donations such as much-needed items identified by community partners and winter warmth items to help address the increasing rates of fuel poverty and festive gifts for families struggling to afford presents for their children due to the cost-of-living crisis.

We started offering site-based roles to people 'Released on Temporary License' (ROTL), the government scheme allowing prisoners to be released temporarily into the community for specific purposes, such as to engage in employment, to maintain family ties, or to receive medical treatment. In 2023/24, we placed over 35 people from within the justice system in site-based roles helping them gain work experience to support their rehabilitation back into society.

We also collaborated with waste management and recycling business Powerday to raise money for the BBC's Children in Need appeal. As part of the fundraising, we toured a Pudsey-themed skip around landmarks in West London and donated £10,000 to the appeal, which was matched by Powerday for a total donation of £20,000.

Throughout 2023 and the first quarter of 2024, across all social value activities, we generated a total social value of

£528,285,953

This equates to 46.1% of turnover



BBC's Children in Need appeal saw our £10,000 donation matched by Powerday for a total donation of £20,000.



We engaged **331** women in 2023 and 2024 through WiC.



£445,688  
donated to  
charitable causes.

Education to Employment

Our education to employment theme is about creating routes for people living in and around our developments to enhance their lives through education, training, and career development opportunities.

By targeting four key pillars, we strive to create a lasting positive impact and generate value for communities to grow.

Our four pillars are:

**Education to Employment:** Equipping individuals with the skills and training needed to secure meaningful careers.

**Community Belonging and Connectivity:** Fostering a sense of belonging and connection within local communities.

**Business Support and Mentoring:** Empowering local businesses to flourish and contribute to the economic landscape.

**Safe and Healthy Lives:** Promoting healthy lifestyles and wellbeing initiatives for residents of all ages.

ADDRESSING THE SKILLS GAP

Women into Construction (WiC) is an independent, not-for-profit organisation that promotes gender equality in the construction industry. We have partnered with WiC since 2017 to address the skills gap, and in 2023 and 2024, we collaborated with the HBF to engage 331 women through the initiative. Of these, 189 received one-to-one advice or guidance, and we helped train 109 women with new skills.

Creating jobs is a fundamental reason for our partnership, and we were pleased to receive 15 applications to work at Hill from the 2023 cohort, alongside the 27 women who gained jobs or apprenticeships via our work with WiC.



NHBC TRAINING HUB

Working in partnership with the NHBC, Histon FC, and Cambridge City Council, we built and launched a new training hub near Histon FC's stadium in West Cambridge.

The purpose-built hub is designed to immerse apprentices in a realistic working environment, preparing them for a future career in construction. The hub offers students accelerated learning, with bricklaying and groundworker apprenticeships completed in just 18-months rather than two and a half years.

66  
From a list of 180 audit participants, we were one of only 30 employers who met the platinum requirements, placing us in the top three percent of members of The 5% Club.  
99



The opening of the purpose-built Training Hub in West Cambridge.

APPRENTICESHIPS

Apprenticeships are crucial to the construction industry, helping to fill the skills gap and develop a well-trained workforce. Apprenticeships lead to better quality construction by teaching proper techniques and safety processes, all while offering those who choose apprenticeships careers and progression.

In 2023, we were awarded Platinum-accredited membership via The 5% Club's 2023-24 Employer Audit Scheme. The 5% Club is a dynamic movement of employers inspired to take positive action for increased, inclusive, and accessible workplace training for all. The platinum award recognises our contribution to the continued development of all our employees through "earn and learn" schemes such as apprenticeships, graduate schemes, and sponsored students course placements.

Launched to mark The 5% Club's 10th Anniversary, the new platinum membership tier is awarded to participants who have achieved gold membership in three consecutive years, and who in their third year have 10% or more staff members "earning and learning".

14,366  
weeks of earn as  
you learn (EAYL).



APPRENTICESHIP NETWORKING MORNING AT KNIGHTS PARK

We hosted a networking breakfast at Knights Park, Eddington with Cambridge City Council and K10, to recognise the achievements of 18 local apprentices who all completed their level two apprenticeships and secured onward employment following their training. We have invested £241,557 to increasing the number of construction apprenticeships in the Cambridge and East Anglia area.

£241,557  
invested to increase  
construction apprenticeships  
in the Cambridge and East Anglia area.



SCHOOL-AGE SUPPORT: EQUIPPING YOUNG MINDS FOR THE FUTURE

Our education and employment recognises the importance of fostering a passion for learning and environmental awareness from a young age. This year, we launched several initiatives to engage primary school-aged children.

To spark their imaginations and build positive associations with construction, we introduced our mascots, Jack, Jill, and Billy the Bear who play important roles in our school engagement activities. We launched an “ESG Activity Book,” designed to engage and educate primary school children about sustainability in a fun and informative way and we also produced a film featuring Jack and Jill, highlighting the importance of staying safe on site.



Engaging and educating young minds.



SUPPORTING FUTURE CONSTRUCTION PROFESSIONALS

Our commitment to education extends beyond primary school-aged children, where we seek to engage and inspire older students to consider careers in construction.

We partnered with our contractor, Carey London, and The Rise, a school for special needs students in Hounslow, to revitalise the school’s playground. Through a series of creative workshops, the students helped shape the designs, sharing their vision and ideas for a space that would be both stimulating and calming.

Working in collaboration, we translated the students’ ideas into plans, including sensory pathways, play equipment, and quiet areas for reflection. The new design provides space for physical activity and exploration, sensory development, and social interaction. The school’s students now have a place where they can engage with their surroundings in meaningful ways.

Community Belonging and Connectivity

We believe a strong sense of community belonging strengthens the social fabric, improves wellbeing, and creates more resilient communities.

In July 2023, we co-hosted the annual ‘Our Teviot’ summer festival with our partner, the housing association, Poplar HARCA. The event was held at the Teviot Centre and was attended by over 600 residents, along with over 120 volunteers and stall providers from across the community.

The free-to-attend festival included performances from young members of the community, and a host of games and stalls, a selection of food and drinks, as well as family-friendly workshops hosted by local organisations.

*We have invested over £417,500 in Teviot community organisations since 2021, including £172,500 over 2022-2023.*

**£24.8m\***  
of social impact has been generated since the project started in July 2021.

\*audit pending

**24,662**  
hours of school engagement  
with 12,586 children reached.



‘Our Teviot’ summer festival.





“We teamed up with the ‘DIY SOS: The Big Build’ team to transform a dilapidated caretaker’s cottage in Latton Bush, Harlow, into a state-of-the-art new community hub.”

Safe and Healthy Lives

The health and wellbeing of communities is of paramount importance to us and we believe this is the bedrock of strong, resilient communities.

In the autumn of 2023, we teamed up with the ‘DIY SOS: The Big Build’ team to transform a dilapidated caretaker’s cottage in Latton Bush, Harlow, into a state-of-the-art new community hub for Essex-based mental health charity, Butterfly Effect Wellbeing (BEW).

We also donated a specially adapted open-plan SoloHaus home to create a spacious new garden room for the charity to hold health and wellbeing classes, including meditation, yoga, and holistic healing. This additional space allows the charity to run paid-for sessions, generating additional revenue to support the charity’s core services.

Aired as a Christmas Special in December 2023, the show documented the project from conception to completion. BEW now has the capacity to provide services for up to 200 people suffering from mental health issues every week, a dramatic increase from the 10 people the charity was able to support prior to the start of the project.

Business Support and Mentoring

We contribute to local businesses and those in work by bringing prosperity, strengthening the backbone of communities, and empowering individuals with career opportunities.

In 2023 we launched our Supply Chain “Lunch & Learn” sessions recognising that around 80% of our supply chain is made up of medium, small, and micro enterprises who would benefit from knowledge-sharing sessions.

We also extended our support to MIT Skills in its bid to supply GLA-funded ‘Skills Bootcamps’ for residents of Hounslow. The initiative aimed to provide construction training to unemployed individuals over a period of six weeks. The bootcamps resulted in 22 work placements, with three of the formerly unemployed and homeless participants securing employment, and another securing an apprenticeship.

21%

average local labour.

Percentage of labourers who live within 10 miles of our developments.



The completed Butterfly Effect Wellbeing community hub in Harlow, including a donated SoloHaus.





## FOUNDATION 200 UPDATE

Having launched Foundation 200 in December 2019 to mark our 20th anniversary, we have now completed a total of 81/200 homes. A further 32 SoloHaus homes are allocated to developments and awaiting planning consent, with another 30 of the homes committed to partners waiting to secure land. This year, planning delays resulted in fewer SoloHaus homes being delivered as part of the programme than anticipated.

Projects were successfully completed for Bristol City Council, and Emmaus Cambridge, a charity offering its formerly homeless residents employment opportunities, personal support, and a place to call home.

We handed over the homes to Emmaus in January 2023 at the charity's premises in Cambridge. We were joined at the event by Mrs Julie Spence OBE, The Lord Lieutenant of Cambridgeshire, Selwyn

Image, the founder of Emmaus Cambridge, and Terry Waite CBE, the president of Emmaus UK, who commented:

***"These SoloHaus homes will make a real difference in our efforts to tackle homelessness in the Cambridge area."***

At the 2023 Inside Housing Development Awards, Nevendon Place in Basildon, a SoloHaus development, won the Best Partnership award. We accepted the award alongside our partners on the project, Basildon Council, Peabody, The Salvation Army, ECD Architects, Keegans, and Homes England, who all contributed to the success of the development.

We are confident all 200 homes will be delivered and providing safe and secure homes to people who would otherwise be homeless by the end of 2025.



Launching SoloHaus homes at Emmaus Cambridge, with Terry Waite CBE, President of Emmaus UK.





# Joint Ventures

Our portfolio of joint ventures saw exceptional growth in 2023, a testament to our commitment to quality, continuity of leadership, and a flexible approach. As a partner of choice with deep experience and trusted for delivering distinctive, high-quality homes and thriving communities, we excel at working collaboratively on landmark projects.

Groundbreaking at St Ann's, North London with Peabody.

Understanding the importance of fostering strong, lasting relationships with our partners, we ensure they have direct access to our decision-makers. This fosters effective communication and builds strong long-term partnerships rather than short-term ventures. This commitment to reciprocity and repeat business underpins our strategy, forging connections that go beyond single projects.

Our experience in development and partnerships also positions us as the ideal partner for complex regeneration projects, which require careful management of large populations, particularly in respect of any decanting programmes.

With partners contributing assets or specific skillsets such as community engagement, social value creation, design, planning, development, and placemaking, we share the risk and reward as partners to successfully revitalise these areas and bring prosperity to communities.

Our established relationships with leading housing associations solidify our position as a regeneration leader. We are proud to be working on several landmark projects across the capital in partnerships with L&Q, Peabody, Notting Hill Genesis, and Poplar HARCA on the Teviot Estate regeneration.





The sales suite at Kew Bridge Rise, Brentford.

KEW BRIDGE RISE, WEST LONDON

Delivered in joint venture with leading housing association L&Q on the site of the former Citroen garage in Brentford, Kew Bridge Rise will provide over 441 high-quality, sustainable new homes for West London once complete.

Situated minutes from Kew Bridge and boasting 50% affordable homes, this brownfield regeneration represents a continuation of our strong relationship with L&Q, with previous projects including the Thames-side New Union Wharf in London's Docklands, which completed in 2022.

Kew Bridge Rise is a new neighbourhood of five buildings of up to 18 storeys, featuring a range of facilities to benefit the wider area. These include a new public square, a nursery, and commercial space. Across the five buildings, all homes are designed tenure-blind to ensure inclusivity, and the first residents are expected to move in in spring 2025.

We have placed sustainability and healthy living at the heart of the project by incorporating features such as air-source heat pumps, electric vehicle charging points, and landscaped green spaces to promote habitat creation and ensure a net biodiversity gain.

In September, we marked a major milestone with a topping-out ceremony at one of the project's residential towers, less than a year after breaking ground and announcing plans to speed up housing delivery on site.

Hounslow Council Leader Shantanu Rajawat commented:

***"It is exciting to see the rapid progress that Hill and L&Q are already making on site, alongside the training and employment benefits the project offers to local people."***

DBP ESTATE, BARNET

We are working with Home Group to deliver the transformation of the 1970s Douglas Bader Park Estate in Colindale, Barnet. The regeneration will provide 753 homes, with over a quarter of them available through shared ownership and affordable rent.

The development will transform the estate into high-quality housing set around a central urban square with abundant green open space.

The connected communal courtyards, play areas, and improvements to the adjacent public open space will create a vibrant neighbourhood for new and existing residents.

Work began in early 2023 on the first phase of this multi-phase project, starting with the demolition of existing residential units and the construction of 38 affordable homes. The development will provide 272 affordable homes and 481 private sale homes. Phase one was completed in May 2024.



Lampton Parkside, Hounslow.

LAMPTON PARKSIDE, HOUNSLOW

In collaboration with Notting Hill Genesis, we are delivering Lampton Parkside in Hounslow, a collection of 780 new homes adjacent to 42 acres of public parkland.

We commenced work on site in 2020, with sales launching at our marketing suite in September 2021. The development has proved popular, with 181 homes already sold.

Community wellbeing and sustainability are at the forefront of the project's design. A dedicated energy centre with a central district heating system provides heating and hot water to the homes, and electric car charging points, bicycle storage, and a car-sharing club enable residents to embrace sustainable travel options.

In September 2023, we hosted a ceremony to mark the handover of new affordable homes at the development's Grimshaw Court, which features 42 apartments across five storeys.





Joint Venture with Peabody.

### ST ANN'S, NORTH LONDON

Representing the first of two major joint ventures we have with housing association Peabody, St Ann's is a transformative mixed-use development in South Tottenham to deliver 995 new homes on the site of the old St Ann's Hospital.

Since being jointly selected by the Greater London Authority (GLA) in 2022, we have been working closely with Haringey Council and the local community to shape the plans for the development.

In February, we officially exchanged contracts, marking a pivotal step towards the commencement of the regeneration. Work began on the first phase in March for the delivery of 239 homes as well as the existing hospital buildings, which are to be refurbished, repurposed, and reintroduced as

commercial units, including affordable workspaces and a café. Later in the same month, we were joined by our partners and members of the GLA at the site to showcase the progress made.

Tom Copley, Deputy Mayor of London for Housing and Residential Development, said:

***"I'm delighted that nearly 1,000 new homes will be delivered on the St Ann's new neighbourhood site, 60% of which will be genuinely affordable."***

The development will bring significant benefits to the area, including an enhanced publicly-accessible Peace Garden, ecological corridors, and a children's play area inspired by the natural landscape.

Of the 995 homes at St. Ann's, 60% will be affordable, delivering much-needed housing in the area, with the first homes expected to be completed in 2025.

### DAGENHAM GREEN, EAST LONDON

For our second joint venture with Peabody, we were selected to deliver the first phase of Dagenham Green, a landmark regeneration project set to transform Dagenham in East London. Delivered across multiple phases, Dagenham Green will provide more than 3,500 new homes, of which 1,640 will be for affordable rent and shared ownership.

Our vision for Dagenham Green is to redefine the landscape of the development and bring new life to the area over the next decade. Together in joint venture, we will deliver phase one of the transformative mixed-use development, which is located on the site of the old Ford stamping plant.

Work on phase 1 began in March 2023 to construct 935 homes set around green open spaces, including a new urban park with a large pond. Over 1,700 sq m of non-residential space has been incorporated into the plans, including a market square and new cycle and pedestrian routes to improve connectivity.

James McMyllor, Peabody's Managing Director of Development for London North, said:

***"The Dagenham Ford factory site is now poised for a remarkable reinvention, and we look forward to welcoming new residents from 2025."***



Dagenham Green, East London.





Marleigh's linear Gregory Park.

MARLEIGH, CAMBRIDGE

Marleigh is an award-winning new district located in northwest Cambridge which we are delivering in joint venture with Marshall Group. Since the development launched in 2020, it has established a strong sense of place and welcomed new homeowners into its vibrant and flourishing community.

Once complete, Marleigh will comprise approximately 1,300 homes, complemented by over 57 acres of beautifully-landscaped green spaces that have been designed with sustainability and environmental impact in mind.

2023 marked the release of new homes in phase two, including apartments in the Kestrel building, along with a diverse range of houses in Marleigh's Beaumont Gardens and Kingsley Park.

More recently, phase 1D saw the release of a new collection of homes at Jubilee Central in early 2024.

The development is very popular with families and to date, we have sold 249 new homes. Marleigh's burgeoning community is served by the central Jubilee Square which acts as a fulcrum for residents, with its nursery and Marleigh Primary School providing early years scholastic options, as well as convenient amenities such as a Co-op supermarket, a R3FORM Pilates studio, and a Signorelli's deli and restaurant.

Planning for 'LLP 3' has now been submitted, comprising 423 new homes, a community garden, new grass playing pitches, and associated infrastructure improvements.

CAPSTONE FIELDS AND THE GABLES, EAST ANGLIA

We are delivering two developments in joint venture with Latimer, the development arm of Clarion Housing Group. The first, Capstone Fields, is a 155-home residential development in the village of Hardwick, Cambridgeshire.

The development is designed to mirror the rural charm of its surroundings and offers residents a blend of countryside living with the convenience of Cambridge's bustling and cultural city centre on its doorstep.

Since its launch, sales at Capstone Fields have been strong, with over 88% of the private sale homes already sold.

Building on this successful partnership, we are also delivering 349 homes at The Gables in Attleborough, Norfolk. Once complete, this second joint venture spans over 40 acres and offers a diverse mix of homes with designs that draw inspiration from the region's traditional architecture.

With a strong emphasis on sustainability, all homes at The Gables will be gas-free, heated by air-source heat pumps, and have well-specified interiors designed for modern living.

Biodiversity will be boosted with the inclusion of extensive open space as well as new cycle and pedestrian routes to promote greener travel choices and more active lifestyles.

We launched the first collection of 155 homes for sale in late 2023, and in January 2024, we came together with our partner to celebrate the handover of the first 46 affordable homes, which are part of phase A of development.

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Since its launch, sales at Capstone Fields have been strong, with over 88% of the private sale homes already sold.

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Capstone Fields, Cambridgeshire.



# Working with local authority partners

Local authorities face a critical challenge to increase the number of new social homes they build each year, and this is reflected in the growing number of local authorities we partner with to deliver quality new homes.



Coventry's City Centre South regeneration complements the city's famous spired skyline (CGI).



We are committed to creating a more equitable future by providing access to high-quality, sustainable housing and we believe that strong partnerships with local authorities are essential to achieving this. By working collaboratively with councils across the UK, we deliver homes that meet the diverse needs of communities and contribute to vibrant, inclusive neighbourhoods.

Our collaborative approach fosters trust and ensures that our developments align with each local authority's specific delivery plans. This focus on partnership is evident in the successful projects we've undertaken with Coventry City Council, Southwark Council, Enfield Council, and Waltham Forest Council.

Here, we demonstrate our flexibility by offering a range of ways to enter the market:

- **Joint ventures via investment vehicles:** We can partner with local authorities to form joint ventures with shared ownership and risk profiles.
- **Delivery partner:** We can act as the primary delivery partner, taking responsibility for the entire development process from planning to completion.
- **Supporting planning departments:** We can offer our expertise to local authority planning departments, assisting with high-quality designs and offering innovative solutions to their often-complex challenges.

### CITY CENTRE SOUTH, COVENTRY CITY COUNCIL

In early 2024, we obtained planning consent from Coventry City Council (CCC) for the first phase of the regeneration of Coventry's city centre with the delivery of 991 new homes.

The homes will be split across a series of four buildings ranging in height from five to nineteen storeys, with attractive contemporary architecture inspired by Coventry's rich history and its heritage buildings. A series of public artworks, including to-scale replicas of the History of Coventry murals by

artist William Mitchell, will further preserve the city's cultural heritage.

The development will significantly enhance the retail offering of the city centre with over 8,000 sq m of new commercial space and 17,000 sq m of public open space.

An archaeological survey commenced in March 2024 to identify any archaeological remains across the site, including the position of the historic City Wall in Shelton Square and Bull Yard. Demolition is scheduled to start towards the end of 2024, with the first homes expected to be completed in early 2027.

*Through this varied approach, we aim to empower local authorities to deliver the social housing their communities desperately need.*

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Delivering over  
8,000 sq m of new  
commercial space and  
17,000 sq m of public  
open space.

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CGI of City Centre South, Coventry.





“  
The Aylesbury Estate  
masterplan comprises  
c.3,600 new homes,  
50% of which will  
be affordable.”

View of Aylesbury FDS Phase A.

### AYLESBURY FDS PHASE A, SOUTHWARK COUNCIL

In the summer of 2023, we marked a significant milestone in the development of the largest estate regeneration project in Europe, completing Phase A of the Aylesbury Estate for our client Southwark Council, concluding the delivery of 229 affordable homes.

The homes, which will all be let at affordable rent, represent the first phase of the wider regeneration of the estate, which will eventually see the creation of 3,575 new homes and 7,800 sq m of employment, retail, healthcare, and new community spaces.

Phase A delivered 187 apartments, 27 houses, and 15 maisonettes, including 54 extra-care homes and seven homes designed to enable people with

learning difficulties to enjoy independent living. It also included a new landscaped central park, play areas, and a community centre. A new library was completed and opened to the public before Christmas 2023.

Cllr Helen Dennis, Southwark's Cabinet Member for New Homes and Sustainable Development, said:

***“I can see the difference these new homes are making to the lives of our residents and it's fantastic to be able to celebrate that here in the brand-new community centre at the heart of this latest development.”***

Works on Phase B to provide 352 new homes for local people, reached the highest point of the build and together with our client Southwark Council, we celebrated the milestone with a topping out ceremony.

### JUNIPER HOUSE, WALTHAM FOREST COUNCIL

Opened to residents in December 2023, the completion of Juniper House in Walthamstow represented the delivery of 91 new homes for local people. Situated next to Walthamstow Central train station, 50% of the homes are affordable, of which 23 are for social rent.

As well as new homes, the car-free development includes two floors dedicated to the University of Portsmouth London campus.

Works began in January 2020 and included construction of the 16-storey tower, landscaping, implementation of a district heating network, and the internal fit-out works for the development's commercial and educational spaces. Juniper House also contains a 53-place pre-school nursery with its own play area.

***“We are doing our part to tackle the housing crisis by building the right homes in the right places to help local people get on the property ladder and live close to their friends, family, and support networks.”***

Cllr Ahsan Khan, Council Leader



The striking architecture of Juniper House.



# Investment Partnerships

Since launching our first investment partnership with Cambridge City Council in 2017, we have delivered over 1,000 new homes for the city across 21 developments ranging from garage sites to major brownfield, mixed-tenure developments, such as Ironworks and Timber Works.

Our continuing success with the Cambridge Investment Partnership (CIP) was recognised at the 2023 WhatHouse? Awards with Timber Works winning Best Partnership Scheme.

Our ability to apply this model to a wide selection of local authority and housing association partners is evidence of its flexibility to deliver value.

We now have six partnerships each with varying development programmes, including city centre development such as Basingstoke with Sovereign Network Group (SNG) and Aldershot with Rushmoor Borough Council, and suburban residential developments for district council partner South Cambridgeshire.

Ironworks, Cambridge, completed in 2023.



HARLOW REGENERATION PARTNERSHIP

We were selected by Harlow Council to form a new public-private partnership to deliver town centre and major housing regeneration in Harlow, Essex.

The Harlow Regeneration Partnership LLP (HRP) is an equal partnership that will bring forward underused land for the development of council-owned homes as well as areas of the town centre requiring regeneration.

Shortly after the formation of HRP, we received unanimous approval from Harlow’s Development

Management Committee for the redevelopment of the former Lister House site in Staple Tye, becoming the first homes to be delivered by the partnership.

The development, which began on site in early 2024, comprises 24 apartments with commercial space on the ground floor.

*“It will be a partnership with the capacity to manage multi-million-pound schemes that will transform Harlow, create jobs and opportunities for local people and future generations, and boost the local economy.”*

Cllr Dan Swords, Leader of Harlow Council.

PARTNERSHIP AIMS



To regenerate the town centre into a mixed residential and retail/leisure district.

To deliver new social rent, affordable, and private sale homes.



We became sponsors of Harlow Rugby Club and are proud to support the local community.



Engaging with residents around our plans for the Sovereign Hill Partnership.

SOVEREIGN HILL PARTNERSHIP

We were selected by Sovereign Network Group (SNG), one of England’s largest housing associations, as its partner for an ambitious placemaking-focused strategic investment partnership to renew areas of the company’s portfolio over the next decade.

As part of the agreement, we formed the Sovereign Hill Partnership LLP (SHP), an equal, limited liability partnership created to regenerate urban brownfield sites. Working closely with current residents, SHP aims to create vibrant new places with successful local economies, providing jobs and learning opportunities in conjunction with wider environmental, health, and social benefits.

With placemaking and sustainable design at the heart of both organisations’ values, one of the partnership’s key objectives will be revitalising the communities of Buckskin and South Ham, located to the west of Basingstoke town centre.

Tom Titherington, Chief Investment and Development Officer at SNG, said:

*“This partnership aligns with our bold ambition to build good quality, well-designed homes in sustainable communities for our customers whilst embedding our future vision towards net zero.”*

PARTNERSHIP AIMS



To regenerate urban brownfield sites.

To create vibrant places with successful local economies, providing jobs and learning opportunities.

GRAVESHAM BOROUGH COUNCIL

We began our third new Investment Partnership with Gravesham Borough Council to build new affordable homes in the Borough. The Gravesham Community Investment Partnership (GCIP) is a community-focused vehicle created to develop sites for new council-owned homes to help reduce the area’s housing register.

We are also donating eight SoloHaus homes to the council, to tackle homelessness in the area as a part of our Foundation 200 initiative.

Cllr John Burden, Leader of Gravesham Council said:

*“We have long-held ambitions to build hundreds of new council homes to provide real social housing for those with demonstrable roots in Gravesham, thus reducing the number of people on our housing register.*

*“I have no doubt they (Hill) are the right partner for this important programme. I really must emphasise this is primarily about building new council homes for local people who need them the most.”*

PARTNERSHIP AIMS



To locate and develop sites for new council-owned homes for local people.

To reduce the area’s housing register.



## FIRST AFFORDABLE PASSIVHAUS HOMES LAUNCHED IN CAMBRIDGE

CIP completed its first Passivhaus-accredited council homes at three developments: Fen Road, Borrowdale, and Ditton Fields. The milestone achievement, totalling 21 sustainable new homes, was marked at Fen Road with the planting of a tree by guests from Homes England, local Councillors, and members of the CIP team.

The three developments were part of funding agreements with Homes England to provide new council homes across the city aimed at people on low or middle incomes.

Cllr Gerri Bird, Executive Councillor for Housing and Homelessness at Cambridge City Council and CIP board member, said:

*“...these Passivhaus pilot developments are creating new homes for residents that cut energy bills, improve health and wellbeing, tackle fuel poverty, and are great places to live.”*

The houses are highly energy efficient, with ultra-low energy consumption and good air quality, providing residents with secure, sustainable homes fit for the future.

The Passivhaus design features air-source heat pumps, enhanced insulation, and triple-glazed windows that will improve thermal and acoustic performance. Mechanical Ventilation with Heat Recovery (MVHR) Passivhaus-certified systems provide supreme air quality, filtering the air regularly, resulting in better health and wellbeing for residents.

Solar panels feed renewable energy directly into each home, further helping to reduce the energy costs for residents. The houses in each development have also been oriented to maximise the sunlight throughout the day and enhance energy performance.

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CIP completed Passivhaus-accredited council homes at three developments: Fen Road, Borrowdale, and Ditton Fields.

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Passivhaus affordable homes at Fen Road, Cambridge.



Her Majesty The Queen visited the Meadows Community Centre in Cambridge and met with Tom Hill, Managing Director, Hill.

## QUEEN'S VISIT TO THE MEADOWS

Her Majesty The Queen, visited the Meadows Community Centre to celebrate its volunteers, particularly those working for the Royal Voluntary Service at the centre's café.

Among the guests joining Her Majesty were Julie Spence OBE, Lord Lieutenant of Cambridgeshire, Cllr Jenny Gawthrop Wood, Mayor of Cambridge, Cllr Gerri Bird, Executive Councillor for Housing and Homelessness, Tom Hill, Managing Director at Hill, and the Meadows Community Centre staff.

Celebrities Tasha Ghouri and Johannes Radebe and Royal Voluntary Service Supporters, led ballroom and tap-dancing lessons, which Her Majesty enjoyed alongside the volunteers and guests.

As part of the development 28 one and two-bedroom council-rent apartments will be delivered at Buchan Street, while a total of 78 one and two-bedroom apartments for council rent will be delivered at The Meadows.

## THE MEADOWS COMMUNITY CENTRE

The modern, highly sustainable community hub, which forms part of The Meadows and Buchan Street development, was completed along with the first phase of new social rent homes.

The council-run centre replaced two ageing community centres that had become inadequate.

Located adjacent to open space and a public plaza, the new community hub includes a family centre, a youth wing, a café, a double-height hall, a pre-school, and bookable meeting rooms.





Orchard Park, Cambridge.

## CAMBRIDGE INVESTMENT PARTNERSHIP

In a year where we celebrated the seventh anniversary of the formation of CIP, we also marked the completion of the partnership's landmark, mixed-tenure development, Ironworks. Situated on the popular Mill Road near the city centre, CIP transformed the site of the former Eagle Foundry and latterly the council depot, into a brand new, sustainable neighbourhood.

Ironworks features 236 contemporary new homes, including 118 council homes, along with a new highly-sustainable community centre, commercial spaces, and almost 30% public open space, including new parks.

Sustainability is an integral part of the development and the energy strategy was revised to incorporate additional measures, such as increased cavity wall insulation thickness (to reduce energy consumption) and renewable technology, including mechanical heat recovery, photovoltaics, and green roofs.

The wider development has almost 30% green open space incorporating a new on-site neighbourhood park, Eagle Park, which features a large play area and rainwater gardens. The development is also future proofed with electric vehicle charging points and ample cycle parking.

CIP's Orchard Park completed in March 2024 with Homes England joining with the partnership to celebrate the handover of 75 new affordable homes. Completing our 12th CIP development, we also handed over 75 new affordable homes to Cambridge Council at Campkin Road.



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67 brand new sustainable council apartments and homes have been handed over to residents at Colville Road.

Colville Road Phase 2 in Cherry Hinton, Cambridge.

## COLVILLE ROAD PHASE 2

67 brand new sustainable council apartments and houses have been handed over to residents at CIP's latest development, Colville Road Phase 2, in Cherry Hinton, Cambridge.

The development forms part of a two-phase masterplan to bring much-needed council homes to the area and help tackle the acute housing crisis in the city. Originally two housing blocks containing 24 post-war ageing council homes, the development has been designed to revitalise and integrate with the community and improve on existing local connections.

With development ongoing around the city, we reached a series of significant milestones breaking ground at St Edith's way, a development of eight low-carbon homes and at Aylesborough Close, a development of 70 low-carbon homes. CIP also topped out at the latest phase of development at Colville Road, where 48 new council-rented homes are being delivered.

In October 2023, we held a ribbon-cutting event to officially mark the naming of Nigel Gawthrop Court on Akeman Street, with Cllr Jenny Gawthrop Wood and Nigel's brother Nick in attendance along with other members of the Gawthrop family, councillors from across the council and members of the CIP team.

The development replaced an ageing building with 14 new council homes, comprising eight one-bedroom apartments and six two-bedroom maisonettes, along with three retail units and a new community centre.



SOUTH CAMBRIDGESHIRE INVESTMENT PARTNERSHIP



SCIP supported grassroots football with sponsorship of Cambourne Town FC's U7, U8, and U9 Girls (pictured) teams.

CAMBOURNE PLANNING SUCCESS

Our partnership with South Cambridgeshire District Council, the South Cambridgeshire Investment Partnership (SCIP), received planning approval for the development of 256 new low-carbon homes in Cambourne, of which 102 will be affordable.

The 9.64-hectare residential development, located beside Cambourne Business Park, will incorporate a range of community amenities, including a café, public open spaces, and abundant green space and play areas.

Representing the first to be delivered by the partnership, the development will feature a diverse range of residential properties and of the 102 affordable homes, 72 will be built according to Passivhaus principles and allocated for affordable rent.

The remaining 30 homes will be available for purchase through shared ownership.

The decision by the Council's Planning Committee on 17th January 2024 follows a comprehensive dialogue between SCIP and residents.

Richard Stobart, South Cambridgeshire District Councillor and SCIP board member said:

***"Sustainability is at the very heart of this development, and we're thrilled that it will deliver 72 affordable homes built to Passivhaus standards."***

***A diverse range of 256 new low-carbon homes in Cambourne, of which 102 will be affordable.***

RUSHMOOR DEVELOPMENT PARTNERSHIP

In 2023, our partnership with Rushmoor Borough Council, the Rushmoor Development Partnership (RDP) was granted outline planning for our second project, the Civic Quarter, an ambitious project to revitalise the town centre of Farnborough in Surrey.

The regeneration includes the construction of up to 960 energy-efficient homes, a new civic hub, and a leisure centre, representing an integral part of the council's endeavours to leave behind a positive legacy for the community's health and wellbeing.

The development will eventually incorporate a 200-bed hotel, a new library, community area, commercial space on the ground floor, and active frontages.

A short distance from Farnborough, we celebrated reaching a major milestone in the RDP's first project, the redevelopment of Aldershot town centre. Having reached the highest point of the build, we gathered with our partners on site to celebrate topping out at Union Yard. Here, we were joined by the mayor and local councillors to officially mark the completion of one of the building's concrete structures.



Union Yard, Aldershot.



# Partnerships

Representing around 60% of our business, partnerships are in our company DNA and integral to the continued success of The Hill Group.

Throughout the financial year, we completed 13 developments for housing associations across the breadth of the country. From Newmarket in the east to Newhaven in the south and Bristol in the west, the completed developments amount to over 1,500 new affordable homes.

We forge strong relationships with our clients by consistently delivering high-quality, affordable homes. Our focus is on becoming their partner of choice, a trusted collaborator throughout the development process. This trust is built on open communication, a shared commitment to communities, and a deep understanding of their needs.

South West Lands, Wembley.



EXNING ROAD, NEWMARKET

Completed in partnership with Anchor, a leading provider of housing for elderly people, Exning Road in Newmarket, Suffolk, delivered 60 new apartments for residents over the age of 65.

The development caters to a diverse set of housing needs with a selection of one and two-bedrooms. Delivery included the fit-out of a resident lounge, bistro, wellness room, and hair and beauty salon, all designed to encourage interaction between residents and create a sense of community.

The apartments promote independent living with accessibility features and modern amenities that ensure comfort and peace of mind, allowing residents to maintain their independence while enjoying the benefits of a supportive environment. Exning Road addresses the need for senior housing in Newmarket and creates a vibrant and inclusive space where residents can thrive.

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*Exning Road in Newmarket, Suffolk, delivered 60 new apartments for residents over the age of 65.*

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WESTHORPE GARDENS, PHASE 1B, BARNET

In partnership with Metropolitan Thames Valley Housing (MTVH), we completed the first phase of the regeneration of Westhorpe Gardens and the Mills Grove Estate in Hendon, London.

In 2018, Westhorpe Gardens became the first development approved by the Mayor of London following a ballot held under his new guidelines, with 75% of residents voting in favour of the development.

The new homes achieve an EPC rating of B, exceeding efficiency standards achieved through features like high-performance windows, enhanced wall insulation, air-source heat pumps, and maximised natural shading. The development prioritises resident wellbeing and community needs, incorporating dedicated green spaces, community gardens and allotments, later-living accommodation, and play areas. Pedestrian-friendly design encourages accessibility and interaction, while EV charging points promote greener transport options.

We are now underway with the next phase of development, phase 2A of Westhorpe Gardens and Mills Grove Estate, which is due to complete in early 2026.

CHAPTERS, SHINFIELD

We were approached by Anchor to complete Chapters Shinfield after the previous development partner fell into administration.

A luxury retirement home, work included the development of 80 residences and the fit-out of communal facilities, including a beauty salon, a café, and a cinema room. We began work on site in January 2022, and Chapters was completed in the summer of 2023.

Due to the successful delivery of the development and our strong partnership with Anchor, we were also awarded the contract to deliver Rochester Riverside for the company.

BEAULIEU, CHELMSFORD

Partnering with the housing association Anchor, we completed an 82-home later-living development in Chelmsford, Essex. This project delivers high-quality one and two-bedroom apartments catering specifically to residents aged over 65.

Situated within the Beaulieu masterplan, encompassing over 3,600 new homes, the development offers residents a convenient location close to shops, leisure facilities, and green spaces. The 1.59-acre site boasts spacious and adaptable apartments designed for both comfort and safety, fostering a sense of community through shared amenities, such as a bistro, hair salon, and communal lounge.



Exning Road, Newmarket.





McArthur's Yard, Bristol.

### LITTLEMORE PARK, PHASE B-D, OXFORD

In collaboration with Peabody and Oxford City Council, we completed the Newman Place development in Oxford's Littlemore Park area.

The development delivered 273 new homes, comprising 111 for social rent and 162 for shared ownership, catering to diverse needs and income levels. The development offers a range of apartments and houses, from one to five-bedroom options, with some featuring wheelchair accessibility. Located on a former NHS site, priority was given to NHS workers seeking shared ownership, with 30 now residing in the new homes.

The development includes open green spaces with natural play equipment to encourage outdoor recreation. Three of the buildings utilise solar panels for renewable energy, and EV charging points are available across the site. New cycleways and footpaths connect residents to the surrounding brook, countryside, and Oxford Science Park, promoting active travel and access to amenities.

Newman Place received the 2023 Inside Housing Development Award for Best Shared Ownership Development, recognising its innovative and accessible design. The judges praised the project for its "100% shared ownership model catering to diverse needs in an unaffordable area," alongside its sensitive integration with the landscape and local heritage.

### MCARTHUR'S YARD, BRISTOL

Working alongside Guinness Homes, we completed McArthur's Yard in Bristol, transforming a vacant 19th-century malt house complex into a new community nestled in the city's historic harbourside.

The development offers 120 high-specification apartments and duplexes, ranging from one to three bedrooms. Recognising the importance of affordable housing, we partnered with Guinness Homes to deliver an additional 72 homes within the site. These comprise private sale, shared ownership, and social rent options, contributing to meeting Bristol's housing needs.

At McArthur's Yard, we prioritised the reuse of existing materials, retaining and structurally reinforcing two-thirds of the original wall. Recycled bath stone slabs and grey stone setts salvaged from the site were also incorporated, acknowledging its historical legacy.

### ST. MARY'S, RAMSEY

Partnering with Accent Housing, a national developer of affordable housing, we completed and handed over 82 new affordable homes at Mill View in Ramsey, Huntingdonshire.

Mill View comprises 15 affordable rent homes, 27 social rent homes, and 40 shared ownership homes, ranging from maisonettes to four-bedroom houses. Construction commenced in December 2020 and progressed in phases, with the final homes delivered in October 2023.

Homes England supported the development through a grant allocation from the Shared Ownership and Affordable Housing programme.

### HEART OF MAYLANDS, HIGHTOWN HOUSING, DACORUM

Recently completed and delivered over two phases, Heart of Maylands is Hightown Housing's largest development to date with 288 affordable homes and three commercial units. The development's mixture of flats and houses is all for either affordable rent or shared ownership.

Phase two, located on Maylands Avenue in Hemel Hempstead delivered 158 affordable homes. The development has created local jobs with three commercial units bringing workplaces and homes closer together.

### FENNY ROAD, STOKE HAMMOND, BUCKINGHAMSHIRE

In partnership with the housing association Peabody, we completed the development of 58 new affordable homes in the Buckinghamshire village of Stoke Hammond. Situated on Fenny Road, just south of Milton Keynes, the development offers a mix of 43 houses and 15 apartments, providing residents with flexible living options within easy reach of the city's amenities and surrounding areas.

By delivering these affordable homes, the project increases accessibility to quality housing for diverse income groups within the community.

Sustainability was a core focus throughout the project. To ensure energy efficiency and lower residents' bills, traditional gas heating was replaced with air-source heat pumps, mechanical ventilation heat recovery systems, and solar panels. Additionally, increased wall thickness contributes to an "ultra-low" energy fabric for the homes.



**SOUTH WEST LANDS, WEMBLEY**

We completed South West Lands in Wembley Park, Brent, for Sovereign Network Group (SNG), a London-based housing association “providing affordable housing at affordable rent.”

The project delivered 156 new homes, providing diverse housing options for the local community across three mixed-use residential buildings ranging from six to 19 storeys, with new retail and commercial space on the ground-floor level. A combined heat and power district heating network provides heating and hot water to the homes.

The development also incorporates local infrastructure improvements, contributing to the area’s growth and sustainability.



South West Lands, Wembley.





Amber House, Bracknell.

AMBER HOUSE, BRACKNELL

In yet another successful collaboration with MTVH, Amber House was a dynamic project to regenerate an area of Bracknell. This mixed-use, 100% affordable development directly addressed a critical need for housing in the town and was completed in the winter of 2023.

Amber House features a range of homes, offering 74 one-bedroom and 119 two-bedroom configurations to cater to the varying needs of individuals, couples, and families. The availability of shared ownership and social rent options ensures accessibility for residents across diverse income brackets.

The ground floor features a public boulevard with shops, restaurants, and leisure facilities, to serve residents and allure visitors to promote community interaction and engagement. The integrated commercial space provides crucial opportunities for local businesses to thrive, adding to the economic vitality of the development and the surrounding area.

NORTH TOWN PHASE 6, ALDERSHOT

Vivid’s £100 million regeneration of the North Town Estate in Aldershot had been in development for eight years before we commenced work on phase six, after securing the project through a competitive tender process.

Starting delivery in July 2019, phase six included the development of 215 new affordable homes. The homes, which included shared ownership, social rent, and affordable rent homes, were completed in May 2023.

Based on the successful delivery of the phase and the strong relationship we fostered throughout construction, we were able to negotiate the delivery of the subsequent phase, which is now underway.

RAILWAY ROAD, NEWHAVEN

We completed Railway Road in Newhaven, East Sussex, for Stonewater, a leading social housing provider. The project delivered 76 new homes, including shared ownership options, on the former Parker Pen factory site.

The development features ample open green spaces with a play area for children and outdoor fitness equipment for adults. The homes boast contemporary kitchens and bathrooms featuring cushioned vinyl flooring and fitted carpets. Each house benefits from parking and a private rear garden.



Railway Road, Newhaven.



# Land and planning

Our Land teams played a pivotal role in our record-breaking year, securing both immediate and strategic land acquisitions that significantly bolster our development pipeline.

Whalebones Park, Barnet, North London (CGI).



## Focusing on the factors that set us apart in the market:

**Proven Performance in All Conditions:** Even when market conditions are challenging, we consistently deliver strong results and have demonstrated our expertise in navigating complex deal structures.

**Long-Term Vision for Value Creation:** We take a long view of the market, working with landowners who want to realise the true value of their assets over the long term.

**Financial Strength for Swift Action:** Our strong financial position allows us to act swiftly and decisively on new opportunities.

**Design-Led Expertise:** We are renowned for our expertise in design-led development and can unlock planning to maximise value and create exceptional spaces.

**Collaboration:** Building strong relationships, we work collaboratively to achieve our partner's vision, developing sensitively and creating a positive local legacy, understanding what this means for partners with strong ties to the local area.

Our commitment to these core strengths is reflected in our significant investment in expanding the Strategic and Residential Land teams. As a result, 2023 witnessed the busiest year in our company's history for land acquisitions and we continue to invest in both immediate and strategic opportunities to support the continued growth of the Group.

We recorded over £150 million of land investments during 2023 and early 2024, boosting our long-term pipeline by over 3,000 new homes across 11 developments, for a total gross development value (GDV) of £1.3 billion. All of the developments have planning and over 44% of the homes (1,300) will be designated as affordable. Nine of the developments are expected to start on site by the end of 2024, with the remaining pair anticipated to begin in 2025 and beyond.

The investments were made during a period of increased economic uncertainty, demonstrating our proactive and long-term approach, and positioning the company for strong growth in 2025.

Of the 11 developments, two are being delivered in joint venture with Peabody and two sites are being delivered in equal partnership with Cambridge City Council.

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*Little Chalfont Park will be a significant new development with thoughtful placemaking, scenic landscaping, and woodland vistas.*

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*This 71-acre site will include 380 new low-carbon homes plus a primary school, retirement village and care home.*

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## LITTLE CHALFONT, BUCKINGHAMSHIRE

In January 2024, we announced the acquisition of 71 acres of land in Little Chalfont, south-east Buckinghamshire. The acquisition, which comes with outline planning, was facilitated by the acquisition of two local landowner companies. Our ability to work at such pace and scale, to deal with the complexity of acquiring multiple companies, and with onward sales of parcels to extra care and retirement operators, is testament to our growing capabilities.

Little Chalfont Park will be a significant new development with thoughtful placemaking, scenic landscaping, and woodland vistas, accompanied by attractive architecture inspired by the local vernacular.

The masterplan for the development includes up to 380 new low-carbon private sale and affordable homes, a single-form entry primary school, a retirement village, a care home, sports and play facilities, a community centre, a health surgery, and a local convenience store, all set within significant green open space.

Sustainability will be a central focus of the gas-free development, with dwellings designed to reduce operational carbon emissions through energy-efficient and renewable technologies including air-source heat pumps, photovoltaic panels on roofs, and electric vehicle charging points for all properties.

We will actively boost the site's biodiversity through new tree planting, the preservation of areas of ancient woodland, and the creation of 10 hectares of suitable alternative natural green space (SANG), including pedestrian and cycle paths. This will be further promoted via the inclusion of parks, allotments, a Multi-Use Games Area (MUGA) together with several play areas throughout the development.

A series of reserved matters applications for the development will be submitted by autumn 2024, with a start on site in spring 2025. The build phase is planned to last six years, with the final completions expected by spring/summer 2031.

Aerial view of the Little Chalfont site.



### FAREHURST PARK, FULBOURN, CAMBRIDGESHIRE

Located in the district of South Cambridgeshire and around four miles east of Cambridge city centre, we purchased this 17-acre site in April 2023. The site was acquired with reserved matters approval for 110 dwellings including 30% affordable homes.

Work at Farehurst Park began at end of 2023 and we launched the first phase of homes at the development in May 2024.

*Leafy streets, a tranquil pond, and the green open spaces of Meadow Park and Linear Park create an idyllic setting for all to enjoy and connect with nature right on the doorstep.*

### BILLERICAY, ESSEX

In September, we completed on a seven-hectare site in Billericay, Essex, purchased outright from the landowner. The land was acquired with outline permission (granted at appeal) and we submitted a reserved matters application in March 2024 for 179 homes set around a large area of green open space at the centre of the site.

As part of the outline plans, work will include a range of transport improvements, and new footpaths and cycle ways from the site into Billericay will be created.

The development will be gas free and air-source heat pumps will provide heating and hot water to each home. Electric vehicle charging points will also be installed to every property.

### BURGESS HILL, WEST SUSSEX

Burgess Hill is a development in West Sussex where 30% of the 266 homes are designated as affordable. The development includes provision of a 60-bed extra care facility, plus new commercial and retail space, and the delivery of a new community centre. We will submit our planning submission in the summer of 2024, targeting a start on site in April 2025 and completion towards the end of 2028.

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Our Burgess Hill development includes provision of a 60-bed extra care facility, plus commercial and retail space.

### ASHWELLS AND BELLFIELD, BUCKINGHAMSHIRE

We were selected as delivery partner by Buckinghamshire Council to develop two key housing developments, at Bellfield Road, High Wycombe and Ashwells Field, Tyters Green in an agreement which will deliver over 177 high-quality sustainable new homes for the area.

At Bellfield Road, we will transform the site of a disused storage facility into a collection of 68 one, two, and three-bedroom affordable apartments. A reserved matters planning application was submitted in the spring of 2024.

Plans for Ashwells Field feature a range of over 109 houses set around landscaped gardens and open communal space, including a children's play area. The homes at Ashwells Field will include private sale, and a mix of affordable tenures. Working closely with the local community and the planning authority, detailed designs will go to planning in the summer of 2024.



CGI of Farehurst Park, Fulbourn, Cambridgeshire.



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*Beaufort Park is a 226 home development in Bracknell, Berkshire, being delivered in joint venture with Sovereign Network Group.*  
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### BRACKNELL, BERKSHIRE

In March 2024, we received the resolution to grant for Beaufort Park, a 226 home development in Bracknell, Berkshire. The 50% affordable project is being delivered in joint venture with Sovereign Network Group.

Designed with a specific focus on the delivery of family homes, the landscape-led masterplan puts ancient woodland and country vistas at the heart of the development, with habitats dedicated to

increasing biodiversity and 5.5 hectares of SANG (Suitable Alternative Natural Green Space) for the benefit of the community in perpetuity. 'Garden Streets' with raised planters designed for growing vegetables and flowers are included in the plans, as are children's play areas.

We are due to start enabling works in September 2024 with work set to commence on site in January 2025. Beaufort Park is scheduled to complete in early 2028.

CGI of Beaufort Park, Bracknell.



In 2023, we continued to add more long-range acquisitions to our pipeline.

As a marker of our success, around 300 homes were delivered through planning from our strategic land portfolio.

The long-term nature of strategic land acquisition presents a unique opportunity to consider what the future of sustainable homes and places should look like. While developments may take up to a decade to come to fruition, this extended time frame allows us to plan for the future and integrate sustainable best practices from the outset.

By prioritising zero-carbon strategies from the earliest stage, we are ensuring our future developments are built to the highest sustainability standards, minimising their environmental footprint, and creating a more sustainable future for generations to come.

***“By recognising our responsibility to our communities, as well as to the planet, we can ensure the places we create are designed with people in mind and are also environmentally responsible.”***

Matt Tunley, Strategic Land Director

### HATTON, SOUTH WARWICKSHIRE

In October, we formed a new partnership with the Arkwright family to plan, promote, and develop 650 acres of land in South Warwickshire to create a significant new settlement, extending our operational area and cementing our foothold in the Midlands. We were selected by the family as partner for the landmark project in Hatton due to our track record for delivering high-quality, sustainable new homes, infrastructure, and placemaking.

The masterplan includes 4,500 new low-carbon private sale and affordable homes, new schools, and the delivery of community amenities, such as sports facilities, parkland, play areas, and commercial and office property. Additionally, a new technology park will be created to further enhance the economic prospects and diversity of the area.

We are working closely with the landowner throughout the site's promotion, to collaborate on the vision and plans for the development. Once approved, we will lead the delivery of the long-term project, with strategic development partners added at later stages.

### BRAINTREE, ESSEX

We also partnered with experienced land promoter Barwood Land to promote 1,000 acres of land on the outskirts of Braintree, Essex, with plans to deliver over 5,000 homes and create a new settlement. The site will be promoted and developed as part of the strategic partnership, with additional investment and delivery partners being introduced at points throughout the project.

We will bring forward our plans which include high-quality new homes, as well as amenities and infrastructure, while providing social and environmental benefits to the community.

The plans include extensive open green space for residents to access nature and enjoy outdoor recreation, and we aim to achieve a significant biodiversity net gain while preserving and enhancing the existing ecological features of the land.

Alongside the allocation of new homes, the masterplan includes new primary and secondary schools, community facilities, and space for business and commercial uses where the local community will benefit from a range of new employment opportunities.

### BARNET, NORTH LONDON

In Barnet, we succeeded with revised plans for the development of 115 new homes on land adjoining the Grade 2-listed Whalebones House. Having addressed concerns about the impact on the historic building and the Wood Lane Conservation Area by incorporating significant revisions into the new plans, our proposals were approved by Barnet Council.

The revised plans incorporate 42 houses and 73 apartments, with a total of 47 homes designated as affordable housing, exceeding 40% of the development. The apartment buildings are clustered in three blocks located further away from Whalebones House to minimise visual impact.

### EASTERN STRATEGIC ACQUISITIONS

With our residential development, Chesterford Meadows in the village of Great Chesterford, Essex, proving popular among buyers, we succeeded in securing planning for a second site in close proximity to develop a further 111 homes. Through extensive engagement with the parish council, we gained planning consent and will begin construction in late 2024.

Chesterford Meadows, in the village of Great Chesterford, Cambridge.



# Off-site Manufacturing

We are committed to pioneering sustainable and efficient construction methods to facilitate our ESG strategy and the growth of the company.

Off-site manufacturing is playing a key role in the delivery of Kew Bridge Rise, Brentford.

This is exemplified by our two major investments and acquisitions, Volumetric Modular Ltd (VML) and Fusion Steel Framing Ltd. Both companies are highly regarded for their expertise in their fields and bringing them into the group bolsters our capabilities significantly.

Embracing off-site construction allows us to streamline our processes, reduce waste, and deliver homes of exceptional quality more efficiently and cost-effectively, ultimately benefitting both our clients and the environment.



### FUSION STEEL FRAMING

Fusion is an off-site manufacturer offering complete solutions in light gauge steel frame panelised superstructures, covering design, engineering, manufacture, and installation. Based in Northampton at their high-grade manufacturing facility, Fusion's mission is to improve the entire building process by implementing more efficient supply chain solutions that integrate high-quality off-site manufacturing with on site processes.

Fusion's core product, FUSIONX™, is a fully tested non-combustible walling solution developed in response to building regulation changes. Approved by the NHBC and registered under NHBC Accepts, FUSIONX™ holds LABC Warranty and is BOPAS accredited. The load-bearing external walling system is also SCI and NHBC certified up to 10 storeys and can form part of a structure up to 14 storeys.

In 2023, we updated Fusion's brand, ensuring it was more closely aligned with our corporate brand family investing in new branded clothing, literature, and factory signage, which has helped reinforce the company's values.



A Fusion employee constructing a load-bearing wall in the factory.

In April 2023, Fusion launched TRAX, a highly economical, customisable, non-load-bearing infill walling system designed for concrete or steel superstructures, capable of accommodating a wide range of cladding systems. TRAX offers a high level of thermal and acoustic insulation, enhancing overall building performance. Using advanced CAD/CAM technology for precision and consistency, its use can vastly reduce the risk of errors and delays in construction.

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*Fusion has the capacity to deliver over 450,000m<sup>2</sup> of Light Gauge Steel each year.*

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Steel framing from Fusion being installed at Ivy Lane, Oxford.



An employee maintaining Fusion's roll forming machine.

### Case Study

#### KEW BRIDGE RISE

Kew Bridge Rise, delivered in partnership with L&Q, is an emerging project where we are excited to see the benefits of Fusion's TRAX product in use.

Fusion is manufacturing and installing the infill walling system as part of the redevelopment of the former Citroen garage in Brentford.

The company will fabricate 13,720m<sup>2</sup> of TRAX for the project, forming the steel frame system infill across five buildings of up to 18 storeys. The development will have a concrete frame structure, and Fusion will create the window apertures, install roofing membrane, external insulation, and wall tie channels, providing a complete solution for the project.

Construction of the steel frame system has already begun on site, with the development expected to complete in 2026.



A team from Fusion installs steel framing at Kew Bridge Rise, West London.





Volumetric Modular's manufacturing facility in Shrewsbury.

## VOLUMETRIC MODULAR LTD

Many Hill developments incorporate standardised bathroom pods and prefabricated utility cupboards (PUCs) designed by our manufacturing partner and modular homes specialist, Volumetric Modular Ltd (VML).

VML is a specialist manufacturer of award-winning modular solutions. Utilising off-site methods and DfMA principles, its range of modular homes, bathroom and en-suite pods, and mechanical electrical and plumbing (MEP) pods are designed to meet the growing demand for high-quality, sustainable volumetric modular technology.

Since acquiring a 50% stake in VML in 2020, we have worked together to enhance our designs and update specifications to improve equipment functionality, aesthetic appeal, and overall quality. This collaborative effort ensures that our modular homes meet the highest standards.

We have proactively developed our supply chains to enhance efficiency, drive value, and ultimately optimise production, so we can deliver high-quality modular homes in a timely and cost-effective manner, to help meet the evolving needs of our communities.

VML's pods are built in its off-site factory to specification and design requirements. This ensures greater longevity due to the materials used, a quicker build time, reduced waste, and improved quality.

## Case Study

### KEW BRIDGE RISE

Kew Bridge Rise, in Brentford, is one of the first of our developments to use VML's modular bathroom pods and PUCs within every apartment across phase B.

VML was selected to design and manufacture bathroom and MEP pods for the Kew Bridge Rise development with the first units delivered to site in March 2023.

The precision-engineered pods arrive fully assembled, tested, and certified, making them ideal for projects where speed and ease of installation are vital to achieving strict building programmes.

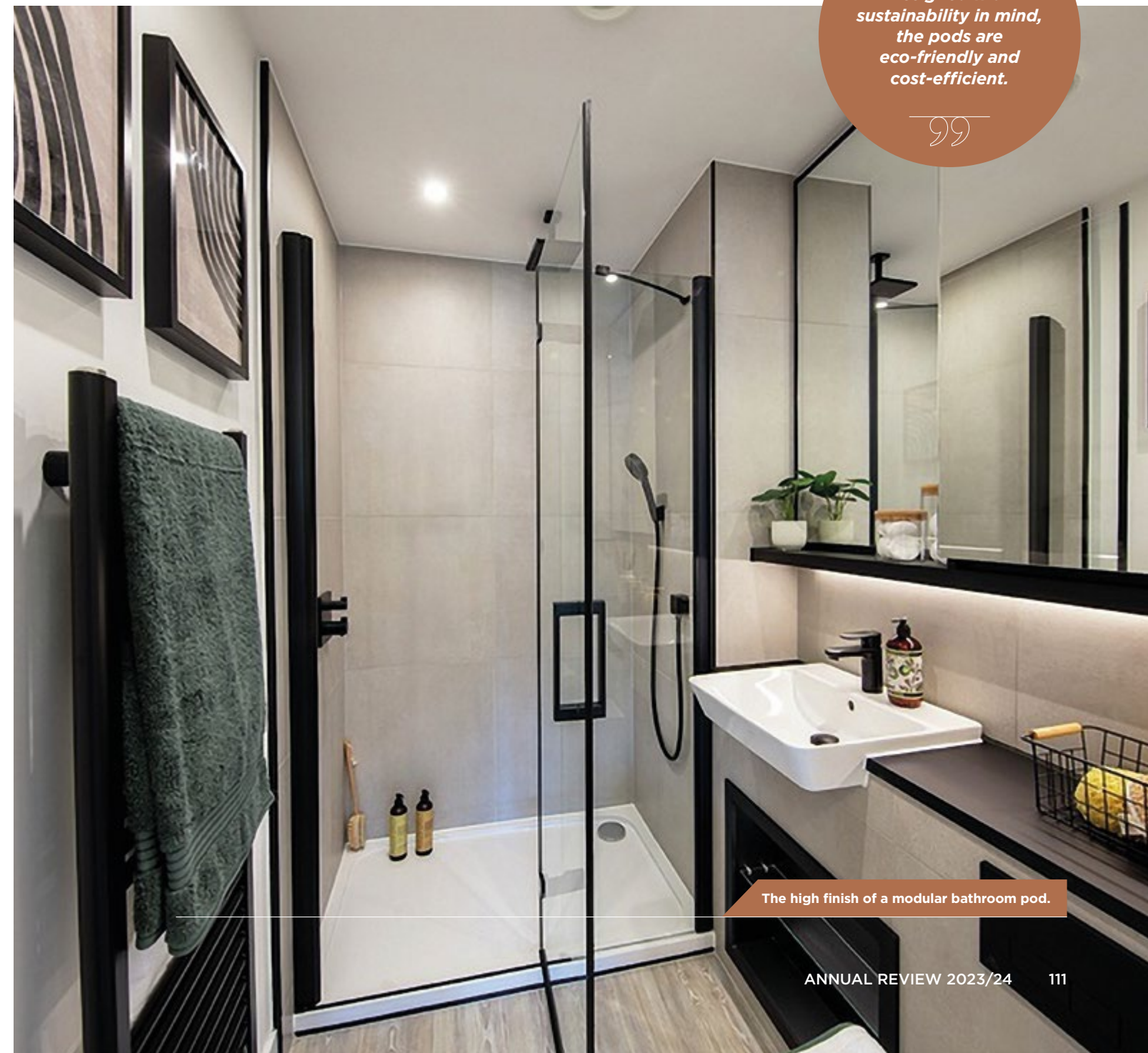
VML's bathroom and MEP pods use 3D printing technology and augmented and virtual reality prototyping to ensure accuracy and quality. The light steel framing requires significantly less room than traditional partition walls and has been designed for optimal spatial efficiency.

Designed with sustainability in mind, the pods are eco-friendly and cost-efficient. Low-energy lighting reduces fuel consumption, while controlled flow showers and dual-flush cisterns mitigate water waste.

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*Designed with sustainability in mind, the pods are eco-friendly and cost-efficient.*

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The high finish of a modular bathroom pod.



# Team Hill

At the start of 2023, we employed 720 people, and we have now grown to over 860 employees at the time of writing. With this growth comes the responsibility to ensure our employee benefits and terms are commensurate with the needs of a modern and talented workforce.

We have strengthened our packages, overseeing the rollout of private healthcare to all employees, helping us retain and grow Team Hill.

We implemented a new performance review system that centres around more regular and impactful performance conversations, as well as a new careers hub to aid in recruitment. We have also updated our Future Talent programme to ensure we are developing high-quality housebuilders for the future.

Training is a vital component for empowering and upskilling our workforce, and in 2023, we rolled out 'Powerhouse of Learning' to our employees and supply chain. Using an online system, this new suite of training courses provides easily accessible learning on subjects such as GDPR, sustainability, social value, and equality and diversity, in addition to subjects such as leadership, presentation, and communication.



Graduation celebration dinner for our Management Trainees held at Searcys at the Gherkin.



MANAGEMENT TRAINEE AWARDS 2023

Over 140 people attended our 2023 Trainee of the Year Awards. Hosted by Greg Hill, Deputy Chief Executive, the ceremony celebrated our management trainees and the great work they have achieved over the past year.

Lucy-Ann Wallace, Assistant Site Manager, was awarded Trainee of the Year 2023, as well as Trainee Site Manager of the Year.

*“I am truly blessed to have a job that I love and work for a company that is so committed to my personal and professional development.”*

Lucy-Ann Wallace

The full list of Award winners:

Trainee Site Manager of the Year  
**Lucy-Ann Wallace**

Trainee Contract Surveyor of the Year  
**Luke Anderson-Beamish**

Trainee Technical Coordinator of the Year  
**James Meehan**

First Year Trainee of the Year  
**Kiran Bacon**

Hill Hero  
**Matt Yeoman**

Most Valued Player  
**Luke Beetwell**



Our 2023 Trainee award winners with Greg Hill, Deputy Chief Executive.



Celebrating our trainees' graduations at Searcys in London's iconic Gherkin building.

MANAGEMENT TRAINEE GRADUATIONS 2023

In early 2024, 30 of our 2023 management trainee graduates enjoyed a celebration event at Searcys to mark the culmination of their degrees and graduation from our programme.

In the company of our Group Chief Executive, Andy Hill, our senior leadership and HR teams, our successful graduates savoured an evening of fine dining and refreshments with inspiring speeches, all on the 40th floor of London's iconic Gherkin building.

INDIVIDUAL AWARDS

Continuing a successful year for accolades, Lucy-Ann Wallace also won a Workforce Award at the Considerate Contractors Scheme's Leading Lights Awards for her work on Kew Bridge Rise in Brentford.

Lucy-Ann was recognised for demonstrating her passion for creating a supportive and inclusive work

environment, leading numerous initiatives, including implementing site start-up packs, promoting diversity, coordinating social media for national inclusion week, inspiring young individuals about careers in construction, and raising over £1,000 for the charity Mates in Mind by successfully running the 2023 London Marathon. We are very proud of Lucy-Ann and all her achievements.

In May 2023, our Technical Coordinator for the CIP region, Lauren New, was named Young Professional of the Year at the Greater Cambridge Design and Construction Awards. Tom Hill, Managing Director, commented,

*“To have Lauren named Young Professional of the Year is a testament to the hard work and dedication she has put in over the past few years, delivering Ironworks and now leading on the technical side of our 21 Passivhaus-certified council homes.”*





Winners of our annual five-a-side football tournament.

## INTERNAL FIVE-A-SIDE FOOTBALL TOURNAMENT

In July 2023, we hosted an employee five-a-side football tournament. The 2022 event proved such a popular day that we made it an annual tournament. After a hard-fought competition, it was our Special Projects region that finished the day victorious.

## CORONATION CELEBRATION

In May, to mark the coronation of King Charles III, we held a special celebration event for all our staff. Colleagues were invited to enjoy a quintessentially British lunch of fish and chips together.

It was a fantastic opportunity to meet with colleagues and to celebrate and enjoy a special and rare occasion in the history of our nation.



Celebrating King Charles III's coronation.



Christmas Family Fun Day.

## FAMILY CELEBRATION DAYS

Every year, we invite Team Hill and their relatives to celebrate key holidays, helping us share in the excitement and joy of these special occasions.

In December, Father Christmas, the Social Committee, and over 270 guests descended on our head office for our annual Christmas Family Fun Day. Attendees enjoyed a delicious buffet and luxurious hot chocolate drinks, and children were entertained with a range of Christmas activities, including face painting, gingerbread decoration, and an exciting opportunity to meet Father Christmas.

In the true spirit of the season, the event also included a raffle to raise money for Ambition Aspire Achieve, a children's and young people's charity supporting the most disadvantaged and at-risk young people in Newham, East London.

*In April 2023, we held our annual Family Easter Day, with attendees enjoying an afternoon packed with fun seasonal activities.*



Family Easter Day.



## SUMMER PARTY

We hosted our employee summer party in July, and the event was well attended and enjoyed by all. The party was held at the Artillery Garden at the Honourable Artillery Company in London, with attendees treated to music from a live singer and the Wandering Hands band. Colleagues enjoyed special entertainment, including giant garden games such as chess, Jenga, and Connect 4, as well as table tennis, table football, a coconut shy, and tin can alley.

*Our social committee created 17 events in 2023 and early 2024, facilitating a series of fun and exciting subsidised events, including go-karting, a trip to a fair-themed experiential evening venue, FI Arcade, music concerts, a summer party, and a five-a-side football tournament, to name a few.*

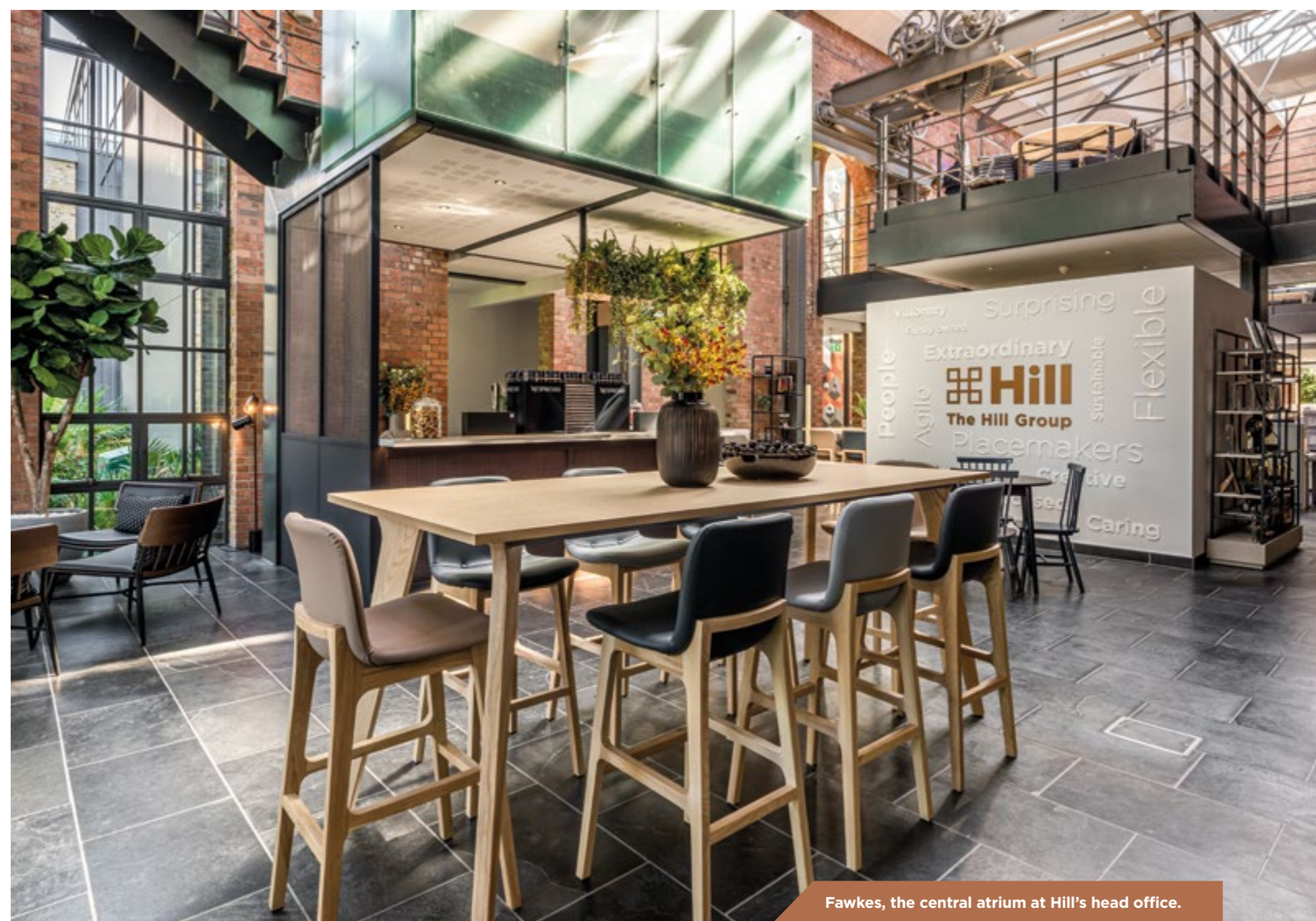


Summer Party at the Artillery Garden.



## OFFICE UPDATE

Hill's head office received a significant upgrade with a new, modern central atrium. The space was reimaged by Suna Interior Design, who transformed it into a comfortable, modern, flexible area that can be used for meetings with external guests, team catch-ups, and lunch breaks, set around a new coffee bar - The Power Bar.



Fawkes, the central atrium at Hill's head office.



# Supply Chain

Hill's supply chain is an integral part of our business, contributing significantly to our ongoing operations and success.

We have invested considerable effort in building a robust and resilient supply chain, ensuring we deliver our projects effectively, efficiently, and to the highest-possible standards.

We take a collaborative approach to the management of our supply chain and believe in developing long-held relationships with our partners based on transparency, trust, and fairness. We recognise that engaging regularly with our suppliers at all levels and stages is critical to laying the foundation for more efficient work practices that align with our own values.

Our supply chain partners are integral to the growth of Hill.



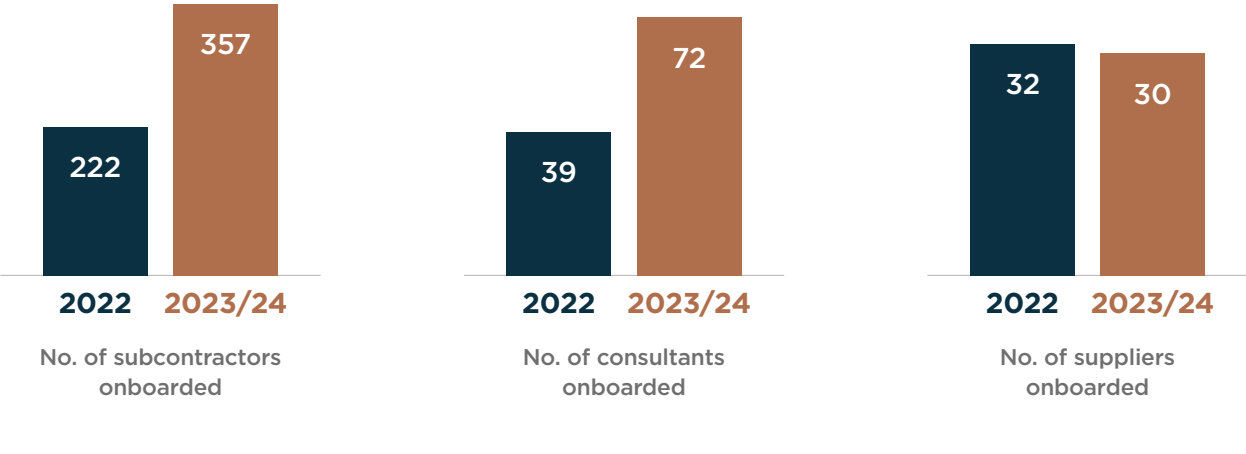


We have onboarded a record number of subcontractors, consultants, and suppliers over the last 15 months

BUILDING FOR THE FUTURE: GROWTH AND SUSTAINABILITY IN OUR SUPPLY CHAIN

The past 15 months have been a period of significant growth for our company. We have expanded into new regions across the UK, including Kent and the Midlands, opening up exciting opportunities to deliver much-needed homes. This expansion has placed a vital demand on our supply chain network. To ensure we have the skilled workforce to deliver our project pipeline, we have worked diligently to grow our network in parallel with our geographical reach.

We are committed to building high-quality, sustainable homes while maintaining the highest safety standards. To achieve this, we have given our supply chain access to a suite of training courses, helping prepare them, alongside any new partners, for the demands of the future.



BUILDING RELATIONSHIPS:  
ENGAGING WITH NEW PARTNERS

We take a proactive approach to forging relationships with new buyers, suppliers, and consultants. This has been achieved through a multi-pronged strategy, combining our own initiatives with participation in recognised industry events.

We have established a successful annual programme of regional supply chain engagement days. These events provide a valuable platform to connect with potential partners in each of our operational areas.

We actively participate in Constructionline’s national “Meet the Buyer” events. These events, such as those held in Birmingham and Derby in 2023, offered us the opportunity to connect with a pre-qualified pool of potential suppliers aligned with our needs.

To further amplify our reach, we partnered with Constructionline on a series of regional events including Bristol, London, Norwich, and South London.

We organised a dedicated “Meet the Buyer” event in Gravesham specifically to meet consultants and buyers who may be able to assist us as we grow our new investment partnership with Gravesham Borough Council.



*We participated in over ten “Meet the Buyer” events to connect with new partners.*

We have also hosted a series of successful supplier engagement days including Coventry, Dagenham, Ealing, and Milton Keynes, which have proven to be an excellent way to connect with potential partners in a focused and productive environment.

By combining our own initiatives with participation in industry events, we have fostered a strong network of partners, allowing us to secure the talent and resources needed to support our ongoing growth.

PRIORITISING SAFETY:  
BUILDING COMPLIANCE WITH  
CONSTRUCTIONLINE

Building safety is paramount, and we are committed to working with subcontractors, consultants and suppliers who share this value. To achieve this, we continue to partner with Constructionline, a leading provider of risk and compliance information for the construction industry.

Through Constructionline’s Radar, we can access a centralised dashboard that pulls together relevant company information, including their Building Safety Act compliance status. This real-time data helps us make informed decisions when selecting subcontractors, ensuring we partner with those who prioritise safety throughout their operations.

We encouraged high-risk trades to upgrade their Constructionline memberships to Gold. This upgrade unlocks a deeper level of detail on their health and safety performance and operating procedures. By requiring this enhanced standard for new high-risk suppliers at the onboarding stage, we ensure a safer and more competent supply chain across all our sites.





## INVESTING IN SKILLS: UPSKILLING OUR SUPPLY CHAIN

Building a competent and engaged supply chain is essential for our continued success. To achieve this, we have implemented a programme of training and development initiatives designed to equip our partners with the skills and knowledge they need to excel.

We have delivered a series of informative online “lunch and learn” events focused on key industry topics. These sessions provided our supply chain with valuable insights into “Social Value” – its meaning, our expectations, and how they can contribute to achieving our shared goals.

Following previous training initiatives, we conducted questionnaires to gather valuable insights into training needs. Based on this feedback, we are planning a dedicated training session about “Sustainability”, scheduled for delivery in 2024.

By offering targeted training programmes and fostering a culture of continuous learning, we empower our supply chain partners to excel. This collaborative approach ensures we have a skilled and knowledgeable workforce, well-equipped to navigate the ever-evolving construction landscape and deliver exceptional results for the Group.

Our partnership complements our existing training programmes, providing a comprehensive approach to upskilling our supply chain for a sustainable future.

## INVESTING IN THE FUTURE: APPRENTICESHIP INITIATIVES

Creating a skilled workforce for the future is a shared responsibility, and in line with our commitment to social value, we are actively promoting apprenticeships throughout our supply chain.

To empower our subcontractors, our Social Value team developed a comprehensive Apprenticeship Guidance Document, which provides resources and clear information on our programme details and the benefits.

Recognising the value of collaboration, the guidance highlights multiple shared apprenticeship providers. This expands access to training opportunities, ensuring a wider pool of skilled apprentices.

The document also explains why and how subcontractors should meet project apprentice targets, aligned with our membership of the 5% Club, which champions a commitment to employing 5% of the workforce as apprentices. It also encourages local recruitment wherever possible, in support of our project target of 25% local labour across all sites.

**We target 25% local labour across our sites.**



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